



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Victoria Rodriguez, Director of Workforce Services

Date: June 6, 2025

Subject: Youth Program Briefing and Performance

Summary: For Program Year 2025, Workforce Solutions Alamo (WSA) continues its partnership with youth contractor SERCO to oversee enrollments and provide education, training, and skills essential for workforce success. WSA maintains active communication with SERCO to ensure performance goals align with the Texas Workforce Commission's (TWC) target range of 95-105% while staying within the allocated budget.

Analysis:

Participant Planning Summary (PPS)

The PPS aims to ensure that the Youth Service Provider serves the most significant number of participants and provides them with services that lead to successful training and employment outcomes. The PPS includes quarterly and yearly targeted enrollment (participants to serve) and service goals for eligible clients. While enrollment goals include serving the most significant possible number of eligible participants, the quality of customer service remains a top priority. The breakdown for the second quarter of the Program Year is as follows:

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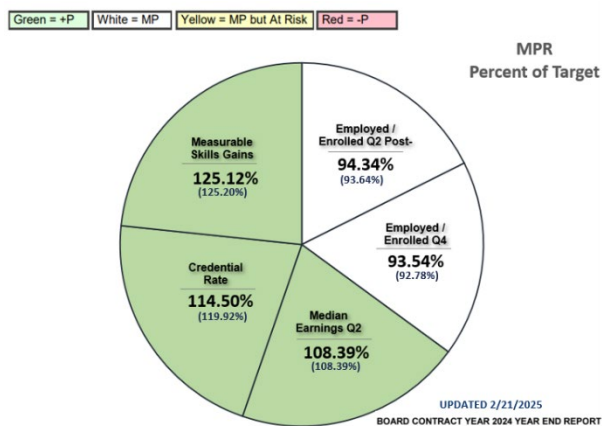
PPS WIOA YOUTH 2024-2025	NEW				YEAR END GOAL	YEAR END GOAL %
	Q1 OCT-DEC'24	Q2 JAN-MAR'25	Q3 APR-JUN'25	Q4 JUL-SEP'25		
Urban Participants Planned	89	178	267		356	
Actual Participants Served	210	33			243	68%
Rural Participants Planned	52	105	157		210	
Actual Participants Served	96	13			109	52%
Work Experience Career Opportunities Planned	50	101	150		201	
Actual	60	30			90	45%
Education/Training Planned	15	29	43		57	
Actual	26	2			28	49%
Supportive Services Planned	67	135	202		269	
Actual	221	87			308	114%

IN-SCHOOL & OUT-OF SCHOOL YOUTH		
Actual Urban Participants Served	65 ISY	178 OSY
Actual Rural Participants Served	53 ISY	56 OSY

Performance Accountability

WSA continues to track and communicate performance expectations with the youth contractor, focusing on WIOA-established indicators, including Q2 and Q4 Post-Exit Employed and Enrolled Outcomes, Measurable Skill Gains, Median Earnings, and Credential Attainment Rate.

The Year-End MPR Report for the 2023-2024 BCY highlights that the youth contractor met two of five performance measures and exceeded three, demonstrating a strong commitment to program success and youth progress tracking. On February 21, 2025, TWC released an update to the BCY24 End-of-Year Report. While there were slight adjustments to the target percentages, these changes did not affect the performance measures. The updated figures are outlined below, with the previously reported percentages from the February 7, 2025, Youth Committee meeting shown in parentheses.



SERCO's leadership team remains dedicated to achieving positive outcomes, with youth staff actively engaging participants to collect necessary employment and educational documentation. Additionally, bi-weekly status updates will be provided to WSA if any measures are not met.

Alternatives: N/A

Fiscal Impact: Workforce Solutions Alamo (WSA) has made a significant investment in youth workforce development, ensuring young individuals gain valuable skills and career opportunities.

- **In-School Youth:** WSA has allocated **\$173,055** towards **work experience opportunities**, helping students gain hands-on exposure to real-world jobs. Additionally, **\$2,730** has been invested in **support services** to remove barriers to success.
- **Out-of-School Youth:** WSA has committed **\$342,252.98** to **work experience programs**, equipping young individuals with critical job skills. Furthermore, **\$13,773** has been provided for **support services**, while an additional **\$40,878** has been dedicated to **individual training** to enhance employability and career advancement.



These strategic investments reinforce WSA's commitment to empowering youth through education, training, and hands-on work experience, ensuring they are prepared for the workforce and long-term career success.

Recommendation: WSA will continue utilizing WIOA Youth Workforce Reports at the Board level. If performance deficiencies arise, the youth contractor must submit an Exception Report outlining corrective actions.

To enhance performance, the contractor must make documented efforts to contact participants and collect employment and education outcomes for reporting accuracy. WSA and SERCO will closely monitor performance to maintain enrollment levels that support continued success while ensuring the contractor exceeds all performance measures.

Next Steps: WSA and the youth contractor will continue to monitor performance and work to ensure that enrollment remains at a level that does not negatively impact performance, and that the youth contractor continues to exceed all performance measures.



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez – Director of Procurement and Contracts Management

Date: June 6, 2025

Subject: RFP: Business Services Unit (BSU)

Summary: Discussion: Workforce Solutions Alamo (WSA) – Board Staff is presenting the scope of work and next steps for Request for Proposal (RFP) that was issued in March 2025, to support the Workforce Solution Alamo (WSA) in meeting its strategic workforce development goals. The tasks outlined below will contribute directly to improving sector-based partnerships, optimizing the delivery of business services, and ensuring measurable impact in alignment with workforce engagement strategies. The objective is to enhance WSA's capacity to meet the evolving needs of employers, align with industry's best practices, and strengthen relationships with key partners.

Scope of Work:

1. Support for WSA CEO Related to WSA Board Officer Goals

- **Work Plan Development:** The creation of a comprehensive work plan will support the strategic engagement of both WSA Board staff and contractors. This engagement will focus on developing partnerships that address workforce needs across multiple sectors, ensuring that stakeholders are aligned and mobilized for action.
- **Industry Sector Strategies:** By reviewing and validating existing sector charters and strategies, we ensure that each partnership is aligned with the current business and workforce demands. This provides clarity and direction to the workforce's development efforts, ensuring that each sector's needs are being met in a meaningful and impactful way.
- **Quarterly Reporting Templates:** The development of reporting templates will enable WSA to track progress against defined goals, providing transparency and accountability for each sector partnership. Regular reporting ensures that progress is monitored and enables the adjustment of strategies to stay aligned with workforce engagement goals.

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- **Partnership Goal Alignment:** Defining clear and measurable goals for each partnership ensures that the initiatives are meaningful and impactful for employers. This fosters a results-oriented approach to workforce engagement, where outcomes are directly tied to business needs and talent development.
 - **New Sector Partnership Development:** Developing new sector partnerships as needed will enable WSA to expand its reach and impact, engaging with sectors that require tailored workforce solutions and facilitating further alignment with industry-driven workforce engagement.
2. **Advising CEO and COO on Organizing Board and Career Center Contractor Business Services**
- **Roles and Responsibilities Definition:** Clarifying roles and responsibilities within the WSA Board and Career Center contractors will promote efficiency and effective service delivery. Clear roles also ensure that each entity involved in workforce engagement understands their contribution to meeting employer needs.
 - **Best Practices Research:** Conducting research on talent sourcing and management best practices, particularly in partnership with local Chambers of Commerce, will enable WSA to adopt strategies that are proven to drive success in the private sector. This aligns with our goal of improving workforce engagement by leveraging insights from those with expertise in managing talent pipelines.
 - **Partnership Proposal Development:** Developing partnership proposals for collaboration with local Chambers of Commerce will provide an actionable plan to strengthen relationships with key regional stakeholders. This collaboration will support the workforce engagement strategy by aligning workforce development efforts with the needs of local employers and businesses

Supporting Texas Talent and Economic Growth – Goal 2, Service Optimizers.

These efforts will help ensure that WSA continues to play a leading role in meeting the workforce development challenges faced by local industries, while driving measurable and impactful outcomes for employers.

Next Steps: The RFP closed in April 2025 and is currently undergoing evaluations, once completed.

1. Take recommendation to the Audit and Finance committee on May 30, 2025, if need board approval
2. Award contract



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez – Director of Procurement and Contracts Management

Date: June 6, 2025

Subject: **RFP: Workforce One Bus**
Commercial Driver License (CDL) Driver Services RFP

Summary: Discussion: Workforce Solutions Alamo (WSA) – Board Staff is presenting the scope of work and next steps for the Request for Proposal (RFP) that was issued in April 2025, for the purchase of Commercial Driver License (CDL) Driver Services on an as needed basis to support the Workforce Solution Alamo (WSA) Mobile workforce unit. This solicitation is part of our ongoing efforts to ensure the effective and safe operation of the mobile office unit, which plays a critical role in delivering services at various locations. The RFP will be posted until the deadline May 5, 2025.

Scope of Work: The contractor will be responsible for hiring drivers and shall provide on-going training and supervision. The contractor shall conduct both criminal and driver history background checks and drug tests before hiring drivers.

The contractor will ensure that the driver(s) operating the Mobile unit must:

- Possess a current Texas Class A or B Commercial Driver's License.
- At least five (5) years of experience in driving large vehicles, preferably including experience with mobile office units or similar specialized equipment.
- Clean driving record with no major violations or accidents in the past 5 years.
- Ability to pass drug and alcohol screening and comply with DOT physical and medical requirements
- Experience in performing vehicle inspections, routine maintenance, and troubleshooting issues.

The contractor shall provide a CDL Driver that will be responsible for the following but limited to:

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- Operating the **Mobile Office Unit** (a vehicle equipped with office space, communications equipment, and other necessary office functions) safely and efficiently, in compliance with all applicable federal, state, and local regulations.
- Transporting the mobile office unit to various sites as scheduled.
- Ensuring the safe setup and leveling of the mobile office unit at each location.
- Performing pre-trip and post-trip vehicle inspections to ensure the vehicle is in good working condition and comply with safety regulations.
- Managing the electrical connections for the mobile office unit.
- Assisting with the unloading and securing of equipment or office materials when required.
- Maintaining logs of driving hours, vehicle maintenance, and operational activities.
- Coordinating with the office team to ensure timely arrivals and departures.
- Reporting any mechanical issues, accidents, or delays to the appropriate personnel.
- Adhering to company and safety policies, including vehicle cleanliness, fuel management, and emergency preparedness

Supporting Texas Talent and Economic Growth – Goal 2, Service Optimizers.

The issuance of this solicitation is a crucial step in securing the necessary driver services for our mobile work unit to continue supporting our mission and operations.

Next Steps: Once the RFP has closed.

1. Evaluation of proposal(s)
2. Bring recommendation to the Audit and Finance committee if need board approval
3. Award contract



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented by: Victoria Rodriguez, Director of Workforce Services

Date: June 6, 2025

Subject: Workforce One Utilization

Summary: In March WSA collaborated with Joint Base San Antonio to create targeted outreach to veterans, transitioning service members, dependents, and federal workers who were interested in upskilling and enhancing their career. This outreach incorporated all workforce services including childcare to provide participants with a one-stop experience utilizing the mobile unit. Workforce One visited Randolph, Lackland, and Ft. Sam Houston. Among these visits the mobile unit was displayed at Restore Education to partners.

Analysis:

Below is the list of locations and dates that Workforce One was utilized. These events yielded 206 individuals serviced or outreached. The largest use stemmed from the Bridging Careers Hiring and Resource fair with 520 job seekers in attendance.

- April 10th -JBSA Lackland
- April 11th- JBSA Randolph
- April 12th -7th Annual Ace Race
- April 15th- JBSA Randolph
- April 16th-Ft. Sam Houston
- April 17th-Bridging Careers Hiring Fair
- April 22nd-JBSA Randolph
- April 23rd-Restore Education

The next major use of the mobile unit will be for Reemployment Services and Eligibility Assessment program. TWC has communicated with Alamo and two other boards to coordinate a reemployment event for customers who have failed to report for the program. This activity would kick start performance and display collaboration among fellow Boards.

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**Key Objectives:**

- Recognize Employers
- Expand Outreach
- Support Career Centers
- Engage Communities

Alternatives: WSA to consider highlighting partnerships through Workforce One outreach.

Fiscal Impact: The mobile unit has increased expenditures by enrolling and engaging job seekers. Workforce one has enhanced the economy through incorporating employer relationships.

Recommendation: WSA staff recommendation is to continue to strategically place the mobile unit to enhance the region's workforce.

Next Steps:

- Communication
- Coordination
- Monitoring and Feedback

The Workforce One Mobile Unit initiative demonstrates WSA's commitment to increasing accessibility to services and celebrating partnerships that advance workforce development throughout our region.

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MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Victoria Rodriguez, Director of Workforce Services

Date: June 6, 2025

Subject: Capstone Project

Summary: Over a year ago, Workforce Solutions Alamo (WSA) was approached by Jessica Vachon, a student from UT Health San Antonio pursuing an Occupational Therapy degree, seeking a Capstone Project site. After extensive communication and planning, WSA and Jessica formalized a Capstone Project agreement to develop an asset map for the Student HireAbility Navigator role. This memo provides an overview of the project, key objectives, the action plan, and recommendations for successful implementation.

Analysis: The Capstone Project spans 14 weeks, during which Jessica Vachon has shadowed the Student HireAbility Navigator to gather insights and create an organized asset map for the 13-county region. This map will serve as a comprehensive resource, identifying services and support available for individuals with disabilities.

Jessica has conducted interviews with employers, schools, childcare providers, and community-based organizations to collect data and better understand the existing network of resources. This initiative is designed to leave a lasting impact, offering a valuable tool for WSA, its clients, and its partners to utilize in the future.

Project Benefits:

- A comprehensive, user-friendly asset map for the 13-county region.
- Enhanced understanding of available disability resources for workforce development.
- Strengthened relationships with employers, schools, and community organizations.

Project Objectives:

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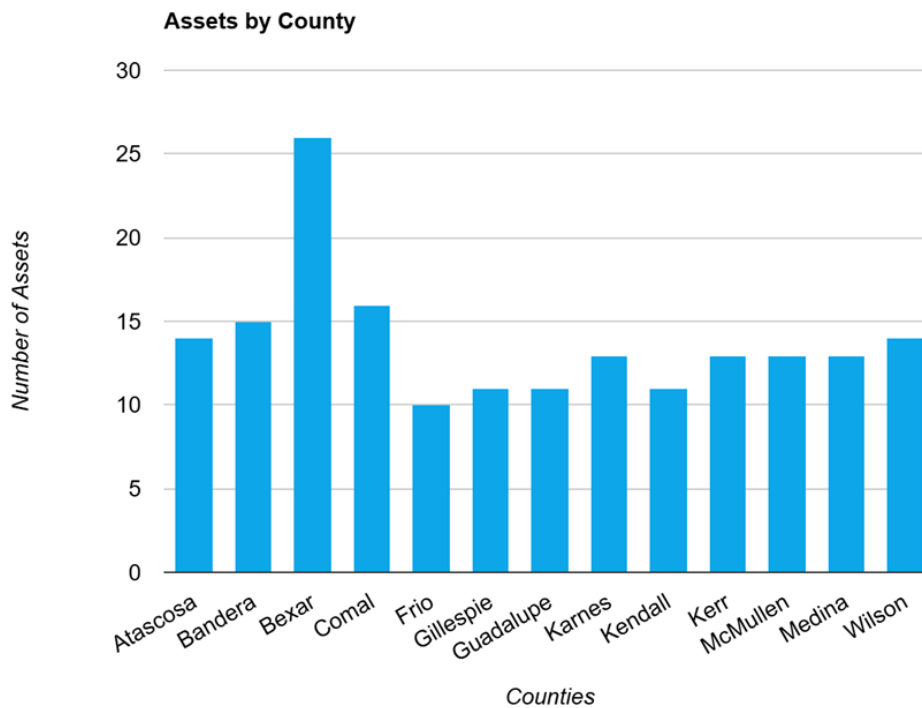
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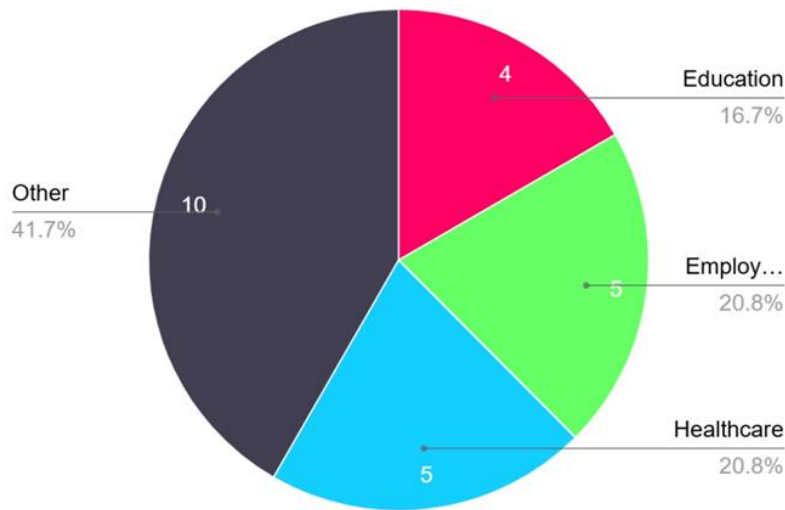
1. **Timely Completion:** Ensure the project is completed on schedule with clear deliverables.
2. **Data Quality:** Maintain high standards of data accuracy, relevance, and consistency.
3. **Team Collaboration:** Foster an effective and supportive working relationship between Jessica, the Student HireAbility Navigator, and other stakeholders.
4. **Risk Mitigation:** Identify and manage any potential challenges that may impact project success.

Summary of Findings:





Assets by Sector



Action Plan:

1. Regular Meetings:

- a. **Weekly Check-ins:** Hold one-on-one meetings with Jessica to monitor progress and address questions.
- b. **Bi-weekly Team Meetings:** Facilitate group discussions to share updates, resolve challenges, and align objectives.

2. Task Assignments and Deadlines:

- a. Set clear expectations for each phase of the project, including task assignments and timelines.
- b. Regularly review progress to ensure the project stays on track.

3. Quality Assurance:

- a. Implement a data validation process to ensure collected information is accurate and complete.



- b. Conduct peer reviews and provide constructive feedback to improve the quality of the deliverables.

4. Training and Support:

- a. Provide Jessica with training on data collection, analysis, and reporting tools.
- b. Offer ongoing support and supervision to address any challenges she encounters.

5. Risk Management:

- a. **Risk Assessment:** Identify potential risks, such as delays, data inconsistencies, or resource constraints.
- b. **Mitigation Strategies:** Develop solutions to minimize or prevent the impact of identified risks.

Phase	Supervisor Activity
Project Initiation	Review project plan, assign tasks, and schedule meetings.
Data Collection	Guide data collection methods and monitor progress.
Data Analysis	Ensure quality by reviewing techniques and outcomes.
Report Writing	Provide feedback on drafts and ensure clarity of content.
Final Presentation	Review and refine the final report and presentation.
Project Closure	Conduct a post-project evaluation and document lessons.

Alternatives: Currently, there are no alternatives, as this project leverages local talent to achieve goals in a cost-effective manner.

Fiscal Impact: By collaborating with a local student, WSA is offsetting monetary costs associated with short-term projects. This partnership maximizes resources while achieving project goals.

Recommendation: It is recommended that Jessica Vachon present her findings to the appropriate committee at the conclusion of her Capstone Project. Her presentation will provide insights into the asset map and its practical applications for WSA and its partners.

Next Steps: Jessica has concluded her Capstone as of April 23rd. She has compiled her findings and updated the WSA Student HireAbility Padlet resource with the asset map. These tools will better inform the community of their resources and options. WSA will continue to seek partnerships that fill the gaps identified in the region.



MEMORANDUM

To: **Executive Committee**
From: Adrian Lopez, Chief Executive Officer
Presented by: Dr. Ricardo Ramirez, Director of Quality Assurance
Date: June 6, 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: Executive Committee
From: Eric Vryn, Chief Process Officer
Date: June 6, 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: Executive Committee
From: Adrian Lopez, CEO
Presented By: Teresa Chavez, COO
Date: June 6, 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: Executive Committee

From: Adrian Lopez, CEO

Presented By: Jessica Villarreal, Director of Child Care

Date: June 6, 2025

Subject: Child Care Performance Briefing

Summary: For FY2025, TWC established Alamo's target units of care at 14,335. WSA's unofficial YTD performance for December 2024 was 14,215 units, indicating that Alamo was continuing to meet performance for the first quarter of this fiscal year.

Background: For FY2025, TWC established Alamo's target units of care at 14,335. This increase is part of the broader BCY 2025 childcare allocations approved by the Texas Workforce Commission (TWC). As per WD Letter 09-24, Change 2, the Commission approved \$1,319,162,553 to be allocated to all Boards for CCS. This allocation includes a state-mandated 2 percent quality set-aside and funding for direct care, quality improvement activities, and the Texas Rising Star Mentor distribution.

Current Performance: Initial performance data indicated strong progress. WSA's unofficial YTD performance for December 2024 was 14,215 units, which correlates to 99.16% of the target. Due to system limitations with the TX3C platform, the ability to accurately capture performance information through reports has been limited. The December performance data is the most reliable current information available.

Analysis:

- WSA's unofficial YTD average for December, with 14,215 enrollments (99.16%), positions Alamo within the "Meets Performance (MP)" range at the outset of FY2025.
- The Child Care Services team continues proactive enrollment efforts to maintain this performance level while adhering to the allocated childcare budget.
- Intake remains open, and childcare staff are actively engaged with families and providers to ensure the effective delivery of services.
- The BCY 2025 midyear review of CCS allocations and distributions, approved on February 18, 2025, addressed increases in the average cost of care for 19 Boards, including Alamo, to ensure they can meet their performance targets.

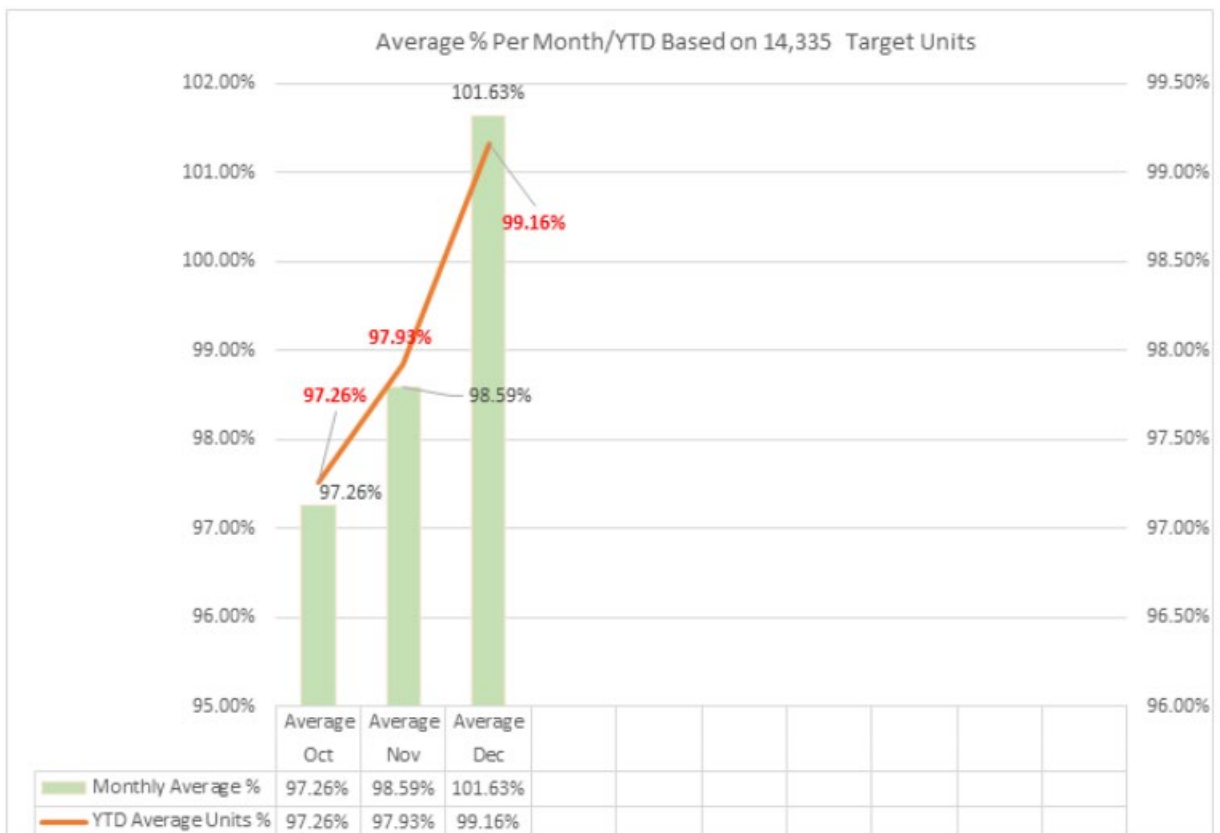
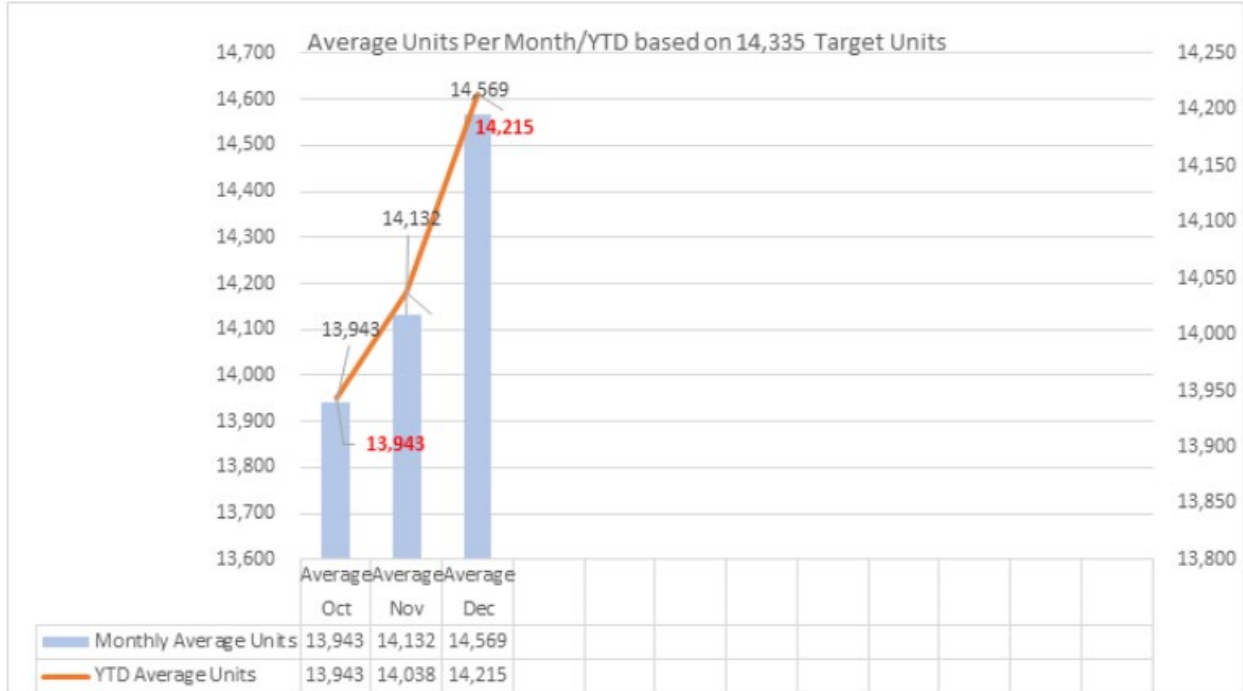
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Information collected: 03/24/2025





	Oct	Nov	Dec
	Average	Average	Average
Monthly Average	13,943	14,132	14,569
YTD Average Unit	13,943	14,038	14,215

	Oct	Nov	Dec
	Average	Average	Average
Monthly Average	97.26%	98.59%	101.63%
YTD Average Unit	97.26%	97.93%	99.16%

	Oct	Nov	Dec
	Average	Average	Average
Choices	182	164	187
Low Income	12,806	13,004	13,390
Former DFPS	736	734	728
Homeless	219	231	265
Monthly Average	13,943	14,132	14,569
Monthly % Average	97.26%	98.59%	101.63%
YTD Average Unit	13,943	14,038	14,215
YTD % Average	97.26%	97.93%	99.16%
TWC Target	14,335	14,335	14,335

Fiscal Impact:

- Each October, TWC allocates funding and establishes annual performance targets for each workforce board.
- TWC employs a performance status methodology, based on the annual target and budget, defining percentage ranges for three performance measures: Meets Performance (MP), Exceeds Performance (+P), and Below Performance (-P).
- Exceeding the budgeted amount for enrollments may negatively impact future funding allocations.
- Therefore, WSA meticulously monitors and balances both the enrollment target and the allocated budget to maximize childcare access for families while maintaining compliance with TWC requirements.

Recommendation: N/A

Next Steps:

- WSA will continue to actively enroll eligible families and rigorously monitor performance against established goals and budget allocations throughout FY2025.
- WSA will follow the requirements of WD Letter 09-24, Change 2, regarding prospective payments and CDER reporting.
- WSA will prepare for a year end reconciliation as directed by the TWC.



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Jessica Villarreal, Director of Child Care

Date: June 6, 2025

Subject: Texas Rising Star Assessment Update

Summary:

The Texas Rising Star (TRS) program, a Quality Rating and Improvement System (QRIS) administered in conjunction with the Texas Workforce Commission's (TWC) Child Care Services (CCS) program, recognizes and supports high-quality early childhood education programs. TRS certification is available to licensed child care centers, licensed child care homes, and registered child care home facilities that meet established criteria.

The program offers three distinct levels of quality certification—Two-Star, Three-Star, and Four-Star—designed to incentivize continuous quality improvement. These tiered certifications correlate with enhanced reimbursement rates for providers serving children receiving child care scholarships.

Extensive research demonstrates a strong correlation between attendance in high-quality early learning programs and enhanced school readiness. TRS-certified programs, which demonstrably exceed the minimum standards set forth by the Texas Health and Human Services Commission (HHSC) Child Care Regulation (CCR), are positioned to significantly contribute to the positive physical, social-emotional, and cognitive development of children. As programs progress through the TRS levels, their positive impact on children's development is amplified.

Analysis:

The Alamo region currently benefits from the expertise of 17 mentors who actively support participating centers. As of March 21, 2025, the Alamo region boasts 309 TRS-certified Early Learning Programs. This cohort comprises 185 Four-Star, 104 Three-Star, and 20 Two-Star programs. TRS-certified programs represent 51% of all CCS programs within the Alamo region, compared to 54% in Bexar County and 42% in rural areas. TRS mentors and boards maintain consistent engagement with the Centralizing Assessment Entity to ensure a shared understanding of roles and responsibilities related to assessments.

The number of providers with active scholarship agreements continues to fluctuate. As of March 21, 2025, 601 centers hold such agreements, encompassing Licensed Centers, Licensed Child Care Homes, Military facilities, Registered Child Care Homes, and Relative



Care Listed Homes. Notably, Relative Care Listed Homes are excluded from TRS program counts and percentages.

Key data points as of March 21, 2025, are presented below:

Data as of 03/21/2025

Centers awaiting NEW certification	155
Number of 4* to date	185
Number of 3* to date	104
Number of 2* to date	20
# Of Accredited Centers	70
# Of Non-Accredited Centers	239
# Of Military Centers: included in accredited total	7

Data below as of 03/21/2025

NOTE: Program counts below include Licensed Centers, Licensed Homes, Registered Homes, Listed Homes, and Military facilities. Military facilities are not reflected on the HHSC CCL data list and have been added manually.

Location	Programs	CCS Programs	TRS Programs	Percentage TRS of CCS Programs
Bexar Early Learning Programs	856	472	255	54%
Rural Early Learning Programs	308	129	54	42%
Total	1164	601	309	51%

Alternatives: N/A

Fiscal Impact: N/A

Recommendation: N/A

Next Steps: The Workforce Solutions Alamo (WSA) will continue to monitor assessment preparation and program application submissions. The Centralizing Assessment Entity manages assessments and scheduling, adhering to TWC guidance and processes.



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Jessica Villarreal, Director of Child Care

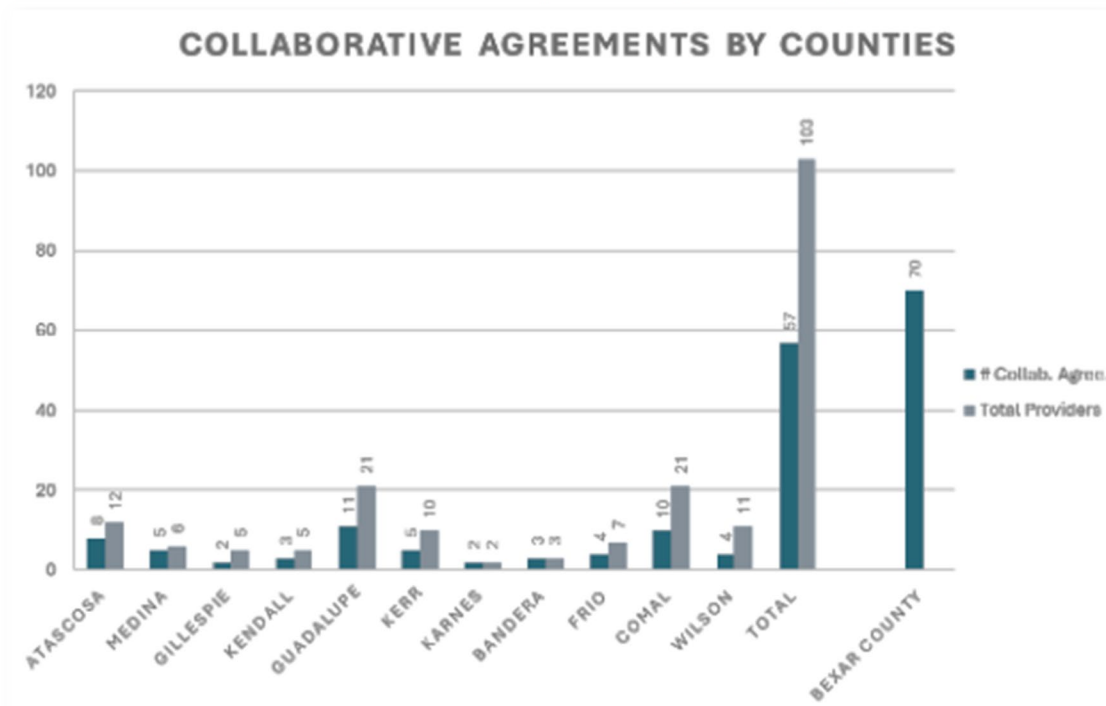
Date: June 6, 2025

Subject: Texas Rising Star Business Coach Update

Summary: Our TRS Business Coach continues to provide vital support to Early Learning programs, focusing on resource connection, business model analysis, and addressing staffing shortages. This support extends to TRS mentors assisting centers navigating the certification process. Notably, this coaching has influenced several programs to remain in the CCS and TRS programs. The coach has also been actively working on expanding resources and support through partnerships and training.

Key Highlights:

Program Reach: Collaborative Agreements: 127 Early Learning programs have partnered with the business coach (57 Rural, 70 Bexar).



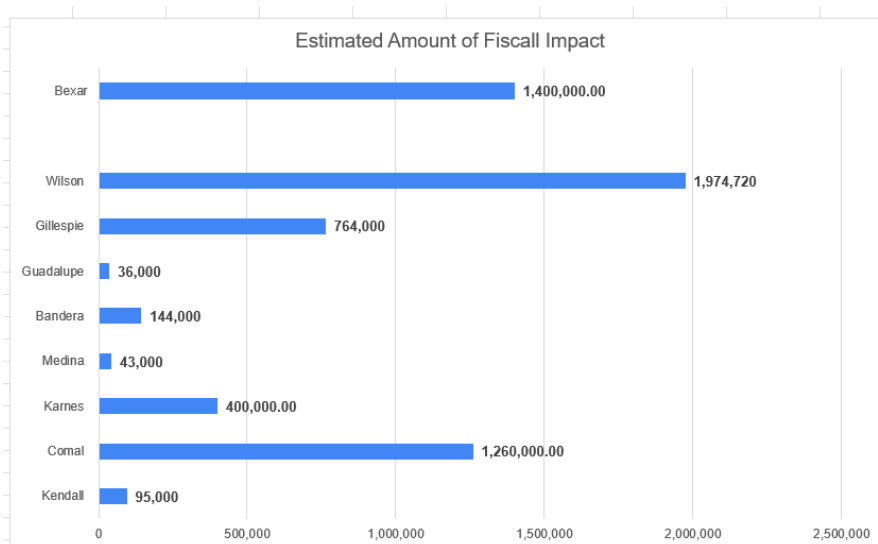
SMART Goals include facility expansion, participation in food programs to recoup expenses, adding afterschool programs, and targeted initiatives designed to drive overall business growth and success.

The Business Coach signs a collaborative agreement to implement and establish a strong foundation for partnership with a childcare provider. This agreement outlines the role of a Business Coach in supporting the provider's growth and development. By working together, the Business Coach and Director's aim is to build a mutually beneficial relationship and ensure the provider is well-informed about the coaching resources available to them.

After a collaborative agreement is signed on the following visit resources and a SMART goal are put together to assist the childcare on the immediate financial need identified to assist in the overall success of program.

SMART Goals: The figures presented in the table below represent the Estimated Fiscal Impact derived from collaborative SMART goal development with individual Childcare Directors / Owners during Business Coaching sessions. These projections are tailored to meet the unique needs of each center, encompassing a diverse range of strategic objectives. Goals include facility expansion, participation in food programs to recoup expenses, adding afterschool programs, and targeted initiatives designed to drive overall business growth and success. The estimated figures reflect potential financial outcomes based on the successful implementation of their personalized SMART goals.

Ongoing Business Coaching sessions are conducted to monitor the implementation of the SMART Goals, provide continuous review, and offer supplementary resources or strategic adjustments as needed.



Program Reach:

- 127
 - 57 Rural and 70 Bexar

Resource Dissemination: Weekly Business Training Updates and resources are distributed to an average of 575 childcare center director's owners.

Funding Exploration: Lift MOU signed and will begin quarterly trainings in April 2025.

Staff Expansion: Interviewed and submitted for an additional Business Coach, pending processing.

Professional Development: Business Coach Certification completed for Civitas Business, working on TECPDS.

Additional Key Accomplishments:

- UTSA-SBDC partnership facilitation between childcare centers to access valuable resources for business planning, marketing support, expansion, etc.
- Attending Interagency Meetings across rural areas to gather resources and distribute to childcare centers.
- Collaborating with COSA Economic Development center on available grant opportunities in Bexar County.
- Collaborating with Workforce Solutions Career Center's Child Care Business Liaison to recruit potential qualified candidates to address critical staffing needs.
- Developing procedures and protocols for a Childcare Directors Collaborative (Advisor and Advisee).
- SMART Goal setting with childcare centers to assist in prioritizing needs such as enrollment, marketing, and or expansion.

Alternatives: N/A

Fiscal Impact: N/A

Recommendation: N/A: This is an update only

Next Steps: The Texas Rising Star Business Coach will maintain support of Early Learning Centers and further develop expertise in relevant resources to enhance the assistance provided to these centers.



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez, Director of Procurement and Contracts

Date: June 6, 2025

Subject: **RFP Update: Management and Operations of Child Care Services (CCS)**

Summary: Workforce Solutions Alamo (WSA) – Board of Directors previously approved a contract renewal for the purchase of Management and Operations of Child Care Services 4 – 09/30/2025, this was the fourth of four (4) one-year renewals and is currently being reprocured.

Analysis: WSA requires outsourcing of Management and Operations of Child Care Services. A notice soliciting a Request for Proposals (RFP) was posted on February 26, 2025, online in the Texas Electronic State Business Daily (ESBD), Workforce Solution Alamo procurement platform, Bonfire. The RFP will remain posted until the deadline of May 16, 2025.

Scope of Work:

The scope of services for the Child Care Management Services contract enables the delivery of services and activities to implement and support the childcare funding, which provides direct childcare services to eligible families with funds provided by the Texas Workforce Commission (TWC).

CCS is designed to assist low-income families by providing childcare scholarships, enabling parents/guardians to work, attend training, or participate in job search activities. Key elements of the services include:

1. Client and Family Services
 - a. The contractor is responsible for managing the application process, ensuring that eligible families can easily access childcare scholarships. This involves clear communication of requirements, submission of necessary documents, and timely processing of applications.
 - b. Contractors verify client eligibility based on income and activity criteria. CCS provides parents with the ability to choose childcare providers that best suit their family's needs. The program promotes involvement by parents and guardians in choosing care options and supports their efforts to achieve greater independence from public assistance.
2. Provider Services
 - a. The contractor is responsible for managing the application process, ensuring that eligible providers can easily become a childcare scholarship provider. This involves clear communication of requirements, submission of necessary documents, and timely processing of applications.
 - b. CCS provider staff ensures policies and procedures outlined in provider agreements are adhered to, technical assistance (TA) is provided as needed, and corrective action is pursued when necessary.
3. Miscellaneous Services
 - a. Rural Outreach and Performance Management
 - b. Well-defined written policies and procedures to ensure consistency in the program implementation and alignment with TWC policies
 - c. Fiscal management
 - d. Fraud and Appeals

Contract terms: The anticipated contract term will be effective October 1, 2025, through September 30, 2026, with the option to renew for up to four (4) one-year periods upon written mutual consent of Workforce Solutions Alamo and the selected Contractor.

Next Steps: Upon the RFP deadline of May 16, 2025, submitted proposals will be provided to evaluators for scoring and ranking according to the predefined criteria. If necessary, vendors may be invited to participate in a formal interview or presentation to address specific questions and clarify aspects of their proposals. Following the evaluation, any clarifications, and interviews, the evaluators will select the vendor that best aligns with the program's needs and budget. The selected vendor will then undergo a fiscal integrity review conducted by WSA's contracted fiscal auditor. This recommendation will then be presented to the Board of Directors on July 18, 2025, for final approval to proceed with contract negotiations with the selected offeror.

Action Item	Date - Tentative
Issue/Post/Advertise Solicitation	February 26, 2025
Pre-Submittal Conference	March 5, 2025
Final Date for Questions By	March 7, 2025
Issue Final Addendum By	March 10, 2025
Solicitation Submittal Deadline	May 16, 2025
Proposal Distribution Meeting for Evaluators	May 19, 2025
Proposal Evaluation Committee Meeting	June 2, 2025
Fiscal Integrity Review By	June 16, 2025
Lead Evaluator Recommendation Briefing	June 23, 2025
Early Care and Education Committee	July 18, 2025
Audit & Finance / Oversight Committee	July 11, 2025
Executive Committee	July 11, 2025
Board of Directors Meeting	July 18, 2024
Contract Negotiation/ Routing	August 1, 2025
Transition and Planning	September 1, 2025
Contract Start Date	October 1, 2025

Attachments: Solicited RFP

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MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Victoria Rodriguez, Director of Workforce Services

Date: June 6, 2025

Subject: Career Exploration Events

Summary: This memo provides an update on Workforce Solutions Alamo's (WSA) Youth Career Exploration events and special initiatives for Program Year 2025 (PY25).

As outlined in Section 5.5 of the Workforce Commission Initiatives (WCI) Grant Statement of Work, WSA will utilize TANF grant funds to support Jobs Y'all career exploration events for middle school, high school, and postsecondary students. These events will engage employers in meaningful ways to help students explore career opportunities, understand pathways to in-demand careers, build networks, and access internships and other hands-on learning opportunities. Parents will also be encouraged to attend to support their child's career exploration journey. Events will be branded under Jobs Y'all and may include WSA-specific branding, with scheduling determined at the local level.

For FY2025, WSA will host four major youth career exploration events targeting various industries and youth sub-populations, with additional co-hosting opportunities currently under discussion.

Analysis:

Planned Career Exploration Events

1. CTE Showcase – February 14, 2025
 - a. Hosted in recognition of Career & Technical Education (CTE) Month, this first-ever event celebrated CTE programs and their role in preparing youth for diverse career paths.
 - b. Over 450+ students attended the event, aimed at generating excitement and awareness among middle school students.
2. Fiesta of Opportunities - April 25, 2025

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- 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 and a private area for on-the spot interviews will be available.
3. The World of Work (WOW) Youth Expo - May 8, 2025
 - a. Part of the nationwide Youth Apprenticeship Week (YAW) initiative, which highlights the value of Registered Apprenticeships for youth ages 16-24.
 - b. Focused on engaging rural communities and schools that attended SA Stock Show & Rodeo Ag Mechanics Tradeshow aiming to promote regional apprenticeship programs and other hands-on learning while earning opportunities.
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.

February 24, 2025, CTE Showcase Recap

The CTE Showcase was a highly successful event, drawing 468 students from 8 schools, representing both urban and rural areas. Students had the opportunity to engage with 15 employers and 2 community organizations, allowing them to explore career pathways and connect with industry professionals. A total of 11 high school CTE programs were featured, providing valuable insights into career and technical education opportunities. The participating schools—Leal Middle School, Advanced Learning Academy, McAuliffe Middle School, Kingsborough Middle School, CAST Middle School, Pearsall High School, Somerset Junior High, and Jubilee Academy—helped ensure that students across different educational levels could benefit from the event. The showcase highlighted the importance of career readiness and workforce engagement, making it a meaningful experience for students, educators, and industry partners alike.

Coming up: Fiesta of Opportunities

What's Next: World of Work (WOW) Event

Additional Youth Engagement Initiatives

- Ongoing Outreach Efforts



- The Youth Team has launched a series of outreach activities, including TX FAME promotions and Workforce One engagement, to strengthen youth participation.
 - February 22, 2025, TX FAME AMT Open House Recap
 - Over 80 students, accompanied by their CTE Directors, Counselors, and/or Teachers, attended the Open House at Palo Alto College, where they explored the dynamic field of manufacturing. They learned how the program equips them with essential skills for high-demand careers through insights from sponsoring companies, current AMT students, and Alamo College instructors and counselors. The event also included a tour of the AMT Lab, providing a hands-on look at the learning environment.

Alternatives: N/A

Fiscal Impact: WSA's strategic investments in staff and career exploration events create lasting impact by equipping youth and their families with the knowledge and resources needed to pursue sustainable careers. By empowering young individuals with viable career pathways early on, these efforts reduce long-term reliance on social programs and build a stronger, self-sufficient workforce for the future.

Recommendation: To continue to partner with other youth-serving organizations and schools, leverage resources, maximize efforts for increased youth attendance, and overall reach the highest number of youth and expose them to Workforce Solutions Alamo, the YES! Program, and most importantly, career pathways.

Next Steps: Continue with the planning of the upcoming youth events and discuss what the partnership with partner agencies consists of for next program year's events.



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

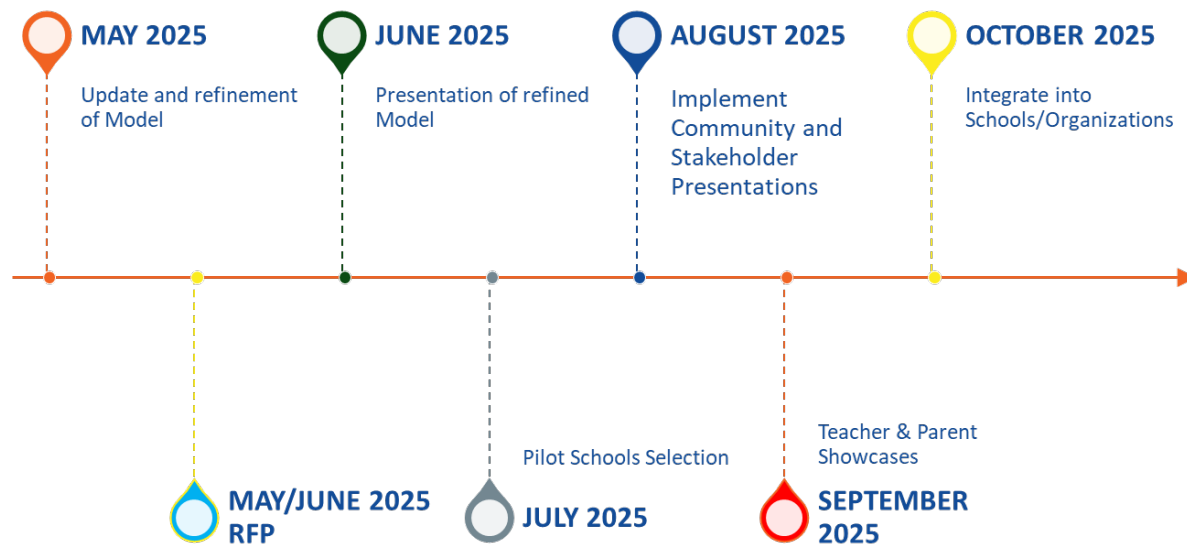
Presented By: Victoria Rodriguez, Director of Workforce Services

Date: June 6, 2025

Subject: Youth Model Update

Summary: This memo provides an updated proposed timeline to the Youth Committee for WSA's Career POP Youth Service Delivery Model, outlining key milestones from May to October 2025. This proposed timeline focuses on refining and implementing the Model through stakeholder engagement, pilot school selection, and integration into schools and community partners.

Analysis:



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Strengths:

- Clear timeline with progressive steps leading to implementation.
- Inclusion of key stakeholders such as community members, educators, and parents.
- Strategic approach from model development to integration in schools.

Challenges:

- Requires coordinated effort across multiple phases.
- Potential funding and resource constraints.
- Implementation risks such as school participation and stakeholder engagement.

Alternatives: Instead of a linear rollout, a phased pilot approach could be considered:

Phase 1: Pilot in one rural and one urban school before broad integration.

Phase 2: Gather feedback and refine the Model based on early results.

Phase 3: Expand implementation over a longer period with added support structures.

Fiscal Impact: Projected costs include costs for Model development and Model development and updates (consulting, research, materials), stakeholder engagement (events and/or marketing), and school integration (training and resources including Workforce One)

Recommendation: It is recommended that we ensure logistical and operational readiness before implementation, engage stakeholders continuously to refine the model, and develop contingency plans for potential delays or participation challenges.

Next Steps: Next plan of action includes defining any budget requirements and allocation of necessary resources, continuation with RFP to oversee implementation, and conducting an initial pilot study in select schools before full rollout.

MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented by: Sandra Alvarez, Assistant Director of Workforce Services

Date: June 6, 2025

Subject: Infrastructure Grant

Summary: This item is to provide information on the recent DOL award for San Antonio Infrastructure Academy. The Building Pathways to Infrastructure Jobs grant was awarded to WSA on October 1, 2024. The total grant amount is \$2,000,000 for five years to analyze and fulfil gaps in the construction industry to expand transportation infrastructure and enhance renewable energy projects in Alamo.

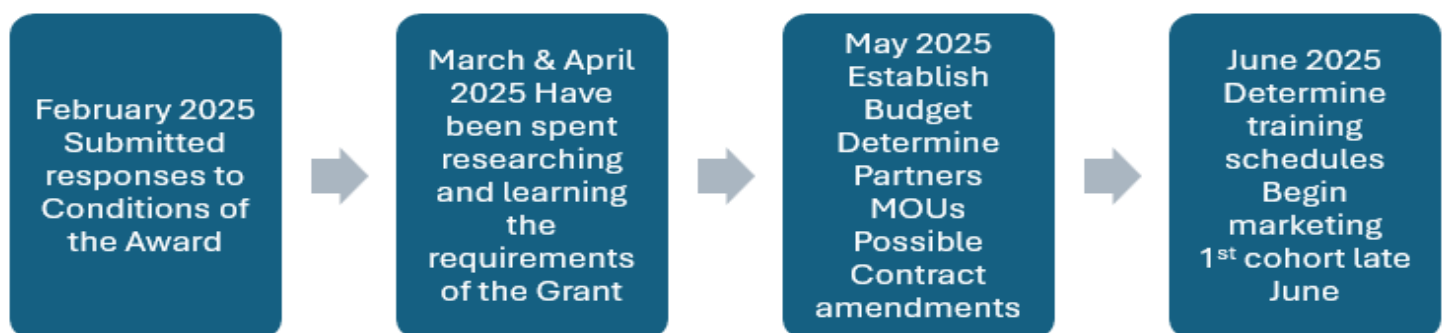
Analysis: DOL-Contracted Performance: The Department of Labor contracted WSA for five years to provide 250 participants services, through training, upskilling and assessments. This will include unemployed, underemployed and incumbent workers. This opportunity provides additional resources to WSA for career pathway expansion in renewable energy, transportation and broadband industries to support the growing infrastructure in the Alamo region.

Alternatives: No alternatives are being considered currently.

Fiscal Impact: WSA's budget increased by \$2,000,000. The return on investment is in the form of participants wages after completing the training and entering or advancing in employment with mean wages of \$94,973.

Recommendation:

This grant is in progress. Time has been spent submitting responses to Conditions of the award and researching and learning the requirements of the grant. May is the month for determining who WSA will be partnering with for this grant, creating MOUs and possible contract amendments. Followed by determining training schedules and beginning marketing strategies. We anticipate the first session to start in late June 2025.



DOL to create and provide a comprehensive employer and participant plan to ensure the program success. The Board will continue to provide updates to the committees and the Board of Directors.

Next Steps: Next steps include garnering employer interest and aligning WSA's current resources with this grant's expected outcomes.

MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented by: Victoria Rodriguez, Director of Workforce Services

Date: June 6, 2025

Subject: TX FAME

Summary: Workforce Solutions Alamo (WSA) now serves as the TX FAME Hub organization, integrating the FAME into its current programs and services. Currently the Youth Service Delivery Model forms the foundation for this innovative integration of services as TX FAME aligns with the pillars of engagement, exploration, and experience. TX FAME provides a pathway for youth to enter manufacturing careers at an accelerated pace. The collaboration between TX FAME and WSA leverages WSA's existing resources and services to create a symbiotic relationship that enhances client success. The primary goal of the youth service delivery model is to offer accessible career opportunities for youth by utilizing a network of partners and resources.

These events mark important milestones in the TX FAME program calendar and reflect both the culmination of participant achievement and opportunities for continued stakeholder engagement.

Key Dates and Events:

- **May 17th** – End of Semester
- **May 20th–22nd** – FAME National Conference
- **May 22nd** – AMT Graduation
- **May 28th, 29th or June 3rd** – Tentative Certificate Ceremony and Dinner

Analysis: TX FAME is focused on developing a skilled manufacturing labor pipeline to address the increasing demand for talent in the sector. Recruitment efforts are employer-driven, ensuring the selection of candidates with the desired qualities and skills. Employers collaborate with each other and local school districts to establish a talent pipeline, with training provided through local community colleges. Upon completion of their training, FAME participants earn an Associate's Degree in Applied Science and Advanced Manufacturing Technology, along with two years of work experience. The shared goals of TX FAME and WSA have resulted in a groundbreaking partnership. After evaluating its resources, WSA has identified TX FAME as a primary focus of its youth service delivery model. The model will be used to recruit and guide participants through five key stages:

- **Exposure:** Introducing and promoting career awareness in manufacturing. Activities such as factory tours, career fairs, and interactive workshops aim to spark youth interest and dispel misconceptions about the manufacturing industry.
- **Engagement:** Facilitating employer engagement with students through mentorship programs, guest lectures, and career exploration events. These opportunities help students gain insights into the industry and build valuable networks.
- **Exploration:** Providing career exploration opportunities through hands-on projects and simulation activities. These experiences help students identify their interests and guide them toward suitable career paths.
- **Experience:** Assisting youth with internships, apprenticeships, and applied learning opportunities. By working directly with employers, students gain practical experience and develop essential workforce skills, ensuring a smooth transition from education to employment.
- **Empowerment:** Helping youth realize their potential in advanced manufacturing pathways. This stage focuses on equipping students with the skills and confidence needed to succeed in the industry. The TX FAME program also reduces financial barriers, often enabling students to graduate debt-free.

Alternatives: Other youth career pathways and workforce programs may be evaluated for integration into WSA's service delivery model, though TX FAME's proven success in developing skilled manufacturing talent positions it as a key focus.

Fiscal Impact: The partnership will require an allocation of resources to support recruitment, training, and program administration. However, the long-term benefits of a skilled workforce and reduced unemployment rates outweigh initial costs.

Recommendation: Endorse the integration of TX FAME into WSA's Youth Service Delivery Model as a critical strategy for addressing the need for skilled manufacturing labor and supporting youth career development.

Next Steps: WSA will plan and execute the dates above in collaboration with partners.

MEMORANDUM

To: **Executive Committee**
From: Adrian Lopez, Chief Executive Officer
Presented by: Dr. Ricardo Ramirez, Director of Quality Assurance
Date: June 6, 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

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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
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 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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Commissioner Representing
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Commissioner Representing
Labor

Joe Esparza
Commissioner Representing
Employers

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

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Bryan Daniel, Chairman
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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
Page 2
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: Executive Committee

From: Adrian Lopez, CEO

Presented By: Teresa Chavez, COO

Date: June 6, 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.

workforcesolutionsalamo.org
communications@wsalamo.org

100 N. Santa Rosa Street
San Antonio, Texas 78207
(210) 272-3260

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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.



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez – Director of Procurement and Contracts Management

Date: June 6, 2025

Subject: Business Services Strategy and Industry Sector Partnership RFP

Summary: The Workforce Solutions Alamo (WSA) - Board of Directors is presented with a proposal to award a contract to Viking Impact Advisors, LLC for the purchase of Business Services Strategy and Industry Sector Partnership Services in the estimated amount of \$ 164,000 over a two-year period. The contract term will be effective June 2025, through June 2026, with the option to renew for up to one (1) one-year periods upon written mutual consent of Workforce Solutions Alamo and the selected Contractor.

Supporting Texas Talent and Economic Growth – Goal 2, Service Optimizers.

Scope of Work:

To support Workforce Solution Alamo (WSA) in meeting its strategic workforce development goals. The tasks outlined below will contribute directly to improving sector-based partnerships, optimizing the delivery of business services, and ensuring measurable impact in alignment with workforce engagement strategies. The objective is to enhance WSA's capacity to meet the evolving needs of employers, align with industry's best practices, and strengthen relationships with key partners.

1. Support for WSA CEO Related to WSA Board Officer Goals

- **Work Plan Development:** The creation of a comprehensive work plan will support the strategic engagement of both WSA Board staff and contractors. This engagement will focus on developing partnerships that address workforce needs across multiple sectors, ensuring that stakeholders are aligned and mobilized for action.

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- **Industry Sector Strategies:** By reviewing and validating existing sector charters and strategies, we ensure that each partnership is aligned with the current business and workforce demands. This provides clarity and direction to the workforce's development efforts, ensuring that each sector's needs are being met in a meaningful and impactful way.
 - **Quarterly Reporting Templates:** The development of reporting templates will enable WSA to track progress against defined goals, providing transparency and accountability for each sector partnership. Regular reporting ensures that progress is monitored and enables the adjustment of strategies to stay aligned with workforce engagement goals.
 - **Partnership Goal Alignment:** Defining clear and measurable goals for each partnership ensures that the initiatives are meaningful and impactful for employers. This fosters a results-oriented approach to workforce engagement, where outcomes are directly tied to business needs and talent development.
 - **New Sector Partnership Development:** Developing new sector partnerships as needed will enable WSA to expand its reach and impact, engaging with sectors that require tailored workforce solutions and facilitating further alignment with industry-driven workforce engagement.
2. **Advising CEO and COO on Organizing Board and Career Center Contractor Business Services**
- **Roles and Responsibilities Definition:** Clarifying roles and responsibilities within the WSA Board and Career Center contractors will promote efficiency and effective service delivery. Clear roles also ensure that each entity involved in workforce engagement understands their contribution to meeting employer needs.
 - **Best Practices Research:** Conducting research on talent sourcing and management best practices, particularly in partnership with local Chambers of Commerce, will enable WSA to adopt strategies that are proven to drive success in the private sector. This aligns with our goal of improving workforce engagement by leveraging insights from those with expertise in managing talent pipelines.
 - **Partnership Proposal Development:** Developing partnership proposals for collaboration with local Chambers of Commerce will provide an actionable plan to strengthen relationships with key regional stakeholders. This collaboration will support the workforce engagement strategy by aligning workforce development efforts with the needs of local employers and businesses



These efforts will help ensure that WSA continues to play a leading role in meeting the workforce development challenges faced by local industries, while driving measurable and impactful outcomes for employers.

A Request for Proposals (RFP) notice was published on WSA's procurement portal in April 2025. WSA received four (4) proposals in response to the RFP, all proposals were evaluated by internal assessors in accordance with the RFP's specifications and requirements. One proposal was eliminated due to incompleteness of proposal.

Fiscal Impact: The contract will have an initial term of one (1) year with the option for up to one (1) additional renewal. The initial term will run from June 2025 through June 2026. The total contract expenditure under this agreement is estimated to be \$164,000 over a 2-year term unless adjusted by a signed amendment approved by all parties.

Below is the breakdown of the anticipated costs for the term of the contract:

Item	June 25' - June 26'	June 26' - June 27'
Estimated Annual Contract Amount	\$82,000	\$82,000
Contract Total		\$164,000

Recommendation: WSA recommends proceeding to award the contract to Viking Impact Advisors, LLC for the purchase of Business Services Strategy and Industry Sector Partnership Services for a 1-year term with the option of one (1) one-year renewal. The initial term will be effective June 2025, through June 2026 in the estimated aggregate amount of \$164,000, with annual amounts of \$82,000.

Next Steps: Once this action is approved, WSA Procurement and Contract Management (PCM), in collaboration with the CEO, will begin negotiations and oversee the execution of contracts for Business Services Strategy and Industry Sector Partnership Services.

Attachments: RFP 2025-010 Proposal Tabulation



Active Submissions

	Total	A - QUALITY & EXPERIENCE	B - EXTENT TO WHICH THE VENDORS GOOD AND SERVICES MEET THE NEEDS OF THE ORGANIZATION	C - HUB/ PRICE
Supplier	/ 100 pts	/ 45 pts	/ 30 pts	/ 25 pts
Viking Impact Advisors, LLC	88.96	39	26.67	23.29
Civic Solutions Partnership	84.67	37	22.67	25
Workforce Consulting	70.33	25.33	20	25

Eliminated Submissions

	A - QUALITY & EXPERIENCE	A-1 - Experience	B-1 - Approach	C-1 - Price
Supplier	/ 45 pts	/ 25 pts	/ 10 pts	/ 20 pts
Footright LLC	-	-	-	-



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez – Director of Procurement and Contracts Management

Date: June 6, 2025

Subject: **Childcare Curriculum and Professional Development RFP**

Summary: The Workforce Solutions Alamo (WSA) - Board of Directors is presented with a proposal to award multiple contracts to Brightwill, Frog Street Press, HighScope Educational Research Foundation, Learning Beyond Paper, Rayz Kidz LLC, Teaching Strategies, LLC, The University of Texas Health Science Center at Houston, Children's Learning Institute, Solutions Group for the purchase of Childcare Curriculum and Professional development Services in the estimated amount of \$3,000,000 over a three-year period. The contract term will be effective June 2025, through June 2026, with the option to renew for up to two (2) one-year periods upon written mutual consent of Workforce Solutions Alamo and the selected Contractor.

Supporting Texas Talent and Economic Growth – Goal 2, Service Optimizers.

Scope of Work:

Workforce Solutions Alamo (WSA) issued an RFP to identify qualified curriculum vendors capable of providing high-quality, developmentally appropriate educational materials and training resources for early childhood education settings. The RFP sought curriculum aligned with the Texas Early Learning Guidelines and supportive of the Texas Rising Star (TRS) quality rating standards.

The goal is to ensure that childcare providers in our region have access to curriculum that supports:

- Infants (0–17 months)
- Toddlers (18–35 months)
- Preschoolers (3–5 years)
- School-age children (5–11 years) – optional
- Family Home Programs

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All curriculums must offer opportunities for children to build upon mastered skills, be individualized to meet developmental needs, and be available in English, Spanish, or dual-language formats to serve the diverse needs of our region.

The RFP was issued on April 2, 2025, and closed on May 2, 2025, following all applicable procurement policies and procedures. An internal review panel evaluated all seven (7) proposals based on criteria such as:

- Alignment with Texas Early Learning Standards
- Developmental appropriateness across all age groups
- Capacity to individualize instruction
- Provider training and support
- Cost effectiveness and scalability

Fiscal Impact: The contract will have an initial term of one (1) year with the option for up to two (2) additional one-year renewals. The initial term will run from June 2025 through June 2026. The total contract expenditure under this agreement is estimated to be \$3,000,000 over a 3-year term unless adjusted by a signed amendment approved by all parties. Total contract values will vary by vendor and scope of implementation but will remain within the approved budget allocation for this initiative

Below is the breakdown of the anticipated costs for the term of the contract:

Item	June 25' - June 26'	June 26' - June 27'	June 27' - June 28'
Estimated Annual Contract Amount	\$1,000,000	\$1,000,000	\$1,000,000
Contract Total			\$3,000,0000

Recommendation: WSA recommends proceeding to awarding multiple contracts to Brightwill, Frog Street Press, HighScope Educational Research Foundation, Learning Beyond Paper, Rayz Kidz LLC, Teaching Strategies, LLC, The University of Texas Health Science Center at Houston, Children's Learning Institute, Solutions Group for the purchase of Childcare Curriculum and Professional Development Services to provide high-quality curriculum choices to WSA's contracted early learning providers for a 1-year term with the option of two (2) one-year renewal.



The initial term will be effective June 2025, through June 2026 in the estimated aggregate amount up to \$3,000,000, with annual amounts of \$1,000,000.

Next Steps: Once this action is approved, WSA Procurement and Contract Management (PCM), in collaboration with the Childcare staff, will begin negotiations and oversee the execution of contracts. Providers will receive communication regarding the approved curriculum options, and training.

Attachments: None.

MEMORANDUM

To: **Executive Committee**
 From: Brandee Perez, CFO
 Presented by: Gabriela Navarro Garcia, Controller
 Date: June 6, 2025
 Regarding: **Financial Reports**

SUMMARY: Financial reports through March 31, 2025, have been prepared for the fiscal year October 1, 2024, through September 30, 2025; the straight-line expenditure benchmark is 50% of the budget. The board regularly analyzes Corporate and Facility Budgets in addition to the Grant Summary Report to monitor budgets against actual expenditures.

CORPORATE BUDGET:

Expenditures	% Expensed	Comments
Personnel	43.13%	This is an acceptable variance. Staff have attended ongoing training and conferences to provide quality services within the organization.
Board Facility	51.57%	The WSA Board facility budget is acceptable and within the budget.
Equipment	43.75%	Cloud-based infrastructure expenses will continue to reflect in the following months.
General Office Expense	29.51%	The primary budget surplus is due to the insurance contingency.
Professional Services	29.79%	This variance consists in a timing difference in monitoring expenditures, expected to start in July. Legal and professional services related to temporary staffing are utilized as needed to support the agency.
Board Training & Development	36.09%	The board does not have any upcoming board conferences but will continue to track any available conferences that would benefit the board in the current fiscal year
Total Expense	39.90%	

Corporate expenditure represents 4.38% of overall expenditures, and demonstrating a budget surplus of approximately 10.10% through March 2025.

FACILITIES AND INFRASTRUCTURE BUDGET:

Expenditures	% Expensed	Comments
Overall	42.81%	The facility expenditures represent 3.12% of the overall expenditures and reflecting a 7.19% straight-line budget surplus. This is an acceptable variance.

ACTIVE GRANTS ONLY (TWC):

Grant	End date	Budget	% Expense	Comments
24WOR Rapid Response	06/30/2025	\$58,320	95.17%	The board is monitoring any critical changes in layoffs that may affect our current funds. We may request additional funds if needed based on ongoing projections.
25TRA Trade Act	09/30/2025	\$5,000	55.85%	The board was awarded \$22,000 less than historical funding. We are expecting to spend by the end of the contract.
25WPA Wagner-Peyser Employment Services	12/31/2025	\$523,317	35.97%	New grant received for 11-month period.
25CCQ – Child Care Quality	10/31/2025	\$4,412,859	23.20%	The board expects higher expenditures in the month of June with the purchase of supplies and materials for quality TRS providers. The board would continue to monitor projections to fully spend the grant.
25CQF – CCDF Quality Improvement Activity	10/31/2025	\$4,069,145	13.74%	The board expects expenditures up to 80% of the funds going to incentives and 20% got quality supplies and materials for quality TRS providers. The board would continue to monitor projections to fully spend the grant.

25REA-Reemployment Services	09/30/2025	\$1,446,281	11.73%	The board received an additional \$528,000 into the grant. The board will continue to monitor expenditures in the next months.
24MTC – Military to Civilian Employment Program	04/30/2026	\$225,085	0%	New grant awarded April 21, 2025, for a 12-month period. Expenditures are expected to be reflected in June.
25VR1 - SEAL	09/30/2025	\$900,000	6.21%	TWC has reduced the targets from 256 to 128, which reduces the expected utilization of the dollars. This grant will reflect higher expenditures in the summer.
24PWE – Paid Work Experience	9/30/2025	\$187,500	0%	Referrals have not been received by VR. As the program has not been launched, the board is not expecting to spend the funds.
24REO-PROWD	09/30/2027	\$1,174,500	10.64%	Training expenditures will reflect in April.
25EXT- Teacher Externship	03/31/2026	\$200,000	0%	New grant received for a 12-month period. Expenditures are expected to be reflected in the summer.

ACTIVE GRANTS ONLY (NON-TWC):

Grant	End date	Budget	% Expense	Comments
DOL Building Pathways	09/30/2029	\$2,000,000	.84%	New grant received for a 4-year period. Expenditures will start increasing in April.
SAF22 Workforce Academy	05/15/2025	\$100,000	87.22%	The board is expecting to spend all funds by the end of the extended contract date.
CAP22 Capacity Building	12/31/2024	\$37,500	58.11%	This grant was intended for capacity building, focusing on staff performance, technology management, and strategic planning. We will be returning \$15,710 of unutilized funds.
TOY24 Toyotetsu	04/15/2025	\$16,100	21.74%	Funds were used to provide incentives to RTW participants with job

Pilot Program				placements. The board is expecting to spend all available funds.
22RTW	9/13/2025	\$65,554,565	49.14%	Expenditures will continue to be realized in the following months as enrollment and activities increase.

ATTACHMENTS:

Financial Statements – March 31, 2025

Workforce Solutions Alamo
Corporate Expenditure Report
FY 2024 - 2025
as of March 2025

	Annual Budget	YTD Expenses	% Expensed	Balance
PERSONNEL				
Salaries/Wages	\$ 4,697,557	\$ 2,140,498	45.57%	\$ 2,557,059
Fringe Benefits	1,357,103	526,222	38.78%	830,881
Staff Travel	121,900	48,378	39.69%	73,522
Staff Training & Development	161,000	18,599	11.55%	142,401
PERSONNEL SUBTOTAL:	\$ 6,337,560	\$ 2,733,696	43.13%	\$ 3,603,864
BOARD FACILITY				
Rent	\$ 449,665	\$ 233,282	51.88%	\$ 216,383
Storage	\$ 15,000	\$ 6,840	45.60%	\$ 8,160
Maintenance and Repair	7,900	3,566	45.14%	4,334
BOARD FACILITY SUBTOTAL:	\$ 472,565	\$ 243,688	51.57%	\$ 228,877
EQUIPMENT/RELATED COSTS				
Equipment Purchases	\$ 65,000	\$ 12,577	19.35%	\$ 52,423
Equipment Rental	17,399	7,351	42.25%	10,048
Repair & Maintenance	-	-	0.00%	-
Software Licenses & Maintenance	150,000	81,745	54.50%	68,255
EQUIPMENT/RELATED COSTS SUBTOTAL:	\$ 232,399	\$ 101,673	43.75%	\$ 130,726
GENERAL OFFICE EXPENSES				
Communications	\$ 56,470	\$ 23,009	40.74%	\$ 33,461
Advertising	5,000	-	0.00%	5,000
Insurances	250,000	38,537	15.41%	211,463
Office Supplies	25,000	3,417	13.67%	21,583
Postage/Shipping/Other	7,500	1,006	13.41%	6,494
Printing, Binding & Reproduction	15,000	3,150	21.00%	11,850
Publications & Subscriptions	15,000	3,329	22.20%	11,671
Dues	15,000	6,202	41.35%	8,798
Marketing (External)	170,000	75,774	44.57%	94,226
Miscellaneous Costs	20,000	1,642	8.21%	18,358
Non Federal	100,000	44,282	44.28%	55,718
GENERAL OFFICE EXP SUBTOTAL:	\$ 678,970	\$ 200,348	29.51%	\$ 478,622
PROFESSIONAL SERVICES				
Legal Services-Corporate	\$ 125,000	\$ 36,252	29.00%	\$ 88,748
Legal Services-Other	50,000	13,417	26.83%	36,583
Audit	75,000	20,355	27.14%	54,645
Monitoring (Contractor)	450,000	129,313	28.74%	320,688
Professional Services	1,200,000	362,079	30.17%	837,921
Payroll Fees	50,000	19,579	39.16%	30,421
PROFESSIONAL SERVICES SUBTOTAL:	\$ 1,950,000	\$ 580,994	29.79%	\$ 1,369,006
BOARD EXPENSES				
Board Member Travel	\$ 15,000	\$ 7,241	48.27%	\$ 7,759
Board Member Training/Development	20,000	4,500	22.50%	15,500
Board Meetings & Misc. Costs	10,000	4,500	45.00%	5,500
BOARD EXPENSES SUBTOTAL:	\$ 45,000	\$ 16,241	36.09%	\$ 28,759
TOTAL EXPENSES	\$ 9,716,494	\$ 3,876,641	39.90%	\$ 5,839,853
SUMMARY:				
Personnel	\$ 6,337,560	\$ 2,733,696	43.13%	\$ 3,603,864
Board Facility	472,565	243,688	51.57%	228,877
Equipment/Related Costs	232,399	101,673	43.75%	130,726
General Office Expenses	678,970	200,348	29.51%	478,622
Professional Services	1,950,000	580,994	29.79%	1,369,006
Board Expenses	45,000	16,241	36.09%	28,759
TOTAL CORPORATE EXPENSES	\$ 9,716,494	\$ 3,876,641	39.90%	\$ 5,839,853

Workforce Solutions Alamo
Facilities & Infrastructure Report
FY 2024 - 2025
as of March 2025

Facilities & Infrastructure	Annual Budget		YTD Expenses		% Expensed	Balance	
Workforce Facilities	\$	6,452,970	\$	2,762,583	42.81%	\$	3,690,387
TOTAL FACILITIES EXPENSES	\$	6,452,970	\$	2,762,583	42.81%	\$	3,690,387

Facilities	End of Lease	Note	Facilities	End of Lease	Note
Port SA	4/30/2034		S. Flores	7/31/2028	
O'Connor	10/5/2034		Kerrville	4/30/2029	
Pearsall	3/31/2030		Datapoint	3/31/2030	
Hondo	12/31/2027		Datapoint - Child Care	3/31/2030	
SA Foodbank	12/31/2025		E. Houston	8/16/2030	
Kenedy	1/31/2027		New Braunfels	1/31/2032	
Pleasanton	1/31/2028		Bandera	1/14/2028	
Floresville	7/31/2026				
Boerne	11/30/2026				
Seguin	1/15/2027				

Workforce Solutions Alamo
Grant Summary Report
FY 2024 - 2025
as of March 2025

Grant	Grant Awards	Remaining Balance as 9/30/24	FY25 Budget	FY25 Budget Adjustments	Expenses FY 24 - 25	Total Grant Expenses	Balance	Grant Expended	Months Remaining
2023 WIOA ADULT SERVICES	\$ 5,522,731.00	\$ 2,514.79	\$ -	\$ 2,514.79	\$ (23,375.35)	\$ 5,496,464.43	\$ 26,266.57	99.52%	3
2024 WIOA ADULT SERVICES	\$ 5,576,777.00	\$ 5,407,680.97	\$ 5,574,422.00	\$ (166,741.03)	\$ 1,718,064.99	\$ 1,887,161.02	\$ 3,689,615.98	33.84%	15
2023 WIOA DISLOCATED WORKER	\$ 4,774,833.00	\$ 866,476.89	\$ 747,100.50	\$ 119,376.39	\$ 399,965.99	\$ 4,308,055.09	\$ 466,777.91	90.22%	3
2024 WIOA DISLOCATED WORKER	\$ 4,670,305.00	\$ 4,670,305.00	\$ 4,468,382.00	\$ 201,923.00	\$ 1,585,949.71	\$ 1,585,949.71	\$ 3,084,355.29	33.96%	15
2023 WIOA YOUTH SERVICES	\$ 5,861,245.00	\$ 871,793.58	\$ 610,000.00	\$ 261,793.58	\$ 157,177.10	\$ 5,146,628.52	\$ 714,616.48	87.81%	3
2024 WIOA YOUTH SERVICES	\$ 5,910,587.00	\$ 5,550,976.46	\$ 5,907,469.00	\$ (356,492.54)	\$ 2,334,744.47	\$ 2,694,355.01	\$ 3,216,231.99	45.59%	15
WIOA RAPID RESPONSE	\$ 58,320.00	\$ 32,403.59	\$ 58,295.00	\$ (25,891.41)	\$ 29,584.99	\$ 55,501.40	\$ 2,818.60	95.17%	3
TEMPORARY ASST FOR NEEDY FAMILIES-TANF	\$ 6,851,831.00	\$ (219.41)	\$ -	\$ -	\$ 939.08	\$ 6,851,963.79	\$ (132.79)	100.00%	
TEMPORARY ASST FOR NEEDY FAMILIES-TANF	\$ 6,590,722.00	\$ -	\$ 6,775,722.00	\$ (185,000.00)	\$ 2,555,764.95	\$ 2,555,764.95	\$ 4,034,957.05	38.78%	7
SUPPLEMENTAL NUTRITION ASST PRGRM - SNAP	\$ 945,544.00	\$ -	\$ 945,544.00	\$ -	\$ 848,561.90	\$ 848,561.90	\$ 96,982.10	89.74%	6
SUPPLEMENTAL NUTRITION ASST PRGRM - SNAP	\$ 513,000.00	\$ -	\$ 357,747.00	\$ 155,253.00	\$ 0	\$ -	\$ 513,000.00	0.00%	6
NON CUSTODIAL PARENT	\$ 437,578.00	\$ 432,269.85	\$ 437,578.00	\$ (5,308.15)	\$ 165,269.25	\$ 170,577.40	\$ 267,000.60	38.98%	6
CC SRVCS FORMULA ALLOCATION-CCF	\$ 103,860,758.00	\$ 1,193,418.23	\$ 3,585,310.00	\$ (2,391,891.77)	\$ 1,194,089.38	\$ 103,861,429.15	\$ (671.15)	100.00%	
CC SRVCS FORMULA ALLOCATION-CCF	\$ 120,566,722.00	\$ -	\$ 107,049,004.86	\$ 13,517,717.14	\$ 55,422,965.32	\$ 55,422,965.32	\$ 65,143,756.68	45.97%	9
CC DVLPMNT FUND LOCAL MATCH - CCM	\$ 7,584,186.00	\$ 7,584,186.00	\$ 7,539,884.00	\$ 44,302.00	\$ 7,584,186.00	\$ 7,584,186.00	\$ -	100.00%	
CC DVLPMNT FUND LOCAL MATCH - CCM	\$ 7,595,230.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,595,230.00	0.00%	9
CC TEXAS DEPT FAMILY PROTECTIVE SRVCS-CCP	\$ 7,657,313.93	\$ 30,041.12	\$ -	\$ -	\$ 0	\$ 7,627,272.81	\$ 30,041.12	99.61%	
CC TEXAS DEPT FAMILY PROTECTIVE SRVCS-CCP	\$ 5,556,000.00	\$ 4,958,082.12	\$ 4,898,465.00	\$ 59,617.12	\$ 3,777,404.58	\$ 4,375,322.46	\$ 1,180,677.54	78.75%	9
TRADE ACT SERVICES	\$ 5,000.00	\$ -	\$ 27,000.00	\$ (22,000.00)	\$ 2,792.35	\$ 2,792.35	\$ 2,207.65	55.85%	6
WAGNER-PEYSER EMPLOYMENT SERVICES-WPA	\$ 1,017,695.00	\$ 275,281.21	\$ 342,746.00	\$ (67,464.79)	\$ 275,306.35	\$ 1,017,720.14	\$ (25.14)	100.00%	
WAGNER-PEYSER EMPLOYMENT SERVICES-WPA	\$ 523,317.00	\$ -	\$ 676,578.65	\$ (153,261.65)	\$ 188,238.41	\$ 188,238.41	\$ 335,078.59	35.97%	9
RESOURCE ADMIN GRANT	\$ 11,857.00	\$ -	\$ 11,857.00	\$ -	\$ 5,676.99	\$ 5,676.99	\$ 6,180.01	47.88%	6
TEXAS VETERANS COMMISSION	\$ 255,178.00	\$ -	\$ 255,178.00	\$ -	\$ 111,031.88	\$ 111,031.88	\$ 144,146.12	43.51%	6
CC QUALITY - CCQ	\$ 6,249,935.30	\$ 848,602.72	\$ 200,000.00	\$ 648,602.72	\$ 623,055.70	\$ 6,024,388.28	\$ 225,547.02	96.39%	
CC QUALITY - CCQ	\$ 4,412,859.00	\$ -	\$ 7,031,976.84	\$ (2,619,117.84)	\$ 1,023,779.98	\$ 1,023,779.98	\$ 3,389,079.02	23.20%	7
QUALITY IMPROVEMENT ACTIVITY	\$ 4,069,145.00	\$ -	\$ -	\$ 4,069,145.00	\$ 559,000.00	\$ 559,000.00	\$ 3,510,145.00	13.74%	7
WORKFORCE COMMISSION INITIATIVES	\$ 100,250.00	\$ -	\$ 94,250.00	\$ 6,000.00	\$ 72,195.00	\$ 72,195.00	\$ 28,055.00	72.01%	6
REEMPLOYMENT SERVICES - REA	\$ 1,057,573.00	\$ 212,963.05	\$ -	\$ 212,963.05	\$ 213,012.17	\$ 1,057,597.19	\$ (24.19)	100.00%	
REEMPLOYMENT SERVICES - REA	\$ 1,446,281.00	\$ -	\$ 920,073.00	\$ 526,208.00	\$ 169,719.33	\$ 169,719.33	\$ 1,276,561.67	11.73%	6
PARTNERS FOR REENTRY OPPORTUNITIES IN WD (PROWD)	\$ 1,174,500.00	\$ 1,136,951.80	\$ 1,034,100.00	\$ (625,743.00)	\$ 87,455.68	\$ 125,003.88	\$ 1,049,496.12	10.64%	30
MILITARY FAMILY SUPPORT PROGRAM	\$ 221,896.00	\$ 40,522.48	\$ 266,471.00	\$ (225,948.52)	\$ 40,545.81	\$ 221,909.37	\$ (13.37)	100.01%	
MILITARY TO CIVILIAN EMPLOYMENT PROGRAM	\$ 225,085.00	\$ -	\$ -	\$ 225,085.00	\$ 0	\$ 0	\$ 225,085.00	0.00%	13
TEACHER EXTERNSHIP	\$ 200,000.00	\$ -	\$ -	\$ 200,000.00	\$ 0	\$ 0	\$ 200,000.00	0.00%	12
STUDENT HIREABILITY NAVIGATOR	\$ 210,000.00	\$ 193,920.80	\$ 210,000.00	\$ -	\$ 93,154.99	\$ 109,234.19	\$ 100,765.81	52.02%	5
VOCATIONAL REHABILITATION-VR INFRA SPRT	\$ 821,838.34	\$ 778,924.26	\$ 562,676.00	\$ 216,248.26	\$ 283,276.26	\$ 326,190.34	\$ 495,648.00	39.69%	5
PAID WORK EXPERIENCE (PWE)	\$ 187,500.00	\$ -	\$ 187,500.00	\$ (187,500.00)	\$ 0	\$ 0	\$ 187,500.00	0.00%	6
TRAINING & EMPLOYMENT NAVIGATOR PILOT	\$ 195,856.00	\$ 146,055.46	\$ 128,057.03	\$ 17,998.43	\$ 54,545.73	\$ 104,337.86	\$ 91,518.14	53.27%	7
SUMMER EARN & LEARN (SEAL)	\$ 900,000.00	\$ -	\$ 900,000.00	\$ -	\$ 55,927.43	\$ 55,927.43	\$ 844,072.57	6.21%	6
SAN ANTONIO AREA FOUNDATION-WORKFORCE ACADEMY	\$ 100,000.00	\$ 21,298.59	\$ 14,582.00	\$ 6,716.59	\$ 8,518.48	\$ 87,219.89	\$ 12,780.11	87.22%	2
SAN ANTONIO AREA FOUNDATION-CAPACITY BUILDING	\$ 37,500.00	\$ 15,710.45	\$ -	\$ 15,710.45	\$ 0	\$ 21,789.55	\$ 15,710.45	58.11%	
ADAM SCRIPPS FOUNDATION FUND	\$ 187,500.00	\$ 175,633.00	\$ -	\$ 175,633.00	\$ 6,546.33	\$ 18,413.33	\$ 169,086.67	9.82%	7
KRONKOWSKY FOUNDATION FUND	\$ 21,000.00	\$ 14,630.59	\$ -	\$ 14,630.59	\$ 2,510.04	\$ 8,879.45	\$ 12,120.55	42.28%	2
TOYOTETSU PILOT PROGRAM (RTW)	\$ 16,100.00	\$ 15,000.00	\$ -	\$ 15,000.00	\$ 2,400.00	\$ 3,500.00	\$ 12,600.00	21.74%	1
READY TO WORK-COSA	\$ 65,554,565.00	\$ 40,196,337.05	\$ 20,069,891.00	\$ -	\$ 6,852,384.26	\$ 32,210,612.21	\$ 33,343,952.79	49.14%	2
DOL BUILDING PATHWAYS	\$ 2,000,000.00	\$ -	\$ -	\$ 400,000.00	\$ 16,823.34	\$ 16,823.34	\$ 1,983,176.66	0.84%	55
TEXAS MUTUAL INS COMPANY CHARITABLE GRANT	\$ 100,000.00	\$ -	\$ -	\$ 100,000.00	\$ 0	\$ 0	\$ 100,000.00	0.00%	7
LIFT FUND	\$ 3,600.00	\$ -	\$ -	\$ 3,600.00	\$ 0	\$ 0	\$ 3,600.00	0.00%	
RESTORE EDUCATION	\$ 95,000.00	\$ -	\$ -	\$ 95,000.00	\$ 0	\$ 0	\$ 95,000.00	0.00%	5
GRAND TOTAL	\$ 391,934,713.57	\$ 75,671,760.65	\$ 181,887,859.88	\$ 14,278,677.41	\$ 88,499,188.87	\$ 254,014,139.35	\$ 137,920,574.22		

MEMORANDUM

To: **Executive Committee**
From: Adrian Lopez, CEO
Through: Brandee Perez, CFO
Presented by: Gabriela Navarro Garcia, Controller
Date: June 6, 2025
Regarding: **Financial Analysis – SA Ready to Work – 2nd Qtr Update**

SUMMARY: On November 3, 2020, City of San Antonio (COSA) voters approved the SA: Ready to Work ballot initiative, authorizing a 1/8th cent sales and use tax for four years to provide workforce development training and higher education to unemployed, underemployed, or underserved residents to obtain high-demand, well-paid careers, by Chapter 379A of the Texas Local Government Code ("the Better Jobs Act"). No further action has been requested at this time.

ANALYSIS: Under this initiative, Workforce Solutions Alamo (WSA) executed an agreement with the city of San Antonio to provide the services necessary to the SA Ready to Work program (the "Program"), which includes the following objectives: increase access to industry-recognized certification training and college; provide wraparound services and emergency funding to ensure successful completion of training and career placement; increase collaboration within the workforce ecosystem; and promote accountability and adaptability throughout the process.

FISCAL IMPACT: The award amount for this contract is One Hundred Five Million, Seven Hundred Eighty-One Thousand, Nine Hundred Fifty-Three Dollars (\$105,781,953), and it is funded through a grant by COSA. The term of this agreement began on May 13, 2022, with a three (3) year period. The term of the agreement has been extended to an additional 90 days.

FISCAL UPDATE: The WSA fiscal department has served as a fiscal agent for Ready to Work partners. This memo is intended to provide an update on the current program's financial performance and challenges.

Expenditure Update:

WSA has budgeted \$65,554,565 through May 13, 2025. WSA has expended \$32,210,612 through March 31, 2025

Board Reserves in FY25 quarter two have decreased by \$118,917 since FY24. The significant difference is in Board expenses and decrease in Intake participants. Board expenditure has increased since FY24 by \$389,002. High expenditure is reflected mostly in salaries and temporary staffing services. The increase in allocated hours to the program is an impact of the new software data compliance issues and the increase in volume of training invoicing.

The board currently has a surplus of \$23,351 reserved for monitoring disallowed costs.

Ready to Work Rollforward			
	FY22 & FY23	FY24	FY25 Q2
BOARD COST			
Revenue Fees Earned	\$ 628,967	\$ 1,323,365	\$ 1,593,451
Expenditures	\$ 575,735	\$ 1,181,098	\$ 1,570,101
Net Surplus	\$ 53,232	\$ 142,267	\$ 23,351
SUBRECIPIENT COST			
Revenue Fees Earned	\$ 5,033,040	\$ 11,119,697	\$ 12,976,702
Expenditures	\$ 5,033,040	\$ 11,119,697	\$ 12,976,702
Net	\$ -	\$ -	\$ -
CLIENT COST			
Revenue-Cost- Reimbursement	\$ 6,649,175	\$ 13,009,412	\$ 17,663,810
Expenditures-Cost Reimbursement	\$ 6,649,175	\$ 13,009,412	\$ 17,663,810
Net	\$ -	\$ -	\$ -

WSA has forecasted to spend \$38,454,078 though the inception of the 3-year contract, leaving a budget surplus of \$27,100,487

3-Year Contract Budget	Forecasted Expenditures	Unused Funds
\$65,554,565.00	\$38,255,853	\$27,100,487

Program Challenges and Opportunities

Ready to Work is an evolving program, and the board continues to work through any program challenges by presenting solutions, focusing on opportunities to strengthen the program and achieve success for program recipients, providers, partners, and COSA.

One of the most significant challenges WSA faced was cash flow management.

1. To alleviate this challenge, fiscal staff working together with the Ready to Work team provide cash advances of \$3,610,731. WSA has paid in full on February 15, 2025.
2. COSA approved submission of accrual invoices to receive payment earlier than the historical 60-90 days. In April 2025, COSA discontinued the submission of accrual invoicing with an explanation that the contract was in the last 60 days. This impacted WSA and training providers since WSA does not have set aside funds to pay advance.
3. With the 90-day extension of the contract, COSA recently approved WSA to submit accrual invoices starting May 15, 2025. The delay of accrual submission between April 30 and May 15 caused an increase in unpaid training invoices totaling \$900,000. WSA has received an additional \$1M in training invoices that are under review by our fiscal department and expects to submit for payment on May 30th.

The board staff looks forward to continually working with the city to proactively identify and work through any challenges that may occur and will work to strengthen the financial and programmatic program performance.

MEMORANDUM

To: **Executive Committee**
 From: Brandee Perez, CFO
 Presented by: Gabriela Navarro Garcia, Controller
 Date: June 6, 2025
 Regarding: **Client Expenditure Analysis**

SUMMARY: *Update and Possible Discussion on Support Services with TWC Programs and Ready to Work Funds.*

The Board continues to monitor and analyze client support services for the fiscal year to identify the most common barriers for job training and job placement. The analysis will be utilized to have ongoing discussions with our partners to identify additional resources for our clients.

ANALYSIS:

In the current Fiscal Year through March 2025, a total of \$488,930 has been expensed for support services to assist our clients.

TWC Programs – There is a significant increase of \$14,920 in work related cost. Overall expenses total \$359,101 and will continue to increase in the next 6 months of the fiscal year expecting to be higher than FY24. Rent, transportation and work-related items are the highest costs for support services.

Client Expenditure Comparison - TWC Programs as of March 2025				
Category	FY24	FY24 Allocation %	FY25 Year-to-Date	FY25 Allocation %
Work Related	\$ 30,205	5.59%	\$ 45,125	12.57%
Rent	\$ 201,270	37.27%	\$ 148,881	41.46%
Utilities	\$ 31,049	5.75%	\$ 27,251	7.59%
Transportation	\$ 194,106	35.95%	\$ 102,911	28.66%
Incentives	\$ 45,056	8.34%	\$ 22,250	6.20%
Youth - Support Services	\$ 38,313	7.10%	\$ 12,684	3.53%
TOTAL:	\$ 539,999	100.00%	\$ 359,101	100.00%

Ready to Work – There is a significant increase of \$2,706 in Medical, Legal, Food, and Daycare costs. Overall expenses total \$129,829 and will continue to increase in the next 6 months of the fiscal year expecting to be higher than FY24. Rent and Utilities continue to be the highest costs for support services.

Client Expenditure Comparison- Ready to Work as of March 2025				
Category	FY24	FY24 Allocation %	FY25 Year-to-Date	FY25 Allocation %
Rent	\$ 121,209	52.67%	\$ 60,082	46.28%
Utilities	\$ 52,095	22.64%	\$ 33,072	25.47%
Transporation	\$ 15,123	6.57%	\$ 13,361	10.29%
Laptops/Computers	\$ 28,019	12.18%	\$ 7,259	5.59%
Training Related	\$ 2,113	0.92%	\$ 1,785	1.37%
Other: Medical, Legal, Food, Daycare	\$ 11,565	5.03%	\$ 14,271	10.99%
TOTAL:	\$ 230,125	100.00%	\$ 129,829	100.00%

MEMORANDUM

To: **Executive Committee**
 From: Brandee Perez, CFO
 Presented by: Gabriela Navarro Garcia, Controller
 Date: June 6, 2025
 Regarding: **County by County Expenditure Analysis**

SUMMARY: *Update and Possible Discussion on Service Delivery Expenditure by County.* The preparation of the annual budget considers allocation factors, under Texas Administrative Code, Chapter 800, Chapter B, Allocations. These allocations provide guidance in allocating funds by each county within the Service Delivery Area. TWC awards contracts in aggregate amounts to the Alamo region, requiring the board to serve participants throughout the region.

Upon request of local officials, the board continues to analyze expenditures by County to ensure that each county is receiving a fair share of the fund's allocation by state allocation factors.

ANALYSIS: The board has evaluated the initial budget allocation, year-to-date expenditures, and year-to-date variance analysis for each county. The budget and actual expenditures percentages through March 31, 2025, for Bexar and Rural Counties can be found in Table 1.

Table 1:

	TWC Programs			Child Care Funds			Other Funding		
	Actuals	Budget	Actuals %	Actuals	Budget	Actuals %	Actuals	Budget	Actuals %
Urban	7,078,215	9,569,087	74%	58,693,259	54,339,043	84%	1,157,387	1,568,036	79%
Rural	2,513,283	3,153,253	26%	11,497,769	10,813,278	16%	308,332	487,354	21%

Bexar County has a slight decrease from budget to actual for the TWC Programs. WSA's allocations are based on guidance from the TAC 800, actual expenditures are based on needs of a community.

There was a slight increase in the percentage allocated to Bexar County for Child Care. Overall 82% expenditures were allocated to Bexar county and 18% to the Rural counties, representing less than 1% variance from the straight-line budget.

FISCAL IMPACT: The board will continue to monitor expenditure by county and work collaboratively with service providers to ensure proper outreach is being conducted in all counties to make funds and services available.

ATTACHMENTS:

YTD County by County Expense to Budget Comparison Report

Workforce Solutions Alamo
County by County Expense Report - TWC Programs
FY 2024 - 2025

As of March 2025

County	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Atascosa	\$ 646,734	2.54%	\$ 323,367	2.54%	\$ 326,670	3.41%	\$ 320,065
Bandera	\$ 283,365	1.11%	\$ 141,682	1.11%	\$ 144,180	1.50%	\$ 139,185
Bexar	\$ 19,138,175	75.21%	\$ 9,569,087	75.21%	\$ 7,078,215	73.80%	\$ 12,059,960
Comal	\$ 1,228,555	4.83%	\$ 614,277	4.83%	\$ 731,373	7.63%	\$ 497,182
Frio	\$ 432,720	1.70%	\$ 216,360	1.70%	\$ 295,244	3.08%	\$ 137,477
Gillespie	\$ 250,973	0.99%	\$ 125,487	0.99%	\$ 127,207	1.33%	\$ 123,766
Guadalupe	\$ 1,253,836	4.93%	\$ 626,918	4.93%	\$ 160,511	1.67%	\$ 1,093,325
Karnes	\$ 323,219	1.27%	\$ 161,610	1.27%	\$ 97,366	1.02%	\$ 225,853
Kendall	\$ 542,467	2.13%	\$ 271,234	2.13%	\$ 148,445	1.55%	\$ 394,022
Kerr	\$ 445,278	1.75%	\$ 222,639	1.75%	\$ 222,637	2.32%	\$ 222,641
McMullen	\$ 82,194	0.32%	\$ 41,097	0.32%	\$ 5,206	0.05%	\$ 76,988
Medina	\$ 390,384	1.53%	\$ 195,192	1.53%	\$ 93,241	0.97%	\$ 297,143
Wilson	\$ 426,780	1.68%	\$ 213,390	1.68%	\$ 161,203	1.68%	\$ 265,578
TOTAL	\$ 25,444,682	100.00%	\$ 12,722,341	100.00%	\$ 9,591,498	100.00%	\$ 15,853,184

SUMMARY:

Location	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Urban	\$ 19,138,175	75%	\$ 9,569,087	75%	\$ 7,078,215	74%	\$ 12,059,960
Rural	\$ 6,306,507	25%	\$ 3,153,253	25%	\$ 2,513,283	26%	\$ 3,793,224
TOTAL	\$ 25,444,682	100.00%	\$ 12,722,341	100.00%	\$ 9,591,498	100.00%	\$ 15,853,184

Workforce Solutions Alamo
County by County Expense Report - Child Care
FY 2024 - 2025
as of March 2025

County	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Atascosa	\$ 2,335,161	1.79%	\$ 1,167,581	1.79%	\$ 1,526,699	2.18%	\$ 808,462
Bandera	\$ 543,644	0.42%	\$ 271,822	0.42%	\$ 341,326	0.49%	\$ 202,318
Bexar	\$ 108,678,085	83.40%	\$ 54,339,043	83.40%	\$ 58,693,259	83.62%	\$ 49,984,826
Comal	\$ 3,298,186	2.53%	\$ 1,649,093	2.53%	\$ 2,101,170	2.99%	\$ 1,197,016
Frio	\$ 1,100,983	0.84%	\$ 550,491	0.84%	\$ 663,995	0.95%	\$ 436,988
Gillespie	\$ 829,561	0.64%	\$ 414,780	0.64%	\$ 320,409	0.46%	\$ 509,152
Guadalupe	\$ 6,155,146	4.72%	\$ 3,077,573	4.72%	\$ 2,971,338	4.23%	\$ 3,183,807
Karnes	\$ 865,247	0.66%	\$ 432,624	0.66%	\$ 179,306	0.26%	\$ 685,941
Kendall	\$ 1,038,310	0.80%	\$ 519,155	0.80%	\$ 500,481	0.71%	\$ 537,829
Kerr	\$ 2,432,830	1.87%	\$ 1,216,415	1.87%	\$ 946,209	1.35%	\$ 1,486,620
McMullen	\$ 42,772	0.03%	\$ 21,386	0.03%	\$ -	0.00%	\$ 42,772
Medina	\$ 1,865,221	1.43%	\$ 932,610	1.43%	\$ 1,329,209	1.89%	\$ 536,012
Wilson	\$ 1,119,496	0.86%	\$ 559,748	0.86%	\$ 617,625	0.88%	\$ 501,871
TOTAL	\$ 130,304,641	100.00%	\$ 65,152,320	100.00%	\$ 70,191,027	100.00%	\$ 60,113,613

SUMMARY:						
Location	Annual Budget		Straight-line Budget		YTD Expenditures	
	Amount	%	Amount	%	Amount	Over/Under Budget
Urban	\$ 108,678,085	83%	\$ 54,339,043	83%	\$ 58,693,259	\$ 49,984,826
Rural	\$ 21,626,556	17%	\$ 10,813,278	17%	\$ 11,497,769	\$ 10,128,787
TOTAL	\$ 130,304,641	100%	\$ 65,152,320	100%	\$ 70,191,027	\$ 60,113,613

Workforce Solutions Alamo
County by County Expense Report - Other Funding
FY 2024 - 2025
as of March 2025

County	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Atascosa	\$ 80,456	1.96%	\$ 40,228	1.96%	\$ 12,717	0.87%	\$ 67,738
Bandera	\$ 47,473	1.15%	\$ 23,736	1.15%	\$ 8,357	0.57%	\$ 39,116
Bexar	\$ 3,136,071	76.29%	\$ 1,568,036	76.29%	\$ 1,157,387	78.96%	\$ 1,978,684
Comal	\$ 208,528	5.07%	\$ 104,264	5.07%	\$ 87,473	5.97%	\$ 121,055
Frio	\$ 48,882	1.19%	\$ 24,441	1.19%	\$ 16,843	1.15%	\$ 32,039
Gillespie	\$ 45,240	1.10%	\$ 22,620	1.10%	\$ -	0.00%	\$ 45,240
Guadalupe	\$ 184,449	4.49%	\$ 92,225	4.49%	\$ 73,551	5.02%	\$ 110,898
Karnes	\$ 41,995	1.02%	\$ 20,998	1.02%	\$ -	0.00%	\$ 41,995
Kendall	\$ 84,958	2.07%	\$ 42,479	2.07%	\$ 22,497	1.53%	\$ 62,461
Kerr	\$ 69,523	1.69%	\$ 34,761	1.69%	\$ 49,697	3.39%	\$ 19,825
McMullen	\$ 16,593	0.40%	\$ 8,296	0.40%	\$ -	0.00%	\$ 16,593
Medina	\$ 69,766	1.70%	\$ 34,883	1.70%	\$ 18,651	1.27%	\$ 51,116
Wilson	\$ 76,846	1.87%	\$ 38,423	1.87%	\$ 18,546	1.27%	\$ 58,299
TOTAL	\$ 4,110,779	100.00%	\$ 2,055,390	100.00%	\$ 1,465,719	100.00%	\$ 2,645,060

SUMMARY:						
Location	Annual Budget		Straight-line Budget		YTD Expenditures	
	Amount	%	Amount	%	Amount	%
Urban	\$ 3,136,071	76%	\$ 1,568,036	76%	\$ 1,157,387	79%
Rural	\$ 974,708	24%	\$ 487,354	24%	\$ 308,332	21%
TOTAL	\$ 4,110,779	100%	\$ 2,055,390	100%	\$ 1,465,719	100%

*Expenditures exclude Bexar County only funds which include: City of San Antonio, Non Custodial Parent, Military Family,



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, Chief Executive Officer

Presented By: Brandee Perez, Chief Financial Officer

Date: June 6, 2025

Subject: Childcare System Updates

Supporting Texas Talent and Economic Growth – Goal 2, Service Optimizers.

Summary: The Texas Workforce Solutions (TWC) launched TX Child Care Connection (TX3C) software January 2025. Since the launch the staff have been working through many challenges such as payments to providers, reporting and program requirements.

TWC meets twice a week with the Boards to discuss concerns with reporting, provider and contractor feedback, status updates to the software and payments. While these meetings are beneficial there continues to be limited progress on system updates which has led to manual processes being implemented.

Fiscal Impact: TWC continues to track the issues and potential fixes that have been identified by the Board (table below).

Issues/Fixes - Outstanding	
Description	Status
Unit issues on 245 (incorrect number of units displaying on 245 related to adjustments) – New report (240) in to address this issue and address	NOTE: This issue was incorrectly removed from the last update – this is still an open issue and has been escalated as critical.

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communications@wsalamo.org

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performance management needs	<p>KinderSystems is proposing a new report that with units adjusted. Report mock-up provided to TWC 4/17/2025 was incomplete. TWC working with KinderSystems to firm and finalize requirements.</p> <p>The KS Product team continues to work on report design. TWC is reviewing report design and mock-up and soliciting input from Board users before finalizing.</p>
TRS and TSR quality designations are missing or incorrect (CLI long-term fix)	<p>Long-term fix decided and under development. This fix will support maintenance of historical ratings.</p> <p>Additionally, this work will include corrections to payments for quality ratings that changed between 1/7/2025 and 2/26/2025.</p> <p>Work in progress. Assigned to 4.29 sprint, scheduled for UAT 5/7/2025. Pending successful TWC validation, deployment targeted for 5/20/2025.</p>
Duplicate payments on the 245	<p>KinderSystems will clean up these duplicated timesheets every night to avoid duplicate payments from appearing on the 245. Permanent fix planned for release 4.29, scheduled to go to UAT 5/7/2025. Pending successful TWC validation, deployment targeted for 5/20/2025 (two-week slip).</p>
Payment inaccuracies related to recertifications	<p>UAT the week of 4/21/2025; pending successful validation, will be deployed to production 4/25/2025. Validation failed; KinderSystems researching and new deployment date TBD – likely in 5.30 release scheduled for deployment early June.</p>
Payment inaccuracies related to duplicate payments associated with payment periods crossing months and mixed rate types on schedules	<p>Fix scheduled in KT release 4.29. Scheduled for UAT 5/12/25, and pending successful validation, deployment 5/25/2025.</p>
KinderConnect Provider payment screen (payment proof) provides inadequate information	<p>New KinderConnect payment proof screen with full payment details.</p> <p>Release scheduled for 5/6/2025.</p>



Payment adjustments needed: For the first 2 payment cycles, providers that are under a different managing board were paid the rates of the non-managing Board.	Reported by Capital Area and Texoma. KinderSystems investigating this to see why the payment was made using the wrong RMR. <i>KinderSystems provide TWC with a report of affected payments 5/1/2025; CC&EL reviewing. Fix TBD.</i>
“Spring Break” payment issue when shortening a schedule – Paid both providers for the same time frame (should have adjusted to take shortened schedule days out).	Root cause identified. KS to change provider transfer logic to handle auto adjustments for these scenarios. Likely to be included in the 4.31 release (dates TBD). NOTE: For a temporary workaround, Boards can go into each child and adjust schedules versus using the “transfer” feature.
Missing adjustment payment amounts of the 245	Issue identified by Capital Area. KinderSystems investigating. Fix TBD.
245 Adjustments – do not match the payment calculator	Calculator issue – non-service days were calculated. More research needed. KinderSystems investigating. Fix TBD.

Lastly, WSA received an email from TWC on May 14, 2025, informing the Board of potential delays in funding due to new requirements from the federal government.

Message from TWC to Local Boards – May 14, 2025

IMPORTANT UPDATE: Potential for Federal Funding Delays

We want to make you aware that new requirements from federal agencies are resulting in some delays as the federal government reviews and approves our daily request for funds which includes your funds for providing TWC child care services. These delays, which can be up to five days, can in turn lead to delays in your payments. TWC is working closely with our Local Workforce Solutions partners to do everything possible to minimize disruptions and the potential for delayed payments. We are monitoring this situation closely and will continue to update you as we learn more. We hop the efficiency of these federal processes improve over time.



Next Steps: Staff will continue to attend the TWC meetings to receive updates and communicate ongoing challenges. In addition, staff will closely monitor the potential delays in funding and notify all impacted parties.

MEMORANDUM

To: **Executive Committee**
From: Adrian Lopez, Chief Executive Officer
Through: Brandee Perez, Chief Financial Officer
Presented by: Janet Pitman, CPA, ABIP Partner
Date: June 6, 2025
Regarding: **Annual Audit Approval**

SUMMARY:

The audit for Alamo Workforce Development, Inc. DBA Workforce Solutions Alamo (WSA) for the fiscal year ended September 30, 2024, has been performed and completed by ABIP, PC. ABIP has performed its audit following auditing standards generally accepted in the United States and those applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States and the Uniform Guidance. The audit process involved interviews with staff, observation of processes to develop a risk assessment over internal controls, and the development of audit procedures they felt necessary to provide evidence for their audit opinions.

ABIP reports provided:

- Financial Audit-Opinion-Unmodified (clean opinion)
- Compliance Audits-Childcare Development Funds (CCDF), Child Care Family and Protective Services (DFPS) and Workforce Innovation Opportunity Act (WIOA)-Unmodified (clean opinion)

STRATEGIC OBJECTIVE:

ABIP performed the following activity during their audit:

Financial Audit

- Established an audit approach based on risk assessment and tailored programs to guide the audit process for efficiency and completeness.
- Performed analytical reviews on account balances to aid in the extent of audit procedures needed to provide reasonable assurance of overactivity and account balances.
- Reviewed and mailed WSA-prepared confirmations to related parties, legal counsel, and financial institutions,
- Reviewed approval processes over individual transactions and tested allowability for grants and contracts.
- Performed substantive procedures for the various financial statement account balances as of year-end, including cash, accounts receivable, prepaid expenses, fixed assets, accounts payable, accrued liabilities, and deferred revenues.

- Worked with management to assist in preparing the financial statement and ensure up-to-date disclosures were included.

Compliance Audit-Childcare Development Funds, Child Care Family and Protective Services and Workforce Innovation Opportunity Act Clusters

- Established an audit approach based on risk assessment and tailored programs to guide the audit process for efficiency and completeness.
- Interviewed staff from the Childcare Development Funds (CCDF)/Child Care Family and Protective Services (DFPS) and Workforce Innovation Opportunity Act (WIOA) Clusters to understand processes over disbursements, payroll, and cash reimbursement processes.
- Performed a risk assessment of the compliance requirements over the CCDF, DFPS and WIOA Clusters and planned a test of controls and compliance for each.
- Sampled individual transactions for allowability with CCDF, DFPS and WIOA Clusters and staff approvals before vendors' payments.
- Sampled reimbursement draws (cash receipts) over allowable costs charged to the grants for proper approvals from staff and recording into the general ledger.
- Reviewed completeness and accuracy of Texas Workforce Commission reporting compliance requirements over CCDF, DFPS and WIOA Clusters.

RECOMMENDATION:

Discussion and approval request for the Alamo Workforce Development's Independent Financial Annual Audit Performed by ABIP from October 1, 2023, to September 30, 2024. Once approved, the audit report will be finalized and shared with the relevant stakeholders, including the Chief Elected Officials and the regulatory authorities.

ATTACHMENT(S):

FY24 Draft Audit

DRAFT

ALAMO WORKFORCE DEVELOPMENT, INC.
DBA WORKFORCE SOLUTIONS - ALAMO

FINANCIAL STATEMENTS AND
FEDERAL AND STATE AWARDS REPORTS

FOR THE YEAR ENDED SEPTEMBER 30, 2024



CLIENT **FOCUSED.** RELATIONSHIP **DRIVEN.**



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September 30, 2024

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Alamo Workforce Development, Inc.
dba Workforce Solutions–Alamo
San Antonio, Texas

Report on the Audit of the Financial Statements***Opinion***

We have audited the accompanying financial statements of Alamo Workforce Development, Inc. dba Workforce Solutions–Alamo (the Corporation) (a nonprofit organization), which comprise the statement of financial position as of September 30, 2024, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Corporation, as of September 30, 2024, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Corporation and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Corporation's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Corporation's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal and state awards, as required by Title 2 U.S. *Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* and the *State of Texas Single Audit Circular*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal and state awards is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated June 13, 2025, on our consideration of the Corporation's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Corporation's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Corporation's internal control over financial reporting and compliance.

San Antonio, Texas
June 13, 2025



FINANCIAL SECTION



ALAMO WORKFORCE DEVELOPMENT, INC.
DBA WORKFORCE SOLUTIONS – ALAMO

DRAFT

STATEMENT OF FINANCIAL POSITION

September 30, 2024

ASSETS

CURRENT ASSETS

Cash	\$ 3,067,068
Grants receivable	15,780,891
Account receivable - other	4,232,372
Prepaid expenses and deposits	<u>1,292,198</u>
Total current assets	<u>24,372,529</u>

PROPERTY AND EQUIPMENT

Property and equipment	26,185,431
Less accumulated depreciation	<u>(12,703,478)</u>
Net property and equipment	<u>13,481,953</u>

Total assets	<u>\$ 37,854,482</u>
--------------	----------------------

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Accounts payable	\$ 8,578,144
Accrued liabilities	15,007,056
Deferred revenue	377,430
Lease liability	<u>2,524,152</u>
Total current liabilities	<u>26,486,782</u>

NONCURRENT LIABILITIES

Lease liability	<u>10,417,990</u>
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Total liabilities	<u>36,904,772</u>
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NET ASSETS

Without donor restrictions	
Undesignated	409,899
Investment in property and equipment, net	<u>539,811</u>
Total net assets	<u>949,710</u>

Total liabilities and net assets	<u>\$ 37,854,482</u>
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The accompanying notes are an integral part of the financial statements.

**ALAMO WORKFORCE DEVELOPMENT, INC.
DBA WORKFORCE SOLUTIONS – ALAMO**

DRAFT

STATEMENT OF ACTIVITIES

For the year ended September 30, 2024

	WITHOUT DONOR RESTRICTIONS		
		INVESTMENT IN PROPERTY AND EQUIPMENT /	
	UNDESIGNATED	LEASE LIABILITY	TOTAL
REVENUE			
Grant contracts - federal	\$ 142,908,485	\$ -	\$ 142,908,485
Grant contracts - state	12,817,483	-	12,817,483
Vocational Rehabilitation			
Student Hireability Navigator	176,444	-	176,444
Summer Earn and Learn Program (SEAL)	667,229	-	667,229
Infrastructure Cost Reimbursement	530,416	-	530,416
Non-federal initiatives			
City of San Antonio - Ready to Work	13,142,832	-	13,142,832
San Antonio Area Foundation	64,422	-	64,422
Aspen Institute	34,033	-	34,033
Other	50,125	-	50,125
Service fees	43,586	-	43,586
Program income	25,831	-	25,831
Total revenue	<u>170,460,886</u>	<u>-</u>	<u>170,460,886</u>
EXPENSES			
Program services	166,641,654	(2,395,453)	164,246,201
Supporting services	<u>3,873,751</u>	<u>(126,076)</u>	<u>3,747,675</u>
Total expenses	<u>170,515,405</u>	<u>(2,521,529)</u>	<u>167,993,876</u>
Increase (decrease) in net assets	(54,519)	2,521,529	2,467,010
OTHER REVENUES AND (EXPENSES)			
Fixed assets/right to use - additions	-	4,675,607	4,675,607
Right to use lease liability - additions	-	(3,896,309)	(3,896,309)
Depreciation/amortization	-	(2,652,031)	(2,652,031)
Loss on disposal of asset	<u>-</u>	<u>(50,684)</u>	<u>(50,684)</u>
Change in net assets	(54,519)	598,112	543,593
NET ASSETS AT BEGINNING OF YEAR	<u>464,418</u>	<u>(58,301)</u>	<u>406,117</u>
NET ASSETS AT END OF YEAR	<u>\$ 409,899</u>	<u>\$ 539,811</u>	<u>\$ 949,710</u>

The accompanying notes are an integral part of the financial statements.

**ALAMO WORKFORCE DEVELOPMENT, INC.
DBA WORKFORCE SOLUTIONS – ALAMO**

DRAFT

STATEMENT OF FUNCTIONAL EXPENSES

For the year ended September 30, 2024

	PROGRAM SERVICES	SUPPORTING SERVICES	
	ALL PROGRAMS	MANAGEMENT AND GENERAL	TOTAL
EXPENSES			
Salaries and related expenses			
Salaries	\$ 2,185,015	\$ 2,114,135	\$ 4,299,150
Payroll taxes	156,038	148,573	304,611
Employee benefits	374,484	280,083	654,567
Total salaries and related expenses	2,715,537	2,542,791	5,258,328
Advertising/outreach	157,598	65,838	223,436
Client services	25,622,166	-	25,622,166
Professional fees	563,665	673,010	1,236,675
Supplies and equipment	1,974,872	167,889	2,142,761
Facility rental	4,418,423	222,864	4,641,287
Insurance	96,344	41,927	138,271
Training/support services	11,453,860	-	11,453,860
Child care	117,795,062	-	117,795,062
Travel	60,517	38,699	99,216
Staff development	181,986	17,619	199,605
Communication	540,361	28,598	568,959
Software related	540,405	74,516	614,921
Profit	520,858	-	520,858
Total expenses before depreciation	166,641,654	3,873,751	170,515,405
Depreciation and amortization	2,652,031	-	2,652,031
Loss on disposal of asset	50,684	-	50,684
Total expenses	<u>\$ 169,344,369</u>	<u>\$ 3,873,751</u>	<u>\$ 173,218,120</u>

The accompanying notes are an integral part of the financial statements.

**ALAMO WORKFORCE DEVELOPMENT, INC.
DBA WORKFORCE SOLUTIONS – ALAMO**

DRAFT

STATEMENT OF CASH FLOWS

For the year ended September 30, 2024

CASH FLOWS FROM OPERATING ACTIVITIES

Change in net assets	\$ 543,593
Adjustments to reconcile change in net assets to cash provided by (used in) operating activities	
Depreciation/amortization expense	2,652,031
Loss on disposal of assets	50,684
(Increase) decrease in operating assets	
Grants receivable	(5,668,547)
Other receivables	2,852,589
Prepaid and deposits	(29,619)
Increase (decrease) in operating liabilities	
Accounts payable	980,706
Accrued liabilities	4,031,547
Deferred revenue	<u>(387,621)</u>
Net cash provided by operating activities	<u>5,025,363</u>

CASH FLOWS FROM INVESTING ACTIVITIES

Purchase of property and equipment	<u>(779,298)</u>
Net cash used in investing activities	<u>(779,298)</u>

CASH FLOWS FROM FINANCING ACTIVITIES

Payment of right to use leases	<u>(2,521,528)</u>
Net cash used by financing activities	<u>(2,521,528)</u>
Net increase in cash	1,724,537

CASH AT BEGINNING OF YEAR	<u>1,342,531</u>
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CASH AT END OF YEAR	<u><u>\$ 3,067,068</u></u>
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NONCASH INVESTING AND FINANCING ACTIVITIES

Right to use assets acquired under lease	<u><u>\$ 3,896,309</u></u>
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The accompanying notes are an integral part of the financial statements.

NOTES TO FINANCIAL STATEMENTS

September 30, 2024

(1) Summary of significant accounting policies

A summary of the significant accounting policies applied in the preparation of the accompanying financial statements is as follows:

Reporting entity

Alamo Workforce Development, Inc. dba Workforce Solutions–Alamo (the Corporation) is a nonprofit corporation organized to provide guidance, exercise oversight duties, manage workforce development activities, and promote social welfare and other charitable purposes in the Alamo service delivery area comprised of the thirteen (13) counties of Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, Medina, McMullen, and Wilson.

The agency has been designated a local workforce development board to plan and implement employment and training programs. Most of the entity’s funding is derived from contracts awarded by the Texas Workforce Commission (TWC), a state agency receiving pass-through funds from the U.S. Department of Labor, the U.S. Department of Health and Human Services, and the U.S. Department of Agriculture. The following describes the programs the Corporation administered during the year.

“Programs” can be classified in different ways based on the way that they come about. These include “*Formula-Funded Grants*,” “*Fee-for-Service Grants*,” “*Other TWC Grants*,” and “*Other Local Programs*”.

Formula-Funded Grants

Funds for services are allocated to state and local areas based on a formula. These grants are the Board’s ‘bread and butter’ and are part of our primary or core programs.

CHILD CARE FORMULA FUNDED GRANTS

Child Care Development Funds (CCDF). Child Care Service (CCS) funds come from multiple streams and have different goals, supporting multiple CCS initiatives described below:

Mandatory Children In-Care.

This program supports children who formerly received general child protective services (CPS); these funds provide continuity of care for children and stability for the family. For children of parents who are mandated to participate in the TANF/Choices and SNAP E&T programs (see below). Children are referred to by Texas Health & Human Services (HHS). CCS must be provided to these families (they receive priority over participants on the waiting list for subsidized CCS).

Discretionary Children In-Care.

To support low-income parents/caregivers while they participate in initial job searches, eligible work activities, and school or training to help them become economically self-sufficient, while providing stability for the children through continuity of care. Depending on funding availability, children are enrolled on a waitlist, and the Board has the discretion to prioritize enrollment into services.

NOTES TO FINANCIAL STATEMENTS

September 30, 2024

(1) Summary of significant accounting policies (continued)

Reporting entity (continued)

CHILD CARE FORMULA FUNDED GRANTS (continued)

Child Care Local Match. The CCS provider contributes a required match to subsidized childcare for low-income families.

Child Care Quality Improvement Activities (QIA). Child Care Development funds initiatives that help promote the quality of childcare, including training, professional development, and technical assistance. These initiatives are primarily geared to benefit childcare facilities working toward Texas Rising Star (TRS) certification or TRS providers working toward a higher certification level. The board has secured unrestricted operational funds through the Adam R. Scripps Foundation Fund to assist in the supplemental support of the delivery of QIA.

Contracted Slots Pilot Program. The program creates a supply of quality childcare slots reserved for infants and toddlers by high-quality childcare providers.

Texas Department of Family & Protective Services (DFPS) Child Care. Funds purchase childcare services for children deemed eligible (e.g., due to abuse and/or neglect) by DFPS. DFPS refers the children to CCS for services.

FORMULA-FUNDED WORKFORCE DEVELOPMENT GRANTS

Supplemental Nutrition & Assistance Program Employment & Training (SNAP). This program helps recipients gain skills, training, or work experience and increases their ability to obtain regular employment.

TANF/Choices. This program offers job preparation and educational services to help parents dependent on public assistance (Temporary Assistance for Needy Families/TANF) transition into economic self-sufficiency through employment.

Non-Custodial Parent Choices (NCP). The program targets low-income, unemployed, or underemployed noncustodial parents who are behind on their child support payments and whose children are current or former public assistance recipients. The goal is to help NCP participants become economically self-sufficient while making consistent child support payments. The project collaborates with TWC, the Office of the Attorney General (OAG), WSA, and the Bexar County court system. The court system refers to NCP clients and will either participate in the project or be subject to court orders.

Wagner-Peyser / Employment Services. As amended, federal legislation established the ‘Employment Service’ and ancillary functions in 1935. Employer, job matching, and other related services offered at the Centers are partly funded using Wagner-Peyser grant funds. The funds cover the salaries of state staff and supplies.

Training and Employment Navigator Pilot (PAB). This program reaches out to victims of sex trafficking to assist them with training and employment support systems, providing employment, wrap-around support services, and work experience opportunities.

NOTES TO FINANCIAL STATEMENTS

September 30, 2024

(1) Summary of significant accounting policies (continued)

Reporting entity (continued)

Workforce Commission Initiatives (WCI)

TWC issues Workforce Commission Initiative (WCI) grant awards to Boards to fund specific project initiatives. The focus and timeframes of these grants vary. These initiatives support the delivery of services to workers and employers and help fund projects that strengthen and add value to the delivery system.

Hiring, Red, White, and You! Job Fair. Employment Service (ES) funds to support the annual job fair event (virtual or in person) for Transitioning Service Members, Veterans, Military Spouses, and the Public.

Youth Career Fair Events. TANF funds support TWC's Jobs Y'all events for middle, high, and postsecondary students. These events will invite employers to participate in a relevant way to help students explore career opportunities in their industries. Student participation will encourage the exploration of career opportunities, including understanding pathways to in-demand careers, networking, internships, and other applied learning opportunities. Parents will also be invited to attend with their children to discuss their unique role in career exploration.

Texas Veterans Leadership Program (TVLP). The Board utilizes Wagner-Peyser Employment Service funds to support TWC's Texas Veterans Leadership Program (TVLP) staff. The Board shall ensure that Agency TVLP staff have access to and use shared equipment, software, or hardware platforms, consumables, and telecommunications networks in shared facilities. The Board may acquire goods or services to support the Agency's TVLP staff.

Foster Care Youth Conference. Utilize TANF funds to cover travel costs for the Foster Care Youth Conference.

Veterans Services. Contract with the Texas Veterans Commission (TVC) to provide space, technical, and administrative support to TVC staff co-located at WSA Career Centers. TVC provides enhanced services to veterans and can only work with veterans. Additional services may be provided using WIOA funds.

Trade Adjustment Assistance (TAA). This initiative provides job training and employment services to workers who lost their jobs due to international trade. Although this program is currently sunset, eligible participants will continue to be served through Dislocated Worker funds.

Workforce Investment & Opportunity Act (WIOA). WIOA has three central "formula" grants serving Adults, Dislocated Workers, and Youth. However, other smaller grants are funded through WIOA, such as Rapid Response. WIOA funds can also be used for Incumbent Workers and Customized Training, which only require 'basic' WIOA eligibility (e.g., being eligible to work in the U.S., being employed, and, for males, being registered in Selective Service). The following grants have additional eligibility requirements that individuals must meet for funding.

WIOA Adult. The program serves economically disadvantaged adults, assisting them in obtaining the skills needed to obtain, retain, and/or advance in employment.

NOTES TO FINANCIAL STATEMENTS

September 30, 2024

(1) Summary of significant accounting policies (continued)

Reporting entity (continued)

Workforce Investment & Opportunity Act (WIOA) (continued)

WIOA Dislocated Worker. The program serves individuals who have lost their jobs due to a layoff or closure (e.g., through no fault of their own). It assists dislocated workers in returning to the workforce as quickly as possible.

WIOA Youth. The program serves in-school and out-of-school youth ages 16-24, supporting them so they may enter or complete educational/training opportunities and gain the skills and credentials needed to obtain and retain employment. Under Title I of the Workforce Innovation and Opportunity Act of 2014, the WIOA Youth program funds states and outlying areas. States provide local workforce development areas resources to deliver comprehensive youth services that focus on assisting out-of-school youth and in-school youth with one or more barriers to employment, preparing for employment and post-secondary education opportunities, attaining educational skills training credentials, and securing employment with career/promotional opportunities.

Military Family Support Pilot Program. This program is designed to meet the needs of military spouses entering the job market at military installations. It assists displaced military spouses in finding employment, education, and training.

Middle Skills Employment Supplies Pilot Program. The Board partners with non-profit entities, community programs, and other state agencies that provide training and certifications for middle-skill occupations but have insufficient funds to purchase the required supplies. This program provides funds to assist individuals trained by partner entities by allowing them to purchase specific items required by the employer and support services needed as a condition of employment.

Externship for Teachers. This grant collaborates with employers and independent school districts (ISDs) to provide externships for middle school and high school teachers, counselors, and school administrators. WSA assists in developing and submitting a proposal in partnership with the Alliance for Technology Education in Applied Math and Science (ATEAMS). The project requires matching funds (e.g., non-federal funds from partners and private donors).

Workforce Innovation and Opportunity Act – Upskilling and Training to Address Skills Gaps. TWC funded grant intended to support Local Workforce Development Boards in connecting individuals with employers in high-demand industries by funding upskilling and job training that leads to industry-recognized credentials in high-demand occupations to support in-need industries, including health care, transportation, semiconductor and technology, broadband development, and construction.

Rapid Response. Rapid response is a proactive, business-focused strategy designed to help growing companies access a pool of skilled workers. Workers generally result from downsizing companies; the agency supports job seekers during layoffs and plant closings. Services provided during this transitional period include immediate on-site assistance to transition workers into their subsequent employment as soon as possible.

NOTES TO FINANCIAL STATEMENTS

September 30, 2024

(1) Summary of significant accounting policies (continued)

Reporting entity (continued)

Other Federally Funded Grants:

Reemployment Services and Eligibility Assessment (RESEA). Grant programs funded by Title I of WIOA and the federal-state Unemployment Insurance (UI) program are required partners in a comprehensive, integrated workforce system. This program targets claimants most likely to exhaust benefits and require reemployment services.

Partners for Reentry Opportunities in Workforce Development (PROWD). TWC founded a grant to align better job training and skills development services provided to program participants with the specific labor market needs of the communities where they will reside. In so doing, the program will improve both the employment outcomes of returning citizens and public safety of all community members while increasing the capacity of justice and workforce system partnerships.

Fee-for-Service/Reimbursement Grants

TWC has begun issuing funding for Vocational Rehabilitation Services (VRS). These funds ensure that Texas effectively prepares students with disabilities to obtain competitive and integrated employment through participation in employability skills and work readiness training, career exploration activities, work experience, post-secondary education, and other activities.

Summer Earn & Learn (SEAL). This program provided summer work readiness training and paid work experience for students with disabilities.

Student Hire Ability Navigator Project. Funding for two positions to serve as resources in the WDA to support, expand, and enhance pre-employment transition services to students with disabilities in the early phases of preparing for the transition to postsecondary education, employment, and life skills opportunities.

Vocational Rehabilitation – Co-location. Funding for the co-location of Vocational Rehabilitation TWC team members into WSA’s American Job Centers to offer various pre-vocational and vocational services for individuals with disabilities.

OTHER LOCAL PROGRAMS

Programs that are funded by non-TWC funds that support local general funding.

Ready to Work San Antonio. The City of San Antonio’s Economic Development Department funds the Ready to Work program to assist residents within city limits. The program provides workforce upskill opportunities through education and training to increase residents’ chances of employment. This program is also supported by the Toyota Finish Line Grant, which incentivizes post-training and job placement reporting.

Kronkosky Foundation Fund. The Kronkosky Charitable Foundation provides unrestricted funds to support supplemental activities for the Ready to Work program, including outreach activities and recruitment events.

NOTES TO FINANCIAL STATEMENTS

September 30, 2024

(1) Summary of significant accounting policies (continued)

Reporting entity (continued)

Aspen Institute. The Aspen Institute funds support the Workforce Leadership Academy, which identifies local and regional systems to encourage economic opportunities with community advocates. Academy alums become part of the Aspen Institute's Economic Opportunity Fellows Network.

San Antonio Area Foundation. The San Antonio Area Foundation has provided a grant to support the Workforce Academy and the board's capacity.

Workforce Academy: The Workforce Academy educated local nonprofit agencies and employers to increase outreach throughout the community. Workforce Ambassadors are provided with outreach materials that promote the brand and services.

Capacity Building: These funds support learning, managing, and planning for board members and staff.

Basis of accounting

The financial statements of the Corporation have been prepared on the accrual basis of accounting. The accompanying statements of financial position and activities focus on the Corporation as a whole and report the amounts of total assets, liabilities, net assets, and changes in net assets.

The Corporation classifies its financial statements to present two (2) classes of net assets:

- *Net assets without donor restrictions* include those net assets whose use is not restricted by donor-imposed stipulations. Restricted grant proceeds or contributions whose restrictions are met in the same reporting period are reported as revenue without donor restrictions.
- *Net assets with donor restrictions* include net assets subject to donor-imposed restrictions that may or will be satisfied by the actions of the Corporation or the passage of time. The Corporation had no net assets with donor restrictions at September 30, 2024.

Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Income tax

The Corporation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. The Corporation had no unrelated business income during the year ended September 30, 2024. Accordingly, no provision for income taxes were made in the accompanying financial statements.

NOTES TO FINANCIAL STATEMENTS

September 30, 2024

(1) Summary of significant accounting policies (continued)

Pension plan

The Corporation has adopted an employee retirement plan, which is a money purchase pension plan. It covers all employees who have met certain service requirements.

The Corporation may contribute to the plan. During the fiscal year, the Corporation matched up to 6.0% for employees who elected to participate in the plan. Plan expense for the year ended September 30, 2024 was \$126,596.

Compensated absences

Employees of the Corporation earn annual leave on a bi-weekly basis. The maximum amount that will be paid upon separation of employment varies based upon years of employment. The Corporation had an accrued liability at September 30, 2024 of \$250,758.

Receivables

The allowance for doubtful accounts is established as losses are estimated to have occurred through a provision for bad debts charged to earnings. Losses are charged against the allowance when management believes the uncollectability of a receivable is confirmed. Subsequent recoveries, if any, are credited to the allowance. The allowance for doubtful accounts is evaluated on a regular basis by management and is based on historical experience and specifically identified questionable receivables. The evaluation is inherently subjective as it requires estimates that are susceptible to significant revision as more information becomes available.

At September 30, 2024, no allowance for future bad debts had been established as it is management's opinion that losses, if incurred, would not materially affect the financial statements.

Grants receivable primarily represent balances due from grantees for funds billed under the terms of the contract. The Corporation does not record an allowance for uncollectibles against the grants receivable because management believes the receivables are considered to be 100% collectible.

Revenue recognition and deferred revenue

Contracts that are entered into by the Corporation are recognized as grant revenue when expenditures are incurred in accordance with the terms of the contract. Amounts received but not yet earned on continuing contracts are recorded as deferred revenue.

In-kind contributions and donated services

Donated services are valued at their estimated fair market value at the time of donation and are included in the statements of activities. During the year ended September 30, 2024, there were none noted to be significant to the financial statements.

NOTES TO FINANCIAL STATEMENTS

September 30, 2024

(1) Summary of significant accounting policies (continued)

Property and equipment

Fixed assets are valued at historical cost or estimated cost if historical cost is not available. Contributed fixed assets are valued at their estimated fair market value at the time of donation. Depreciation of property and equipment is provided over the estimated useful lives of the respective assets using the straight-line method. Expenses for betterments that materially extend the useful life of an asset are capitalized at cost.

The useful lives by type of asset are as follows:

<u>ASSET CLASS</u>	<u>USEFUL LIFE</u>
Information and technology	3- 5 years
Furniture and fixtures	5 years
Leasehold improvements	4-10 years
Right to use leases	3-10 years

Title to equipment is vested with the Corporation; however, TWC reserves the right to transfer title or issue disposition instructions for property with a unit cost of \$5,000 or greater.

Cost allocation plan

The Corporation uses an administrative cost pool to allocate administrative costs which cannot be identified by a workforce funding title. These costs are allocated based on some acceptable measure of benefits received. Only actual, not budgeted, unassignable direct costs are pooled and distributed to the various titles. The Corporation has the following cost pools to be used to distribute costs: Bexar County Workforce Centers, Rural Workforce Centers, Workforce Center Cost, Program, and Administrative. Administrative costs which benefit all programs are allocated to each grant using the administrative cost pool. The cost allocation plan is prepared by the Chief Financial Officer (CFO) and submitted to the Chief Executive Officer (CEO) for approval. The plan may be modified as necessary by the CFO to ensure compliance with the TWC regulations.

The plan is reviewed for modification for addition/deletion of funding sources, significant changes in programs or cost pool expenditures, or other events which could affect the reliability of the cost allocation plan.

Functional allocation of expenses

Certain salaries, employee benefits, and other expenses benefiting programs and administrative activities are allocated on a functional basis in the statements of activities and the schedule of functional expenses.

**ALAMO WORKFORCE DEVELOPMENT, INC.
DBA WORKFORCE SOLUTIONS – ALAMO**

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NOTES TO FINANCIAL STATEMENTS

September 30, 2024

(2) Cash and cash equivalents

The Corporation's funds are required to be deposited and invested under the terms of a depository contract. The depository bank deposit for safekeeping and trust with the Corporation's agent bank approved pledged securities in an amount sufficient to protect the Corporation's funds on a day-to-day basis during the period of the contract. The pledge of approved securities is waived only to the extent of the depository bank's dollar amount of Federal Deposit Insurance Corporation (FDIC) Insurance.

The Corporation's cash deposits at September 30, 2024, were entirely covered by FDIC insurance or by pledged collateral held by the Corporation's agent bank. The deposits were collateralized in accordance with Texas law.

For purposes of the statements of cash flows, all highly liquid instruments with a maturity of approximately 90 days or less are considered to be cash equivalents.

(3) Property and equipment

Property and equipment held by the Corporation at September 30, 2024, consist of the following:

	COST OR BASIS OF PROPERTY			
	BALANCE SEPTEMBER 30, 2023	ADDITIONS	DELETIONS AND RETIREMENTS	BALANCE SEPTEMBER 30, 2024
Information and technology	\$ 968,520	\$ -	\$ 44,620	\$ 923,900
Furniture and fixtures	421,113	-	14,038	407,075
Vehicle	22,327	497,838	-	520,165
Leasehold improvements	2,172,091	281,460	461,494	1,992,057
Right to use asset - equipment	317,451	-	-	317,451
Right to use asset - buildings	22,522,304	3,896,309	4,393,830	22,024,783
Total	<u>\$ 26,423,806</u>	<u>\$ 4,675,607</u>	<u>\$ 4,913,982</u>	<u>\$ 26,185,431</u>

	ACCUMULATED DEPRECIATION/AMORTIZATION			
	BALANCE SEPTEMBER 30, 2023	ADDITIONS	DELETIONS AND RETIREMENTS	BALANCE SEPTEMBER 30, 2024
Information and technology	\$ 922,157	\$ 30,689	\$ 44,620	\$ 908,226
Furniture and fixtures	316,117	33,347	13,677	335,787
Vehicle	22,327	8,297	-	30,624
Leasehold improvements	1,909,997	72,865	411,171	1,571,691
Right to use asset - equipment	204,173	65,079	-	269,252
Right to use asset - buildings	11,539,974	2,441,754	4,393,830	9,587,898
Total	<u>\$ 14,914,745</u>	<u>\$ 2,652,031</u>	<u>\$ 4,863,298</u>	<u>\$ 12,703,478</u>

Depreciation/amortization expense for the year ended September 30, 2024, amounted to \$2,652,031.

**ALAMO WORKFORCE DEVELOPMENT, INC.
DBA WORKFORCE SOLUTIONS – ALAMO**

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NOTES TO FINANCIAL STATEMENTS

September 30, 2024

(4) Leases

The Corporation leases office facilities and equipment under leases expiring in various years through 2034. The Corporation determined to use the 10-year treasury rate in effect at the inception of each lease as discount rates.

Minimum future rental payments under operating leases, which have remaining terms beyond September 30, 2024, are in the aggregate, as follows:

YEAR ENDED SEPTEMBER 30,	AMOUNT
2025	\$ 2,524,152
2026	2,504,270
2027	2,300,381
2028	2,054,119
2029	1,749,153
Thereafter	3,148,734
	<u>14,280,809</u>
Less interest:	<u>(1,338,667)</u>
Total	<u>\$ 12,942,142</u>

During the year ended September 30, 2024, the Corporation incurred \$2,521,529 of lease expense which is included in the accompanying statement of functional expenses.

(5) Concentration of credit risk

Management believes concentrations of credit risk in grants receivable are limited due to contracts with state governmental agencies which management believes are credit-quality. Also, management believes the receivables from these contracts are collectible.

(6) Contingent liabilities

The Corporation receives a majority of its funding from federally assisted, pass-through grants from the U.S. Department of Labor, Health and Human Services, and Agriculture through TWC. Program expenditures are subject to program compliance audits by the grantor. Any liability reimbursement, which may arise as a result of these audits, would require reimbursement from non-federal sources. It is the position of the Corporation that all costs incurred and charged against these funds for the year ended September 30, 2024, are considered eligible under the terms of the contracts and grants.

The Corporation could potentially be a defendant in legal actions from transactions and activities conducted in the ordinary course of business. Management, after consultation with legal counsel, believes the aggregate liabilities, if any, will not be material to the financial statements.

Risk related to grantor concentration – The Corporation's funding is concentrated in government grants. If funding were discontinued, it would have a severe impact on operations. Services would be curtailed or discontinued, and uncertainty would exist in continuing operations.

**ALAMO WORKFORCE DEVELOPMENT, INC.
DBA WORKFORCE SOLUTIONS – ALAMO**

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NOTES TO FINANCIAL STATEMENTS

September 30, 2024

(7) Risk management

The Corporation is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; and natural disasters. For all such risks, the Corporation has purchased commercial insurance in varying amounts to mitigate the risk of loss.

(8) Evaluation of subsequent events

Management has evaluated subsequent events through June 13, 2025 the date which the financial statements were available to be issued. No significant subsequent events occurred.



FEDERAL AND STATE AWARDS SECTION



INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS
PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

To the Board of Directors
Alamo Workforce Development, Inc.
dba Workforce Solutions–Alamo
San Antonio, Texas

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Alamo Workforce Development, Inc. dba Workforce Solutions–Alamo (the Corporation) (a nonprofit organization), which comprise the statement of financial position as of September 30, 2024, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated June 13, 2025.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Corporation's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control. Accordingly, we do not express an opinion on the effectiveness of the Corporation's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Corporation's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Corporation's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Corporation's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

San Antonio, Texas
June 13, 2025

INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR
FEDERAL AND STATE PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE
REQUIRED BY THE UNIFORM GUIDANCE AND THE STATE OF TEXAS SINGLE AUDIT CIRCULAR

To the Board of Directors
Alamo Workforce Development, Inc.
dba Workforce Solutions–Alamo
San Antonio, Texas

Report on Compliance for Each Major Federal and State Program

Opinion on Each Major Federal and State Program

We have audited Alamo Workforce Development, Inc. dba Workforce Solutions–Alamo's (the Corporation) (a nonprofit organization) compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* and the *State of Texas Single Audit Circular* that could have a direct and material effect on each of the Corporation's major federal and state programs for the year ended September 30, 2024. The Corporation's major federal and state programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, the Corporation complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal and state programs for the year ended September 30, 2024.

Basis for Opinion on Each Major Federal and State Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the audit requirements of Title 2 U.S. *Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance), and the *State of Texas Single Audit Circular*. Our responsibilities under those standards, the Uniform Guidance and the *State of Texas Single Audit Circular*, are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the Corporation and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal and state program. Our audit does not provide a legal determination of the Corporation's compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the Corporations' federal and state programs.

Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the Corporation's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, the Uniform Guidance, and the *State of Texas Single Audit Circular*, will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the Corporation's compliance with the requirements of each major federal and state program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, the Uniform Guidance, and the *State of Texas Single Audit Circular*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the Corporation's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the Corporation's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance and the *State of Texas Single Audit Circular*, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control over Compliance

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal or state program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal or state program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal or state program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance and the *State of Texas Single Audit Circular*. Accordingly, this report is not suitable for any other purpose.

San Antonio, Texas
June 13, 2025



**ALAMO WORKFORCE DEVELOPMENT, INC.
DBA WORKFORCE SOLUTIONS – ALAMO**

SCHEDULE OF EXPENDITURES OF FEDERAL AND STATE AWARDS

For the year ended September 30, 2024

GRANTOR/PASS-THROUGH GRANTOR PROGRAM TITLE	FEDERAL ALN NUMBER	PASS-THROUGH GRANTOR'S NUMBER	EXPENDITURES	PASS-THROUGH EXPENDITURES
<u>FEDERAL PROGRAMS</u>				
<u>U.S. Department of Labor</u>				
Passed Through Texas Workforce Commission and Texas Veteran's Commission:				
Employment Service Cluster				
Wagner Peyser-Employment Services	17.207	2023WPA001	\$ 265,942	\$ -
Wagner Peyser-Employment Services	17.207	2024WPA001	742,394	-
Training & Employment Navigator	17.207	2022WPB002	23,650	23,650
Training & Employment Navigator	17.207	2024WPB001	49,800	46,204
Resource Administration Grant - Employment Services	17.207	2024RAG001	6,996	-
Wagner Peyser - Workforce Commission Initiatives	17.207	2024WCI001	56,979	-
Veterans Service- DVOP	17.801	2023TV001	(2,092)	-
Veterans Service- DVOP	17.801	2024TV001	273,964	-
Total Employment Service Cluster			1,417,633	69,854
Trade Adjustment Assistance Training Program	17.245	2023TRA001	21,828	21,399
Trade Adjustment Assistance Training Program	17.245	2024TRA001	1,385	1,319
Total ALN #17.245			23,213	22,718
WIOA Cluster				
Adult Services	17.258	2022WOA001	58,091	-
Adult Services	17.258	2022WOA001	17,556	(16,251)
Adult Services	17.258	2023WOA001	601,281	-
Adult Services	17.258	2023WOA001	4,242,950	3,175,006
Adult Services	17.258	2024WOA001	169,096	-
Military Family Support	17.258	2023WOS001	67,056	66,448
Middle Skills Employment Supplies Prog	17.258	2023WOS002	51,386	51,386
Upskills and Training	17.258	2024WOZ001	113,983	111,149
Externship for Teachers	17.258	2023EXT001	7,752	9
Externship for Teachers	17.258	2023EXT002	60,017	52,713
Youth Services	17.259	2022WOY001	594,599	414,692
Youth Services	17.259	2023WOY001	4,715,690	3,061,274
Youth Services	17.259	2024WOY001	359,611	219,728
Military Family Support	17.278	2024WOS001	181,363	167,810

**ALAMO WORKFORCE DEVELOPMENT, INC.
DBA WORKFORCE SOLUTIONS – ALAMO**

SCHEDULE OF EXPENDITURES OF FEDERAL AND STATE AWARDS

For the year ended September 30, 2024

GRANTOR/PASS-THROUGH GRANTOR PROGRAM TITLE	ALN NUMBER	GRANTOR'S NUMBER	EXPENDITURES	PASS-THROUGH EXPENDITURES
<u>FEDERAL PROGRAMS (CONTINUED)</u>				
WIOA Cluster (continued)				
Dislocated Services	17.278	2022WOD001	\$ 604,921	\$ -
Dislocated Services	17.278	2022WOD001	100,000	(43,674)
Dislocated Services	17.278	2023WOD001	713,997	299,965
Dislocated Services	17.278	2023WOD001	3,167,247	2,828,079
Rapid Response	17.278	2023WOR001	56,813	50,970
Rapid Response	17.278	2024WOR001	25,916	24,720
Total WIOA Cluster			<u>15,909,325</u>	<u>10,464,024</u>
UI-Administration Reemployment Services and Eligibility Assessment	17.225	2023REA001	116,248	79,193
UI-Administration Reemployment Services and Eligibility Assessment	17.225	2024REA001	844,586	687,555
Total ALN #17.225			<u>960,834</u>	<u>766,748</u>
UI-Administration Reemployment Services and Eligibility Assessment	17.273	2023RAG001	(80)	-
UI-Administration Reemployment Services and Eligibility Assessment	17.273	2024RAG001	1,807	-
Total ALN #17.273			<u>1,727</u>	<u>-</u>
Partners for Reentry Employment Opportunities	17.270	2024REO001	37,547	-
Total U.S. Department of Labor			<u>18,350,279</u>	<u>11,323,344</u>
<u>U.S. Department of Agriculture</u>				
Passed Through Texas Workforce Commission:				
SNAP - E&T	10.561	2023SNE001	(16,273)	(7,485)
SNAP - E&T	10.561	2024SNE001	1,064,352	829,475
Total U.S. Department of Agriculture			<u>1,048,079</u>	<u>821,990</u>

**ALAMO WORKFORCE DEVELOPMENT, INC.
DBA WORKFORCE SOLUTIONS – ALAMO**

SCHEDULE OF EXPENDITURES OF FEDERAL AND STATE AWARDS

For the year ended September 30, 2024

GRANTOR/PASS-THROUGH GRANTOR PROGRAM TITLE	FEDERAL ALN NUMBER	PASS-THROUGH GRANTOR'S NUMBER	EXPENDITURES	PASS-THROUGH EXPENDITURES
<u>FEDERAL PROGRAMS (CONTINUED)</u>				
<u>U.S. Department of Health and Human Services</u>				
Passed Through Texas Workforce Commission:				
CCDF Cluster				
Child Care Development Funds	93.575	2023CCF001	\$ 3,433,094	\$ 3,351,462
Child Care Development Funds	93.575	2024CCF001	80,531,625	80,532,296
Child Care Quality Funds	93.575	2023CCQ001	1,720,928	682,910
Child Care Quality Funds	93.575	2024CCQ001	5,401,332	3,869,632
Child Care-TRS Contracted Slots	93.575	2022CSL001	71,113	69,737
Child Care Development Funds	93.596	2024CCF001	18,005,734	18,005,734
Child Care Development Funds-Mandatory & Matching	93.596	2023CCM001	7,539,884	7,539,884
Total CCDF Cluster			<u>116,703,710</u>	<u>114,051,655</u>
 Title XX - Social Services Block Grant	 93.667	 2024CCF001	 <u>183,401</u>	 <u>183,401</u>
TANF Cluster				
Temporary Assistance for Needy Families (TANF)	93.558	2023TAF001	334,987	221,118
Temporary Assistance for Needy Families (TANF)	93.558	2024TAF001	6,039,583	5,145,356
Workforce Commission Initiatives	93.558	2024WCI001	20,168	-
Wagner Peyser-Employment Services	93.558	2023WPA001	7,814	-
TANF-Non Custodial	93.558	2024NCP001	220,464	140,199
Total TANF Cluster			<u>6,623,016</u>	<u>5,506,673</u>
 Total U.S. Department of Health and Human Services			 <u>123,510,127</u>	 <u>119,741,729</u>
 TO TAL FEDERAL FUNDS			 <u>142,908,485</u>	 <u>131,887,063</u>

**ALAMO WORKFORCE DEVELOPMENT, INC.
DBA WORKFORCE SOLUTIONS – ALAMO**

SCHEDULE OF EXPENDITURES OF FEDERAL AND STATE AWARDS

For the year ended September 30, 2024

GRANTOR/PASS-THROUGH GRANTOR PROGRAM TITLE	FEDERAL ALN NUMBER	PASS-THROUGH GRANTOR'S NUMBER	EXPENDITURES	PASS-THROUGH EXPENDITURES
<u>STATE PROGRAMS</u>				
<u>Texas Workforce Commission</u>				
Passed Through Texas Workforce Commission:				
Child Care Development Funds	NA	2024CCF001	\$ 3,945,909	\$ 1,849,437
Child Care DFPS	NA	2023CCP001	839	978
Child Care DFPS	NA	2024CCP001	7,080,340	6,753,649
Child Care DFPS	NA	2025CCP001	597,918	569,419
RAG- Employment Services	NA	2024RAG001	3,055	-
SNAP E&T	NA	2024SNE001	218,837	-
TANF	NA	2024TAF002	812,248	-
TANF- Non Custodial	NA	2024NCP001	153,029	153,029
TANF- Non Custodial	NA	2025NCP001	5,308	-
Total Texas Workforce Commission			<u>12,817,483</u>	<u>9,326,512</u>
TOTAL STATE FUNDS			<u>12,817,483</u>	<u>9,326,512</u>
TOTAL FEDERAL AND STATE FUNDS			<u>\$ 155,725,968</u>	<u>\$ 141,213,575</u>

NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AND STATE AWARDS

For the year ended September 30, 2024

(1) Basis of presentation

The accompanying schedule of expenditures of federal and state awards (the Schedule) includes federal and state grant activity of the Corporation under programs of the federal and state government for the year ended September 30, 2024. The information in this Schedule is presented in accordance with the requirements of the Uniform Guidance and *State of Texas Single Audit Circular*. Because the Schedule presents only a selected portion of the operations of the Corporation, it is not intended to and does not present the financial position, changes in net assets, or cash flows of the Corporation.

Federal and state grant funds are considered to be earned to the extent of expenditures were made under the provisions of the grant and, accordingly, when such funds are received, they are recorded as deferred revenue until earned.

(2) Summary of significant accounting policies

Expenditures reported on the schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance and the State of Texas Single Audit Circular, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

Pass-through entity identifying numbers are presented where available.

Workforce Solutions Alamo elected not to use the 10 percent de minimis indirect cost rate.

**ALAMO WORKFORCE DEVELOPMENT, INC.
DBA WORKFORCE SOLUTIONS – ALAMO**

SCHEDULE OF FINDINGS AND QUESTIONED COSTS

For the year ended September 30, 2024

SECTION I – SUMMARY OF AUDITOR’S RESULTS

FINANCIAL STATEMENTS

Type of auditor’s report issued: Unmodified

Internal control over financial reporting:

- Material weakness(es) identified? Yes X No
- Significant deficiency(ies) identified that is (are) not considered to be material weakness(es)? Yes X None Reported

Noncompliance material to financial statements noted? Yes X No

FEDERAL AND STATE AWARDS

Internal control over major programs:

- Material weakness(es) identified? Yes X No
- Significant deficiency(ies) identified that is (are) not considered to be material weakness(es)? Yes X None Reported

Type of auditor’s report issued on compliance for Major programs: Unmodified

Any audit findings disclosed that are required to be reported in accordance with 2 CFR Section 200.516(a) and the *State of Texas Single Audit Circular*? Yes X No

IDENTIFICATION OF MAJOR FEDERAL PROGRAMS

<u>ALN Number(s)</u>	<u>Name of Federal Program or Cluster</u>
93.575/93.596	Child Care Development Funds Cluster
17.258/17.259/17.278	Workforce Innovation and Opportunity Act Cluster

Dollar threshold used to distinguish between Type A and Type B programs: \$3,000,000

Auditee qualified as low-risk auditee? X Yes No

ALAMO WORKFORCE DEVELOPMENT, INC.
DBA WORKFORCE SOLUTIONS – ALAMO

SCHEDULE OF FINDINGS AND QUESTIONED COSTS

For the year ended September 30, 2024

SECTION I – SUMMARY OF AUDITOR’S RESULTS (CONTINUED)

IDENTIFICATION OF MAJOR STATE PROGRAMS

<u>ALN Number(s)</u>	<u>Name of State Program or Cluster</u>
N/A	Child Care Development Funds Cluster
N/A	Child Care Family and Protective Services (DFPS)

Dollar threshold used to distinguish between Type A and Type B programs: \$750,000

Auditee qualified as low-risk auditee for State Programs? X Yes No

SECTION II – FINANCIAL STATEMENT FINDINGS

None were noted

SECTION III – FEDERAL AND STATE AWARDS FINDINGS AND QUESTIONED COSTS

None were noted

ALAMO WORKFORCE DEVELOPMENT, INC.
DBA WORKFORCE SOLUTIONS – ALAMO

SUMMARY SCHEDULE OF PRIOR AUDIT FINDINGS

For the year ended September 30, 2024

<u>PROGRAM</u>	<u>CORRECTIVE ACTION PLAN</u>
No prior audit findings	N/A