



MEMORANDUM

To: Strategic Committee Meeting

From: Adrian Lopez, CEO

Present By: Penny Benavidez, Director of Public & Government Relations

Date: August 21, 2026

Subject: Marketing Communications Update and Strategic Outreach Activities

Summary:

The Marketing Communications team continues to expand Workforce Solutions Alamo's visibility, strengthen community engagement and support workforce development initiatives through strategic media relations, digital communications, employer recognition efforts, community outreach campaigns and special events.

Activities from May through August 2026 generated notable media exposure, increased social media engagement and enhanced awareness of workforce programs and services throughout the 13-county region.

Key Accomplishments:

- Secured 36 media mentions with a potential audience reach of more than 16.3 million and publicity value exceeding \$611,000.
- Increased social media followers to 16,962, representing a 4.2% increase during the reporting period.
- Achieved a post reach of 122,392 individuals and 188,872 impressions across social media platforms.
- Maintained a strong average engagement rate of 5.59%, driven by workforce event promotions, employer stories and community-focused content.
- Promoted disaster recovery resources for Hill Country and South Texas communities impacted by flooding through coordinated digital outreach efforts.
- Hosted and coordinated the TWC Commissioner Brent Connett workforce and industry tour, highlighting regional workforce needs, partnerships and innovation.

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- Produced five 2–3-minute employer highlight videos supporting Workforce Solutions Alamo's nominations for the Texas Workforce Commission Employer Awards to be presented at the TWC Annual Conference in December in Dallas, TX.
- Launched the 2027 Fiesta Medal Design Contest and Workforce Solutions Alamo Mascot Design Contests to strengthen community engagement and brand recognition.
- Initiated promotional efforts for the upcoming 2026 Hiring Red, White & You! Veterans Job Fair and San Antonio Veterans Day Parade participation.

Strategic Goals:

The Marketing Communications strategy supports the agency's mission and strategic priorities by:

1. Increasing public awareness of Workforce Solutions Alamo programs, services, and impact throughout the region.
2. Strengthening relationships with employers, workforce partners, educational institutions, and community stakeholders.
3. Expanding digital engagement and reach through targeted communications and storytelling.
4. Promoting workforce development opportunities for job seekers, veterans, students and employers.
5. Enhancing Workforce Solutions Alamo's regional brand presence through media exposure, special events, and community initiatives.

Analysis:

Marketing communications efforts continue to deliver measurable results and support organizational objectives. Media coverage generated visibility across regional and statewide outlets, while digital engagement metrics demonstrate growing public interest in Workforce Solutions Alamo programs and services.

The Hill Country flood recovery campaign illustrates the organization's ability to respond quickly to community needs using digital platforms to connect residents with critical recovery resources.

The TWC Commissioner visit provided an opportunity to showcase innovative and strategic partnerships with employers, educational institutions and workforce stakeholders.



MEMORANDUM

To: Strategic Committee Meeting

From: Adrian Lopez, CEO

Present By: Victoria Rodriguez, Director of Workforce Services

Date: August 21, 2026

Subject: Partnerships & Supported Projects

Summary: Workforce Solutions Alamo's active Memorandum of Understanding (MOU) portfolio and Letters of Support (LOS) log demonstrate a mature, collaborative partnership network that extends well beyond traditional workforce services. Existing MOUs provide the foundation for coordinated service delivery, while the letters of support illustrate how these relationships are leveraged to pursue competitive funding, strengthen regional initiatives, and expand opportunities for job seekers, youth, employers, and community partners. Together, these partnerships position Workforce Solutions Alamo as a regional convener that aligns education, workforce, economic development, housing, and community resources to support both talent development and employer needs across the 13-county region.

Strategic Goals: This agenda item is supported by the Texas Talent Strategies below.

Goal 2: Service Optimizers

Enhance the efficiency, quality, and accessibility of workforce services delivered by the Texas Workforce Commission (TWC), ensuring Texans experience seamless access to job training, unemployment benefits, and career support.

Goal 3: Partnership Managers

Strengthen and expand strategic partnerships among TWC, employers, educational institutions, and community-based organizations to deliver coordinated and innovative workforce development solutions.

Analysis: Workforce Solutions Alamo currently maintains seventy-seven active Memorandums of Understanding (MOUs) that reflect a robust network of long-standing partnerships supporting workforce development across the 13-county region. These agreements encompass a wide range of collaborative projects, including WIOA service delivery, youth workforce development, career exploration, work-based learning, apprenticeships, education and training, employer engagement, veterans' services, child care, and supportive services. Many of these partnerships have been sustained over multiple years with key stakeholders such as school districts, colleges and universities, community-based organizations, local governments, employers, housing authorities, and the Texas Workforce Commission, demonstrating a continued commitment to coordinated



service delivery and regional workforce development.

The twelve Letters of Support further highlight the strength and longevity of these relationships, with partners actively supporting initiatives focused on workforce innovation, infrastructure, housing stability, STEM education, artificial intelligence, apprenticeships, and economic development. Together, the 77 active MOUs and supporting organizations demonstrate Workforce Solutions Alamo's ability to leverage established partnerships to secure funding, implement regional initiatives, and expand opportunities for job seekers, youth, employers, and businesses. These collaborative efforts reinforce the Board's strategic role as a regional convener, aligning education, workforce, economic development, and community resources to address current and future workforce needs.

- 31 agreements (35%) focused on workforce development, employment, training, referrals, and WIOA services.
- 20 agreements (22%) dedicated to youth services, including career exploration, work experiences, internships, apprenticeships, and school-to-career transitions.
- 18 agreements (20%) addressing supportive services such as housing, food assistance, domestic violence services, behavioral health, foster care, and transportation.
- 10 agreements (11%) with educational institutions to strengthen career pathways, dual-credit opportunities, credential attainment, and postsecondary transitions.
- 5 agreements (6%) focused on employer engagement, apprenticeships, manufacturing, construction, and other high-demand industries.
- 5 agreements (6%) supporting specialized populations, including veterans, SNAP/TANF recipients, individuals with disabilities, and victims of human trafficking.

The Letters of Support reflect 12 major collaborative projects, including:

- 4 workforce and apprenticeship initiatives
- 3 education and STEM/AI initiatives
- 2 housing and community development projects
- 1 transportation and infrastructure project
- 1 aerospace and economic development initiative
- 1 cybersecurity and workforce innovation initiative

Alternatives: Maintain the current partnership structure without pursuing additional partnership development or strategic enhancements until further direction is provided by the Board.

Fiscal Impact: Workforce Solutions Alamo has partnered with and supported organizations in securing more than \$4 million in funding to expand workforce training, education, employment



opportunities, and infrastructure that benefits the 13-county Alamo region.

Recommendation: Continue strengthening and expanding Workforce Solutions Alamo's strategic partnership network by renewing existing MOUs, identifying opportunities to formalize new collaborations in high-demand industries, and leveraging established relationships to pursue additional funding that supports workforce development initiatives across the 13-county region.

Next Steps: Conduct an annual review of all active MOUs, LOS's, and board verification forms to ensure alignment with the Board's strategic priorities, identify opportunities to update partnership objectives, and continue engaging partners on collaborative projects, grant opportunities, and regional initiatives that expand career exploration, training, employment, and economic development opportunities for residents and employers.

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MEMORANDUM

To: Strategic Committee Meeting

From: Adrian Lopez, CEO

Present By: Victoria Rodriguez, Director of Workforce Services

Date: August 21, 2026

Subject: WSA Local Plan Updates

Summary: The Local Plan is a Texas Workforce Commission (TWC) mandated planning document approved by the Board every four years with interim updates and approvals every two years. Per the Interlocal and Partnership Agreements the WSA Board of Directors, Committee of Six, City of San Antonio, and Bexar County are to approve the Local Plan and any major modifications, in addition to the annual budget and board appointments.

Background: The Workforce Innovation and Opportunity Act (WIOA) requires WSA to develop a comprehensive four-year plan (Local Plan) in conjunction with TWC. The plan is required to be modified every two years. It is approved by WSA Board, Committee of Six (COS) as well as COS Governing Bodies (City of San Antonio, Bexar County, Area Judges).

Purpose of Local Plan and Two-Year Update:

- Update of the 13 County Workforce Solutions Alamo Region socioeconomic, economic and workforce analysis
- Description of WSA Workforce Development Activities and Core Services
- Alignment with The Texas Workforce System Strategic Plan Goals, and compliance with TWC policies and guidance.
- Identification of Target Occupations & Target Salary

Strategic Goals:

Goal 1: Texas Talent Experts

Research & Analyze Data

Goal 2: Service Optimizers

Conduct Community Conversations

Goal 3: Partnership Managers

Present to COSA, Area Judges, Bexar County in preparation to submit final plan to TWC.

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Local Plan Modification Estimated Timeline*		Start	End
1	Research & Analysis	6/1/2026	1/6/2027
1.1	Data Sources	7/1/2026	10/30/2026
1.2	Data Gathering	6/1/2026	10/30/2026
1.3	Data Preparation	8/19/2026	10/30/2026
1.4	Guidelines for 4 yr Plan Modification 2025-2030	8/1/2026	10/1/2026
1.5	Data Targets (including target wage)	10/1/2026	10/15/2026
1.6	Data Analysis	9/1/2026	11/15/2026
1.7	Target Industries Complete	9/15/2026	11/4/2026
1.8	Review of Plan Sections and Updates	10/1/2026	11/11/2026
1.9	Staff Review (Initial List)	12/1/2026	12/10/2026
2	Economic Analysis	10/17/2026	12/10/2026
2.1	Plan Draft	10/17/2026	12/16/2026
2.2	Local Wisdom	12/15/2026	1/15/2027
2.3	Employer Survey/Feedback	10/13/2026	12/15/2026
2.4	Agency Partner Survey	10/13/2026	12/15/2026
2.5	Meeting with AACOG, COSA EDD, BX EDD	10/13/2026	12/15/2026
2.6	Community Meetings	10/1/2026	11/6/2026
3	Draft 1	10/13/2026	12/1/2026
3.1	Final reviews, edits, publish	12/11/2026	12/18/2026
3.2	Publish	12/18/2026	1/18/2027
4	Stakeholder Meetings/ Public Comment (30 days)	1/8/2027	2/6/2027
4.1	Public Listening Session	1/9/2027	
4.2	Public Listening Session	1/13/2027	
4.3	Public Listening Session	1/17/2027	
4.4	Public Presentation SA Chamber & Workforce Council	12/1/2026	1/17/2027
4.5	Meeting with AACOG, COSA EDD, BX EDD	12/1/2026	2/10/2027
5	Draft 2	2/7/2027	
6	Presentation/Approvals	1/1/2027	1/31/2027
6.1	Strategic Planning Committee	Pending	Pending
6.2	Oversight Committee Meeting	Pending	Pending
6.3	Executive Committee	Pending	Pending
6.4	Full Board & Retreat	Pending	Pending
6.5	Committee of Six	Pending	Pending
7	Draft 3		2/28/2027
8	C06 & Respective Body Approval	2/1/2027	3/31/2027
8.1	Area Judges	Pending	Pending
8.2	Commissioners Court	Pending	Pending
8.3	City Council	Pending	Pending
8.4	Committee of Six	Pending	Pending
9	Final Draft	2/28/2027	3/1/2027
10	Signatures	2/28/2027	3/1/2027
11	Submission	2/28/2027	3/1/2027

* Pending TWC approval of extension request.

Analysis: The WSA 2025-2029 Local Plan represents a strategic blueprint for workforce development across the Alamo region. The plan combines data-driven labor market analysis with expanded local stakeholder engagement to identify workforce priorities, target occupations, and service delivery strategies for the next four years.

The enhanced emphasis on county-level feedback, partnership development, and alignment with statewide workforce goals positions WSA to strengthen regional collaboration, maximize workforce investments, and better respond to the diverse economic and workforce needs throughout the 13-county service area. The Committee of Six's review and approval process will be instrumental in ensuring the final plan reflects both regional economic realities and local community priorities.

Fiscal Impact: Approval of the WSA 2025-2029 Local Plan has no immediate fiscal impact and does not require additional local funding. The Local Plan is a federally and state-mandated planning document necessary for maintaining workforce system funding and operations. Indirectly, the plan guides the investment of existing workforce development resources, establishes priorities for

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WIOA-funded training and services, and may support future grant funding opportunities through enhanced regional partnerships and collaboration.

Recommendation: Continue reviewing the Local Plan with community stakeholders to identify and incorporate any necessary revisions that enhance the plan and strengthen its effectiveness prior to submission to the Texas Workforce Commission (TWC).

Next Steps: WSA staff is securing feedback from each County, including the Area Judges, on specific needs and opportunities in order to utilize and potentially grow service delivery through combined action and pursuit of grant dollars using the three goals of the 2023 Statewide Action Plan.



MEMORANDUM

To: Strategic Committee Meeting

From: Adrian Lopez, CEO

Presented By: Timothy Schindler

Date: August 21, 2026

Subject: Spurs Partnership

Summary: A recent partnership established with the San Antonio Spurs organization and the collaborative discussions regarding opportunities to support the child care community through innovative business practices and technology.

We plan to introduce Business (AI) Strategies for child care providers during the upcoming AQP Conference scheduled for Saturday, September 26. The objective of the presentation is to demonstrate how AI tools can help child care businesses improve operational efficiency, strengthen financial sustainability, enhance family engagement, and support workforce recruitment and retention efforts.

Strategic Goals:

This aligns with our strategic plan by Supporting Texas Talent by advising employers. Service optimization by enhancing the efficiency, quality and accessibility of workforce services and creating Partnership Managers by expanding strategic partnerships among TWC, employers, educational institutions, and community-based organizations.

Analysis:

To ensure that the training content is relevant and responsive to provider needs, a survey was distributed to child care providers throughout the region. The survey gathered information regarding current business challenges, operational concerns, and areas where providers believe AI technology may offer meaningful support. Based on survey responses, several key themes emerged:

Financial sustainability remains a significant concern, with many providers reporting declining revenues, limited financial reserves, and ongoing operational pressures.



- Marketing and enrollment strategies
- Parent and family communication
- Administrative and documentation efficiencies
- Workforce recruitment and hiring support
- Budgeting and financial analysis
- Grant writing and funding opportunities
- Business planning and sustainability initiatives

The partnership with the Spurs presents an opportunity to introduce innovative business tools to the child care sector while supporting providers in addressing current operational and financial challenges.



PROVIDER PRIORITIES

Based on survey feedback, providers expressed interest in support related to:



1  ENROLLMENT GROWTH AND MARKETING Attracting new families and growing enrollment through effective marketing strategies.	2  ADMINISTRATIVE EFFICIENCY Streamlining daily operations and reducing admin burdens to save time and resources.	3  FINANCIAL PLANNING AND BUDGETING Building strong financial plans and budgets to support long-term stability and growth.	4  WORKFORCE RECRUITMENT Finding, attracting, and retaining qualified staff to strengthen teams and reduce turnover.	5  FAMILY COMMUNICATION Improving and personalizing communication with families to build trust and engagement.	6  GRANT WRITING AND FUNDING OPPORTUNITIES Identifying grants and funding sources and strengthening applications.	7  BUSINESS SUSTAINABILITY STRATEGIES Building resilient business models and planning for long-term success.
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These priorities reflect our shared commitment to stronger child care businesses, thriving families, and brighter futures for children.



—  — TOGETHER, WE CAN ACHIEVE MORE. —  —

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MEMORANDUM

To: Strategic Committee Meeting

From: Adrian Lopez, CEO

Presented By: Rebecca Espino-Balencia, Director of Ready to Work

Date: August 21, 2026

Subject: Employer Collaboratives

Summary: The Industry Collaboratives establish a sector-based engagement model across Construction, Manufacturing, and Healthcare.

Strategic Goals: The Industry Collaborative supports workforce alignment by engaging employers to define current and emerging needs, skill gaps, and hiring demand. It strengthens coordination between industry and training partners to ensure programs remain responsive and aligned to industry sector workforce needs.

Six Industry Collaborative sessions have been convened across three priority sectors: **Construction, Manufacturing, and Healthcare**. These collaboratives serve as a strategic platform for engaging industry leaders, education providers, workforce partners, and training organizations to identify workforce challenges and develop employer-driven solutions that strengthen regional talent pipelines.

The Industry Collaboratives contribute directly to developing a regional network of workforce and industry experts by bringing together employers and workforce stakeholders to identify critical skills gaps, emerging workforce trends, and high-demand occupations. Through engagement with 22 employer partners and the Alamo Colleges District, these convenings provided valuable insights regarding the ongoing demand for qualified skilled workers, technical skill deficiencies, workforce recruitment challenges, and strategies for engaging the next generation of talent. These discussions continue to inform talent development strategies that support both employers and job seekers across targeted industries.

The collaborative model enhances workforce service delivery by ensuring that training and workforce investments are responsive to real-time employer needs. Through structured industry engagement, workforce partners are better positioned to align workforce solutions, training programs, and career pathways with labor market demand. Key areas of focus have included the development of sustainable talent pipelines, advancement opportunities for workers, and

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improved alignment between workforce training and employer expectations. These efforts support a more efficient and effective workforce system that delivers quality outcomes for both businesses and job seekers

The Industry Collaboratives exemplify the power of strategic partnerships by fostering coordinated action among employers, educational institutions, workforce organizations, and training providers. These sessions have generated meaningful commitments and tangible outcomes, including:

- **ACD-ATI** strengthening alignment between construction and manufacturing training programs and industry workforce needs.
- **Institute of Allied Healthcare** establishing a workforce training cohort designed to support the hiring needs of local healthcare employers.
- **ArcLight Academy** expanding EMT training opportunities to address growing workforce demands within the healthcare sector.

These employer-led commitments demonstrate the effectiveness of collaborative partnerships in creating innovative workforce solutions and advancing regional economic competitiveness.

Building on the success of the initial sessions, future Industry Collaboratives will expand engagement into the Hospitality and Education sectors, both of which present significant opportunities for workforce development and talent pipeline growth. Continued collaboration with employers and industry partners will remain focused on identifying workforce challenges, strengthening career pathways, and implementing solutions such as exploring TWC Skills Development grant opportunities that support long-term business success and economic mobility for residents.

Analysis: The Industry Collaborative initiative remains a highly productive strategy for advancing the goals of Texas Talent Experts, Service Optimizers, and Partnership Managers. Through strong employer engagement, cross-sector partnerships, and actionable workforce solutions, these collaboratives are creating measurable progress toward a more responsive, employer-driven workforce development system that aligns with both regional priorities and statewide workforce objectives

Alternatives: Operating without a structured collaboration limits employer input, reduces alignment between training and industry needs, and weakens talent pipeline development. This approach is not recommended.

Fiscal Impact: The Industry Collaborates do not pose a fiscal impact.

Board Responsibilities: Industry Collaboration demonstrates board responsibilities to promote

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employer and industry engagement by providing updates on workforce initiatives, employer partnerships, and regional industry needs.

Recommendation: Staff recommends the Strategic Committee receive and acknowledge the Industry Collaboratives to support alignment with workforce and employer engagement priorities.

Next Steps:

- Expand employer participation
- Integrate industry feedback into training alignment and workforce strategies
- Provide periodic updates to leadership and the Strategic Committee

Attachment: