



## **STRATEGIC COMMITTEE MEETING – MINUTES**

Workforce Solutions Alamo  
100 N. Santa Rosa, Suite 120, Board Room  
San Antonio, TX 78207  
March 17, 2023  
10AM

**BOARD OF DIRECTORS:** Eric Cooper, Committee Chair (in-person), Leslie Cantu, Anthony Magaro, Lowell Keig, Angelique De Oliveira, Lindsay Dennis, Mitchell Shane Denn

**PARTNERS:** Mike Ramsey, Amy Contreras

**WSA STAFF:** Adrian Lopez, Adrian Perez, Katherine Pipoly, Penny Benavidez, Jeremy Taub, Chuck Agwuegbo, Caroline Goddard, Dr. Federico Ghirimoldi, Linda Martinez, Vanessa McHaney, Rebecca Espino Balencia, Gabriella Horbach, Manuel Ugues, Jason Rodriguez, Daisey Vega, Sylvia Perez, Angela Bush, Brenda Garcia, Miriam Barksdale-Botello, Dr. Ricardo Ramirez, Trema Cote

**LEGAL COUNSEL:** None.

**GUEST:** None.

### **AGENDA**

*Agenda items may not be considered in the order they appear.*

Citizens may appear before the Committee to speak for or against any item on the agenda in accordance with procedural rules governing meetings. Speakers are limited to three (3) minutes on each topic (6 minutes if translation is needed) if they register at the beginning of meeting. Questions relating to these rules may be directed to Linda G. Martinez at (210) 272-3250.

***The Chair of the Committee will be at the Host Location. The Host location is specified above. Meetings will be visible and audible to the public at the Host location, and there will be a visual or audio recording of the meeting. There will be two-way audio and video of the meeting between each Board member sufficient that Board members and public can hear and see them. WSA will comply with all Videoconferencing Guidelines.***

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**During the Public Comments portion of the meeting (Agenda Item 3), the Public may type their name into the chat box or unmute themselves and state their name.**

**The meeting host will call each member of the public for comments, in the order their names were submitted.**

- I. CALL TO ORDER AND DETERMINE QUORUM  
Presenter: Mr. Eric Cooper, Committee Chair  
**At 10:00 am, Chair Cooper called the meeting to order.**
- II. ROLL CALL  
Presenter: Mr. Eric Cooper, Committee Chair  
**The roll was called, and a quorum was declared present.**
- III. PUBLIC COMMENT  
Presenter: Mr. Eric Cooper, Committee Chair  
**None.**
- IV. DECLARATIONS OF CONFLICT OF INTEREST  
Presenter: Mr. Eric Cooper, Committee Chair  
**None.**
- V. CONSENT AGENDA: (DISCUSSION AND POSSIBLE ACTION)  
Presenter: Mr. Eric Cooper, Committee Chair  
a. Meeting Minutes – January 27, 2023  
**Upon motion by Lowell Keig and second by Angelique De Oliveira, the Committee unanimously approved the Consent Agenda item a. Meeting Minutes – January 27, 2023.**
- VI. PROCUREMENT UPDATE (DISCUSSION AND POSSIBLE ACTION)  
Presenter: Jeremy Taub, Director of Procurement and Contracts  
a. Facility Updates  
i. Port SA Update  
— Timeline: March 6 – Planning and Development, April 10 – Final Building Specification, April 30 – Construction Mile Stones, October 10 – Property Review, November 8 – Move In.  
ii. Boardroom Update  
— Estimated completion is March 17, 2023.  
— Upgrade expands accessibility in the Board Room to support Board of Directors meetings, and staff and contractor trainings. Key upgrades include a new sound system with overhead audio and ceiling microphones, and smartboards displayed overhead with touch-screen control capabilities.  
— Cost of upgrades not to exceed \$87,875.  
b. Procurement Diversity Update (SMWVBE)  
— Online vendor registration is used to collect vendors’ SMWVBE/HUB status.  
— Utilizing online search tools such as various local SMWVBE search directories to expand outreach: The Maestro Entrepreneur Center and The South-Central Regional Certification Agency.  
— Providing demographic information on the Child Care Providers received from COSA.  
— As of January 31, 2023, WSA is at 13.3% of total expenditures.  
— Fiscal year ending September 30, 2022, WSA was at 22.6% of total expenditures.  
— Mike Ramsey asked which category a Hispanic woman’s payments are in, either Hispanic or Woman. Jeremy Taub said he would clarify this further.

## VII. UPDATE: LOCAL PLAN PROGRESS (DISCUSSION AND POSSIBLE ACTION)

Presenter: Adrian Perez, CIO

### a. Local Plan – 2-Year Modification

- The Board of Directors and staff have successfully completed all steps in the process pending final edits, forms, and submission.
- 72 target occupations were approved. Based on Board/Partner feedback, final adjustments include incorporate language that allows centers to fund occupations with similar occupational codes, and include lists of the career pathways in the appendix, which also will be funded.
- Next steps include to make final adjustments to the plan, submit to TWC on March 31, 2023, and respond to any questions or requests that TWC may have. Estimated approval from TWC and the Governor’s Office will be in June or July. Once approved, WSA will continue with its implementation with promotion and informational notices and materials, continue to focus on sector-based model, continue building career pathways, and use data to track and report status and outcomes.
- Amy Contreras asked to see a final version of the Local Plan 2-Year Modification. Adrian Perez stated that he will send it out next week.

### b. Summary of WSA Board of Directors Retreat

- One of the primary goals was to secure Board insight into the further development of the Sector-Based model. The activities that produced Board input included data walk through, strategic imperatives, identifying partners, and committee work plans.
- Data Walk Through: The Board reviewed GIS visualizations and a variety of infographic summaries illustrating demographic characteristics of the region as well as selected characteristics of WSA clients. Highlights include requests for representation of rural counties in all analysis, further inquiry into how centers, services, and outreach are optimized for population density and poverty, and how efforts are integrated with other agencies, further disaggregation of education and demographic representation illustrating other races and ethnicities, request for assessment as to why segmentations are over/under participating, and request further structure how data requests are made, a better understanding of what data is available, and how it can be further leveraged.
- Strategic Imperatives and Root Cause Analysis: The Board discussed strategic imperatives and participated in a root cause analysis that highlighted potential solutions within these issues as cross-sections between employers, residents (job seekers), WSA, and partner organizations. Highlights include the Board outlining potential partners and stakeholders on the following strategic imperatives: job seeker employment readiness challenges, increasing youth engagement, support staffing in childcare centers, and two closely related strategic imperatives were combined. The first was to work with employers to increase wages and the second

was to battle the phenomenon of the working poor or those working jobs that require subsidy through government programs.

- Committee Workplans: The Audit & Finance, Youth, Strategic, and Oversight committees established a work scope and timelines for the 2023 calendar year. Staff will present each committee with their workplan as captured for further refinement and development of action plans. Highlights for the Strategic Committee workplan include continue to build out sector-based model, define a focus and answer the question, “what can we excel at”, and develop a five-year outlook/model that includes programmatic, policy, and outcome metrics, development of the Data Dream Team through partnerships with local universities, Census Bureau, Dallas Fed, economists, and Economic Development Corporations, and address challenges such as securing data currently unavailable.
  - Next steps include Board feedback and perspective generated by the retreat will inform staff further definition of the Sector-Based model. Staff will continue development of a “Tactical Framework” that will drive work towards Board direction in describing and classifying value for industry sectors, strengthening and growing partnerships, coordinating outreach and services to residents, and integrating a continuous improvement discipline of the Tactical Framework.
  - Angelique De Oliveira requested to have a clearer picture of the data points and how each of the programs help to move the needle. Adrian Lopez stated that this is something WSA is currently working on and will be able to see more information in the next presentation on tactical construct.
- c. Introduction of Draft Workforce Solutions Alamo Tactical Construct
- The State of Texas piloted the Texas Talent and Economic Growth Project which outlined goals that further align WSA with economic development, employer focused program development, broader community collaboration, and aligning services around the entirety of the barriers faced by job seekers such as housing and transportation. WSA and its leadership were key stakeholders in the development of this pilot.
  - Goal 1 Texas Talent Experts: To establish the state’s public workforce system as the go-to resource for expertise about the Texas talent market. Strategies include standardized data, thought leaders, and resource investment.
  - Goal 2 Service Optimizers: To deploy unmatched services of value to employers and economic development organizations and more effectively tell the story of the public workforce system’s toolbox. Strategies include standard menu of employer services, targeted delivery model, and expanded training.
  - Goal 3 Partnership Managers: To create and manage more intentional partnerships to facilitate talent solutions, pursue shared goals in support of a healthy and robust workforce, and leverage joint resources. Strategies include industry engagement, economic development collaboration, training and education alignment, and community-based organizations support.

- Key Questions and Requirements: Express the year’s upcoming work in advancing the strategic imperatives and committee workplan input received during the Board retreat, drive awareness of how the ecosystem works together to support awareness of upstream and downstream impacts of actions, drive action and focus resources under feasible time constraints with enough clarity to be meaningful to each group of stakeholders while providing enough awareness of the whole ecosystem to reinforce integration and partnership, and serve as a basis to develop meaningful data products and WSA and stakeholder involved analysis across all practice areas.
  - Tactical Construct Analogy: The practice areas four faces of a pyramid as an expression of the ecosystem. Each face is a unique representation of a practice area with common terminology and methodology to express and drive activity. Meaningful action is derived by focusing on the most pressing motivations of actor within each practice area and laying out meaningful, time constrained objectives and key results.
  - Objectives and Key Results Year 1: Objective A is to provide Human Resource Directors a value proposition to supply candidates and lower recruitment costs. Key result 1 is to assess systems for aggregating demand and recommend innovation. Key result 2 is aggregate services and partners inputs into a process/package that makes realization of business value.
  - Next steps include work to further operationalize and measure implementation of Sector-Based model.
  - Anthony Magaro commented that he wants to add a fourth goal to this which is sustainability. He stated that it is not only building a model and going through the steps, but also creating a program that is sustainable at the very end of it.
- d. Sector Based Model Update
- i. Sector Based Score Cards – Rebecca Espino Balencia, Director of Ready to Work
    - Totals: 155 Enrolled, 84 Active, 71 Completions, 51 Successful Completions, 72% Success Rate, 26 Successful Credential, 51% Credential Rate.
    - Upcoming construction collaborative on March 23, 2023, at the South Flores location from 9:00am to 12:00pm. Purpose is to convene sector-based employers to explore and validate local labor market trends, including the current talent pipeline, training needs, resources, and solutions.
  - ii. Strategic Partnership Manager Update – Caroline Goddard, Strategic Community Partnerships Manager
    - There are over 300 participants in the Workforce Academy for 2023. Goal is 500 and 130 have graduated.
    - Aspen Workforce Leadership Academy: 35 applicants completed of 75 interested individuals. 24 selected Fellows will be notified on March 17<sup>th</sup>. Orientation will take place on March 20<sup>th</sup>. Opening Retreat will take place on March 29<sup>th</sup> – March 31<sup>st</sup>.
    - Partnerships in the works are with Dee Howard Foundation, Kronkosky

Foundation, Texas State Library, UP Partnership, Rural Libraries, SA Hope Center, Rise Recovery, American Indians In Texas, and Children's Shelter.

VIII. CEO REPORT

Presenter: Adrian Lopez, CEO

- a. San Antonio Chamber of Commerce Partnership
- b. Aspen Institute

IX. CHAIR REPORT

Presenter: Mr. Eric Cooper, Committee Chair

X. Executive Session: Pursuant to Chapter 551 of the Texas Open Meetings Act, the Committee may recess into Executive Session for discussion on any issue for which there is an exception to the Act as set out in section 551.071 et. seq. including, but not limited to, the following:

- a. Government Code §551.072 – Discussions Regarding Purchase, Exchange, Lease, or Value of Real Property if Deliberation in an Open Meeting Would Have a Detrimental Effect on the Position of Workforce Solutions Alamo in Negotiations with a Third Party;
- b. Government Code §551.071 - All Matters Where Workforce Solutions Alamo Seeks the Advice of its Attorney as Privileged Communications under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas:
- c. Pending or Contemplated Litigation; and
- d. Government Code §551.074- Personnel Matters involving Senior Executive Staff and Employees of Workforce Solutions Alamo.

XI. ADJOURNMENT

Presenter: Mr. Eric Cooper, Committee Chair

**Upon motion by Lowell Keig, the Committee unanimously approved to adjourn the meeting at 11:30am.**