



MEMORANDUM

To: Board Directors
From: Adrian Lopez, Chief Executive Officer
Presented by: Dr. Ricardo Ramirez, Director of Quality Assurance
Date: November 14, 2025
Subject: **TWC Annual Monitoring Update**

SUMMARY: Staff are reporting three separate TWC performance audits (monitoring reviews). This agenda item does not require Board action.

BACKGROUND:

- 1. Annual Monitoring:** WIOA §184 requires TWC to perform annual monitoring at each Board area. To that purpose, TWC audits, reviews, and conducts comprehensive monitoring activities to ensure that all programs achieve their intended results while maintaining fiscal accountability and compliance with applicable laws, rules, and regulations, in accordance with uniform administrative requirements for grants and agreements.
- 2. Child Care Improper Payments (CCIP) Monitoring:** The Texas Administrative Code §809.117 requires Boards to attempt to recover all improper Child Care Services (CCS) payments, from parents and providers, in accordance with TWC policies and procedures. For this monitoring, TWC follows the requirements of the Administration for Children and Families (ACF).
- 3. Equal Opportunity Monitoring:** WIOA §188 requires TWC to perform reviews designed to ensure equal opportunity (EO) and equal access for all members of the public. Compliance encompasses the development, administration, and enforcement of local and TWC guidelines, as well as Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act (ADA) Title II, and the Civil Rights Act of 1964, which prohibit discrimination in programs and activities receiving Federal financial assistance. Ms. Rebecca Balencia, WSA’s EO Officer, is coordinating the audit with the State EO Officer and their staff, and the monitoring is ongoing.

workforcesolutionsalamo.org
communications@wsalamo.org

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

A proud partner of the  American Job Center network.

TWC MONITORING OUTCOMES:

TWC Annual Monitoring

TWC auditors initiated this year's annual review on 8/14/2025 and held an Exit Conference on 10/23/2025. The scope of the evaluation spanned from August 1, 2024, to July 31, 2025. TWC's audit covered multiple areas, including Fiscal, Procurement, Property, Programs, MIS/Automation, MOU/Infrastructure Agreement, Asset Testing, Monitoring, as well as PII, Priority of Service Center, and Cash Equivalents Walkthroughs.

Exit Report (attached)

The Exit Report did not identify any questionable costs. This 'preliminary' report included five issues, which the Final Report may or may not include (or it may include items that were not in the draft).

1. **Procurement:** The Board did not ensure the Legal Counsel Services resulting contract aligned with the Solicitation Document. TWC reported a potential issue with the retainer amount, and two possible problems with the RFP: the selection of the firm and the cost estimates. WSA submitted a response to this item, which staff hope TWC will accept.
2. **Property:** Three Notification of Property Acquisition forms (Form 7200) were not submitted within 30 days following the final acquisition of the equipment. They were submitted between 83 and 163 days after the due date.
3. **Fiscal:** The external monitor's Single Audit desk reviews for two subrecipients were not completed by the Board within six months of the subrecipients' single audits' publication.
4. **PII/Center Walkthroughs:** TWC tested PII, Priority of Service, and Cash Equivalents at Floresville, Pleasanton, San Antonio Food Bank (Workforce One bus), and O'Connor.
 - o Floresville: There were no staff present at the entrance to ensure customers were signing in or registering when they entered the center (no first barrier of protection for PII). Having only one staff member at the center created concerns about barriers, customer service, and staff security.
5. **Reemployment Services and Eligibility Assessment (RESEA):** This is the first year TWC has tested RESEA services. The grant is also a 'pilot,' experiencing budgeting, staffing, and technical assistance challenges similar to those encountered by most new grants. Because of this, its results may be reported as 'area of concern' (instead of 'findings'), but we will not know until we receive the final report. TWC reported six potential findings, including:
 - o Using less than three methods of communication for appointment reminders (70% error rate).
 - o Not providing customers with all required services on the same day as the Initial Appointment (67% error rate).
 - o Not reviewing and uploading Work Search Logs to the customer's profile (13% error rate).
 - o Not completing and uploading the Customized Labor Market Information form (7% error rate).
 - o Not including all the goals outlined in the guide in the Individual Reemployment Plans (93% error rate).

- Not sending WF-42 forms in a password-protected or encrypted email (100% error rate – however, TWC only tested two cases for this attribute).

Child Care Improper Payment (CCIP) Testing

TWC tested the CCIP for Child Care Services (CCS). The engagement included approximately 25 cases. TWC did not issue an Exit Report but will generate a Final Report around June 2026 after they complete 2nd-level reviews. The report will identify any potential Improper Payment amounts owed to the State, which will be handled through Audit Resolution.

Equal Opportunity (EO) Monitoring

TWC is currently performing its annual EO Monitoring to ensure equal opportunity and equal access for all members of the public. WSA’s EO Officer, Ms. Rebecca Balencia, is coordinating the audit. Staff will continue to report progress.

Next Steps

- **TWC’s ‘Embargoed’ Report:** TWC will issue an informational (non-public) copy of the report to the CEO five business days before issuing the final report (around April 2026).
- **Monitoring Letter:** If there are no issues, TWC will issue a letter (otherwise, they will issue a report).
- **Monitoring Report:** If there are findings, TWC will issue a final report via e-mail to the Board Chair, Board Executive Director, designated representatives of the US Dept of Health and Human Services, Dept of Labor, TWC, and other TWC executive staff.
- **Audit Resolution:** Findings from the report will go to TWC’s Audit Resolution department, with whom WSA will coordinate to resolve the issues within 45 days.

STAFF RECOMMENDATIONS:

Staff from the associated departments are developing *action plans* to address these and any other issues that TWC may have ‘flagged’ but not reported, including some that staff resolved during the monitoring. For each issue, the action plans will include at a minimum four elements:

- An examination of the root causes,
- A review of existing (or the development of) procedures,
- Staff training, and
- Additional internal controls (to monitor and test progress for each item).

Staff will consolidate and prepare the documentation of the actions in anticipation of audit resolution, which QA will help coordinate.

FINANCIAL IMPACT: The TWC monitoring has not reported any questionable costs.

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 Exit Conference Report

Workforce Solutions Alamo Exit Conference Report Project #26.20.0001

To: Board's Staff, Other Representatives, & TWC Monitoring Team

From: Ernesto Cantú, Project Manager

Date: October 23, 2025

Time: 3:30pm

RE: Exit Conference Report with the Workforce Solutions **Alamo**

I. Introductions & Sign-In:

Please enter your name, title, and department in Teams "Chat Box" section. Please distinguish between Board or subrecipient.

II. Scope

The scope of this review encompassed the program year beginning **August 1, 2024, through July 31, 2025.**

III. Issues and Documentation

Procurement—

The Board did not ensure the Legal Counsel Services (#2. 2024- 019) contract was in line with the Solicitation Document:

- The Board wrote a \$7,900 retainer into the contract, when the response from Martin & Drought stated \$7,500. The Board did not provide enough justification for increasing the amount.
- The score for the selected firm (Martin & Drought) was 13.3 pts. (average) less than the higher scoring firm (JCA). The Board did not provide enough justification to support selection.
- The RFP stated the previous five years legal expense was \$450,000, or \$90,000 a year. The cost estimate for JCA was \$126,000, and Martin & Drought's was \$94,800 however it is unclear how they arrived at these estimates.

Single Audit—

The external monitors Single Audit desk reviews, for two (2) subrecipients, were not completed by the Board within six months of the single audits' publication.

Property—

The Board did not ensure property forms were submitted timely. The Board did not submit three Notification of Property Acquisition - Forms 7200 within 30 days following the final acquisition of the equipment, as required. The forms were submitted 83 to 163 days late.

Personal Identifiable Information (PII)—

The Board did not ensure the security of Personally Identifiable Information (PII). During the walkthrough of the Floresville Workforce Center, the TWC monitor noted the Board did not have the first barrier in place at the entrance. There was no staff monitoring the front door to ensure that customers are signing in or registering when they enter the center. The center only had one staff at the center for workforce services creating a concern with barriers, customer service and staff security.

RESEA—

The Board did not ensure RESEA program requirements were followed. The following errors were noted:

- In 16 of 23 (70% error rate) applicable case files tested, all three methods of communication for outreach appointment reminders were not used and documented in the case note.

Workforce Solutions Alamo Exit Conference Report Project #26.20.0001

- In 10 of 15 (67% error rate) applicable case files tested, the claimant did not receive all the required services on the same day during the Initial RESEA appointment.
- In two of 15 (13% error rate) applicable case files tested, the work search logs for the prior two weeks were not reviewed and uploaded to the customer's profile.
- In one of 15 (7% error rate) applicable case files tested, the Customized Labor Market Information (CLMI) form was not completed and uploaded to the customer's profile.
- In 14 of 15 (93% error rate) case files tested the Individual Reemployment Plan did not contain all the goals outlined in the guide and complete.
- In all two applicable case files tested (100% error rate), the WF-42 was not sent in a password or encrypted protected email.

Issues and potential questioned costs identified in this report may require additional research regarding the status as findings and the final amount of costs. Therefore, we will continue communications with Board staff, as necessary, after our return to Austin. If circumstances warrant, an issue may be removed from this review and addressed in a subsequent special review. Findings from previous reports that are still in process with TWC Audit Resolution may be included in this year's report as a prior year issue.

IV. Reporting Process:

You will receive a report of our findings, if any, upon completion of our fieldwork. The Executive Director (or appropriate representative for non-Board reviews) will be provided a courtesy copy of the final report five days prior to its dissemination. The five-day embargo period allows the Board to provide a response to each individual finding. The Board's response will be included in the final report. If no response is received, SRM will state that no response was received in the report. (FDCM Letter 05-2024). If the review results in no issues identified, a management letter will be issued, and the review closed. (40 T.A.C. 802.65(a))

V. Resolution Process:

After issuance of the monitoring report, TWC Audit Resolution will issue you an Initial Resolution Notification regarding administrative findings and questioned costs noted in the report. The monitored entity will have 45 calendar days from the issuance of the Initial Resolution Notification to respond. (40 T.A.C. 802.65(b)(1) and (2)).

Administrative Findings: If administrative findings are resolved based on the responses to the Initial Resolution Notification, a monitoring closure letter is issued. (40 T.A.C. 802.65(b)(1)(A)). Unresolved administrative findings remain open; TWC's Audit Resolution Department will continue to work with the monitored entity until the next scheduled review to ensure follow-up. ((40 T.A.C. 802.65(b)(1)(B))

Questioned Costs: If questioned costs are resolved based on the responses to the Initial Resolution Notification, a monitoring closure letter is issued. (40 T.A.C. 802.65(b)(2)(A)). Unresolved questioned costs will result in the issuance of an Initial Determination. (40 T.A.C. 802.65(b)(2)(B)).

VI. Special Requests:

Special requests for or any of the following areas can be facilitated by the Subrecipient Monitoring Department or in conjunction with other departments.

- A. Monitoring Technical Assistance –** For monitoring tools, procedures and training: informal or formal.
Contact person is: Alma I. Gonzalez, Training Coordinator/Monitoring TA
Telephone: (512) 755-5546 (C);
Email or Microsoft Teams: alma.gonzalez2@twc.texas.gov

**Workforce Solutions Alamo
Exit Conference Report
Project #26.20.0001**

B. Fiscal Technical Assistance – For answers to financial questions, you may email TWC fiscal technical assistance workgroup at Fiscal.ta@twc.texas.gov

C. Program Technical Assistance Requests:

Applicable Grant Manager: Janice Henschen: janice.henschen@twc.texas.gov

Workforce Policy & Program Assistance:
Email wfpolicy.clarifications@twc.texas.gov

VII. Customer Service

The Subrecipient Monitoring Department strives to continually improve our processes and procedures. As such, a *Customer Satisfaction Survey* will be provided to the Executive Director. We would greatly appreciate your time in completing the survey and returning it to:

Mary Millan
Deputy Director
Fraud Deterrence and Compliance Monitoring Division
Email: mary.millan@twc.texas.gov

VIII. Closing Remarks & Questions

**Workforce Solutions Alamo
Exit Conference Report
Project #26.20.0001**

IX. Acknowledgement

The purpose of the exit conference report is to provide monitored entities, upon completion of the on-site review, a written record of potential issues and questioned costs which could be included in the monitoring report. It also documents one of our primary goals; assurance that entities we monitor are provided daily feedback, verbally and/or in writing as requested by the entity, throughout the duration of the on-site review.

Signatures below acknowledge that the TWC team gave frequent verbal and written updates on the status of the monitoring visit. It also acknowledges that the Board understands that the issues identified may be written as findings in the TWC Monitoring Report. ***The signature below does not acknowledge agreement or disagreement with the issues noted, merely that the issues and potential questioned costs were communicated during the course of the review.***

Executive Director or Designee

Date

Ernesto J. Cantú

10/23/2025

TWC SRM Project Manager

Date



Jason Stalinsky
Director, Division of Fraud Deterrence and Compliance Monitoring
Texas Workforce Commission

Date



**Workforce Solutions Alamo
Exit Conference Report
Project #26.20.0001**

Sign-In Sheet

PLEASE PRINT CLEARLY

	Name	Job Title	Organization Name
1.	Ernesto Cantú	Project Manager	TWC, FDCM/SRM
2.	Nadine Butler	Program Monitor	TWC, FDCM/SRM
3.	Chiffon Mitchell	Program Monitor	TWC, FDCM/SRM
4.	Lin Banks	Fiscal Monitor	TWC, FDCM/SRM
5.	Alan George	Fiscal Monitor	TWC, FDCM/SRM
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			
16.			
17.			
18.			
19.			
20.			



MEMORANDUM

To: Board Directors

From: Adrian Lopez, Chief Executive Officer

Presented by: Dr. Ricardo Ramirez, Director of Quality Assurance

Date: November 14, 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)

- *Non-Custodial Parent Choices (NCP) – C2 GPS:* 100% complete, with an overall 72.94% accuracy rate, which did not meet the 90% threshold. The testing identified eight attributes for continuous improvement:
 - Immediately notifying OAG of noncompliance and attempting to re-engage the participant weekly before submitting a Request to Remove (79.17%).
 - Opening a monthly 11-Planned Gap in Service activity when submitting a Request to Remove form to OAG, until OAG approval (81.25%).
 - Closing cases on the date of the OAG Notification Date approval (TWIST) or after 10 business days if there is no OAG response (WIT) (88.24%).
 - Opening an Unsubsidized Employment activity when the NCP obtains employment (80.00%).
 - Recording and verifying employment outcomes when Unsubsidized Employment is the last service (50.00%).
 - Validating accurate case closures when the NCP meets program requirements (71.43%).
 - Documenting all activities, services, and outcomes in case notes and COLTS within three business days (6.67%).
 - Maintaining weekly contact with the NCP until obtaining employment (76.67%).
- *Temporary Assistance for Needy Families (TANF) – C2:* 100% complete. Currently working on the Final Report.
- *Ready to Work – Various partners:* 94% complete.
- *WIOA Youth – SERCO:* 95% complete, currently reviewing the Final Report.

WSA Internal QA Program Monitoring

- *Contractor QA Review (C2GPS, SERCO, and COSA):* QA's review of the subrecipients' quarterly monitoring reports is 100% complete. The effort is ongoing, including an evaluation of their monitoring systems (e.g., structure, frequency, scope, timelines, capacity, focus, etc.). The oversight includes assessing the contractor's processes and actions to ensure consistent adherence to standards and demonstrate follow-up progress (of accuracy rates). Staff will use the analysis to strengthen internal controls.

Other Activities:

- *Program Monitoring Contract Renewal:* Staff are processing a contract renewal for Ms. Christine Nguyen, CPA, to continue providing programmatic monitoring services for this coming contract year.
- *Risk Assessment and Timeline:* Staff are completing this new year's risk assessment and timeline (and closing this year's reviews).
- *Subrecipient Contract Renewals (C2GPS and SERCO):* Staff completed the Statements of Work (QA sections), as well as the Participant Planning Summaries (PPS) (enrollment and service targets) and Profit Matrix for subrecipient contract renewals.
- *Board Oversight Capacity:* Coordinated development and submission to TWC.
- *WSA Staff Training:* Now that the TWC annual monitoring has ended, Dr. Ricardo will continue providing staff training regularly.
- *Policies:* Continue reviewing and providing guidance on varied policy-related items.

STAFF RECOMMENDATIONS:

- QA will be performing formal (instead of informal) testing of attributes with accuracy rates below the 90% threshold and report these out to the Board. The adjustment will help us better meet TWC's follow-up expectations.
- Continue supporting Program Operations' continuous quality improvement efforts with contractors.
- QA's review of the contractor's monitoring systems aims to strengthen their internal controls to minimize the quantity of attributes not meeting the 90% accuracy target.

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: None.



Estimated Timeline – External Program Monitoring Activities 2024-2025

Initial Estimated Timeline				Actual Timeline						
External Program Monitoring	Duration ⁺⁺	Start	Finish	Duration ⁺⁺	Effort	Variance	Start	Finish	% Complete	Comments
Estimated Timeline: 2024-2025	241	12/2/2024	11/3/2025	237	289	Duration	12/2/2024		99%	
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	46	46	0	3/26/2025	5/28/2025	100%	
C2GPS - WIOA Dislocated Worker	46	3/26/2025	5/28/2025	46	46	0	3/26/2025	5/28/2025	100%	
C2GPS - SNAP										Moved SNAP to be completed internally by WSA QA
C2GPS - NCP	39	6/4/2025	7/28/2025	38	37	-1	5/29/2025	7/21/2025	100%	
SERCO - WIOA Youth	41	7/7/2025	9/1/2025				7/7/2025		95%	Extension granted for holiday, and delays due to TWC Annual Monitoring. Currently reviewing Final.
C2GPS - TANF/Choices	40	9/3/2025	10/28/2025	40	40	0	9/3/2025	10/28/2025	100%	Reviewing Final Report before issuance.
CONSORTIUM - Ready to Work	21	10/6/2025	11/3/2025				10/8/2025		94%	
Avg Duration or Effort (days) →		40		49		48		9		
Multi-tasking (% days overlapping projects) →		24.5%		-18.6%						

Duration : total days from start to finish to complete project (includes some holidays); **Effort (or Work)** : actual number of days spent on each project.

Modification Notes

⁺⁺ The Duration is not equal to the time that the contractors are actively involved in the project - it includes additional internal QA work (e.g., desk and policy review, tool development, etc.).



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	254	276	Duration	11/12/2024		100%	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.			
C2GPS - SNAP E&T	34	4/4/2025	5/21/2025	34	34	0	4/21/2025	6/5/2025	100%	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.			
C2GPS- SNAP 45-day Plan				85	85	85	6/18/2025	10/14/2025	100%				
Contractor QC Review (C2GPS, SERCO, COSA) - Phase I				27	15	27	7/2/2025	8/7/2025	100%	1st phase review of contractor internal monitoring reports completed.			
TWC Annual Monitoring	66	8/1/2025	10/31/2025	79	47	13	7/15/2025	10/31/2025	100%	TWC Annual Monitoring Engagement began earlier than estimated.			
Contractor QC Review (C2GPS, SERCO, COSA) - Phase II							11/1/2025			Phase II review of contractor's quality control in progress - will be included in new year's timeline.			
Avg Duration or Effort (days, excludes Other) →				44			43	35	-1				
Multi-tasking (% days overlapping projects) →				7.6%			-26.4%						

Duration : total days from start to finish (includes some holidays); **Effort (or Work)** : actual number of days spent on each project.

Modification Notes

⁺⁺ The Duration is not equal to the time that the contractors are actively involved in the project - it includes additional internal QA work (e.g., desk and policy review, tool development, etc.)



MEMORANDUM

To: Board Directors

From: Adrian Lopez, Chief Executive Officer

Presented by: Dr. Ricardo Ramirez, Director of Quality Assurance

Date: November 14, 2025

Subject: Board Oversight Capacity

SUMMARY: Staff are presenting TWC’s *Board Oversight Capacity* evaluation. The item does not require Board action.

BACKGROUND:

As part of ensuring the integrity of the Texas workforce system, Texas Labor Code §302.048 establishes the criteria for assessing the Board’s capacity to oversee and manage local funds and the delivery of local workforce services. To that purpose, TWC evaluates the Board’s capacity to:

1. Develop, maintain, and upgrade comprehensive fiscal management systems.
2. Hire, train, and retain qualified staff to carry out the board’s oversight activities.
3. Select and oversee local contractors to improve the delivery of workforce activities.
4. Oversee and improve the operations of local career development centers in the area.
5. Manage the contractors’ performance across multiple board programs.
6. Identify and resolve long-standing or severe Board oversight problems and workforce service provider performance issues.

TWC rule §802.67 provides that TWC will evaluate, on at least an annual basis, each Board’s oversight capacity. To that end, TWC utilizes a *Board Oversight Capacity Ratings* scorecard and posts the evaluation results on its website.

In addition, TWC requests that Boards provide an *Area Community Impact Statement*. The statement summarizes the Board’s impact on and relationship with the local community and economy. It specifies how its efforts demonstrate and contribute to an effective workforce system by engaging employers, helping workers find jobs, and ensuring good fiscal stewardship.

OVERSIGHT CAPACITY RATINGS

According to Workforce Development Letter (WD) 29-15, Change 1, TWC assigns a rating of “Meets Standards” or “Below Standards” to each of the six categories. Both the *Alamo Area’s Score Card* for BCY 2024 (from last year) and the evaluation form we submitted on October 31st for this most recent year are included as attachments. The years run from October to September.

WSA successfully met all standards in BCY 2024.

NEXT STEPS:

Staff submitted the *Board Oversight Capacity Ratings, Board Attestation & Community Impact Statement* on October 31, 2025, and will wait for the scorecard or any feedback requested from TWC.

STAFF RECOMMENDATIONS:

- WSA met BCY 2024’s standards.
- Staff recognize the importance of each criterion and will continue focusing efforts to ensure WSA meets expected oversight standards and continue ensuring the integrity of the Texas workforce system.

FINANCIAL IMPACT: Severe or long-standing performance issues may have an impact if they arise. “Severe” performance issues are defined as issues serious enough to warrant a sanction, or intent-to-sanction, and “long-standing” is defined as an issue that persists for more than one review period. Issues of this nature may carry financial and additional impacts. Currently, there are no severe, long-standing, or other issues.

STRATEGIC OBJECTIVE: WSA continues to promote and instill a culture of continuous quality improvement and internal controls in various ways to help ensure that the Board successfully fulfills WSA’s oversight capacity responsibilities and goals, as defined by the State and any locally defined criteria.

ATTACHMENTS:

Board Oversight Capacity – BCY 2024 (found here: [Alamo Area Score Card 2024](#)).

Board Oversight Capacity – BCY 2025 (submitted to TWC October 30, 2025).

Board Oversight Capacity—BCY 2024

TWC Rule §802.67. Commission Evaluation of Board Oversight Capacity

Alamo Area Score Card

The Texas Workforce Commission’s annual evaluation of each Board’s oversight capacity. Boards are assigned a rating of Meets Standards or Below Standards for each of the following six categories.

Develop, maintain, and upgrade comprehensive fiscal management systems

Meets

- √ Does the Board have fiscal management systems in place that include appropriate fiscal controls?
- √ * Does the Board, during its regularly scheduled meetings, include a quarterly review of the financial status of the Board and its service providers for all funding sources it administers?
- √ Have single audits been free of material weaknesses?

Hire, train, and retain qualified staff to carry out the Board’s oversight activities

Meets

- √ Has the Board been certified?
- √ * Has the Board hired or retained qualified staff (Executive Director, Chief Financial Officer, Program Director, Contract Management Staff, Monitoring staff) to oversee contractors?

Select and oversee local contractors to improve the delivery of workforce services

Meets

- √ Does the Board have an effective formal procurement process, and has the Board been following this process?
- √ Does the Board have a certified monitoring function in place to oversee contractors?
- √ The Board has no disallowed costs exceeding one percent of allocation (non-self-reported).
- √ The Board has no disallowed costs exceeding one percent which resulted in repaying funds.

Oversee and improve the operations of Workforce Solutions Offices in the Board’s service area

Meets

- √ Does the Board have certified Workforce Solutions Offices?
- √ * Can the Board provide documentation demonstrating that it has policies in place to address service improvement, such as the initiation of performance improvement or service improvement plans when performance issues are identified with a local contractor?
- √ * Has the Board applied its service improvement policy when necessary?

Manage the contractors' performance across multiple Board programs

**Did the Board meet target on at least 80 percent of its contracted performance measures?

**Is the Board within 35 percent of target on all contracted performance measures?

** Does the Board hold performance oversight meetings, do performance reviews, or, during its regularly scheduled meetings, include a review of its status on contracted performance measures at least four times throughout the year?

Identify and resolve long-standing or severe Board oversight problems and workforce service provider performance issues

Meets

** The Board did not miss target on the same performance measure two years in a row.

√ The Board does not have any unresolved material weaknesses discovered through a single audit.

√ The Board has not been placed on an Intent to Sanction or a Sanction.

√ = Meets Standard

X = Below Standard

* = Board Attestation

** = Due to performance data tracking updates made during this Board Oversight Capacity review cycle, these criteria will not be rated for BCY 2024.

ALAMO AREA COMMUNITY IMPACT STATEMENT

A written statement from each Board summarizing its impact on and relationship with the local community and economy. Specify how the Board's efforts demonstrate and contribute to an effective workforce system by engaging employers, helping workers find jobs, and ensuring good fiscal stewardship.

At Workforce Solutions Alamo, our work focuses on preparing people for meaningful careers while developing innovative workforce solutions for businesses in targeted industries, providing long-term stability through high-growth, high-wage employment opportunities.

Our core values set the foundation from which we serve and help guide our decisions to empower job seekers, support employers, and uplift communities. We are committed to addressing our region's most pressing workforce development challenges. We aim to accelerate economic growth and success in the Alamo Area by remaining true to these values.

- Mission: To strengthen the Alamo regional economy by growing and connecting talent pipelines to employers.
- Vision Statement: To lead the most integrated community workforce network in the nation.
- Core Values: Accountability / Collaboration / Excellence / Innovation / Integrity

Sector-Based Model

WSA's strategies focus on centering workforce development services within a sector-based model. By targeting key industries, such as Aerospace, IT and Cybersecurity, Manufacturing and Trades, Healthcare, Logistics and Warehousing, Construction, Finance, and Business/Customer Service and Administration, WSA effectively narrows the gap between local demand and local talent pipelines. The following is an impact summary of Workforce Solutions Alamo services in the 13 counties we proudly serve.

Overview

Workforce Solutions Alamo (WSA) serves nearly 113,000 registered job seekers within the 13-county region by providing comprehensive career and supportive services for job seekers and employers. Services include over 97,000 in-person visits at our Job Centers (Oct. 2023 to Sep. 2024). Year-to-date, 11,490 job seekers have been placed in a job through the labor-exchange system WorkInTexas (WIT). Through our partnerships with 2,208 unique employers, WIT posted 33,462 jobs.

Through our formula-funded services, WSA has enrolled 4,331 customers in workforce programs while providing them with 27,724 units of service, including universal job seekers. WSA focuses on outreach through consortium partnerships, non-profit organizations, and braiding resources with complementary

programs, such as the City of San Antonio’s Ready to Work Program, a \$200M sales tax-funded workforce training initiative, serving 2,671 job seekers (Oct 2023 to Sep. 2024).

WSA also connects job seekers with employers through virtual Career Fairs. Virtual Career Fairs offer new ways to connect employers with local talent pipelines. WSA held 48 Job Fairs, with 760 employers participating and 6,207 interviews, resulting in 489 hires.

WSA’s efforts include re-engaging unemployed claimants. Of the 61,976 unique claimants in the region, 48,810 (or 78.7%) returned to work and were reemployed (from October 2023 to September 2024).

Child Care Services

Child Care is more than just a service; it is a critical component of our society’s infrastructure. It plays a pivotal role in supporting our current workforce and nurturing the future generation. By ensuring children are ready to succeed in school and life, quality Child Care strengthens our community and economy.

In the recent fiscal year 2024, WSA invested approximately \$119M to cover the cost of Child Care for families working or pursuing education.

Building a Network of Quality

WSA recognizes that child care quality links directly to provider quality. To support these dedicated professionals, WSA invested an additional \$5.2M in various initiatives, including:

- **Texas Rising Star Mentorship:** Mentorship and guidance to child care centers seeking Texas Rising Star certification.
- **Provider Support:** Investing in resources like classroom materials, curriculum, assessments, and professional development.
- **Financial Incentives:** Offering retention grant opportunities to encourage providers to maintain high standards of care and pursue continuous improvement.
- **Business Coaching:** Using TWC QIA funding, we designed the coaching to offer essential supports tailored to meet provider business needs, including resource connections, one-on-one coaching, needs analysis, networking facilitation, and training and technical assistance.
- **Cohort Model:** our cohort model has proven to be a powerful tool in fostering a community of excellence among providers. By bringing together centers at various stages of their journey toward Texas Rising Star certification, WSA creates a supportive environment for learning, collaboration, and shared best practices.
- **Scholarships:** For fiscal year 2024, WSA provided scholarships to an average of 14,375 children and 8,315 families daily.
- **Economic Impact:** Working parents’ earnings from childcare scholarships totaled approximately \$267M.

Strategic Regional Impact

WSA's strategic regional goals aim to expand the workforce development customer base by leveraging unique knowledge and resources. To that effect, WSA's community impact promotes TWC's statewide goals of service optimizers, Texas talent experts, and partnership managers.

- **Alamo Workforce Consortium:** WSA's expansion begins by building partnerships. To better address the continued uncertainties presented in 2021, WSA sought to strengthen and build upon existing partnerships while leveraging and elevating the services offered by these community partners. Workforce Solutions Alamo developed a Consortium of strategic partners focused on improving the regional economy by connecting talent pipelines to employers. Consortium partners include the San Antonio Food Bank, Texas A&M San Antonio, Chrysalis Ministries, YWCA, Family Service Association, AVANCE San Antonio, United Way of San Antonio, Bexar County, and Opportunity Home. The collective impact of the Consortium engages an additional 6,000 clients and recruits them into the workforce ecosystem by removing self-sufficiency barriers through education, training, and employment. Collectively, the Consortium will expand the reach of individual agencies and increase access to financial literacy, housing, food, childcare, and quality education and training. The Consortium offers an efficient referral process that further promotes leveraging by reducing duplication of services. Clients can enroll in education and training to prepare for high-growth, high-wage occupations and industries while receiving the support needed to successfully reach their career goals, while employers receive the benefit of a robust workforce to support business demands.

With our partnerships, WSA leverages substantial non-federal resources (and some federal) to expand our customer base and make a long-lasting impact:

- **TX FAME:** WSA applied and was selected as a TX FAME Hub agency for FAME USA. This is an educational program that promotes STEM and Advanced Manufacturing career pathways. As a TX FAME Hub, WSA positions itself with sixteen manufacturing employers and a FAME USA network that fosters job growth.
- **Pathways to Infrastructure:** The Pathways to Infrastructure grant promotes employer education and supports workforce needs by offering resources to increase employment for job seekers. This DOL funding includes a nine-month planning stage to seamlessly incorporate the program with other funding opportunities.
- **Partners in Reentry Opportunity in Workforce Development:** The Board is one of seven to receive the PROWD grant. Through this project, WSA will collaborate with the local residential reentry center and enroll individuals in education and training to prepare for their exiting incarceration.
- **Childcare Grants:** In childcare, our board has received over \$292,300 to promote training, new curriculum, and improve operational capacity.
- **Child Care Match Dollars:** With the City of San Antonio's historical matching, WSA increases the availability of child care services by \$7,584,186, substantially broadening our reach.
- **Teacher Externship:** While TWC did not award WSA needed funding this year, the Alamo continued building career pathway awareness and promoting workforce development utilizing non-federal funds, with which we supported stipends for 50 educators.
- **Ready to Work:** A consortium of WSA and additional local community-based partners entered a contract with the City of San Antonio to provide job training and employment services. The initial contract adds approximately \$62,163,075 to WSA, with an estimated \$59,290,162 as pass-through to our community partners over three years. The funding derives from a 1/8 cent sales tax collected through May 2025. Performance measures include training completion (credentials), employment (job gain),

and wages (\$15.00 per hour), which directly promote WSA's and the Texas Workforce Commission's strategic and performance goals. WSA and Consortium partners have enrolled 6,702 job seekers, with 4,330 participating in training and 758 securing employment with average wages of \$20.07 in key talent pipelines, including Healthcare, IT/Cyber Security, Construction, Finance, Education, and Manufacturing.

- Finish Line Grant: Toyota Foundation donated the Finish Line Grant, approximately \$100K dollars, to the San Antonio Area Foundation for Ready to Work participants who provide proof of employment.

Workforce Academy Ambassador Program

The San Antonio Area Foundation awarded \$100,000.00 to WSA for the Workforce Academy Ambassador Program. The grant aims to advance equity and economic mobility through workforce development services by educating individuals in partner organizations within the 13-County Alamo region. The initiative translates the numerous existing workforce activities into a concise and accessible curriculum to help organizations and individuals better understand and share the services we provide to clients and what career opportunities and jobs are available. Individuals participate in three sessions, including Workforce 101, Workforce Programs, and Workforce Business Services. We provide individuals with a toolkit, program information, and the knowledge to carry out our mission. Ambassadors play a vital role in connecting people to resources and programs that can assist them in starting or furthering their careers in growing industries. The Academy drives conversations and educates individuals about workforce development, helps expand our outreach, increases our ability to graduate ambassadors, and broadens brand awareness. Approximately 358 Workforce Ambassadors support WSA's mission by disseminating resource information, recruiting program participants, and identifying workforce development needs.

Aspen Institute's Economic Opportunities Program

Aspen Institute's Economic Opportunities Program has awarded \$50,000.00 to WSA to be used exclusively for the Workforce Leadership Academy. The Academy will leverage and build on the expertise of leaders across the workforce ecosystem through an intensive 12-month learning program. Local leaders and guest faculty from across the nation lead the program to develop a network of workforce development leaders who can spearhead their programs or organizations and work collaboratively to build effective workforce systems. Workforce Leadership Academy incubates Ambassadors at the Executive Leadership level who will promote WSA's local plan and help them understand our programs, the sector-based model, and how their organizations contribute to the workforce ecosystem. The WSA Workforce Academy provides a grassroots approach to drive conversations about workforce development in partner organizations and communities. It can potentially increase program enrollment and success and expand brand awareness. As we continue refining the Academy, the Aspen Workforce Leadership Academy provides the opportunity to add a "grass-tops" component to the existing collaboration and systems development model. Frontline ambassadors are invaluable for communicating the benefit of the workforce board. Success is often predicated on supporting the partner organization's senior leadership to act as advocates in strategic planning sessions and other areas of influence so that knowledge gained at the frontline level can be leveraged into action and support the partner organization. Grass-tops and grassroots are the foundation for generative collaboration and rapid innovation.

Conclusion

Our mission, vision, and core values embody the transformative spirit of “work” and hold us to the highest standards of serving. By remaining centered on this work and through a collaborative approach to meet and exceed the needs of our communities, the investments we make today will enable those we serve to thrive and realize this same promise for generations to come.

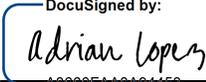
BOARD OVERSIGHT CAPACITY RATINGS

Board Attestation & Community Impact Statement

Purpose

As required by law ([Texas Labor Code §302.048](#)), the Texas Workforce Commission (TWC) evaluates Board capacity to oversee and manage local funds and the delivery of local workforce services, and makes the evaluation results available.

Board Name: Workforce Solutions Alamo (WSA)

Form Submitter: 
Adrian Lopez, CEO

Board Attestation

Develop, maintain, and upgrade comprehensive fiscal management system.

✓ Does the Board, during its regularly scheduled meetings, include a quarterly review of the financial status of the Board and its service provider, for all funding sources it administers?

Yes No

- WSA regularly reviews financial status and budgets for all funding sources of the Board and its service providers. The reviews occur with the Board of Directors (fourteen times a year), including the Audit & Finance Committee, the Executive Committee, and the Full Board of Directors.
- Appropriate internal financial controls are in place, and WSA has had eight years of Single Audits free of material weaknesses.

Hire, train, and retain qualified staff to carry out the Board's oversight activities.

✓ Has the Board hired or retained qualified staff (Executive Director, Chief Financial Officer, Program Director, Contract Management Staff, Monitoring staff) to oversee contractor?

Yes No

WSA is committed to hiring, training, and retaining qualified staff for key positions to oversee the agency's subrecipients and contractors.

- **Chief Executive Officer (CEO):** The Board contracted the Executive Director (CEO) in November 2019.
- **Chief Financial Officer (CFO):** The Board hired a CFO in July 2024, but the position was vacated in September 2025, and WSA is currently searching for a CFO. The department includes a Controller position, which was hired in July 2023. WSA also procured a consultant to provide training and guidance in advanced (senior-level) policy

administration and management work. The consultant firm assists in all aspects of WSA’s fiscal operations.

- **Chief Operations Officer (COO):** The Board hired a COO in September 2023. The COO oversees subrecipient contracts and associated grants and services, performance, the American Job Centers, and the functions of the agency’s EO Officer. The department hired a Director of Workforce Services in April 2024.
- **Chief Process Officer (CPO):** The Board hired a CPO in January 2024 to spearhead organizational improvement and strategic initiatives. The CPO drives continuous improvement and operational excellence through strategic technology enhancements and seamless cross-functional collaboration, overseeing IT (including cybersecurity), data and research, and Monitoring.
- **Monitoring:** The Board hired a Director of Quality Assurance (QA) in January 2015 and a Workforce Monitor II in November 2020. The Director of QA oversees the agency’s oversight and monitoring systems. The Board also contracts an external monitoring consultant for fiscal and program monitoring.
- **Procurement:** The Board had an Interim Director of Procurement starting June 2024 through February 2025, and has hired a Director of Procurement in February 2025. The Director of Procurement oversees the agency’s contracting processes and property.

Oversee and improve the operations of Workforce Solutions Offices served by the Board

✓ Can the Board provide documentation demonstrating that it has policies in place to address service improvement, such as the initiation of performance improvement or service improvement plans when performance issues are identified with the local contractor?

Yes No

- WSA’s Sanction Policy describes the process for initiating service improvement plans to address performance and service- or contractual-related issues.
- WSA’s Monitoring Policy describes the process for initiating service improvements to address contractor monitoring issues.

✓ Has the Board applied its service improvement policy when necessary?

Yes No

- WSA has implemented service improvement plans for performance and monitoring issues with our contractors. Some examples include:
 - WIOA performance measures (MPR).
 - WSA has a “Tracker” and implements Informal Monitoring Reviews, staff training, and procedural reviews for attributes with less than a 90% accuracy rate for all grants.

Manage the contractor’s performance across multiple Board Programs

- ✓ Does the Board hold performance oversight meetings, do performance reviews, or during its regularly scheduled meetings include a review of its status on contracted performance measures at least 4 times throughout the year?

Yes No

- The Board reviews performance regularly (fifteen times a year). The Oversight Committee, the Executive Committee, and the Full Board of Directors review program performance.
- Board Staff hold monthly meetings with subrecipients to discuss program performance and provide technical assistance to strengthen service delivery.

Community Impact Statement

At Workforce Solutions Alamo, our work focuses on preparing people for meaningful careers while developing innovative workforce solutions for businesses in targeted industries, providing long-term stability through high-growth, high-wage employment opportunities.

Our core values set the foundation from which we serve and help guide our decisions to empower job seekers, support employers, and uplift communities. We are committed to addressing our region’s most pressing workforce development challenges. We aim to accelerate economic growth and success in the Alamo Area by remaining true to these values.

- **Mission:** To strengthen the Alamo regional economy by growing and connecting talent pipelines to employers.
- **Vision Statement:** To lead the most integrated community workforce network in the nation.
- **Core Values:** Accountability / Collaboration / Excellence / Innovation / Integrity

Sector-Based Model

WSA’s strategies focus on centering workforce development services within a sector-based model. By targeting key industries, such as Aerospace, IT and Cybersecurity, Manufacturing and Trades, Healthcare, Logistics and Warehousing, Construction, Finance, and Business/Customer Service and Administration, WSA effectively narrows the gap between local demand and local talent pipelines. The following is an impact summary of Workforce Solutions Alamo services in the 13 counties we proudly serve.

Overview

During Fiscal Year 2025, Workforce Solutions Alamo demonstrated exceptional reach and impact across the Alamo region, serving as a critical connector between job seekers and employers while strengthening the regional economy. The organization registered 66,079 new

job seekers and welcomed 270 new employer partners, significantly expanding the network of individuals and businesses engaged in workforce development activities. Through comprehensive service delivery, the organization provided 166,836 individual services to 29,147 unique participants throughout the full fiscal year, with each individual receiving an average of 5.7 services tailored to their employment needs. These services ranged from self-service job search assistance and resume preparation to skills assessments and job placement support, ensuring participants received holistic support throughout their career journey. Notably, 3,640 individuals remained engaged across both halves of the fiscal year, demonstrating sustained participation in workforce development programs.

The organization's job fair program proved particularly effective in creating direct connections between employers and job seekers. Throughout the fiscal year, Workforce Solutions Alamo hosted job fairs that attracted 662 employers offering 2,432 job openings to the region. These events facilitated 5,376 interviews between job seekers and hiring companies, resulting in 230 confirmed hires and providing critical face-to-face networking opportunities for thousands of participants. The organization delivered 90 distinct service types to participants, with the most utilized services including self-service job search assistance (9,674 instances), job search and placement assistance (9,123), application support (7,145), skills assessments (6,412), resume preparation (4,838), and job readiness training (3,980), demonstrating the breadth and depth of support available to meet diverse workforce development needs.

The Alamo region's labor market context underscores the importance of these interventions. As of July 2025, the region maintained a labor force of 1,428,104 individuals with an unemployment rate of 3.9%. Workforce Solutions Alamo's comprehensive approach—combining immediate job search assistance, skills training, employer engagement, and supportive services—addresses both short-term employment needs and long-term workforce development goals. By connecting tens of thousands of job seekers with employment resources and building partnerships with hundreds of employers, the organization continues to serve as an essential bridge between talent and opportunity, strengthening the economic vitality and competitiveness of the entire Alamo region.

Child Care Services

Child Care is more than just a service; it is a critical component of our society's infrastructure. It plays a pivotal role in supporting our current workforce and nurturing the future generation. By ensuring children are ready to succeed in school and life, quality Child Care strengthens our community and economy.

In the recent fiscal year 2025, WSA invested approximately \$120M to cover the cost of Child Care for families working or pursuing education.

Building a Network of Quality

WSA recognizes that child care quality links directly to provider quality. To support these dedicated professionals, WSA invested an additional \$8M in various initiatives, including:

- **Texas Rising Star Mentorship:** Mentorship and guidance to child care centers seeking Texas Rising Star certification.
- **Provider Support:** Investing in resources like classroom materials, curriculum, assessments, and professional development.
- **Financial Incentives:** Offering retention grant opportunities to encourage providers to maintain high standards of care and pursue continuous improvement.
- **Business Coaching:** Using TWC QIA funding, we designed the coaching to offer essential supports tailored to meet provider business needs, including: resource connections, one-on-one coaching, needs analysis, networking facilitation, and training and technical assistance.
- **Cohort Model:** Our cohort model has proven to be a powerful tool in fostering a community of excellence among providers. By bringing together centers at various stages of their journey toward Texas Rising Star certification, WSA creates a supportive environment for learning, collaboration, and shared best practices.
- **Scholarships:** For fiscal year 2025, WSA provided scholarships to an average of 14,813 children daily.
- **Economic Impact:** Working parents' earnings from childcare scholarships totaled approximately \$245M.

Strategic Regional Impact

WSA's strategic regional goals aim to expand the workforce development customer base by leveraging unique knowledge and resources. To that effect, WSA's community impact promotes TWC's statewide goals of service optimizers, Texas talent experts, and partnership managers.

- **Alamo Workforce Consortium:** WSA's expansion begins by building partnerships. To better address the continued uncertainties presented in 2021, WSA sought to strengthen and build upon existing partnerships while leveraging and elevating the services offered by these community partners. Workforce Solutions Alamo developed a Consortium of strategic partners focused on improving the regional economy by connecting talent pipelines to employers. Consortium partners include the San Antonio Food Bank, Texas A&M San Antonio, Chrysalis Ministries, YWCA, Family Service Association, AVANCE San Antonio, United Way of San Antonio, Bexar County, and Opportunity Home. The collective impact of the Consortium engages an additional 6,000 clients and recruits them into the workforce ecosystem by removing self-sufficiency barriers through education, training, and employment. Collectively, the Consortium will expand the reach of individual agencies and increase access to financial literacy, housing, food, childcare, and quality education and training. The Consortium offers an efficient referral process that further promotes leveraging by reducing duplication of services. Clients can enroll in education and training to prepare for high-growth, high-wage occupations and industries while receiving the support needed to successfully reach their career goals, while employers receive the benefit of a robust workforce to support business demands.

With our partnerships, WSA leverages substantial non-federal resources (and some federal) to expand our customer base and make a long-lasting impact:

- **TX FAME:** WSA applied and was selected as a TX FAME Hub agency for FAME USA. This is an educational program that promotes STEM and Advanced Manufacturing career pathways. As a TX FAME Hub, WSA positions itself with sixteen manufacturing employers and a FAME USA network that fosters job growth.
- **Pathways to Infrastructure:** The Pathways to Infrastructure grant promotes employer education and supports workforce needs by offering resources to increase employment for job seekers. This DOL funding includes a nine-month planning stage to seamlessly incorporate the program with other funding opportunities.
- **Partners in Reentry Opportunity in Workforce Development:** The Board is one of seven to receive the PROWD grant. Through this project, WSA will collaborate with the local residential reentry center and enroll individuals in education and training to prepare for their exiting incarceration.
- **Childcare Grants:** In childcare, our board has received over \$359,000 to provide peer to peer coaching for child care Directors that on are their journey to certification, material, curriculum, professional development and materials/equipment for child care programs to support an inclusive environment, and to purchase banners and provide professional development and team building for Alamo Quality Pathways partners.
- **Child Care Match Dollars:** With the City of San Antonio’s historical matching, WSA increases the availability of child care services by \$7,584,186, substantially broadening our reach.
- **Military to Civilian:** Workforce Solutions Alamo operates within a unique 13-county region that is home to five military bases. This concentration of military installations has created a growing demand for services that support individuals who are currently serving, transitioning to civilian life, or retired from the armed forces. In response, WSA applied for and was awarded the Military to Civilian Grant. The goal of this initiative is to honor and support our former service members by providing opportunities for upskilling, career advancement, and meaningful employment.
- **Ready to Work:** A consortium of WSA and additional local community-based partners entered a contract with the City of San Antonio to provide job training and employment services. The initial contract adds approximately \$62,163,075 to WSA, with an estimated \$59,290,162 as pass-through to our community partners over three years. The funding derives from a 1/8 cent sales tax collected through May 2025. Performance measures include training completion (credentials), employment (job gain), and wages (\$15.00 per hour), which directly promote WSA’s and the Texas Workforce Commission’s strategic and performance goals. WSA and Consortium partners have enrolled 9,625 job seekers, with 6,450 participating in training and 1,595 securing employment with average wages of \$20.18 in key talent pipelines, including Healthcare, IT/Cyber Security, Construction, Finance, Education, and Manufacturing.
- **Finish Line Grant:** Toyota Foundation donated the Finish Line Grant, approximately \$100K dollars, to the San Antonio Area Foundation for Ready to Work participants who provide proof of employment.

Workforce Academy Ambassador Program

With an initial funding of \$100,000.00 from the San Antonio Area Foundation, WSA created a Workforce Academy Ambassador Program. The grant advances equity and economic mobility through workforce development services by educating individuals in partner organizations within

the 13-County Alamo region. The initiative translates the numerous existing workforce activities into a concise and accessible curriculum to help organizations and individuals better understand and share the services we provide to clients and what career opportunities and jobs are available. Individuals participate in three sessions, including Workforce 101, Workforce Programs, and Workforce Business Services. We provide individuals with a toolkit, program information, and the knowledge to carry out our mission. Ambassadors play a vital role in connecting people to resources and programs that can assist them in starting or furthering their careers in growing industries. The Academy drives conversations and educates individuals about workforce development, helps expand our outreach, increases our ability to graduate ambassadors, and broadens brand awareness. Approximately 420 Workforce Ambassadors support WSA's mission by disseminating resource information, recruiting program participants, and identifying workforce development needs.

Conclusion

Our mission, vision, and core values embody the transformative spirit of “work” and hold us to the highest standards of serving. By remaining centered on this work and through a collaborative approach to meet and exceed the needs of our communities, the investments we make today will enable those we serve to thrive and realize this same promise for generations to come.



MEMORANDUM

To: Strategic Committee
From: Adrian Lopez, CEO
Presented By: Victoria Rodriguez, Director of Workforce Services
Date: November 14, 2025
Subject: **Program Briefing**

Summary: During the first quarter, workforce services staff demonstrated meaningful progress. The team obtained the National Dislocated Worker Grant and enrolled twenty-one clients through the Military to Civilian initiative. Their accomplishments strengthen regional workforce development and veteran transition efforts.

Special Grants & Other Initiatives:

National Dislocated Worker Grant: The Workforce Innovation and Opportunity Act (WIOA) National Dislocated Worker Grant (DWG) will provide funding to assist individuals affected by the historic flooding that occurred in July 2025. Kerr and Kendall counties, within the Alamo Workforce Development Board area, have been designated as eligible for Public Assistance under FEMA Disaster Declaration DR-4879-TX for severe storms, straight-line winds, and flooding. Authorized under Section 170 of WIOA, DWGs are discretionary grants awarded by the U.S. Secretary of Labor to deliver employment-related services to dislocated workers and other eligible individuals. The Disaster Recovery DWG supports communities in rebuilding a resilient workforce capable of responding to future disaster events. Grant recipients are expected to actively coordinate with FEMA and state emergency officials to ensure workforce development activities align with broader disaster recovery efforts.

Military to Civilian Employment: Military to Civilian (MTC) initiative focuses on helping service members and veterans successfully transition into the civilian workforce. It provides comprehensive career services, training opportunities, and wraparound support designed to help transitioning service members (TSMs) and recently separated veterans (RSVs) translate their military experience into marketable civilian skills. The Board will deliver enhanced job search assistance, skills assessments, labor market information, résumé development, and interview preparation. When funding allows, the program will also support training in high-demand occupations identified by the Board and listed on the Eligible Training Provider System (ETPS).

workforcesolutionsalamo.org
communications@wsalamo.org

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

A proud partner of the  American Job Center network.



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

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

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



MEMORANDUM

To: Oversight Committee

From: Adrian Lopez, CEO

Presented By: Victoria Rodriguez, Director of Workforce Services

Date: November 14, 2025

Subject: Performance

Summary: 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. Since then, Alamo has been working towards improving the measures that were unmet and initiated a Technical Assistance Plan (TAP) that took place in May.

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.

The Technical Assistance Plan addresses the following measures:

1. Performance Targets for BCY 2024 End of Year MPR
 - a. Employed Quarter 4 Post Exit- Adult

workforcesolutionsalamo.org
communications@wsalamo.org

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

A proud partner of the  American Job Center network.



- b. Employed Quarter 4 Post Exit- Dislocated Worker
 - c. Credential Rate- Adult
 - d. Credential Rate- Dislocated Worker
 - e. Credential Rate- C&T Participants
2. Performance Targets for BCY 2024 October, November, December
- a. Adult Employed Q4
 - b. Adult Credential
 - c. DW Credential
 - d. C&T Employed Q2
 - e. C&T Credential

The TAP addressed the measures above in May. All measures, but one, have been on a steady improvement. However, in September’s MPR, the Claimant Reemployment Measure received a drastic increase of individuals. This has been observed across the state with Alamo seeing as much as twice the historical number.

WIOA Outcome Measures	Status
Employed Q2 Post Exit - Adult (DOL)	MG
Employed Q4 Post Exit - Adult (DOL)	AR
Measurable Skills Gains - Adult (DOL)	NM
Median Earnings Q2 Post Exit - Adult (DOL)	MG
Credential Rate - Adult (DOL)	MG
Employed Q2 Post Exit - DW (DOL)	MG
Employed Q4 Post Exit - DW (DOL)	MG
Measurable Skills Gains - DW (DOL)	NM
Median Earnings Q2 Post Exit - DW (DOL)	MG
Credential Rate - DW (DOL)	NM
Employed/Enrolled Q2 Post Exit - Youth (DOL)	AR
Employed/Enrolled Q4 Post Exit - Youth (DOL)	MG
Measurable Skills Gains - Youth (DOL)	NM
Median Earnings Q2 Post Exit - Youth (DOL)	MG
Credential Rate - Youth (DOL)	MG
Credential Rate - All C&T	NM



Reemployment/Employer Engagement Measures	Status
Claimant Reemployment within 10 Weeks	NM
Employers Receiving Texas Talent Assistance	MG

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: Continue to monitor the progress of the 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.