



MEMORANDUM

To: Audit and Finance Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez, Director Procurement and Contracts Management

Date: November 14, 2025

Subject: Discussion and Possible Action: Temporary Staffing Services Contract Amendment

Summary: For discussion and potential action: The Workforce Solutions Alamo (WSA) Board of Directors is presented with a contract amendment to increase the budgeted amount for Temporary Staffing by \$112,000 with a new amount of \$612,000 as presented to the board with the Budget approval process.

This action aligns with Supporting Texas Talent and Economic Growth - Goal 2, Service Optimizers, in our strategic plan.

Analysis: Workforce Solutions Alamo (WSA) has identified a need for additional temporary staffing services to meet its personnel requirements for the upcoming fiscal year. Due to WSA's limited resources and funding, the Agency is unable to hire full-time employees. Therefore, the use of temporary staffing resources will help bring in subject matter experts needed to support daily operations.

In June 2024 the board was presented with a proposal to award contracts to MMC Group, LP, Tryfacta, Inc., Integrated Human Capital, Cambay Consulting, LLC, and Compunnel Software Group, Inc. for the purchase of Temporary Staffing Services on an IDIQ (Indefinite Delivery Indefinite Quantity) basis in an estimated amount of \$500,000.00.

The scope of work requires the contractor to expediently source, screen, and provide quality candidates to fill temporary staffing needs for a diverse range of job categories, including, but not limited to:

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communications@wsalamo.org

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Facilities
IT Staffing

Alternatives: Any alternative to approving the recommendation may lead to inadequate staffing to handle workload fluctuations, seasonal demands, or special projects. This can result in overburdened permanent staff, decreased productivity, and potentially missed deadlines for various internal departments at WSA that require temporary staffing assistance.

Fiscal Impact: Increased contract amount by \$112,000 brings the new contract amount to \$612,000. The amount paid will depend on the quantity of materials and services procured at the agreed-upon rates. The allocated budget will be distributed among the four (4) selected vendors proportionate to the actual number of resources procured and the agreed-upon markup for each resource.

Recommendation: Procurement & Contracts Management recommends approving the contract amendment for Temporary Staffing Services.

Next Steps: Upon approval, WSA Procurement and Contract Management (PCM), in coordination with WSA Human Resources, will execute the contract amendment of Temporary Staffing Services with the current vendors that were awarded as a result of the RFP.



MEMORANDUM

To: Audit and Finance Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez, Director Procurement and Contracts Management

Date: November 14, 2025

Subject: **Fiscal Monitoring Services Contract**

Summary: The Workforce Solutions Alamo (WSA) - Board of Directors is presented with a proposal to award a contract to Christine H Nguyen, CPA for Fiscal Monitoring Services in the estimated aggregate amount of \$924,000 over a five (5) year span. The contract term will be effective February 1, 2026, through January 31, 2027, 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.

This action aligns with Supporting Texas Talent and Economic Growth - Goal 2, Service Optimizers, in our strategic plan.

Analysis: A Request for Proposals (RFP) for Fiscal Monitoring Services was published on WSA's Procurement Portal and the Texas Electronic State Business Daily (ESBD) on July 3, 2025, with a submission deadline of September 3, 2025. The selected provider will conduct comprehensive financial monitoring reviews of Workforce Solutions Alamo (WSA) contractors to ensure that these contractors comply with federal, State and WSA's rules and regulations.

The following scope of services of this engagement is to assess and ensure that WSA's contractors have adequate financial and administrative systems in place to manage federal and State programs,

Services will include, but are not limited to:

1. Risk Assessment & Desk Review

- a. Evaluate internal controls and fiscal systems.
- b. Review prior monitoring findings, audit reports, and board minutes.
- c. Assess financial management, procurement, personnel, and property controls.

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2. On-Site Fieldwork

- a. Conduct entrance and exit conferences with WSA and contractors.
- b. Test financial transactions (personnel, non-personnel, and financial aid).
- c. Verify compliance with cost categories, budget allocations, and procurement rules.
- d. Review indirect cost rates, cost allocation plans, and insurance compliance.

3. Fiscal Integrity Review

- a. Assess contractor capacity to comply with state/federal statutes.
- b. Review pending litigation, internal controls, and financial reporting.
- c. Verify safeguarding of assets and fidelity bonding.

4. Reporting

- a. Provide a draft fiscal monitoring report within 15 working days after contractor response.
- b. Submit final reports upon WSA approval, incorporating contractor feedback.
- c. Include findings, effects, and recommendations for improvement.
- d. Maintain all supporting workpapers and documentation.

5. Technical Assistance

- a. Provide fiscal technical support to WSA during TWC Fiscal Monitoring Certification.

By the deadline, WSA received seven (7) proposals, which were then evaluated by internal assessors in accordance with the RFP's specifications and requirements.

Alternatives: Any alternative to not approving the recommendation for Fiscal Monitoring services may result in significant operational and compliance risks for WSA. The Texas Workforce Commission (TWC) requires Boards to conduct annual fiscal monitoring and fiscal integrity reviews of all contracted service providers to ensure compliance with federal and state regulations, including the TWC Financial Manual for Grants and Contracts (FMGC), Uniform Guidance (2 CFR 200), and UGMS.

Fiscal Impact: The contract will begin with an initial one-year term, effective February 1, 2026, through January 31, 2027, and may be extended for up to four (4) additional one-year periods, subject to mutual written agreement by both parties. The total projected expenditure over the potential five-year term is \$924,000, unless modified by a formally executed amendment approved by all parties.



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

These amounts are based on the four current subrecipients.

**If additional contractors are selected for monitoring, additional fees may be incurred.

Recommendation: Staff recommend that the Board of Directors approve the award of the contract for Fiscal Monitoring Services to Christine H Nguyen, CPA., as identified through the competitive Request for Proposals (RFP) process. The contract will be effective February 1, 2026, through January 31, 2027, with the option to renew for up to four (4) additional one-year periods upon mutual agreement. The estimated total expenditure over the potential five-year term is \$924,000. Approval of this recommendation will ensure continued compliance with federal and state audit requirements, maintain timely financial reporting, and support transparency and accountability in WSA’s financial operations.

Next Steps: Once this action is approved, WSA Procurement and Contract Management (PCM), in collaboration with the WSA Fiscal Team, will begin negotiations and oversee the execution of contract for Fiscal Monitoring Services with Christine H Nguyen, CPA .

Item	Feb 26' - Jan 27'	Feb 27' - Jan 28'	Feb 28' - Jan 29'	Feb 29' - Jan 30'	Feb 30' - Jan 31	**Contingency 10%	Contract Total
Estimated Annual Contract Amount	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$84,000	\$924,000

Attachments: RFP 2025-022 Fiscal Monitoring Services

Bid Tabulation



Active Submissions

	Total	Minimum Requirements	A - Quality of Vendor Goods and Services	B - Extent to Which the Goods and Services Meet the Needs of the Organization	C - Price	D - HUB
Supplier	/ 100 pts	Pass/Fail	/ 30 pts	/ 45 pts	/ 20 pts	/ 5 pts
Christine H Nguyen CPA	90.97	Pass	28.67	39.3	18	5
Crowe LLP	86.77	Pass	26.67	35.1	20	5
Martinez Rosario and Company LLP	83.27	Pass	28.67	39.6	10	5
Weaver and Tidwell, L.L.P.	77.93	Pass	26.33	39.6	12	0
Maher Duessel	74.83	Pass	26.33	34.5	14	0
GilFlo Consulting Services, LLC	72.53	Pass	20.33	31.2	16	5
LaPorte CPAs & Business Advisors	70.5	Pass	26	31.5	8	5



MEMORANDUM

To: Audit and Finance Committee
 From: Adrian Lopez, Chief Executive Officer
 Presented by: Gabriela Navarro Garcia, Controller
 Date: November 14, 2025
 Regarding: **Financial Report – September 30, 2025**

SUMMARY: Financial reports through September 30, 2025, have been prepared for the fiscal year October 1, 2024, through September 30, 2025; the straight-line expenditure benchmark is 100% 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	87.46%	The personnel variance is primarily due to unfilled vacancies during the year, as well as differences in travel and staff development expenses. Additionally, incentive costs are not reflected, as the figures presented are preliminary.
Board Facility	100.84%	The WSA Board facility budget is acceptable and within the budget.
Equipment	88.17%	The equipment variance is considered acceptable, as we are still in the process of finalizing year-end accounts and continue to receive outstanding invoices.
General Office Expense	59.67%	The primary budget surplus is due to the insurance contingency.
Professional Services	65.40%	This variance consists in a timing difference in monitoring expenditures. Legal and professional services related to temporary staffing are utilized as needed to support the agency.
Board Training & Development	46.09%	The board did not attend any additional board conferences but will continue to track any available conferences that would benefit the board in the following fiscal year.
Total Expense	80.91%	

Corporate expenditure represents 4.18% of overall expenditures, and demonstrating a budget surplus of approximately 19.09% through September 2025.

FACILITIES AND INFRASTRUCTURE BUDGET:

Expenditures	% Expensed	Comments
Overall	95.97%	The facility expenditures represent 3.05% of the overall expenditures and reflecting a 4.03% straight-line budget surplus. This is an acceptable variance.

ACTIVE GRANTS ONLY (TWC):

Grant	End date	Budget	% Expense	Comments
25TAF Temporary Assistance for Needy Families	10/31/2025	\$6,590,722	89.87%	The board continues to closely monitor expenditures to spent all funds by the end of the contract period.
25WOR Rapid Response	06/30/2026	\$51,557	23.55%	Received new grant of \$51,557 for a 12-month period. The board will continue to monitor for any unforeseen layoffs affecting the community for possible request of additional dollars.
25NCP Non-Custodial Parent	09/30/2025	\$437,578	84.12%	The board is expecting to return funds. The expenses are not finalized but estimating at least \$70,000
25WPA Wagner-Peyser Employment Services	12/31/2025	\$667,237	91.70%	The board is nearing the threshold of expenses and is actively exploring options to request additional funding to ensure all costs are adequately covered.
25CCQ – Child Care Quality	10/31/2025	\$4,412,859	86.86%	The board expects to finalize the purchase of supplies and materials for Quality TRS providers and has already allocated some funds in October to ensure the grant funds are fully utilized.

25CQF – CCDF Quality Improvement Activity	10/31/2025	\$4,069,145	89.30%	The Board plans to allocate the remaining funds toward incentive payments in October to ensure full utilization of the grant.
25MTC – Military to Civilian Employment Program	04/30/2026	\$225,085	15.46%	New grant awarded April 21, 2025, for a 12-month period. Expenditures are expected to be reflected in the next fiscal year.
25VR1 - SEAL	09/30/2025	\$900,000	44.18%	TWC reduced the targets from 256 to 128, which reduces the expected utilization of the dollars.

ACTIVE GRANTS ONLY (NON-TWC):

Grant	End date	Budget	% Expense	Comments
DOL Building Pathways	09/30/2029	\$2,000,000	2.77%	Grant received for a 4-year period. Expenditures will start increasing in the next fiscal year.
22RTW	05/31/2025	\$65,554,565	57.43%	Expenditures will continue to be realized in the following months as outstanding invoices come in for training started in the contract period.
25RTW	05/31/2026	\$11,114,758	22%	Expenditures will be reflected in the coming months as subrecipient contracts are finalized and outstanding invoices come in for training started in the contract period.

ATTACHMENTS:

Financial Statements – September, 2025

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

	Annual Budget	YTD Expenses	% Expensed	Balance
PERSONNEL				
Salaries/Wages	\$ 4,697,557	\$ 4,275,829	91.02%	\$ 421,728
Fringe Benefits	1,357,103	1,063,233	78.35%	293,870
Staff Travel	121,900	88,303	72.44%	33,597
Staff Training & Development	161,000	51,830	32.19%	109,170
<i>PERSONNEL SUBTOTAL:</i>	\$ 6,337,560	\$ 5,479,195	86.46%	\$ 858,365
BOARD FACILITY				
Rent	\$ 449,665	\$ 455,168	101.22%	\$ (5,503)
Storage	\$ 15,000	\$ 13,434	89.56%	\$ 1,566
Maintenance and Repair	7,900	7,943	100.55%	(43)
<i>BOARD FACILITY SUBTOTAL:</i>	\$ 472,565	\$ 476,545	100.84%	\$ (3,980)
EQUIPMENT/RELATED COSTS				
Equipment Purchases	\$ 65,000	\$ 20,735	31.90%	\$ 44,265
Equipment Rental	17,399	14,632	84.10%	2,767
Software Licenses & Maintenance	150,000	169,543	113.03%	(19,543)
<i>EQUIPMENT/RELATED COSTS SUBTOTAL:</i>	\$ 232,399	\$ 204,910	88.17%	\$ 27,489
GENERAL OFFICE EXPENSES				
Communications	\$ 56,470	\$ 46,020	81.49%	\$ 10,450
Advertising	5,000	-	0.00%	5,000
Insurances	250,000	74,295	29.72%	175,705
Office Supplies	25,000	6,258	25.03%	18,742
Postage/Shipping/Other	7,500	2,603	34.71%	4,897
Printing, Binding & Reproduction	15,000	7,974	53.16%	7,026
Publications & Subscriptions	15,000	7,506	50.04%	7,494
Dues	15,000	13,458	89.72%	1,542
Marketing (External)	170,000	157,153	92.44%	12,847
Miscellaneous Costs	20,000	2,358	11.79%	17,642
Non Federal	100,000	87,508	87.51%	12,492
<i>GENERAL OFFICE EXP SUBTOTAL:</i>	\$ 678,970	\$ 405,133	59.67%	\$ 273,837
PROFESSIONAL SERVICES				
Legal Services-Corporate	\$ 125,000	\$ 83,652	66.92%	\$ 41,348
Legal Services-Other	50,000	33,454	66.91%	16,546
Audit	75,000	73,100	97.47%	1,900
Monitoring (Contractor)	450,000	373,707	83.05%	76,293
Professional Services	1,200,000	673,006	56.08%	526,994
Payroll Fees	50,000	38,309	76.62%	11,691
<i>PROFESSIONAL SERVICES SUBTOTAL:</i>	\$ 1,950,000	\$ 1,275,227	65.40%	\$ 674,773
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	9,000	90.00%	1,000
<i>BOARD EXPENSES SUBTOTAL:</i>	\$ 45,000	\$ 20,741	46.09%	\$ 24,259
TOTAL EXPENSES	\$ 9,716,494	\$ 7,861,751	80.91%	\$ 1,854,743
SUMMARY:				
Personnel	\$ 6,337,560	\$ 5,479,195	86.46%	\$ 858,365
Board Facility	472,565	476,545	100.84%	(3,980)
Equipment/Related Costs	232,399	204,910	88.17%	27,489
General Office Expenses	678,970	405,133	59.67%	273,837
Professional Services	1,950,000	1,275,227	65.40%	674,773
Board Expenses	45,000	20,741	46.09%	24,259
TOTAL CORPORATE EXPENSES	\$ 9,716,494	\$ 7,861,751	80.91%	\$ 1,854,743

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

Facilities & Infrastructure	Annual Budget	Budget Amendment #1	YTD Expenses	% Expensed	Balance
Workforce Facilities	\$ 6,452,970	\$ 5,983,010	\$ 5,741,923	95.97%	\$ 241,087
TOTAL FACILITIES EXPENSES	\$ 6,452,970	\$ 5,983,010	\$ 5,741,923	95.97%	\$ 241,087

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		Kerville	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 September 2025**

Grant	Grant Awards	Remaining		Revised FY25 Budget	Expenses FY 24 - 25	Total Grant		Grant Balance	Grant Expended	Months Remaining
		Balance as 9/30/24				Expenses				
2023 WIOA ADULT SERVICES	\$ 5,522,731.00	\$ 2,514.79	\$	2,514.79	\$ 2,792.50	\$ 5,523,008.71	\$	(277.71)	100.01%	
2024 WIOA ADULT SERVICES	\$ 5,576,777.00	\$ 5,407,680.97	\$	5,407,680.97	\$ 4,241,150.72	\$ 4,410,246.75	\$	1,166,530.25	79.08%	9
2025 WIOA ADULT SERVICES	\$ 4,836,736.00	\$ -	\$	-	\$ -	\$ -	\$	1,107,411.00	0.00%	21
2023 WIOA DISLOCATED WORKER	\$ 4,774,833.00	\$ 866,476.89	\$	866,476.89	\$ 866,625.22	\$ 4,774,981.33	\$	(148.33)	100.00%	
2024 WIOA DISLOCATED WORKER	\$ 4,670,305.00	\$ 4,670,305.00	\$	4,670,305.00	\$ 3,017,765.49	\$ 3,017,765.49	\$	1,652,539.51	64.62%	9
2025 WIOA DISLOCATED WORKER	\$ 4,111,151.00	\$ -	\$	-	\$ -	\$ -	\$	1,001,187.00	0.00%	21
2023 WIOA YOUTH SERVICES	\$ 5,861,245.00	\$ 871,793.58	\$	871,793.58	\$ 872,105.21	\$ 5,861,556.63	\$	(311.63)	100.01%	
2024 WIOA YOUTH SERVICES	\$ 5,910,587.00	\$ 5,550,976.46	\$	5,550,976.46	\$ 3,848,943.99	\$ 4,208,554.53	\$	1,702,032.47	71.20%	9
2025 WIOA YOUTH SERVICES	\$ 5,087,523.00	\$ -	\$	-	\$ 266,305.16	\$ 266,305.16	\$	4,821,217.84	5.23%	21
WIOA RAPID RESPONSE	\$ 58,320.00	\$ 32,403.59	\$	32,403.59	\$ 32,192.41	\$ 58,108.82	\$	211.18	99.64%	
WIOA RAPID RESPONSE	\$ 51,557.00	\$ -	\$	4,952.41	\$ 12,144.05	\$ 12,144.05	\$	39,412.95	23.55%	9
TEMPORARY ASST FOR NEEDY FAMILIES-TANF	\$ 6,851,831.00	\$ (219.41)	\$	-	\$ 0	\$ 6,852,050.41	\$	(219.41)	100.00%	
TEMPORARY ASST FOR NEEDY FAMILIES-TANF	\$ 6,590,722.00	\$ -	\$	6,590,722.00	\$ 5,923,363.17	\$ 5,923,363.17	\$	667,358.83	89.87%	1
SUPPLEMENTAL NUTRITION ASST PRGRM - SNAP	\$ 945,544.00	\$ -	\$	945,544.00	\$ 920,926.10	\$ 920,926.10	\$	24,617.90	97.40%	
SUPPLEMENTAL NUTRITION ASST PRGRM - SNAP	\$ 513,000.00	\$ -	\$	513,000.00	\$ 483,146.90	\$ 483,146.90	\$	29,853.10	94.18%	
NON CUSTODIAL PARENT	\$ 437,578.00	\$ 432,269.85	\$	432,269.85	\$ 362,791.85	\$ 368,100.00	\$	69,478.00	84.12%	
NON CUSTODIAL PARENT	\$ 437,578.00	\$ -	\$	31,724.41	\$ 2,363.15	\$ 2,363.15	\$	435,214.85	0.54%	12
CC SRVCS FORMULA ALLOCATION-CCF	\$ 103,860,758.00	\$ 1,193,418.23	\$	1,193,418.23	\$ 1,194,089.38	\$ 103,861,429.15	\$	(671.15)	100.00%	
CC SRVCS FORMULA ALLOCATION-CCF	\$ 125,506,409.00	\$ -	\$	120,566,722.00	\$ 120,567,699.30	\$ 120,567,699.30	\$	4,938,709.70	96.06%	3
CC DVLPMNT FUND LOCAL MATCH - CCM	\$ 7,584,186.00	\$ 7,584,186.00	\$	7,584,186.00	\$ 7,584,186.00	\$ 7,584,186.00	\$	-	100.00%	
CC DVLPMNT FUND LOCAL MATCH - CCM	\$ 7,595,230.00	\$ -	\$	7,595,230.00	\$ 1,528,216.14	\$ 1,528,216.14	\$	6,067,013.86	20.12%	3
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	\$ 8,963,129.00	\$ 8,365,211.12	\$	8,109,320.83	\$ 7,928,954.36	\$ 8,526,872.24	\$	436,256.76	95.13%	3
CC TEXAS DEPT FAMILY PROTECTIVE SRVCS-CCP	\$ 8,722,082.00	\$ -	\$	507,207.81	\$ 507,207.81	\$ 507,207.81	\$	8,214,874.19	5.82%	15
TRADE ACT SERVICES	\$ 5,000.00	\$ -	\$	5,000.00	\$ 5,000.00	\$ 5,000.00	\$	-	100.00%	
WAGNER-PEYSER EMPLOYMENT SERVICES-WPA	\$ 1,017,695.00	\$ 275,281.21	\$	275,281.21	\$ 275,306.35	\$ 1,017,720.14	\$	(25.14)	100.00%	
WAGNER-PEYSER EMPLOYMENT SERVICES-WPA	\$ 667,237.00	\$ -	\$	523,317.00	\$ 611,863.09	\$ 611,863.09	\$	55,373.91	91.70%	3
RESOURCE ADMIN GRANT	\$ 11,857.00	\$ -	\$	11,857.00	\$ 11,327.82	\$ 11,327.82	\$	529.18	95.54%	
TEXAS VETERANS COMMISSION	\$ 255,178.00	\$ -	\$	255,178.00	\$ 255,116.52	\$ 255,116.52	\$	61.48	99.98%	

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

Grant	Grant Awards	Remaining		Revised FY25 Budget	Expenses FY 24 - 25	Total Grant		Grant Balance	Grant Expended	Months Remaining
		Balance as 9/30/24				Expenses				
CC QUALITY - CCQ	\$ 6,249,935.30	\$ 848,602.72	\$	848,602.72	\$ 622,625.14	\$	6,023,957.72	\$ 225,977.58	96.38%	
CC QUALITY - CCQ	\$ 4,412,859.00	\$ -	\$	4,412,859.00	\$ 3,832,991.56	\$	3,832,991.56	\$ 579,867.44	86.86%	1
QUALITY IMPROVEMENT ACTIVITY	\$ 4,069,145.00	\$ -	\$	4,069,145.00	\$ 3,633,850.19	\$	3,633,850.19	\$ 435,294.81	89.30%	1
WORKFORCE COMMISSION INITIATIVES	\$ 100,250.00	\$ -	\$	100,250.00	\$ 100,096.57	\$	100,096.57	\$ 153.43	99.85%	
REEMPLOYMENT SERVICES - REA	\$ 1,057,573.00	\$ 212,963.05	\$	212,963.05	\$ 212,987.24	\$	1,057,597.19	\$ (24.19)	100.00%	
REEMPLOYMENT SERVICES - REA	\$ 1,628,778.00	\$ -	\$	1,446,281.00	\$ 1,354,182.95	\$	1,354,182.95	\$ 274,595.05	83.14%	5
PARTNERS FOR REENTRY OPPORTUNITIES IN WD (PROWD)	\$ 1,174,500.00	\$ 1,136,951.80	\$	387,507.23	\$ 416,306.48	\$	453,854.68	\$ 720,645.32	38.64%	24
MILITARY FAMILY SUPPORT PROGRAM	\$ 221,896.00	\$ 40,522.48	\$	40,522.48	\$ 39,899.59	\$	221,273.11	\$ 622.89	99.72%	
MILITARY TO CIVILIAN EMPLOYMENT PROGRAM	\$ 225,085.00	\$ -	\$	100,448.00	\$ 34,793.19	\$	34,793.19	\$ 190,291.81	15.46%	7
TEACHER EXTERNSHIP	\$ 200,000.00	\$ -	\$	200,000.00	\$ 145,175.17	\$	145,175.17	\$ 54,824.83	72.59%	6
STUDENT HIREABILITY NAVIIGATOR	\$ 210,000.00	\$ 193,920.80	\$	193,920.80	\$ 155,404.76	\$	171,483.96	\$ 38,516.04	81.66%	
STUDENT HIREABILITY NAVIIGATOR	\$ 210,000.00	\$ -	\$	16,079.00	\$ 20,841.64	\$	20,841.64	\$ 189,158.36	9.92%	11
VOCATIONAL REHABILITATION-VR INFRA SPPRT	\$ 826,245.98	\$ 783,331.90	\$	779,694.25	\$ 578,092.41	\$	621,006.49	\$ 205,239.49	75.16%	
VOCATIONAL REHABILITATION-VR INFRA SPPRT	\$ 798,861.23	\$ -	\$	62,443.79	\$ 62,443.79	\$	62,443.79	\$ 736,417.44	7.82%	11
PAID WORK EXPERIENCE (PWE)	\$ 187,500.00	\$ -	\$	187,500.00	0	0	\$	187,500.00	0.00%	
TRAINING & EMPLOYMENT NAVIGATOR PILOT	\$ 195,856.00	\$ 146,055.46	\$	146,055.46	\$ 104,863.28	\$	154,663.82	\$ 41,192.18	78.97%	1
SUMMER EARN & LEARN (SEAL)	\$ 900,000.00	\$ -	\$	900,000.00	\$ 397,585.55	\$	397,585.55	\$ 502,414.45	44.18%	
SAN ANTONIO AREA FOUNDATION-WORKFORCE ACADEMY	\$ 100,000.00	\$ 21,298.59	\$	21,298.59	\$ 16,683.17	\$	95,384.58	\$ 4,615.42	95.38%	
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	\$ 8,375.34	\$	20,242.34	\$ 167,257.66	10.80%	1
KRONKOWSKY FOUNDATION FUND	\$ 21,000.00	\$ 14,630.59	\$	14,630.59	\$ 2,510.04	\$	8,879.45	\$ 12,120.55	42.28%	
TOYOTETSU PILOT PROGRAM (RTW)	\$ 16,100.00	\$ 15,000.00	\$	15,000.00	\$ 13,650.00	\$	14,750.00	\$ 1,350.00	91.61%	
READY TO WORK-COSA	\$ 65,554,565.00	\$ 40,196,337.05	\$	20,412,882.85	\$ 12,289,701.73	\$	37,647,929.68	\$ 27,906,635.32	57.43%	
READY TO WORK-COSA	\$ 11,114,758.14	\$ 11,114,758.14	\$	3,704,919.38	\$ 2,445,079.07	\$	2,445,079.07	\$ 8,669,679.07	22.00%	8
DOL BUILDING PATHWAYS	\$ 2,000,000.00	\$ -	\$	400,000.00	\$ 55,311.92	\$	55,311.92	\$ 1,944,688.08	2.77%	49
TEXAS MUTUAL INS COMPANY CHARITABLE GRANT	\$ 100,000.00	\$ -	\$	100,000.00	\$ 98,632.36	\$	98,632.36	\$ 1,367.64	98.63%	1
TEXAS MUTUAL INS COMPANY CHARITABLE GRANT	\$ 62,500.00	\$ -	\$	-	0	0	\$	62,500.00	0.00%	13
LIFT FUND	\$ 3,600.00	\$ -	\$	3,600.00	\$ 1,651.34	\$	1,651.34	\$ 1,948.66	45.87%	
RESTORE EDUCATION	\$ 95,000.00	\$ -	\$	95,000.00	\$ 24,681.20	\$	24,681.20	\$ 70,318.80	25.98%	
GRAND TOTAL	\$ 436,045,100.58	\$ 90,198,055.43	\$	211,610,028.67	\$ 187,989,998.37	\$	353,506,661.29	\$ 75,699,150.29		



MEMORANDUM

To: Audit and Finance Committee
 From: Adrian Lopez, Chief Executive Officer
 Presented by: Gabriela Navarro Garcia, Controller
 Date: November 14, 2025
 Regarding: **Financial Analysis – SA Ready to Work**

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. A one-year renewal agreement began June 1, 2025.

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:

2022-2025 RTW Contract

WSA has budgeted \$65,554,565 through May 2025. To date, \$37,647,930 has been expended. Final reconciliation is underway for training and emergency services costs, which are not yet reflected in the current reporting period.

3-Year Contract Budget	Expenditures	Budget Balance
\$65,554,565.00	\$37,647,930	\$27,906,635

The board currently maintains a reserve of \$216,479. An ongoing reconciliation is in progress to

account for potential duplicate billing, disallowed expenditures, and closeout operational costs.

2025-2026 RTW Contract Renewal

WSA has executed a 1-year renewal with COSA beginning June 1, 2025, for \$11,114,758. WSA has expended \$2,445,079 through September 30, 2025

The board currently maintains a reserve of \$146,471 designated for potential monitoring-related disallowed costs, strategic initiatives, and closeout operational expenses.

1-Year Contract Budget	Expenditures	Budget Balance
\$11,114,758	\$2,445,079	\$8,669,679

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.

Key updates are as follows:

1. Contract Renewals

- All subcontractors have successfully executed contract renewals, ensuring continuity of services and alignment with project goals.
- Exceptions: Texas A&M and Serco are still pending renewal. Follow-up actions may be required to finalize their agreements.

2. Budget & Expenditures

- Current expenditures are at 26% of the total budget.
- There is a 7% straight-line variance, which is within an acceptable range.

3. Cashflow & Billing

- No cashflow issues reported.
- The board has adopted accrual-based billing, improving financial predictability and aligning revenue recognition with service delivery.

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: Audit and Finance Committee
 Presented by: Gabriela Navarro Garcia, Controller
 Date: November 14, 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 September 2025, a total of \$1,137,002 has been expensed for support services to assist our clients.

TWC Programs – There is a significant increase of \$\$188,506 in rent support. Overall expenses total \$904,811 expecting equal or higher costs in the following fiscal year. Rent, transportation and work-related items are the highest costs for support services.

Client Expenditure Comparison - TWC Programs as of September 2025				
Category	FY24	FY24 Allocation %	FY25 Year-to-Date	FY25 Allocation %
Work Related	\$ 30,205	5.59%	\$ 105,239	11.63%
Rent	\$ 201,270	37.27%	\$ 389,776	43.08%
Utilities	\$ 31,049	5.75%	\$ 66,829	7.39%
Transportation	\$ 194,106	35.95%	\$ 250,067	27.64%
Incentives	\$ 45,056	8.34%	\$ 61,400	6.79%
Youth - Support Services	\$ 38,313	7.10%	\$ 31,500	3.48%
TOTAL:	\$ 539,999	100.00%	\$ 904,811	100.00%

Ready to Work – There is a significant increase of \$18,346 utilities and a reduction of \$43,580 in rent support. Overall expenses total \$232,191 and will continue to increase through the remainder of year 4 contract. Rent and Utilities continue to be the highest costs for support services.

Client Expenditure Comparison- Ready to Work as of September 2025				
Category	FY24	FY24 Allocation %	FY25 Year-to-Date	FY25 Allocation %
Rent	\$ 121,209	52.67%	\$ 77,630	33.43%
Utilities	\$ 52,095	22.64%	\$ 70,441	30.34%
Transporation	\$ 15,123	6.57%	\$ 26,634	11.47%
Laptops/Computers	\$ 28,019	12.18%	\$ 22,918	9.87%
Training Related	\$ 2,113	0.92%	\$ 7,619	3.28%
Other: Medical, Legal, Food, Daycare	\$ 11,565	5.03%	\$ 26,948	11.61%
TOTAL:	\$ 230,125	100.00%	\$ 232,191	100.00%

MEMORANDUM

To: Audit and Finance Committee
 From: Adrian Lopez, Chief Executive Officer
 Presented by: Gabriela Navarro Garcia, Controller
 Date: November 14, 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 September 30, 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	15,100,143	19,058,805	74%	123,523,166	128,334,666	84%	3,713,080	4,038,903	84%
Rural	5,401,907	6,397,565	26%	23,908,361	26,044,818	16%	685,587	1,059,967	16%

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, 83% expenditures were allocated to Bexar County and 17% to the Rural counties, representing 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 September 2025**

County	Annual Budget		YTD Expenditures		
	Amount	%	Amount	%	Over/Under Budget
Atascosa	\$ 654,586	2.57%	\$ 723,991	3.53%	\$ (69,405)
Bandera	\$ 290,051	1.14%	\$ 304,601	1.49%	\$ (14,550)
Bexar	\$ 19,058,805	74.87%	\$ 15,100,143	73.65%	\$ 3,958,662
Comal	\$ 1,233,238	4.84%	\$ 1,411,613	6.89%	\$ (178,375)
Frio	\$ 435,250	1.71%	\$ 520,043	2.54%	\$ (84,793)
Gillespie	\$ 261,397	1.03%	\$ 229,634	1.12%	\$ 31,763
Guadalupe	\$ 1,264,015	4.97%	\$ 621,490	3.03%	\$ 642,525
Karnes	\$ 328,762	1.29%	\$ 213,448	1.04%	\$ 115,314
Kendall	\$ 547,033	2.15%	\$ 329,721	1.61%	\$ 217,313
Kerr	\$ 452,176	1.78%	\$ 467,124	2.28%	\$ (14,949)
McMullen	\$ 87,256	0.34%	\$ 16,162	0.08%	\$ 71,094
Medina	\$ 403,478	1.58%	\$ 235,445	1.15%	\$ 168,033
Wilson	\$ 440,323	1.73%	\$ 328,635	1.60%	\$ 111,688
TOTAL	\$ 25,456,370	100.00%	\$ 20,502,049	100.00%	\$ 4,954,320
SUMMARY:					
Location	Annual Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	
Urban	\$ 19,058,805	75%	\$ 15,100,143	74%	\$ 3,958,662
Rural	\$ 6,397,565	25%	\$ 5,401,907	26%	\$ 995,658
TOTAL	\$ 25,456,370	100.00%	\$ 20,502,049	100.00%	\$ 4,954,320

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

County	Annual Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	
Atascosa	\$ 2,778,880	1.80%	\$ 3,267,801	2.22%	\$ (488,921)
Bandera	\$ 650,916	0.42%	\$ 605,393	0.41%	\$ 45,523
Bexar	\$ 128,334,666	83.13%	\$ 123,523,166	83.78%	\$ 4,811,500
Comal	\$ 4,121,966	2.67%	\$ 4,441,165	3.01%	\$ (319,199)
Frio	\$ 1,288,158	0.83%	\$ 1,345,498	0.91%	\$ (57,341)
Gillespie	\$ 993,256	0.64%	\$ 691,315	0.47%	\$ 301,941
Guadalupe	\$ 7,400,951	4.79%	\$ 6,052,503	4.11%	\$ 1,348,448
Karnes	\$ 1,012,360	0.66%	\$ 386,064	0.26%	\$ 626,296
Kendall	\$ 1,273,550	0.82%	\$ 1,058,499	0.72%	\$ 215,050
Kerr	\$ 2,859,886	1.85%	\$ 1,947,414	1.32%	\$ 912,472
McMullen	\$ 49,597	0.03%	\$ -	0.00%	\$ 49,597
Medina	\$ 2,230,367	1.44%	\$ 2,733,121	1.85%	\$ (502,754)
Wilson	\$ 1,384,931	0.90%	\$ 1,379,588	0.94%	\$ 5,344
TOTAL	\$ 154,379,484	100.00%	\$ 147,431,526	100.00%	\$ 6,947,957

SUMMARY:					
Location	Annual Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	
Urban	\$ 128,334,666	83%	\$ 123,523,166	84%	\$ 4,811,500
Rural	\$ 26,044,818	17%	\$ 23,908,361	16%	\$ 2,136,457
TOTAL	\$ 154,379,484	100%	\$ 147,431,526	100%	\$ 6,947,957

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

County	Annual Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	
Atascosa	\$ 79,805	1.57%	\$ 46,875	1.07%	\$ 32,930
Bandera	\$ 41,140	0.81%	\$ 45,786	1.04%	\$ (4,645)
Bexar	\$ 4,038,903	79.21%	\$ 3,713,080	84.41%	\$ 325,822
Comal	\$ 277,955	5.45%	\$ 178,330	4.05%	\$ 99,625
Frio	\$ 45,337	0.89%	\$ 34,631	0.79%	\$ 10,706
Gillespie	\$ 33,635	0.66%	\$ 9	0.00%	\$ 33,625
Guadalupe	\$ 236,216	4.63%	\$ 145,951	3.32%	\$ 90,266
Karnes	\$ 32,918	0.65%	\$ 2,201	0.05%	\$ 30,717
Kendall	\$ 88,819	1.74%	\$ 55,390	1.26%	\$ 33,429
Kerr	\$ 72,023	1.41%	\$ 99,561	2.26%	\$ (27,538)
McMullen	\$ 7,169	0.14%	\$ -	0.00%	\$ 7,169
Medina	\$ 69,959	1.37%	\$ 35,343	0.80%	\$ 34,616
Wilson	\$ 74,992	1.47%	\$ 41,512	0.94%	\$ 33,480
TOTAL	\$ 5,098,870	100.00%	\$ 4,398,667	100.00%	\$ 700,202

SUMMARY:					
Location	Annual Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	
Urban	\$ 4,038,903	79%	\$ 3,713,080	84%	\$ 325,822
Rural	\$ 1,059,967	21%	\$ 685,587	16%	\$ 374,380
TOTAL	\$ 5,098,870	100%	\$ 4,398,667	100%	\$ 700,202



MEMORANDUM

To: Audit and Finance Committee
Presented by: Gabriela Navarro Garcia, Controller
Date: November 14, 2025
Regarding: **Financial Monitoring & Single Audit Reviews**

SUMMARY: *Update and Possible Discussion on Financial Monitoring & Single Audit Reviews for Subrecipients.* Federal and State legislation and policies require recipients of federal funds to conduct a financial evaluation of the application of these funds on at least an annual basis. Properly conducted financial evaluations measure:

- The degree of compliance with applicable laws, regulations, policies, and procedures.
- Adequacy of management controls.
- Reliable information is captured, reported, and used to improve decision-making.
- Resources are efficiently, effectively used, and protected from waste, fraud, and abuse.
- Past, current, and projected effectiveness and efficiency of program administration.

Additionally, the Texas Workforce Commission's Financial Manual for Grants and Contracts (FMGC) requires boards to complete an annual single audit desk review before executing a contract renewal. The reviews were conducted by Christine Nguyen, CPA.

ANALYSIS: The Financial Monitoring reports for C2 GPS and SERCO have been completed and closed for FY 24-25. The reports outlined any concerns Ms. Nguyen discovered during the review. The subrecipients had the opportunity to provide supporting documentation and/or respond to the observations and findings. The following items for each subrecipient were notated in the review.

SERCO – Youth Services

- I. Audit
 - a. The Annual Financial and Compliance Report in Accordance with the CFR Part 200 Uniform administrative requirements audit report for the period ending June 30, 2024 was reviewed. No issues were identified.
- II. Cash Management
 - a. No issues were identified.
- III. Cost Allocation
 - a. No exceptions were identified.
- IV. Expenditure Disbursement – Personnel Costs

- a. No exceptions were found.
- V. Expenditure Disbursement – Staff Incentives
 - a. No exceptions were found.
- VI. Expenditure Disbursement – Maximum Salary Limitations
 - a. No exceptions were found.
- VII. Expenditure Disbursement – Non-Personnel Costs
 - a. The support documentation has not demonstrated that SERCO’s procurement solicitation complied with the TWC FMGC, Chapter 14, Procurement for IT services. SERCO utilized the small purchase method.
 - b. Two travel costs resulted in disallowed costs.
 - c. Telephone charges for international calls were charged to WSA.
- VIII. Education and Training
 - a. Three transactions did not have monthly contact with the customers.
- IX. Work Experience
 - a. Information on internal forms was not consistent with actual payrates, date of employment, and funding streams for seven (7) transactions.
- X. Support Services – Transportation
 - a. No evidence of ISS forms.
 - b. No evidence of Budget/Financial Assessment forms.
- XI. Support Services
 - i. No exceptions were found.
- XII. Customer Incentives
 - a. No exceptions were found,
- XIII. Financial and Other Reporting
 - a. For the FY25 project-to-date through February 2025 invoices: the budget amounts were not consistent with approved budgets.
- XIV. Insurance
 - a. No exceptions were found.

C2GPS – Adult Services

- I. Audit
 - a. The Annual Financial and Compliance Report in Accordance with the CFR Part 200 Uniform administrative requirements audit report for the period ending September 30, 2023 was reviewed. No issues were identified.
- II. Cash Management
 - a. No issues were identified.
- III. Cost Allocation
 - a. No exceptions were found.
- IV. Expenditure Disbursements – Personnel Costs

- a. Timesheets – forty-six (46) employees’ timesheets were sampled. No exceptions were found.
 - b. Staff Incentives – One (1) payment was selected for review. Expense should have been charged to C2 Corporate. Amount to reimburse WSA is \$280.82 (Incentive-\$250, Social Security & Medicare-\$19.13, W/C-\$.27, 401(K)-\$11.42) plus \$28.08 Indirect Costs, total \$308.90
- V. Expenditure Disbursements – Non-Personnel Costs
 - a. No exceptions were identified.
- VI. Expenditure Disbursements – Support Services Transportation
 - a. No exceptions were identified.
- VII. Expenditure Disbursements - Support Services Other
 - a. No exceptions were identified.
- VIII. Expenditure Disbursements – Customer’s Incentive Other
 - a. Twenty (20) customer incentives were selected. The Pre-paid Disbursement Form indicates 60 days retention instead of 90 days. C2 has concurred. Further response is not required.
- IX. Expenditure Disbursements – Work Experience
 - a. Twenty-five (25) timesheets were selected. One timesheet did not have employee signature and supervisor’s approval.
- X. Financial and Other Reporting
 - a. No issues were identified.
- XI. Insurance
 - a. C2GPS is in compliance with the requirements.

FISCAL IMPACT: The board has received payments for disallowed costs that were identified in the review.

ATTACHMENTS:

- Financial Monitoring Report for C2GPS
- Financial Monitoring Report for SERCO



September 15, 2025

Ms. Eva G. Dewaelsche
 President & CEO
 SERCO of Texas, Inc.
 9301 Michigan Ave.
 Detroit, MI 48210

Dear Ms. Garza Dewaelsche,

Federal and State legislation and policies require recipients of federal and state funds to conduct a financial evaluation of the application of such funds on at least an annual basis. To that purpose, Workforce Solutions Alamo (WSA), with the assistance of Ms. Christine Nguyen, CPA, has completed a *Financial Compliance Monitoring Report*, dated August 5, 2025, of SERCO for Texas, Inc. (SERCO) its capacity to deliver WIOA Youth workforce services for Workforce Solutions Alamo (WSA) from June 1, 2024, through February 28, 2025.

The report and related attachments provide the results of the financial evaluation and identify the following areas that require resolution:

1. **Expenditure Disbursements**

A. **NON-PERSONNEL COSTS FINDINGS:**

1. The support documentation did not demonstrate that SERCO's procurement solicitation complied with the TWC FMGC, Chapter 14, Procurement for IT services. SERCO utilized the small purchase method.
Resolution: SERCO has provided two agency-wide Check Registers (one file) for all payments to Spryder Technologies LLC, the vendor in question. For both FY24 and FY25 the total amount of expenses was well below the \$250,000 threshold requiring a competitive procurement. ***Item resolved.***
2. Two travel costs resulted in disallowed costs.
Resolution: SERCO concurs with the two travel costs that have been stipulated as disallowed. ***SERCO will process a payment to WSA in the amount of \$148.42.***
3. Telephone charges for international calls were charged to WSA.
Resolution: SERCO agrees that the roaming charges incurred by the employee while actively working in the DR are over necessary expenses. ***SERCO will process a payment to WSA in the amount of \$117.06***

B. **SUPPORT SERVICES – TRANSPORTATION:**

1. No evidence of ISS forms and Budget/Financial Assessment forms.
Resolution: Serco has provided the requested documents. ***Item resolved***

This letter confirms Financial Compliance Monitoring Report of SERCO for Texas, Inc. the period from June 1, 2024, through February 28, 2025, as closed.

Again, we appreciate your staff's cooperation and assistance throughout the review and their outstanding efforts in successfully offering services to Youth in our communities.

Please contact Gabriela Navarro Garcia, Controller, if you have questions or need further assistance.

Sincerely,

DocuSigned by:

A8660FAA8A94453...

Adrian Lopez
Chief Executive Officer

cc: Esmeralda Apolinar Ramirez, WSA Interim Director of Finance and Accounting;
Gabriela Navarro Garcia, WSA Controller;
Manuel Urges, SERCO Regional Director
Gabriela Horbach, SERCO Project Director
Roberto Corral, SERCO Operations Manager
Eva G. Dewaelsche, SERCO President & CEO

**WORKFORCE SOLUTIONS ALAMO
SERCO OF TEXAS, INC.
FINANCIAL COMPLIANCE MONITORING REPORT
JUNE 1, 2024 THROUGH FEBRUARY 28, 2025
REPORT #: 24-25-WSA-SERCO-FINANCIAL-06
REPORT DATE: AUGUST 5, 2025**

CHRISTINE H. NGUYEN

CERTIFIED PUBLIC ACCOUNTANT

4771 Sweetwater Blvd., 195

Sugar Land, TX 77479

(832) 215-9696

INTRODUCTION

Federal and State legislation and policies require recipients of federal funds to conduct a financial evaluation of the application of these funds on at least an annual basis.

Properly conducted financial evaluations measure:

- The degree of compliance with applicable laws, regulations, policies, and procedures.
- Adequacy of management controls.
- Reliable information is captured, reported, and used to improve decision-making.
- Resources are efficiently and effectively used and protected from waste, fraud, and abuse.
- Past, current, and projected effectiveness and efficiency of program administration.
- Financial and program performance relevant to organizational goals.

This report provides the results of the financial evaluation for:

1. SERCO for Texas, LLC (SERCO) in its capacity to deliver Youth workforce services for Workforce Solutions Alamo (WSA) for the period from June 1, 2024 through February 28, 2025.

The applicable sections of the current Texas Workforce Commission's Financial Monitoring Guide, applicable provisions from the OMB Circular, federal and State regulations in concert with proprietary instruments and guides developed by **Christine H. Nguyen, CPA** were used in performing this financial evaluation.

The desk review was conducted by Christine Nguyen, CPA, Michael Nguyen, CPA, Mary Yee, Brittney Nguyen, Mai Horio, Jack Nguyen (the firm). Exit conference was conducted on June 12, 2025. Additional documents were provided on June 23-24, and August 6, 2025.

OVERVIEW

The financial review was conducted for the period of June 1, 2024 through February 28, 2025 on the WIOA Youth Contract.

The scope of this financial evaluation included a review of the following:

- Audit
- Cash Management
- Cost Allocation
- Disbursements
- Financial and Other Reporting
- Insurance

The following areas were reviewed with instances of non-compliance or otherwise reportable conditions:

- Expenditure Disbursements

The issues as identified in the Schedule of Financial Findings and Recommendations will be classified as either an observation or a finding.

- **Observation:** The financial areas as identified are not considered as non-compliance issues with federal and State rules and regulations or contract requirements. The intent for the recommendations of these observations is to strengthen the subcontractor's current accounting systems.
- **Finding:** The financial areas as identified are considered as non-compliance issues with federal and State rules and regulations or contract requirements. The subcontractor must implement a corrective action plan immediately to address these findings.

SCHEDULE OF FINANCIAL FINDINGS AND RECOMMENDATIONS

I. AUDIT

We have reviewed the SER Metro Detroit, Jobs for Progress, Inc Single Audit June 30, 2024. *The auditors have issued an unqualified opinion. No questioned costs were identified.*

II. CASH MANAGEMENT

SERCO utilized Comerica (Operating Account) to process WSA activities. The cash management system was evaluated to ensure that the following processes have been implemented:

1. To minimize the time lapse between the receipt of funds from WSA and disbursement of those funds.
2. To reconcile bank reconciliations timely.
3. To ensure that the fidelity bond coverage is sufficient to protect WSA from loss.
4. To have written policies and procedures to document cash management processes.

December 2024, January 2025, and February 2025 were reviewed. *No issues were identified.*

III. COST ALLOCATION

SERCO has developed a cost allocation plan (CAP) that addresses the requirements of the TWC FMGC, Chapter 11. January 2025 and February 2025 cost allocation workpapers were reviewed. *No exceptions were identified.*

IV. EXPENDITURE DISBURSEMENTS

The disbursement test was conducted to determine if personnel and non-personnel costs were expended in compliance with federal and State regulations and that expenditures were supported with sufficient documentation.

A. PERSONNEL COSTS

1. Timesheets

We have tested sixteen (16) employees' timesheets. *No exceptions were found.*

B. STAFF INCENTIVES

Seven payments were reviewed. *No exceptions were found.*

C. NON-PERSONNEL COSTS

We selected twenty (20) transactions.

FINDINGS

1. The support documentation has not demonstrated that SERCO's procurement solicitation complied with the TWC FMGC, Chapter 14, Procurement for IT services. SERCO utilized the small purchase method.
2. Two travel costs resulted in disallowed costs.
3. Telephone charges for international calls were charged to WSA.

Details are listed on **Attachment 1-Questioned Costs-\$225.74 plus allocable share of IT expenses.**

RECOMMENDATIONS

1. Provide an agency-wide check register for all payments for the last two fiscal years for IT services so that we may assess that the correct procurement method was used.
2. Calculate the allocable share of IT expenses that were charged to WSA and refund the amount to WSA (W/P 200-16).
3. Calculate wages and fringe benefits for W/P 200-15 and refund to WSA.
4. In addition, refund \$225.74 to WSA.

E. Education and Training

We tested five (5) payments.

OBSERVATION

1. Three transactions did not have monthly contact with the customers.

RECOMMENDATION

1. Train staff to conduct monthly contacts with the customers in training.

F. WORK EXPERIENCE

We tested eighteen (18) payments.

OBSERVATION

1. Information on internal forms was not consistent with actual payrates, date of employment, and funding streams for seven (7) transactions.

RECOMMENDATION

1. Place controls to ensure that data on forms are consistent with actual data.

G. SUPPORT SERVICES – TRANSPORTATION

We tested fifteen (15) payments

FINDINGS

1. No evidence of ISS forms.
2. No evidence of Budget/Financial Assessment forms.

RECOMMENDATION

1. Provide for items listed on **Attachment 2.**

H. CUSTOMER INCENTIVES

We tested twenty-seven (27) payments. *No exceptions were found.*

V. FINANCIAL AND OTHER REPORTING

The following reports were reviewed:

1. Youth Contract FY24 Closeout.

2. Youth Contract - Project-to-Date from October 1, 2024 through February 28, 2025.
3. Employment Tax Reporting.
4. Income Tax Report

OBSERVATION

For the FY25 project-to-date through February 2025 invoices: the budget amounts were not consistent with approved budgets.

RECOMMENDATION

Ensure that budgeted amounts on invoices are consistent with approved budget amounts.

VI. INSURANCE

SERCO is required to obtain and maintain throughout the term of the contract, fidelity bonding, general liability insurance, automobile, errors and omissions insurance, and worker compensation coverage. *No exceptions were found.*

VII. SUMMARY OF QUESTIONED COSTS

Report Section	Attachment	Questioned Costs	Comments
III. Expenditure Disbursements-Non-personnel	1	\$ 225.74	Additional questioned costs are to be added for wages and fringe benefits.
Total		\$ 225.74	



October 15, 2025

Mr. Chakib Chehadi, CEO
C2 Global Professional Services, LLC
P.O Box 92377
Austin, TX 78709

Dear Mr. Chehadi,

Federal and State legislation and policies require recipients of federal and state funds to conduct a financial evaluation of the application of such funds on at least an annual basis. To that purpose, Workforce Solutions Alamo (WSA), with the assistance of Ms. Christine Nguyen, CPA, has completed a *Financial Compliance Monitoring Report*, dated October 7, 2025, of C2 Global Professional Services, LLC (C2 GPS) in its capacity to deliver Adult Workforce Services for Workforce Solutions Alamo (WSA) from March 1 2024, through February 28, 2025.

The report and related attachments provide the results of the financial evaluation and identify the following areas that require resolution:

1. Expenditure Disbursements

A. PERSONNEL COSTS

Findings:

1. Expense should have been charged to C2 Corporate. Amount to reimburse WSA is \$280.82 (Incentive-\$250, Social Security & Medicare-\$19.13, W/C-\$0.27, 401(K)-\$11.42) plus \$28.08 Indirect Costs, total \$308.90. *C2 concurs.*

Resolution: Refund WSA \$308.90.

2. Financial & Other Reporting

Findings:

C2GPS did not submit evidence that the unpaid liabilities were liquidated for funding source WIOA ADULT (23WA2) of \$3,263.07 (Admin-\$158.40, Program-\$3,104.67). *Resolved*

Resolution: C2 provided the correct documentation reflecting all liabilities were liquidated.

3. Total Disallowed Costs

The Disallowed Costs are calculated as follows:

Report Section	Attachment #	Questioned Costs Amount	Indirect Costs - 10%	Total Questioned Costs
III. Expenditure Disbursements, A. Staff Incentives	1	\$ 280.82	\$ 28.08	\$ 308.90
Total		\$ 208.82	\$ 28.08	\$ 308.90

Please coordinate a refund of the total amount of **\$308.90** to WSA. At receipt of payment, this letter confirms Financial Compliance Monitoring Report of C2 GPS the period from May 1, 2024, through February 28, 2025, as closed.

Again, we appreciate the cooperation and assistance your staff provided throughout the review and their outstanding efforts in successfully offering services to the urban and rural communities.

Please contact Gabriela Navarro Garcia, Controller, if you have questions or need further assistance.

Sincerely,

DocuSigned by:

 A8660FAA8A94453...

Adrian Lopez
 Chief Executive Officer

cc:
 Esmeralda Apolinar Ramirez, WSA Sr. Accounting Manager;
 Gabriela Navarro Garcia, WSA Controller;
 Belinda Gomez, C2 GPS Deputy Director of Fiscal Operations;
 Brenda C. Garcia, C2 GPS Managing Director,
 Angelina Garcia, C2 GPS Controller;
 Amouye Kassi, C2 GPS CFO;
 Aaron Smith, C2 GPS COO

**WORKFORCE SOLUTIONS ALAMO
C2 GLOBAL PROFESSIONAL SERVICES, LLC
FINANCIAL COMPLIANCE MONITORING REPORT
May 1, 2024 through February 28, 2025
REPORT #: 24-25-WSA-C2GPS- 07
REPORT DATE: OCTOBER 7, 2025**

CHRISTINE H. NGUYEN
CERTIFIED PUBLIC ACCOUNTANT
4771 Sweetwater Blvd., 195
Sugar Land, TX 77479
(832) 215-9696

INTRODUCTION

Federal and State legislation and policies require recipients of federal funds to conduct a financial evaluation of the application of these funds on at least an annual basis.

Properly conducted financial evaluations measure:

- The degree of compliance with applicable laws, regulations, policies, and procedures.
- Adequacy of management controls.
- Reliable information is captured, reported, and used to improve decision-making.
- Resources are efficiently and effectively used and protected from waste, fraud, and abuse.
- Past, current, and projected effectiveness and efficiency of program administration.
- Financial and program performance relevant to organizational goals.

This report provides the results of the financial evaluation for:

1. C2 Global Professional Services, LLC (C2GPS) in its capacity to deliver workforce services for Workforce Solutions Alamo (WSA) in the Urban areas for the period from May 1, 2024 through February 28, 2025.

The applicable sections of the current Texas Workforce Commission's Financial Monitoring Guide, applicable provisions from the OMB Circular, federal and State regulations in concert with proprietary instruments and guides developed by **Christine H. Nguyen, CPA** were used in performing this financial evaluation.

The desk review was conducted by Christine Nguyen, CPA, Michael Nguyen, CPA, Donna Garrett, Mary Yee, Brittney Nguyen, Mai Horio, and Jack Nguyen (the firm) beginning March 27, 2025. The exit conference was conducted on June 6, 2025. Additional documents were provided through September 3, 2025.

OVERVIEW

The financial review was conducted for the period of May 1, 2024 through February 28, 2025 on all workforce contracts.

The scope of this financial evaluation included a review of the following:

- Audit
- Cash Management
- Cost Allocation
- Disbursements
- Financial Reporting
- Insurance

The following areas were reviewed with instances of non-compliance or otherwise reportable conditions:

- Disbursement

The issues as identified in the Schedule of Financial Findings and Recommendations will be classified as either an observation or a finding.

- **Observation:** The financial areas as identified are not considered as non-compliance issues with federal and State rules and regulations or contract requirements. The intent for the recommendations of these observations is to strengthen the subcontractor's current accounting systems.
- **Finding:** The financial areas as identified are considered as non-compliance issues with federal and State rules and regulations or contract requirements. The subcontractor must implement a corrective action plan immediately to address these findings.

SCHEDULE OF FINANCIAL FINDINGS AND RECOMMENDATIONS

I. AUDIT

The Annual Financial and Compliance Report in Accordance with the CFR Part 200 Uniform administrative Requirements audit report for the period ended September 30, 2023 was reviewed. *No issues were identified.*

II. CASH MANAGEMENT

C2GPS's cash management system was evaluated to ensure that the following processes have been implemented:

- To reconcile bank reconciliations timely.
- To ensure that the fidelity bond coverage is sufficient to protect C2GPS from loss.
- To ensure that funds in excess of FDIC coverage are collateralized.
- To have written policies and procedures to document cash management processes.

We have selected the September 2024, January 2025, and February 2025 bank reconciliations. *No issues were identified.*

III. COST ALLOCATION

We selected the following cost allocation workpapers for testing: September 2024 and February 2025. In addition, C2 utilized a 10% De Minimis Rate for the contract. *No exceptions were found.*

IV. EXPENDITURE DISBURSEMENTS

The disbursement test was conducted to determine if personnel and non-personnel costs were expended in compliance with federal and State regulations and that expenditures were supported with sufficient documentation.

A. Personnel Costs

1. Timesheets – forty-six (46) employees' timesheets were sampled. *No exceptions were found.*
2. Staff Incentives – One (1) payment was selected for review.

Finding

1. Expense should have been charged to C2 Corporate. Amount to reimburse WSA is \$280.82 (Incentive-\$250, Social Security & Medicare-\$19.13, W/C-\$27, 401(K)-\$11.42) plus \$28.08 Indirect Costs, total \$308.90. **Disallowed Costs.**

Recommendation

1. Refund WSA \$308.90.

B. Non-Personnel Costs

Fifteen (15) transactions were sampled. *No exceptions were identified.*

C. Education and Training Payments

Twenty (20) ITAs were reviewed. *No exceptions were identified.*

D. SUPPORT SERVICES-TRANSPORTATION

Forty (40) support services were selected. *No exceptions were identified.*

E. SUPPORT SERVICES-OTHER

1. Twenty-one (21) support services were selected. *No exceptions were identified.*

F. CUSTOMERS INCENTIVES-OTHER

Twenty (20) customer incentives were selected.

OBSERVATION

The Pre-paid Disbursement Form indicates 60 days retention instead of 90 days. *C2 has concurred. Further response is not required.*

G. WORK EXPERIENCE

Twenty-five (25) timesheets were selected.

OBSERVATION

One timesheet did not have employee signature and supervisor's approval.

RECOMMENDATION

Ensure that employee and supervisor's signatures are on timesheets.

V. FINANCIAL & OTHER REPORTING

The following billing reports were reviewed:

- ✓ February 2025 Project-to-Date
- ✓ FY24 Closeout Reports
- ✓ Employment Tax Reports
- ✓ Corporate Tax Reporting

FINDING

1. C2GPS has not submitted evidence that the unpaid liabilities were liquidated for funding source WIOA ADULT (23WA2) of \$3,263.07 (Admin-\$158.40, Program-\$3,104.67).

RECOMMENDATION

1. Provide the evidence of payment for unpaid liabilities or refund WSA \$3,263.07.

VI. INSURANCE

C2GPS is required to obtain and maintain throughout the term of the contract fidelity bonding, general liability insurance, automobile, errors and omissions insurance, and worker compensation coverage. *C2GPS is in compliance with the requirements.*

VII. TOTAL DISALLOWED COSTS

The Disallowed Costs are calculated as follows:

Report Section	Questioned Costs Amount	Indirect Costs - 10%	Total Questioned Costs
III. Expenditure Disbursements, A. Staff Incentives	\$280.82	\$28.08	\$308.90
V. Financial & Other Reporting	\$3,263.07	\$ -	\$ 3,263.07
Total	\$3,543.89	\$28.08	\$3,571.97



MEMORANDUM

To: Audit and Finance Committee

Presented By: Gabriela Navarro Garcia, Controller

Date: November 14, 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 in 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 (attachment).

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.

workforcesolutionsalamo.org
communications@wsalamo.org

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TX3C Child Care Case Management Board Updates: October 23, 2025

Board Action Items

NEW:

- Outreach CCS providers about new Child Care Worker priority for CCS** (10/7/2025 email from Allison Wilson to EDs and from Nina Rodriguez to Board CC contacts)
- Complete review of DFPS cases** (9/9/2025 email from Allison Wilson to EDs and from Layla Wiewel to Board CC contacts)
- Complete updates to Allocations** (10/21/2025 email from Nina Rodriguez to Board CC contacts)

WEEKLY:

- Review new pending/unauthorized Notices of Action** and authorize any that were missed by staff (see weekly emails from Laura Mayorga to Board CC contacts).
- Review your Board's CIN file** and reconcile any duplicate CIN numbers (see weekly emails from Laura Mayorga to Board CC contacts).

EVERY PAYMENT CYCLE:

- Reminder: Continue to compare the 245 Report to the Payment Matrix** and correct the 245 file as needed each payment run. *If you have not been comparing the 245 Report to the Payment Matrix, you will need to go back and do the comparison on all previously processed payment runs.*

Releases Deployed

KinderTrack Release 4.33 and 4.33.1 – deployed 10/20/2025

Issue Type	Issue key	Summary	Priority
Enhancement	KTTX-1310	Update recertification notice email language	Critical
Bug Fix	KTTX-1348	Issued Date and Date of Distribution - map and label correctly on Recert Notice	High
Bug Fix	KTTX-1414	Expiration Date difference between KT and Parent Central preventing standard application submittal	High
Bug Fix	KTTX-1165	JAWS/accessibility - modal dialogs from select links in KT don't have keyboard shortcuts to close	High
Bug Fix	KTTX-1163	JAWS/accessibility - date picker dialogs missing keyboard shortcut to close in KT	High
Bug Fix	KTTX-1162	JAWS/accessibility - difficult to close date picker dialogue in KT	High
Bug Fix	KTTX-1157	JAWS/accessibility - KT pages missing headings	High

Upcoming Release Plan

Below are the current plans for KinderTrack releases 4.34, 4.35, and 4.36. Note that items in italics were moved out of an earlier release due to failed UAT or changed priorities. This sprint has also been extended a week to allow for the large number of items in scope.

KinderTrack Release 4.34 (UAT on 10/22/25; Prod ≈ 10/31/25 pending successful UAT)

Issue Type	Issue key	Summary	Priority
Bug Fix	KTTX-1392	"Regular Hours" Disappearing from Child's Schedule After Being Discontinued	Critical
Bug Fix	KTTX-1378	Middle Adjustment Not Flagged as "XX" in Performance Report in Case Payment has More than 2 Adjustments	Critical
Bug Fix	KTTX-1354	Nonexistent Family Fee Deducted by Auto-Adjustment	Critical
Bug Fix	KTTX-1315	245 Report Does Not Match KT Payment Amount for Fund_Paid_Amt Field	Critical
Enhancement	KTTX-1338	Create Proof of Absence Notification Document on Family Summary page for 15/30/40 messages	Critical

Issue Type	Issue key	Summary	Priority
Bug Fix	KTTX-1116	Fees being reverted when authorizing a pending notice	Critical
Enhancement	KTTX-1519	245 Report Fixes (from JIRA KTTX-1329)	Critical
Enhancement	KTTX-1518	Performance Report fixes (from JIRA KTTX-1329)	Critical
Enhancement	KTTX-1201	Discontinue Date to be displayed on the Referral Page	High
Enhancement	KTTX-1110	Referrer information to be displayed on the Referral Page	High
Enhancement	KTTX-1022	Update Program Transfer to include Allocation Transfer	High
Bug Fix	KTTX-1378	New Performance Report: Middle adjustment not flagged as "XX" in cases where payment has more than 2 adjustments	High
Bug Fix	KTTX-1388	New Performance Report: incorrect number of units displayed in case QR changed	High
Bug Fix	KTTX-1389	New Performance Report: amounts are missing for some lines	High
Bug Fix	KTTX-1390	New Performance Report: Incorrect number of units displayed for some payments (attendance type changed)	High
Bug Fix	KTTX-1160	JAWS/accessibility - collapsible item not reporting the item is expanded/collapsed in KT	High
Bug Fix	KTTX-1158	JAWS/accessibility - KT collapsible items create multiple elements for screen reader	High
Bug Fix	KTTX-1156	JAWS/accessibility - KT pages missing ARIA landmarks	High
Bug Fix	KTTX-1164	JAWS - KT Does Not Warn User Before Signing Them Out	High
Bug	KTTX-1161	JAWS - Calendar Days Are Not Associated to Weekday Labels in KT	High

KinderTrack Release 4.35 (UAT on 11/5/25; Prod ≈ 11/13/25 pending successful UAT)

Issue Type	Issue key	Summary	Priority
Report	KTTX-1535	Add Babel TX and EO Language (English Only) to Family and Provider Notices/Authorizations	High
Bug	KTTX-1484	Payment statement not reflecting rate change	High
Enhancement	KTTX-1419	Lock Down Editing Schedules Once Authorized	High
Report	KTTX-1410	Create Report - Provider Messages	Critical
Bug	KTTX-1404	Absence Alert Emails Sent to Multiple Families/Sponsors for Children who Transferred Boards	Critical
Enhancement	KTTX-1359	Create Child and Parent CIN on Referrals When Blank	High
Bug	KTTX-1159	JAWS - Expanding/Collapsing Left Menu Moves Screen Reader Focus to Top of Page in KT	High

KinderTrack Release 4.36 (UAT on 12/1/25; Prod ≈ 12/10/25 pending successful UAT)

Note this release will include the new fields and functionality to support the new Child Care Worker Priority (as required by SB 642, 89th Texas Legislature).

Issue Type	Issue key	Summary	Priority
Bug Fix	KTTX-1200	Cannot create Discontinue Notice after creating adjusted payments	High
Enhancement	KTTX-1468	Add Babel and Equal Opportunity Language to TX Absence and Application Messages	High
Bug Fix	KTTX-1449	Sponsor not found under assigned provider in KinderConnect	High
Enhancement	KTTX-1331	Add New Priority Group - Childcare Worker Parent - FM BridgeCare to Intake	Critical
Enhancement	KTTX-1551	One-time update of existing waiting list applications with child care worker priority data	Critical
Enhancement	KTTX-1208	Add Parent Contact info to Intake Search Results Grid and CSV	High
Bug Fix	KTTX-1058	Error when shortening Schedule	High
Enhancement	KTTX-1034	TRS Rating on Payment Statement Report – dbo.spReportStatementDetails	High
Bug Fix	KTTX-1015	Schedule Save Needs to check future agreements – User get the WPI that the provider does not have an agreement when saving a schedule.	High
Enhancement	KTTX-1079	Update Family Notes sizing	Medium

Issue Backlog

The Program Assistance team reviewed the issues submitted last month by WIN-Texas to capture the status of these issues. Please note that this list is not the complete backlog; CC&EL is refining the full backlog.



WIN%20TX%20-%20
TX3C%20Concerns%20