



Board of Directors Retreat

Friday, February 27, 2026



Retreat Objectives & Overview



Federal Reserve Bank of Dallas Presentation





Federal Reserve
Bank of Dallas

Regional Economic Update: The Twists and Turns of 2025 and a Look Ahead

02/27/2026

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Workforce Solutions Alamo Board of Directors

DISCLAIMER: The views expressed are the authors' and do not necessarily reflect the views of the Federal Reserve Bank of Dallas or Federal Reserve System. Any data requests can be addressed to Diego Morales-Burnett at Diego.Morales-Burnett@dal.frb.org.

The views expressed are my own and do not necessarily reflect official positions of the Federal Reserve System.

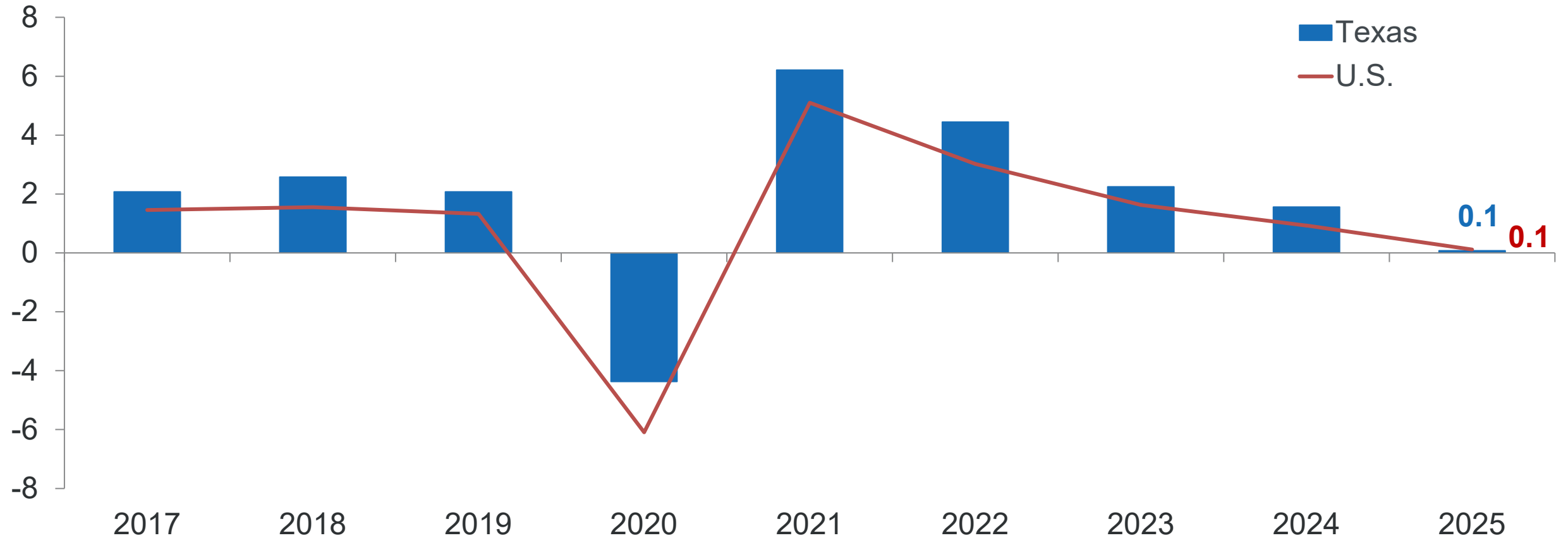
Overview

- Texas' economy slowed in 2025
 - Output growth was below average, and job growth was zero at best
 - Higher tariffs, falling immigration, federal government cutbacks & widespread policy uncertainty contributed to lower growth
 - Texas also contended with job losses in energy and high-tech and a downturn in residential construction
- Outlook for 2026 calls for a pickup in growth
 - Momentum in AI investment and data center construction will carry forward
 - Fiscal policy will add to growth, as will easier financial conditions and deregulation
 - FIFA World Cup
 - Headwinds include labor supply constraints, residential housing markets, low oil prices, and cuts to safety net programs
 - Outcome of USMCA renegotiation also pivotal for Texas

Recent Economic Activity and Labor Markets

Texas payrolls held steady in 2025

Job growth (percent)*



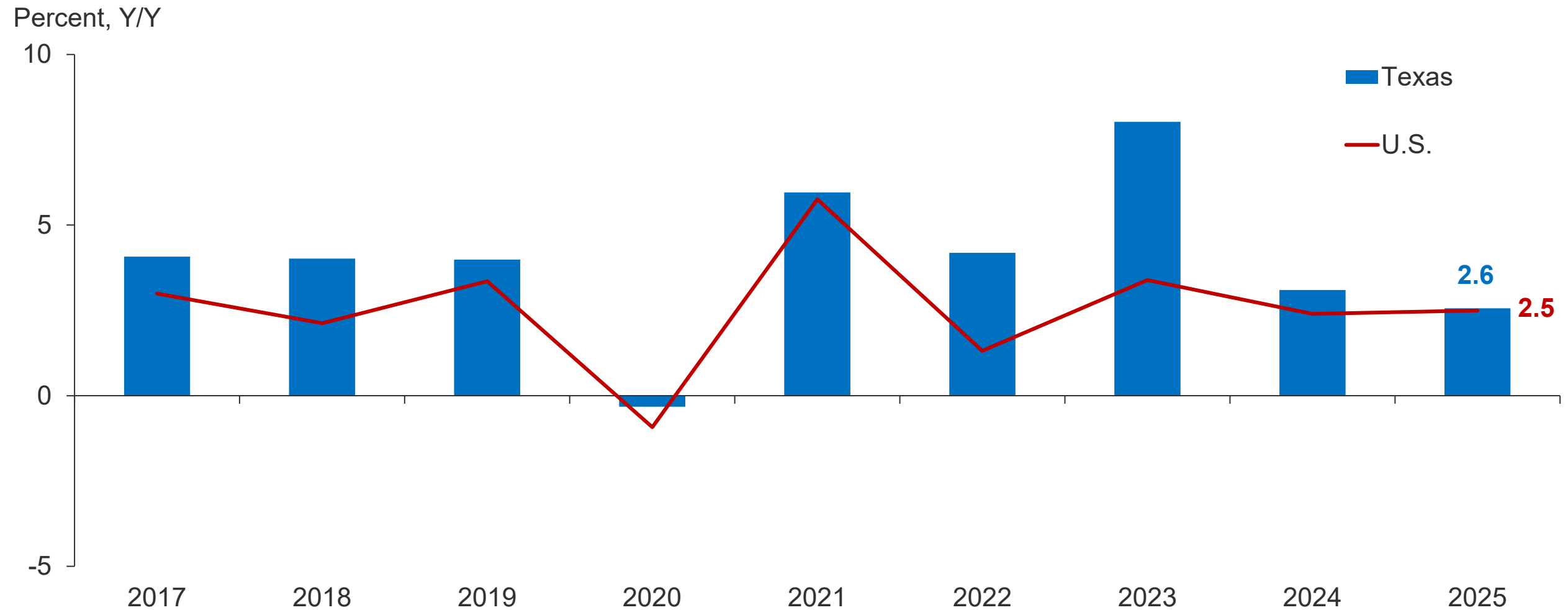
*Seasonally adjusted, annualized rate.

NOTE: Last data point is annualized job growth Dec. 2025/Dec. 2024.

SOURCES: Bureau of Labor Statistics; Texas Workforce Commission; seasonal and other adjustments by FRB Dallas.

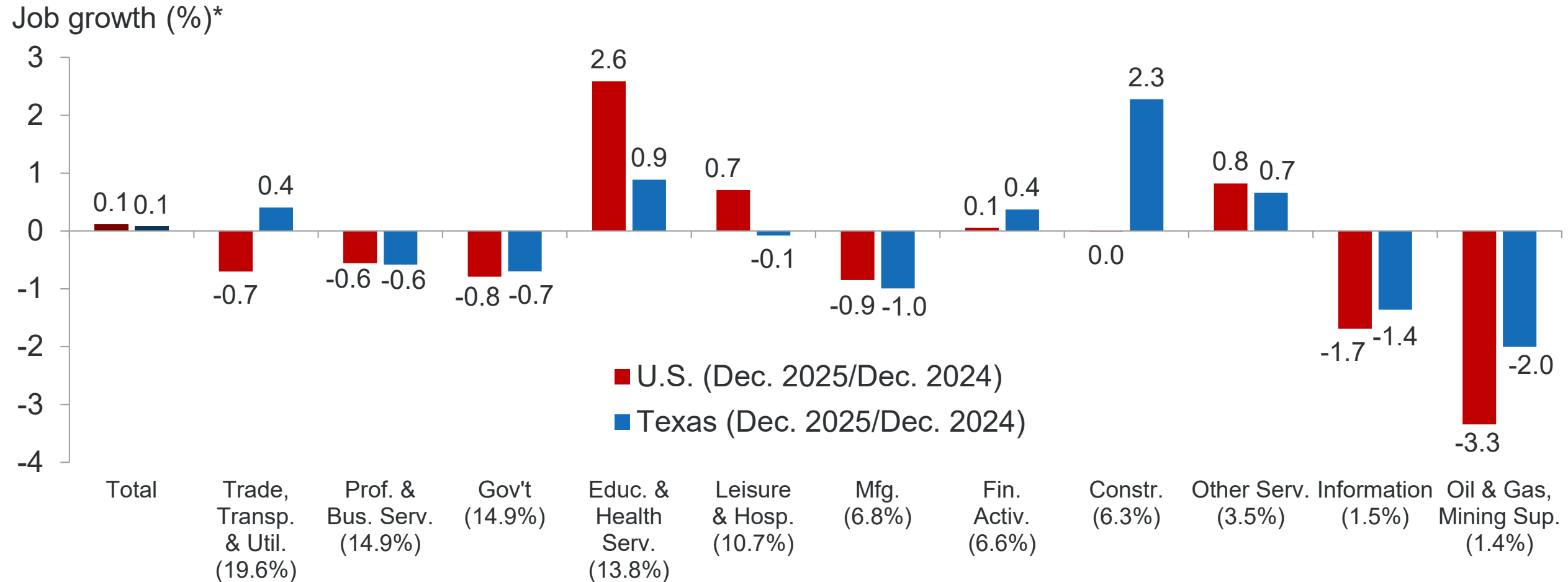
DATA: <https://www.dallasfed.org/research/econdata/tae000000.aspx>

Meanwhile, GDP growth held up in both Texas, U.S.



NOTES: Shown is Q4/Q4, real GDP growth. 2025 data is Q3 '25/Q4 '24 annualized for U.S. and Texas.
SOURCES: Bureau of Economic Analysis.

Texas employment levels flat in 2025



*Seasonally adjusted, annualized rate.

NOTE: Numbers in parenthesis indicate share of total state employment for most recent monthly data.

SOURCES: Bureau of Labor Statistics; Texas Workforce Commission; seasonal and other adjustments by FRB Dallas.

DATA: <https://www.dallasfed.org/research/econdata/tx-emp-ind.aspx>

San Antonio employment declined last year

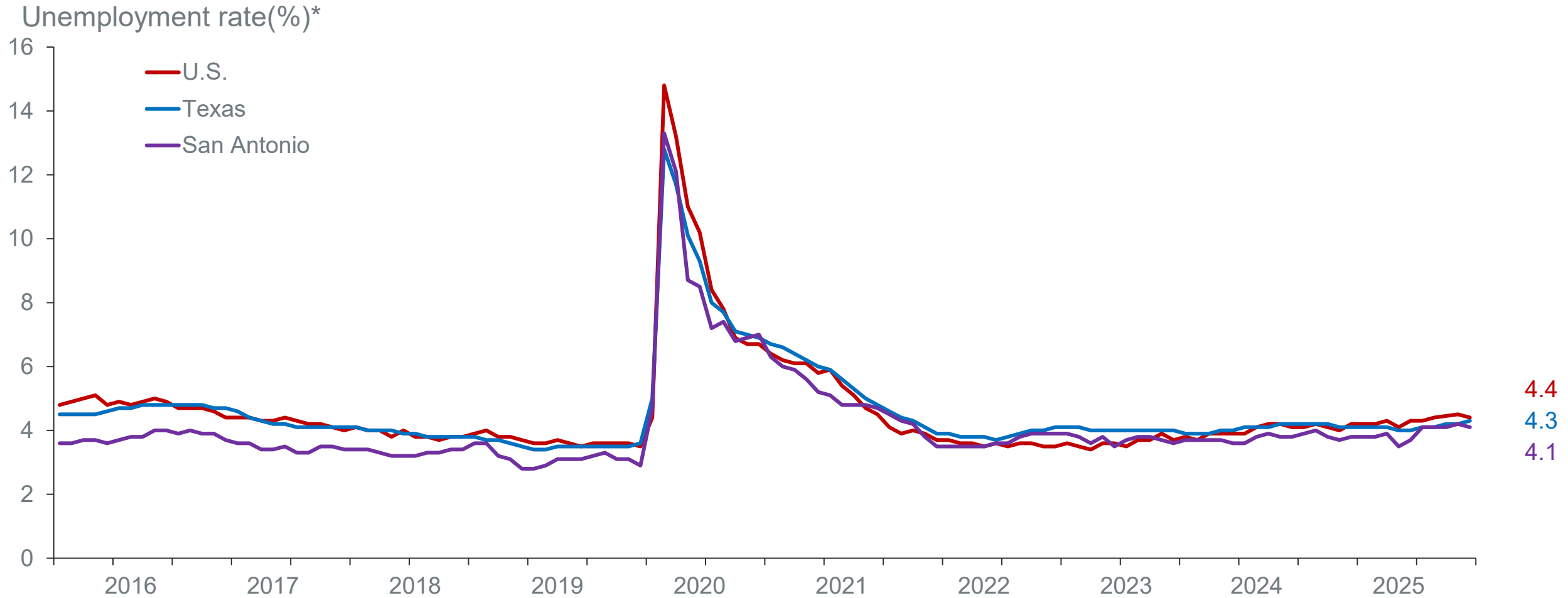
San Antonio Employment growth



NOTE: Data show seasonally adjusted and annualized percentage employment growth by sector. Numbers in parentheses represent the shares of total employment and may not sum to 100 due to rounding.

SOURCE: Texas Workforce Commission; Bureau of Labor Statistics.

While San Antonio unemployment below Texas and U.S.



*Seasonally adjusted.

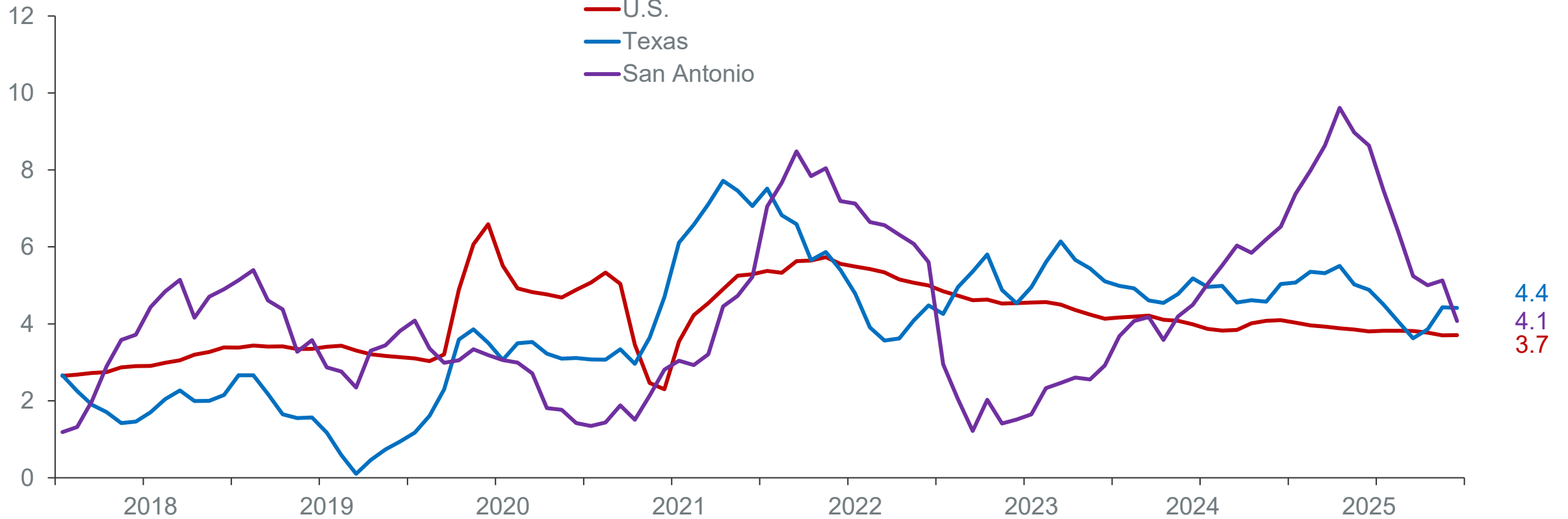
NOTE: Data are through December 2025.

SOURCES: Bureau of Labor Statistics; Texas Workforce Commission; Federal Reserve Bank of Dallas.

DATA: [Texas Employment by Industry - Dallasfed.org](https://dallasfed.org/research/employment/texas)

San Antonio wage growth slows

Private Sector Average Hourly Earnings
Percent change year-over-year



*Seasonally adjusted and three-month moving average

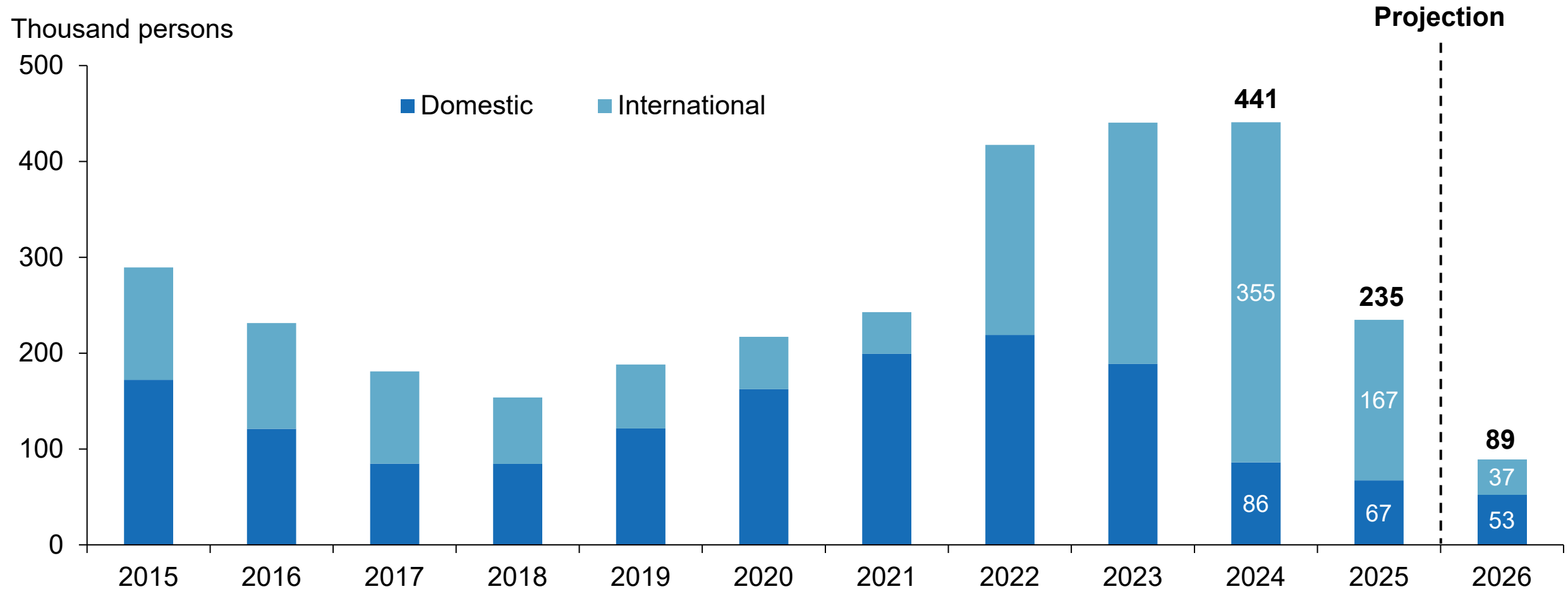
NOTE: Data are through December 2025.

SOURCES: Bureau of Labor Statistics; Texas Workforce Commission; Federal Reserve Bank of Dallas.

DATA: [Texas Employment by Industry - Dallasfed.org](https://dallasfed.org/research/employment)

Domestic and international Migration

A big reason for the drop off in job growth is less immigration

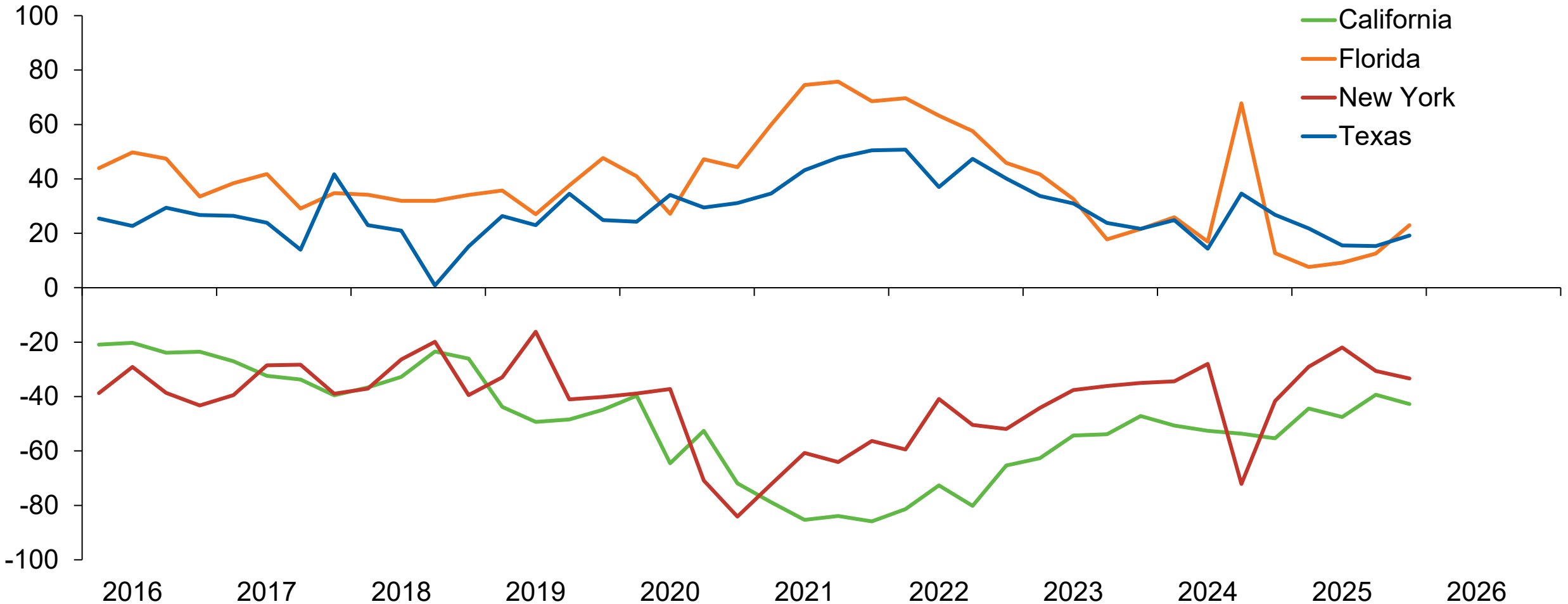


NOTES: Shown are annual net domestic and net international migration to Texas. Change is July to July. Estimate for 2026 is authors' projection.

SOURCE: Census Bureau; authors' calculations.

Net domestic migration to Texas has also slowed

Net-migration, thousands

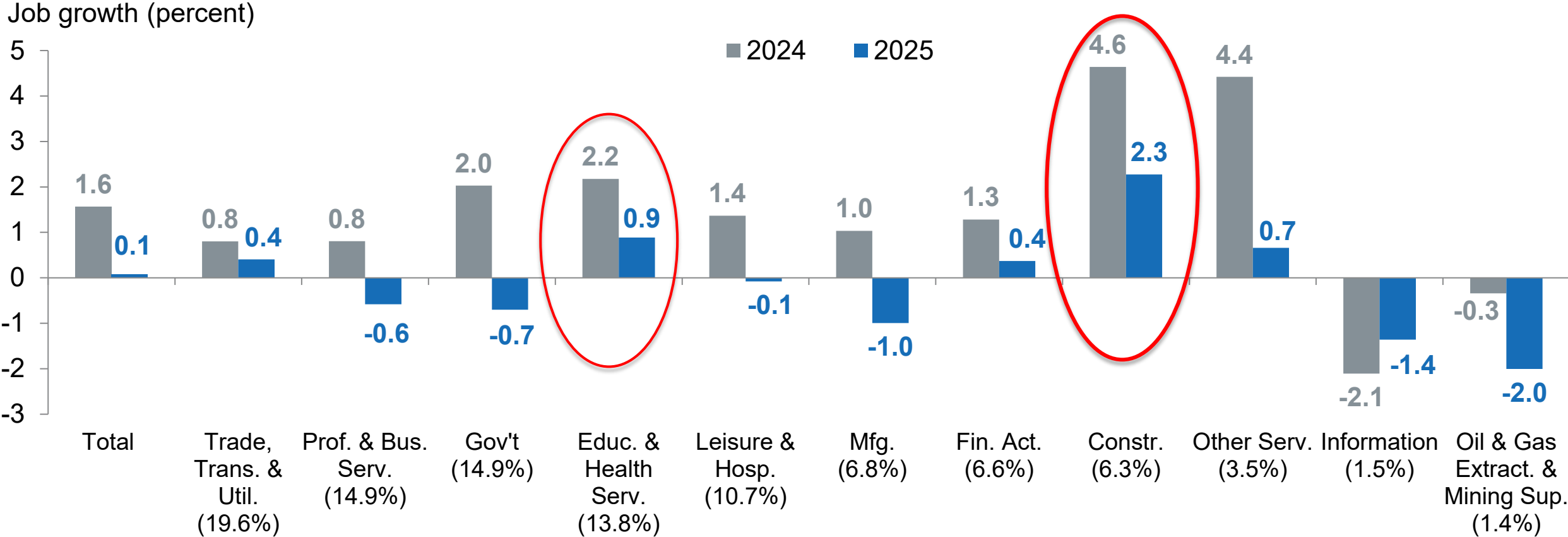


NOTES: Shown are estimated net migration flows. Data are seasonally adjusted and quarterly through Q4 2025.

SOURCE: Equifax Consumer Credit Panel; seasonal and other adjustments by Dallas Fed.

Construction and Real Estate

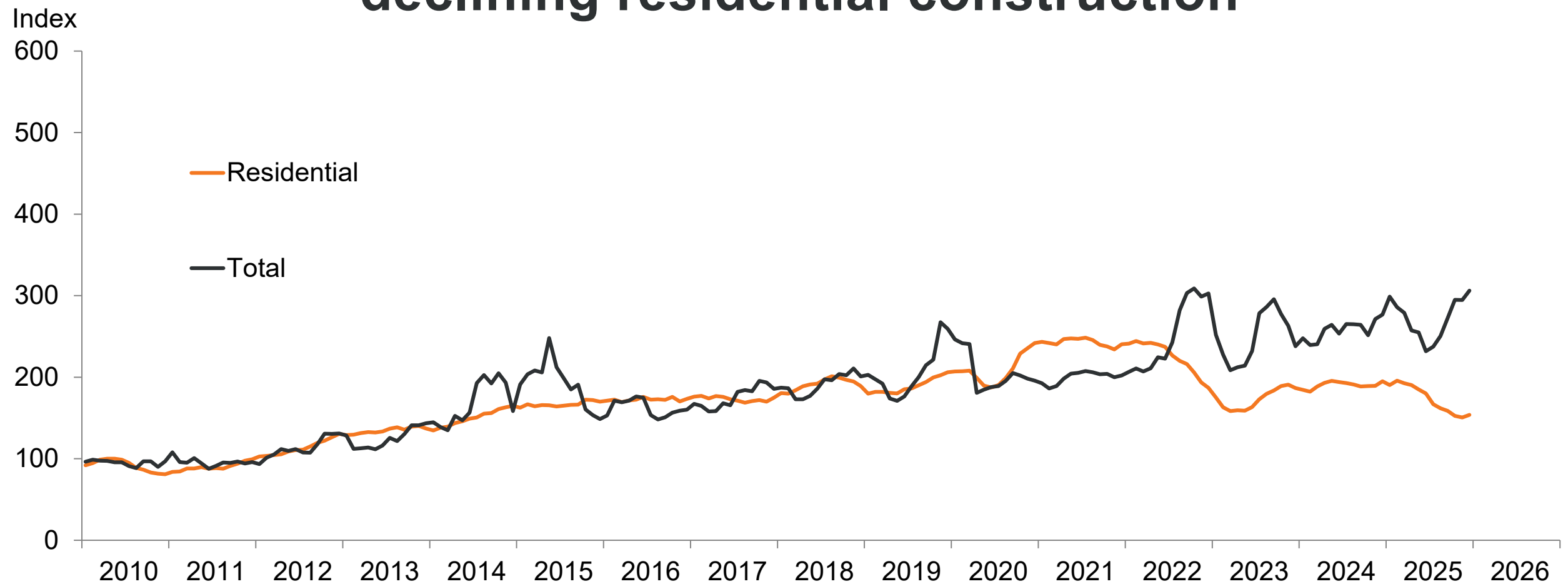
Construction boom? Texas job growth concentrated in Construction and Health sectors



NOTE: Data are seasonally adjusted and Dec/Dec growth. Numbers in parenthesis indicate share of total state employment for most recent monthly data.

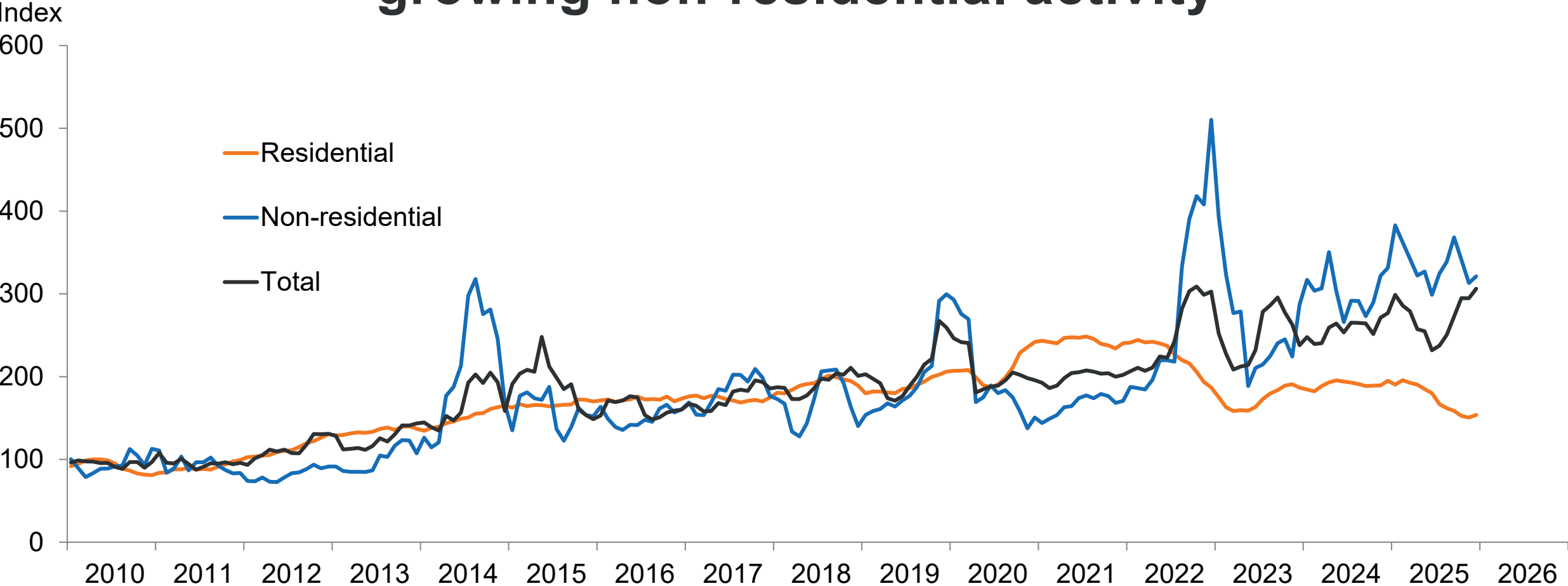
SOURCES: Bureau of Labor Statistics; Texas Workforce Commission; seasonal and other adjustments by FRB Dallas

Construction contract values recover mid year despite declining residential construction



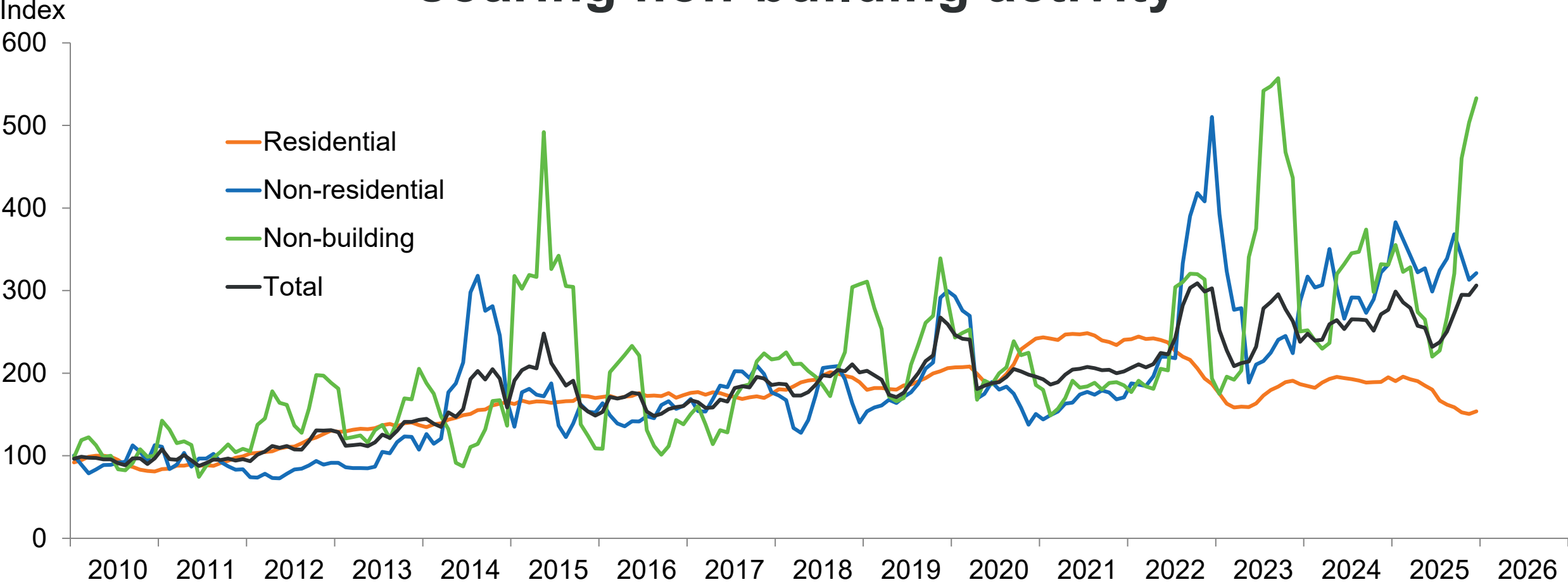
NOTES: Data are a 5-month moving average of seasonally adjusted real Texas construction contract values through December 2025. Values are indexed and Jan. 2010 = 100.
SOURCES: Dodge Construction; Federal Reserve Bank of Dallas.

Construction contract values recover mid year driven by growing non-residential activity



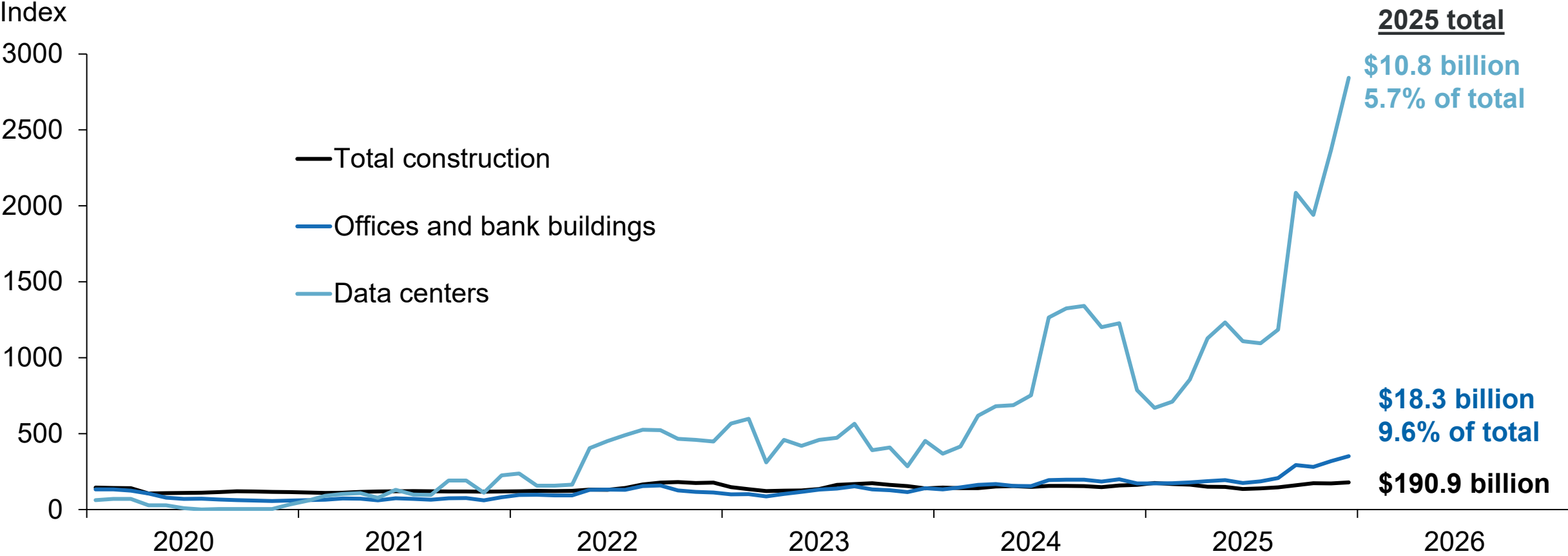
NOTES: Data are a 5-month moving average of seasonally adjusted real Texas construction contract values through December 2025. Values are indexed and Jan. 2010 = 100. SOURCES: Dodge Construction; Federal Reserve Bank of Dallas.

Construction contract values recover mid year driven by soaring non-building activity



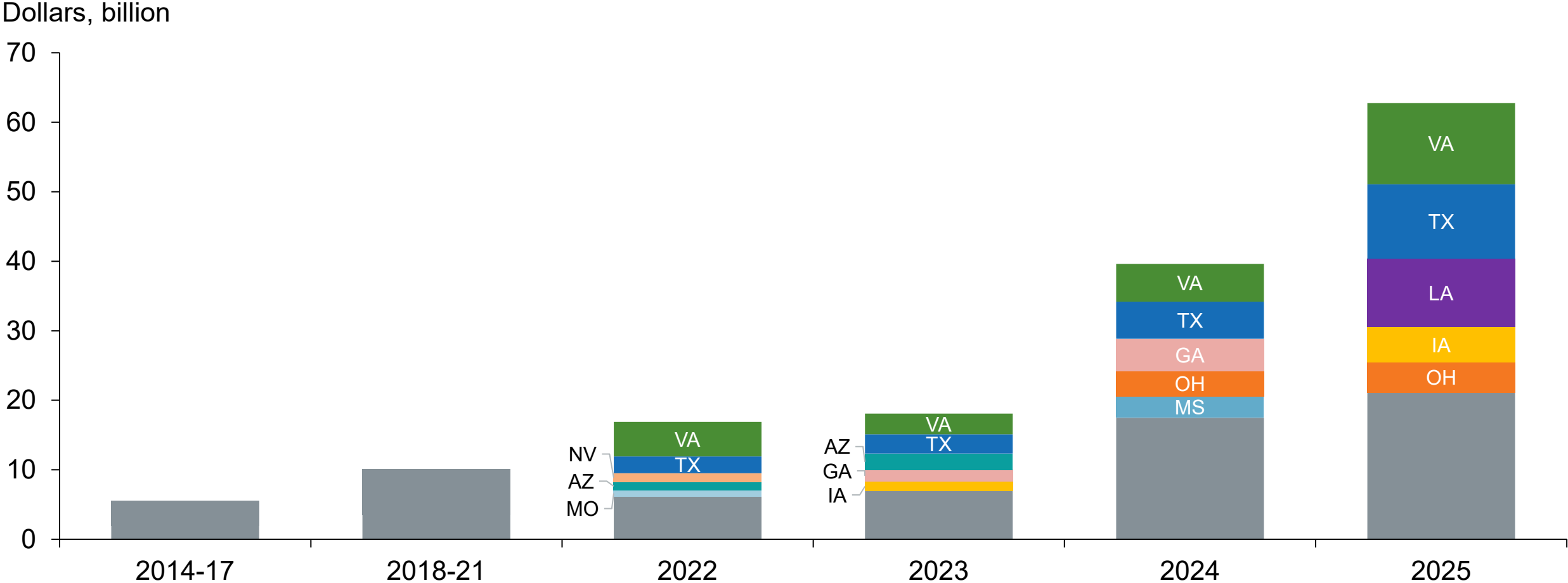
NOTES: Data are a 5-month moving average of seasonally adjusted real Texas construction contract values through December 2025. Values are indexed and Jan. 2010 = 100. SOURCES: Dodge Construction; Federal Reserve Bank of Dallas.

Growth in data center construction far outpacing overall construction activity since 2022



NOTES: Shown are indexed construction contract values for total building, offices and bank buildings, and data center projects in Texas. Contract values are real. Data are indexed such that January 2020 = 100, seasonally adjusted, and smoothed with a 5-month moving average through December 2025.
 SOURCE: Dodge Construction; seasonal and other adjustments by Federal Reserve Bank of Dallas.

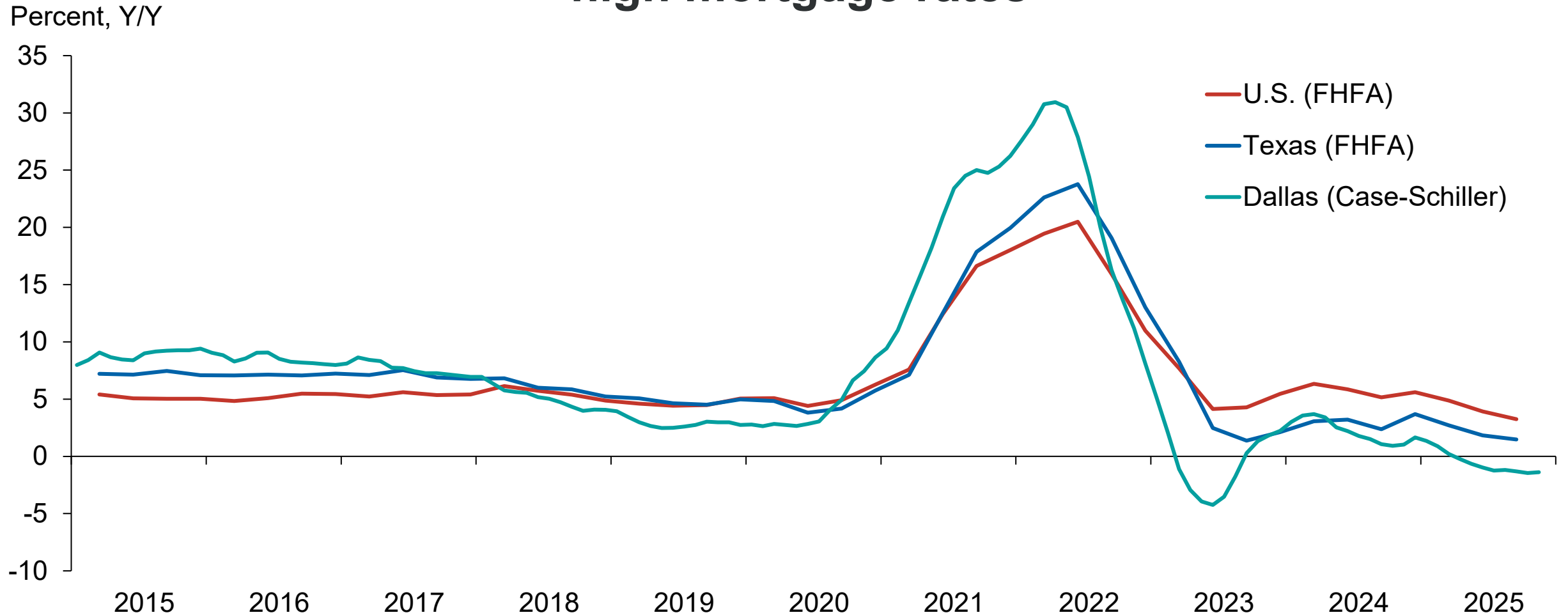
Texas second among states for data center construction



NOTES: Shown are total real annual construction contract values for data centers in the nation in 2025 dollars. Bars from 2022-2025 are broken out by the top 5 states and the rest of the nation. Bars for 2014-2017 and 2018-2021 show average annual contract values.

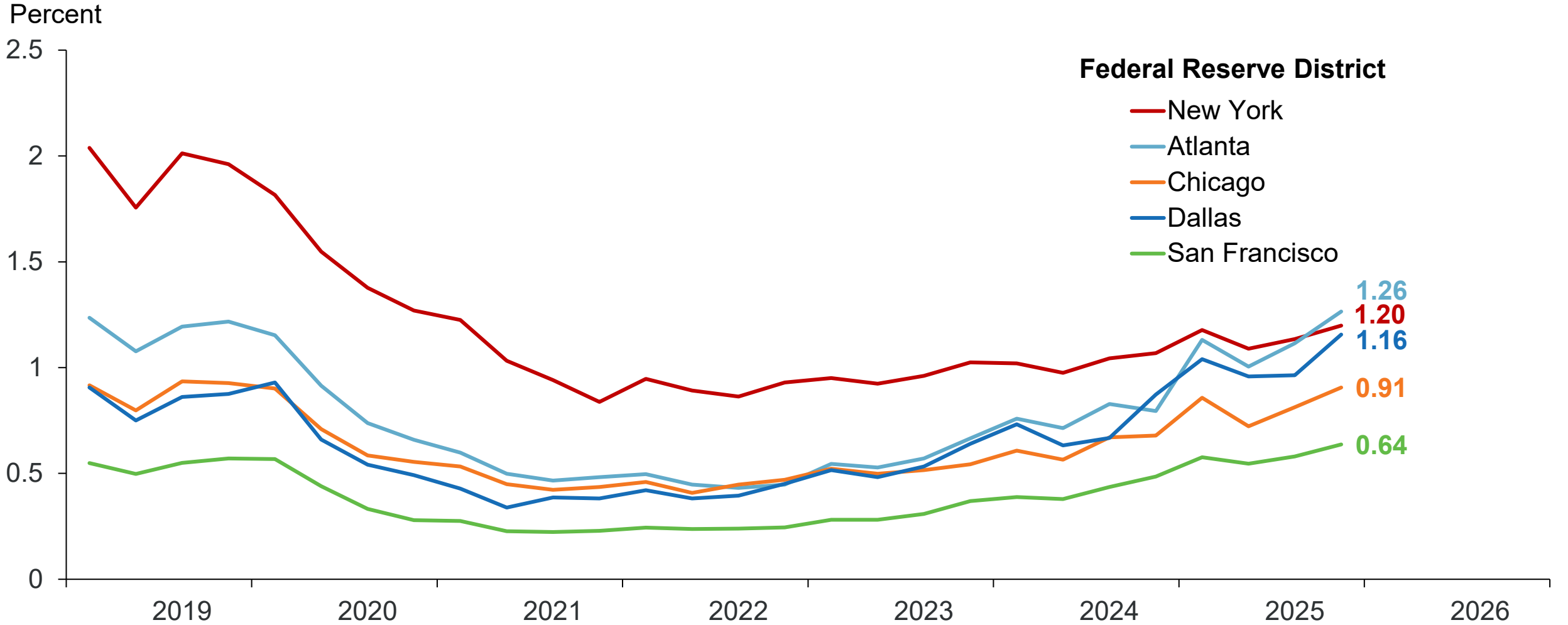
SOURCE: Dodge Construction.

Residential construction in Texas suppressed by falling prices, high mortgage rates



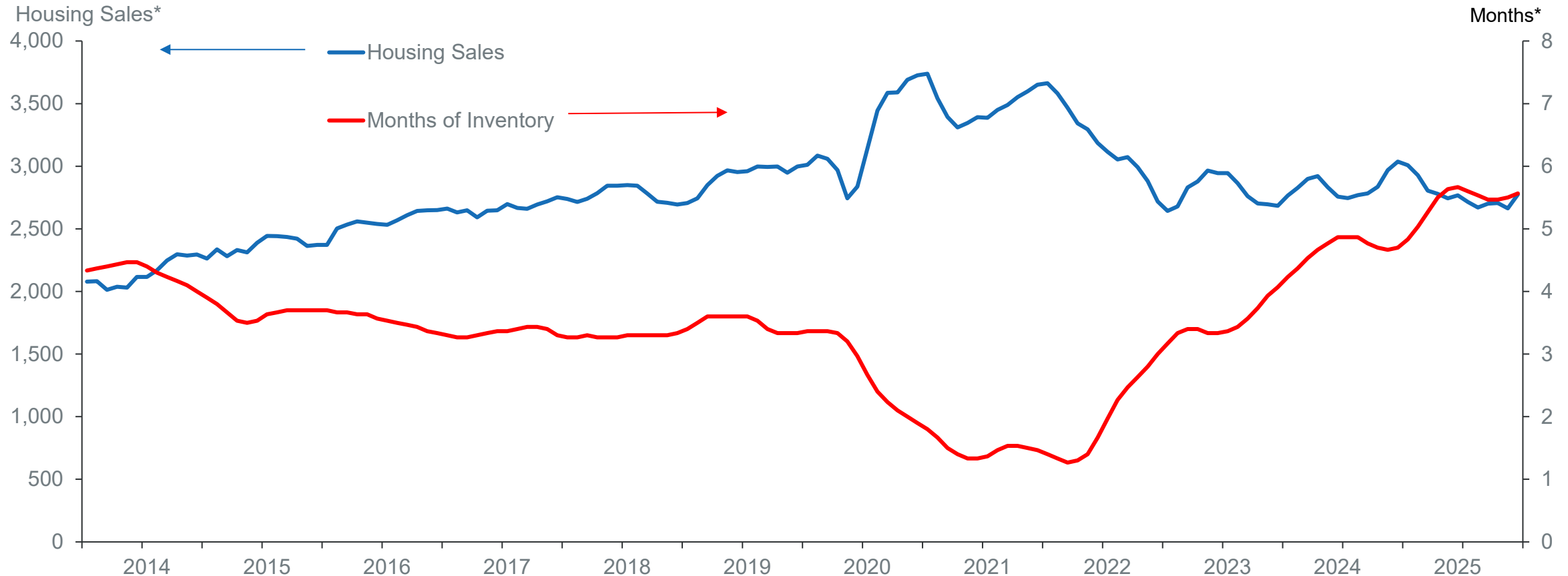
NOTES: Shown are home price indices. FHFA indices are quarterly through Q3 2025. Case-Schiller index is monthly through November 2025.
SOURCES: S&P Core Logic; Federal Housing Finance Agency.

High insurance costs, property taxes may be contributing to rising delinquency rates, which are now above 2019 level



NOTES: Shown are mortgage delinquency rates for severely delinquent loans (90+ days) by Federal Reserve District.
 SOURCE: Federal Reserve Bank of New York Consumer Credit Panel.

San Antonio housing sales decline, while months of inventory stabilize

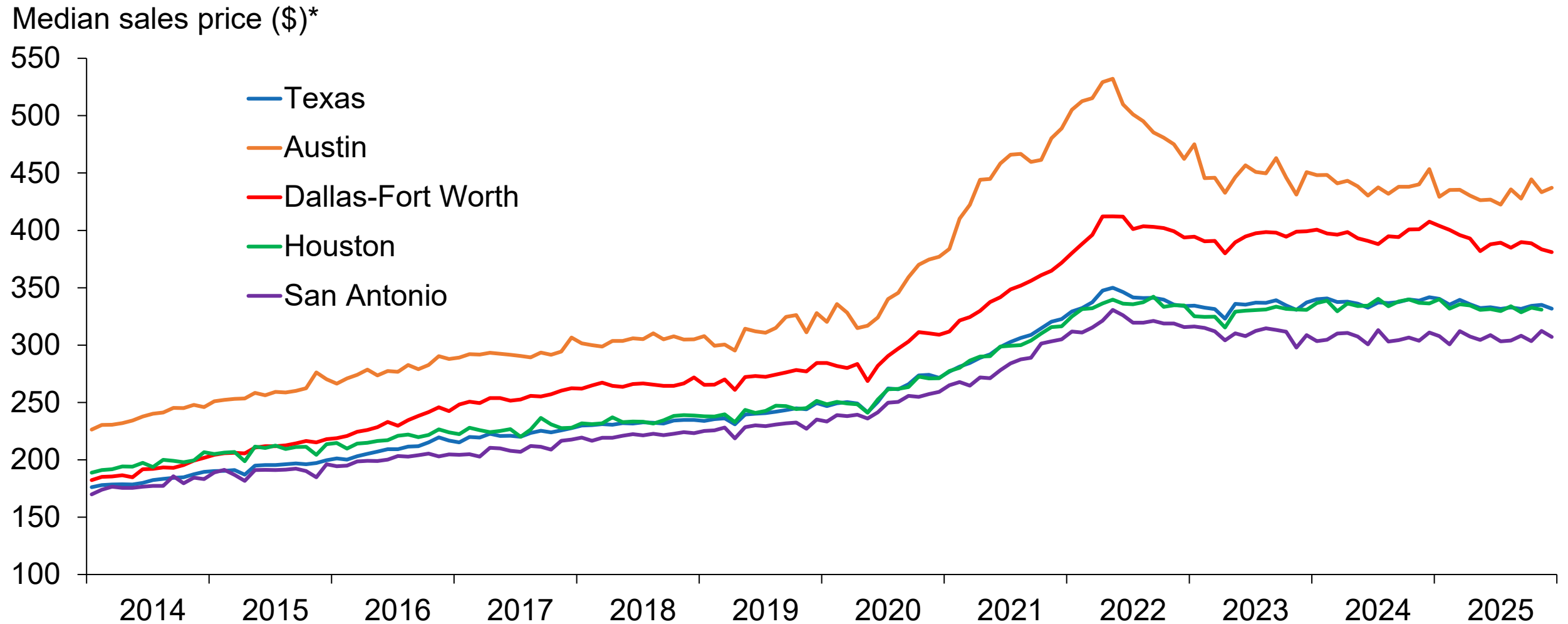


*Seasonally adjusted and three-month moving average.

NOTE: Data measure sales of residential units (single-family homes, condominiums and townhomes). Existing-Home sales. Data are through December 2025.

SOURCE: Multiple Listing Service; Real Estate Center at Texas A&M University; adjustments by the Dallas Federal Reserve Bank.

Texas median home prices tick down except in Austin



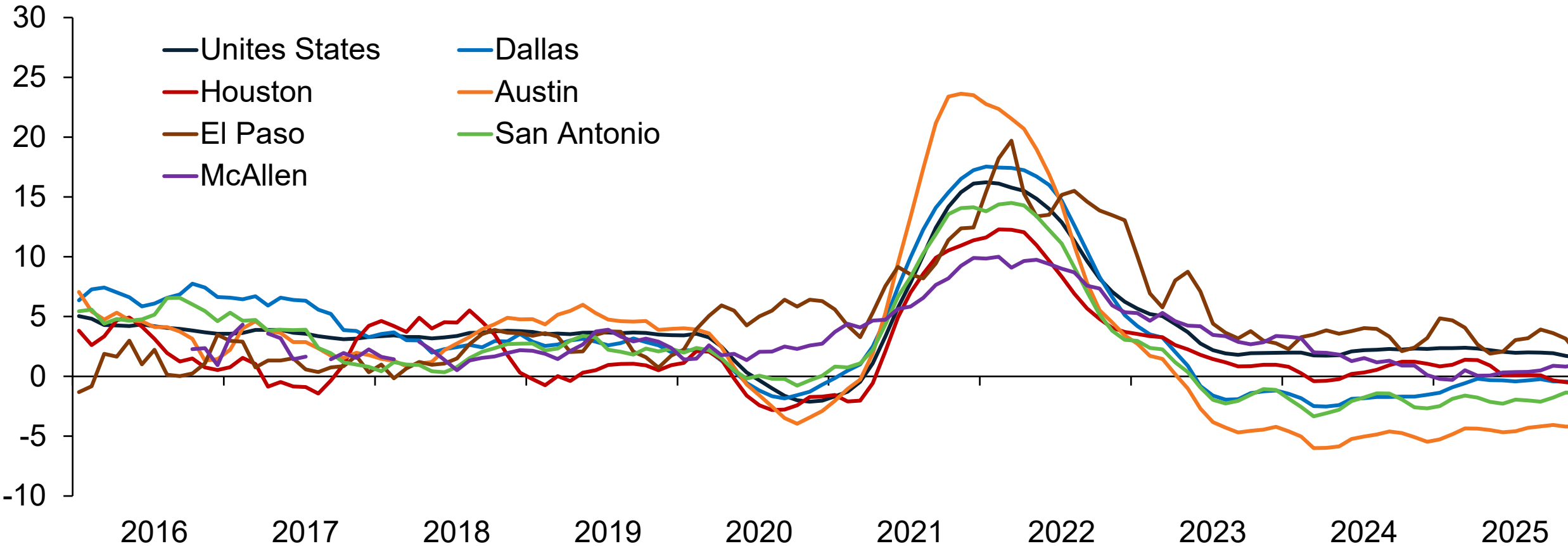
*Seasonally adjusted.

NOTES: Data are monthly through November 2025 for Houston; December 2025 for the rest.

SOURCES: Multiple Listing Service; seasonal and other adjustments by Federal Reserve Bank of Dallas.

San Antonio apartment rents are trending down

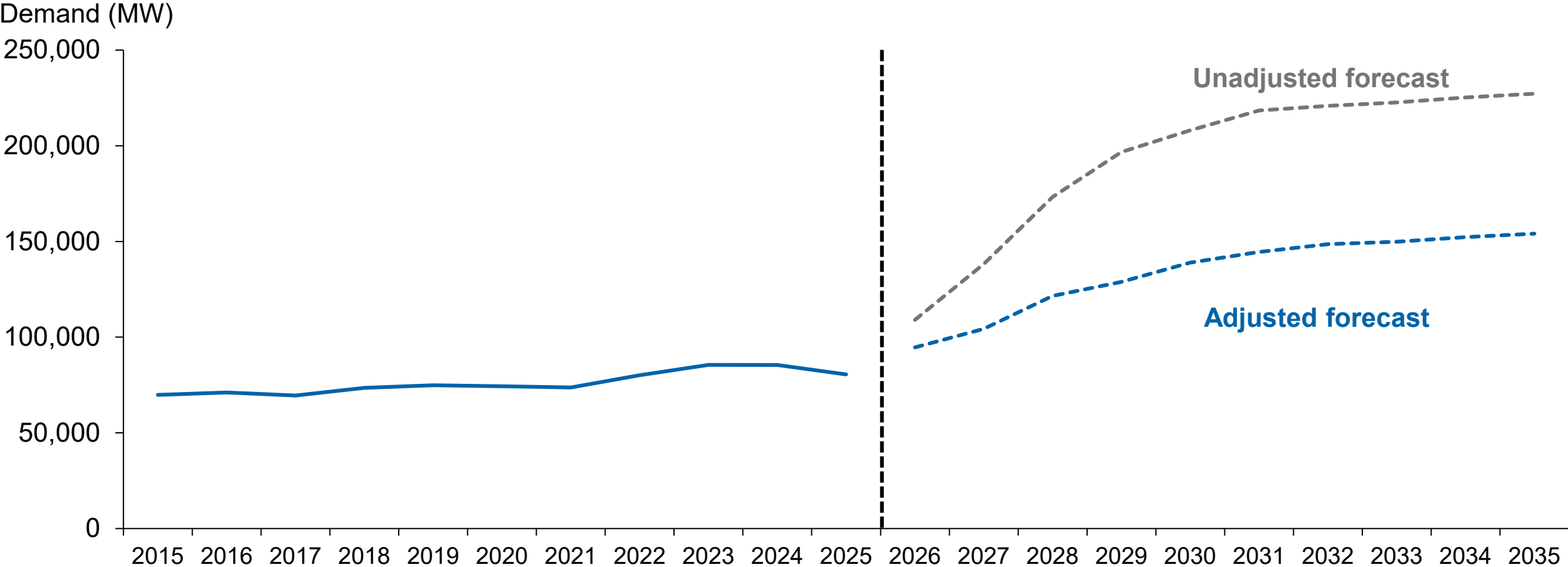
Percent, Y/Y*



*Smoothed and seasonally adjusted.
NOTE: Data are monthly through December 2025.
SOURCE: Zillow.

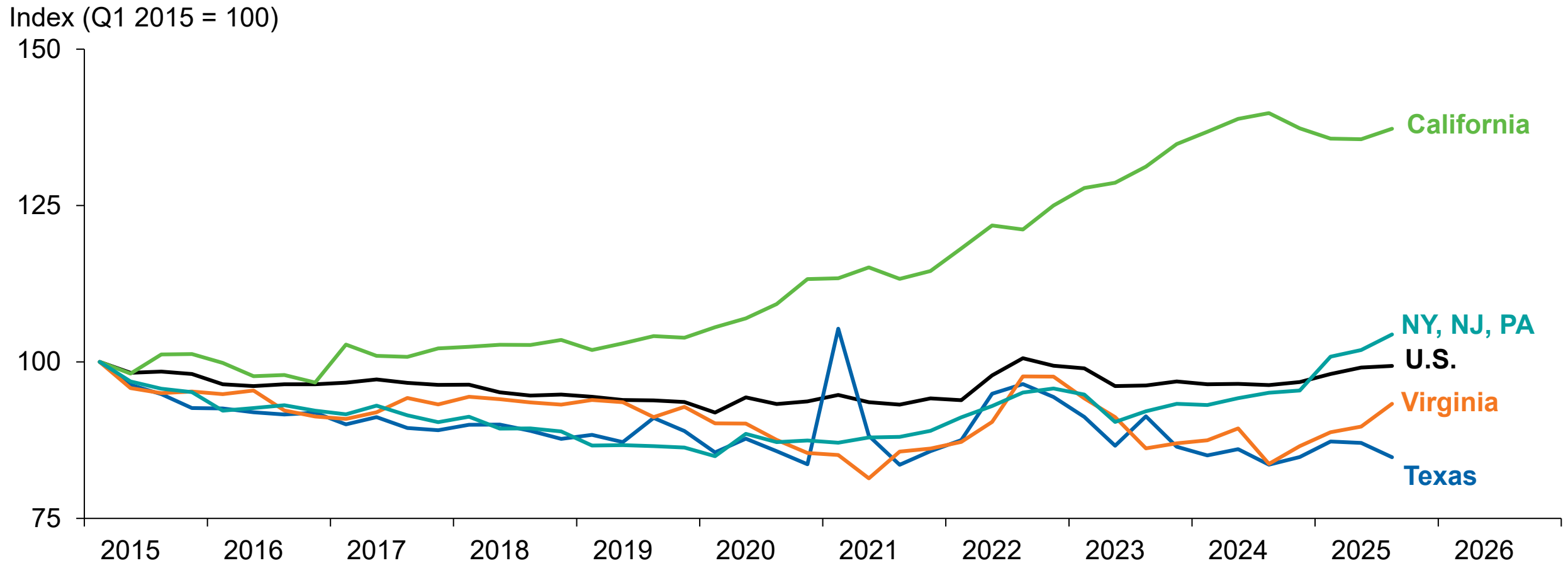
Energy

Data centers, other large users driving expected increase in peak grid demand in Texas



NOTES: Shown is annual peak demand for electricity. Dashed lines for 2026-2035 data are from the 2025-vintage ERCOT long-term load forecast. The adjusted forecast makes adjustments to expected load additions from hydrogen plants, data centers, crypto, oil and gas, and industrial users based on past observations.
SOURCE: ERCOT.

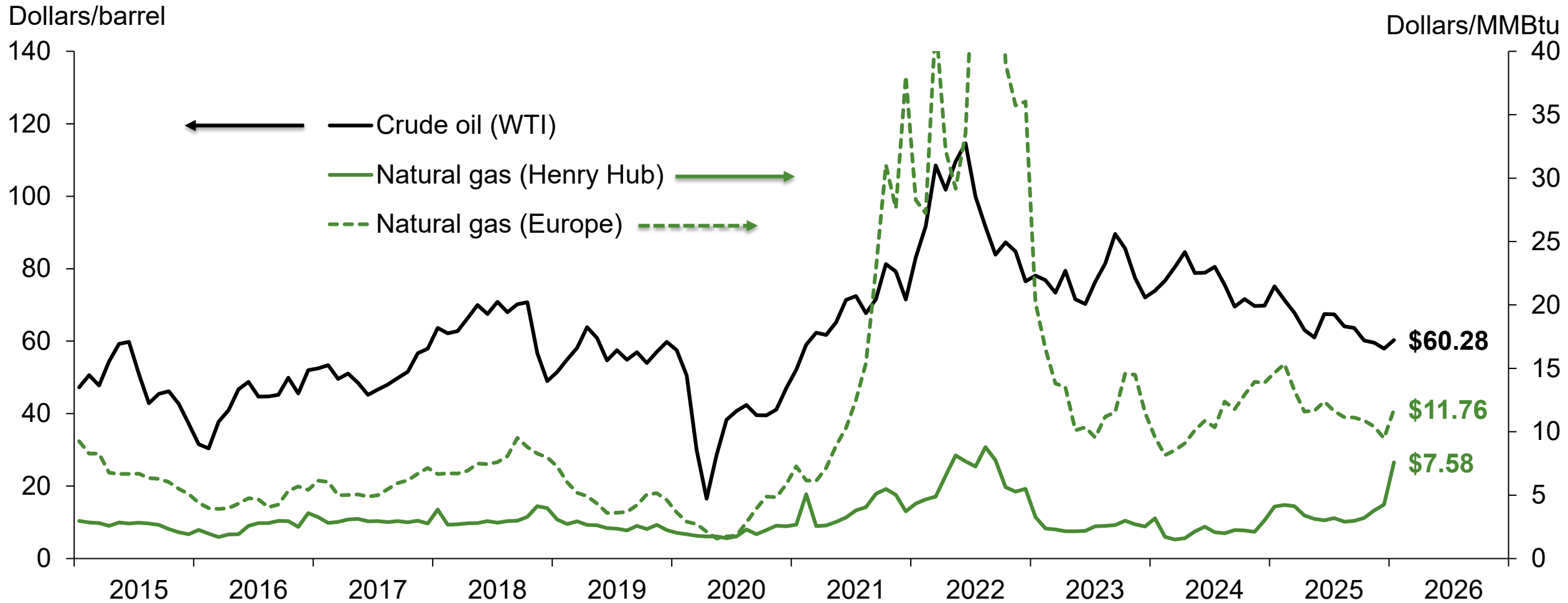
Electricity prices beginning to rise in top data center markets, less so in Texas



NOTES: Shown are indexed quarterly average retail prices of electricity for all sectors (commercial, industrial, residential, transportation, other) deflated by the PCE index. Data are seasonally adjusted and through Q3 2025.

SOURCE: Energy Information Administration.

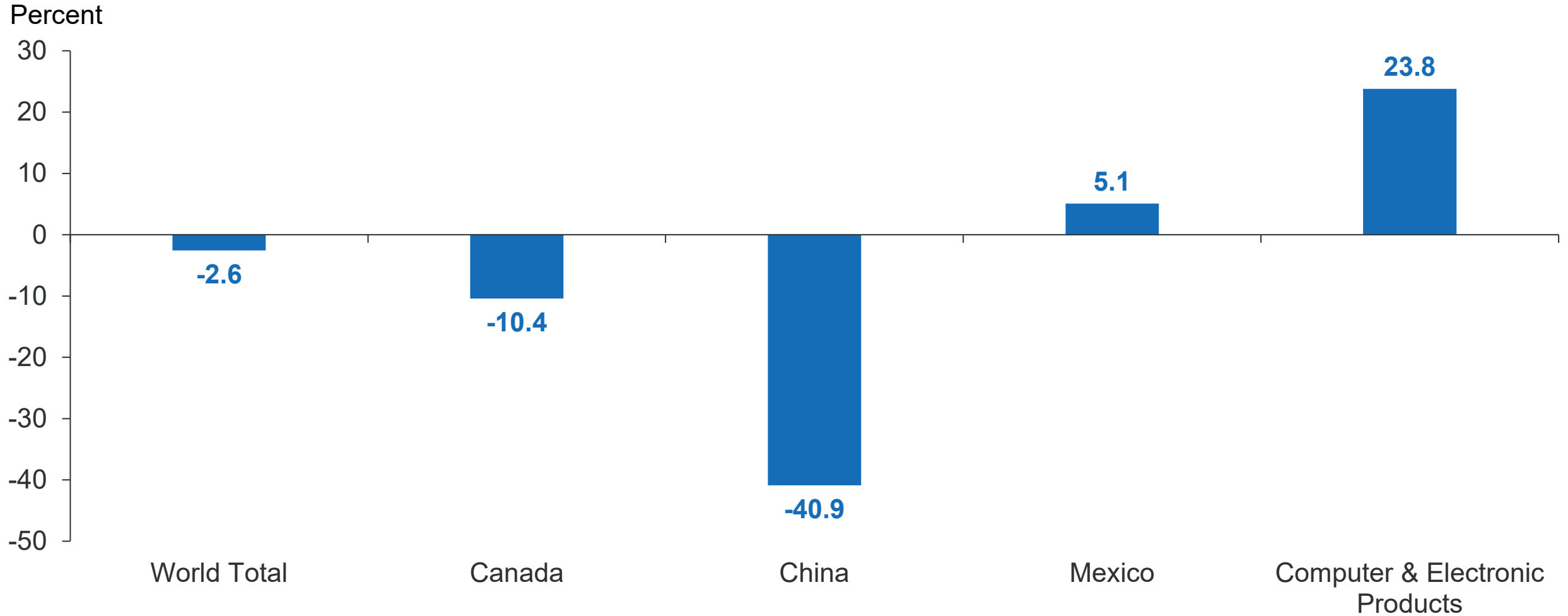
Oil prices are muted and below breakeven for new wells



NOTES: Shown are monthly average prices for U.S. WTI crude and natural gas and European natural gas. Data are monthly through January 2025.
SOURCE: World Bank.

International trade and tariffs

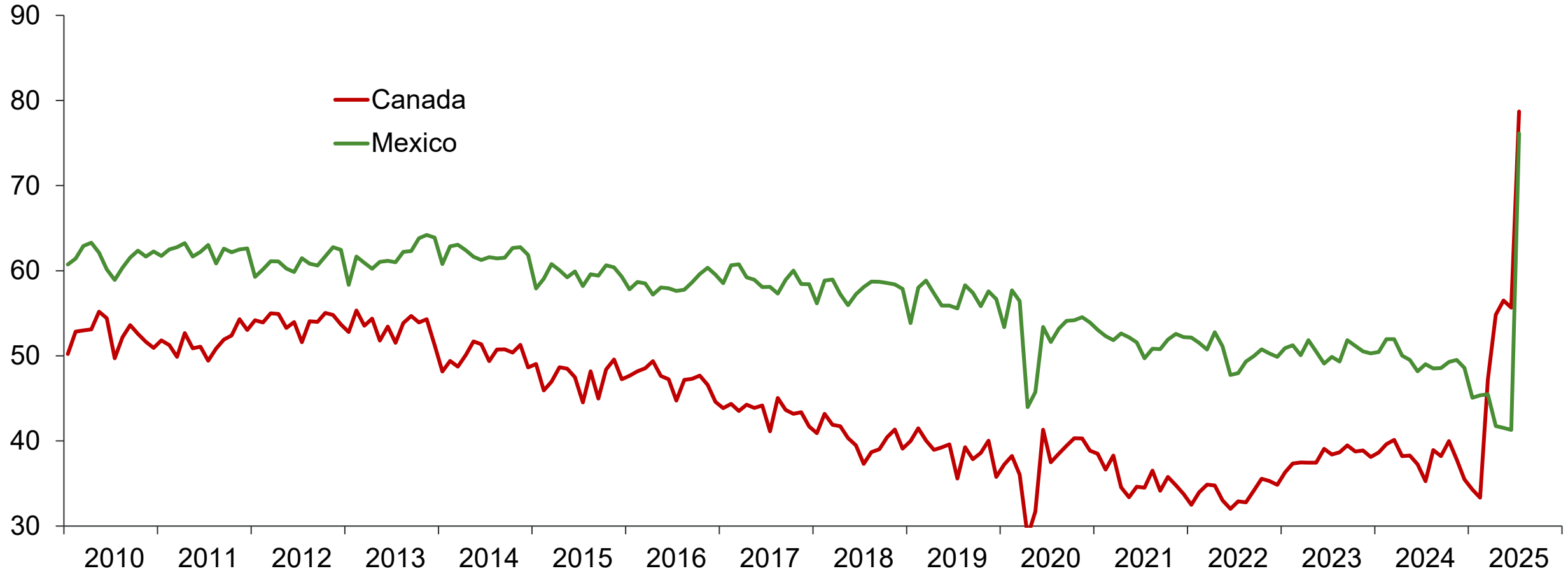
After frontrunning, US imports fall under pressure of tariffs



NOTES: Shown is the percent change from 2024 to 2025 in cumulative imports for June through October.
SOURCE: Census Bureau.

USMCA compliance increased sharply to avoid higher tariffs

Share, NAFTA-USMCA duty-free / total

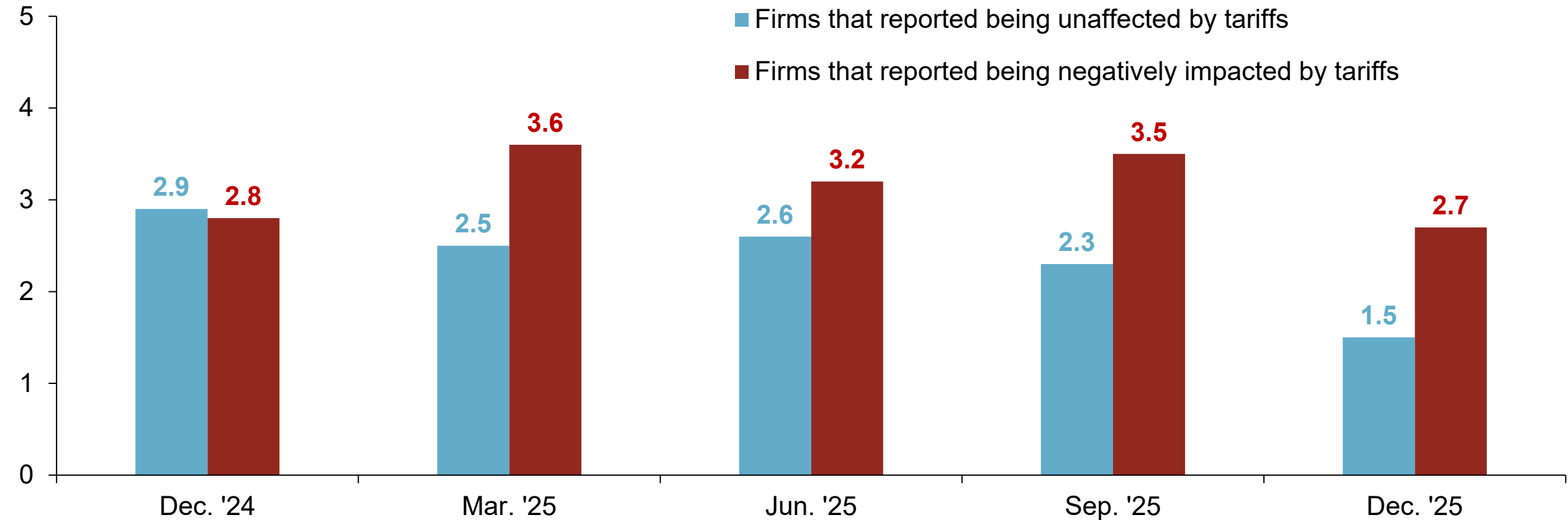


NOTE: Data are monthly through July 2025.

SOURCE: U.S. International Trade Commission, Department of Commerce.

Despite tariffs, Texas firms see easing in price growth going forward

Next 12m expected percent growth in selling prices



NOTES: Firms were asked “What percent change in wages, input prices, and selling prices do you expect over the next 12 months?” during the survey collection period Dec. 15-23, 2025, N=266. Negative tariff impact on firms versus being unaffected by tariffs is based on firms' answers to a question on tariff impact posed in August 2025. Shown are trimmed means with the lowest and highest 5 percent of responses omitted.

SOURCE: Federal Reserve Bank of Dallas' Texas Business Outlook Surveys.

Texas Business Outlook Surveys Special Questions

TBOS reports lowest share of firms trying to hire workers since Jan. 2023

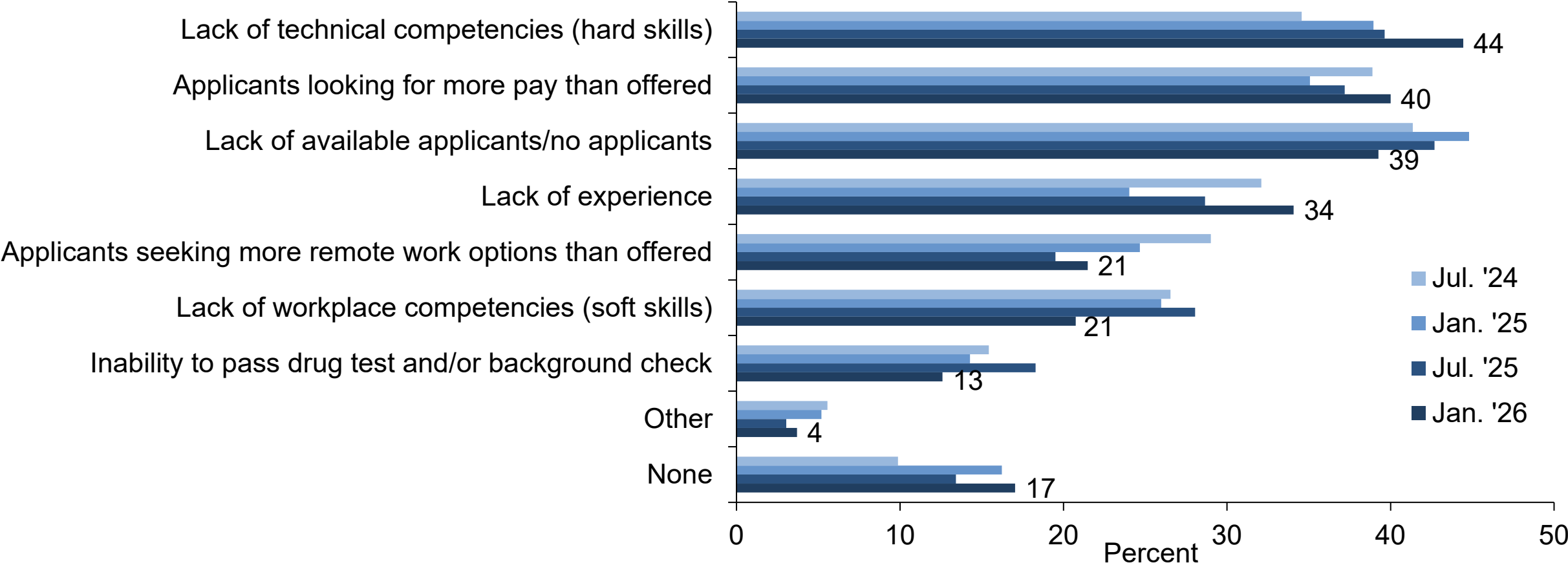


NOTE: Executives from 311 Texas businesses answered this question during the survey collection period, January 13-21, 2026.

SOURCE: Federal Reserve Bank of Dallas Texas Business Outlook Surveys.

Lack of hard skills among applicants cited as the top impediment to hiring

“Are there any impediments to hiring workers? Please select all that apply.”

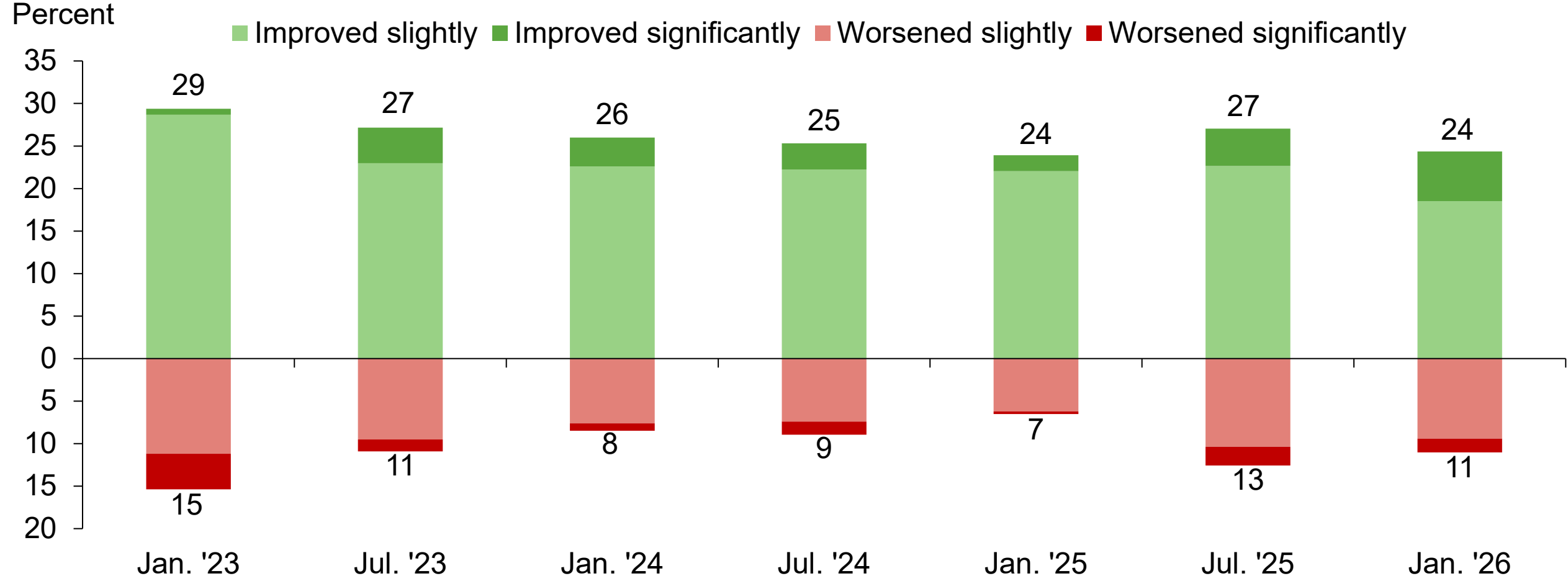


NOTES: Executives from 135 Texas businesses answered this question during the survey collection period, January 13-21, 2026. This question was only posed to those currently trying to hire workers. "Applicants seeking more remote work options than offered" was added in January 2024.

SOURCE: Federal Reserve Bank of Dallas Texas Business Outlook Surveys.

Availability of applicants improved on net over the past three months, continuing the trend seen since the beginning of 2023

“How has the availability of applicants changed over the past three months?”

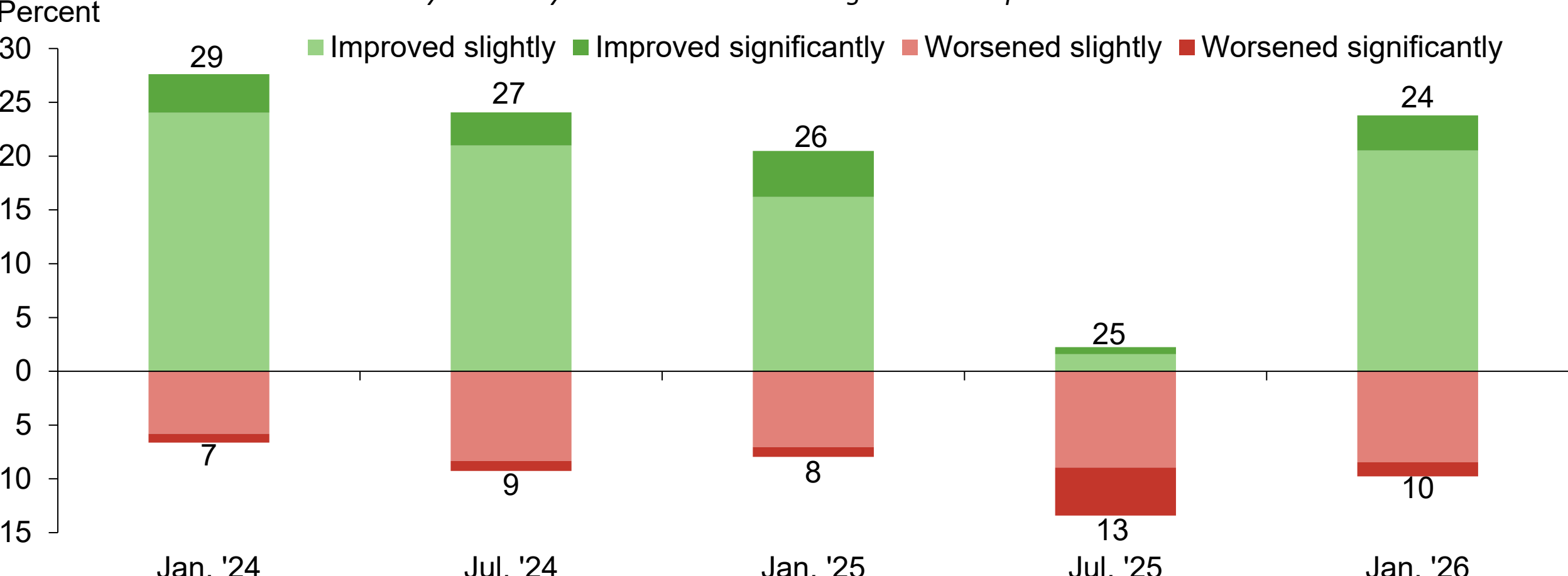


NOTES: Executives from 308 Texas businesses answered this question during the survey collection period, January 13-21, 2026. Prior to Jul. '25, the question asked about the change over the past month. Share reporting no change not shown.

SOURCE: Federal Reserve Bank of Dallas Texas Business Outlook Surveys.

Worker retention has become easier over the past three months on net, a change from mid-2025

“How has your ability to retain workers changed over the past three months?”

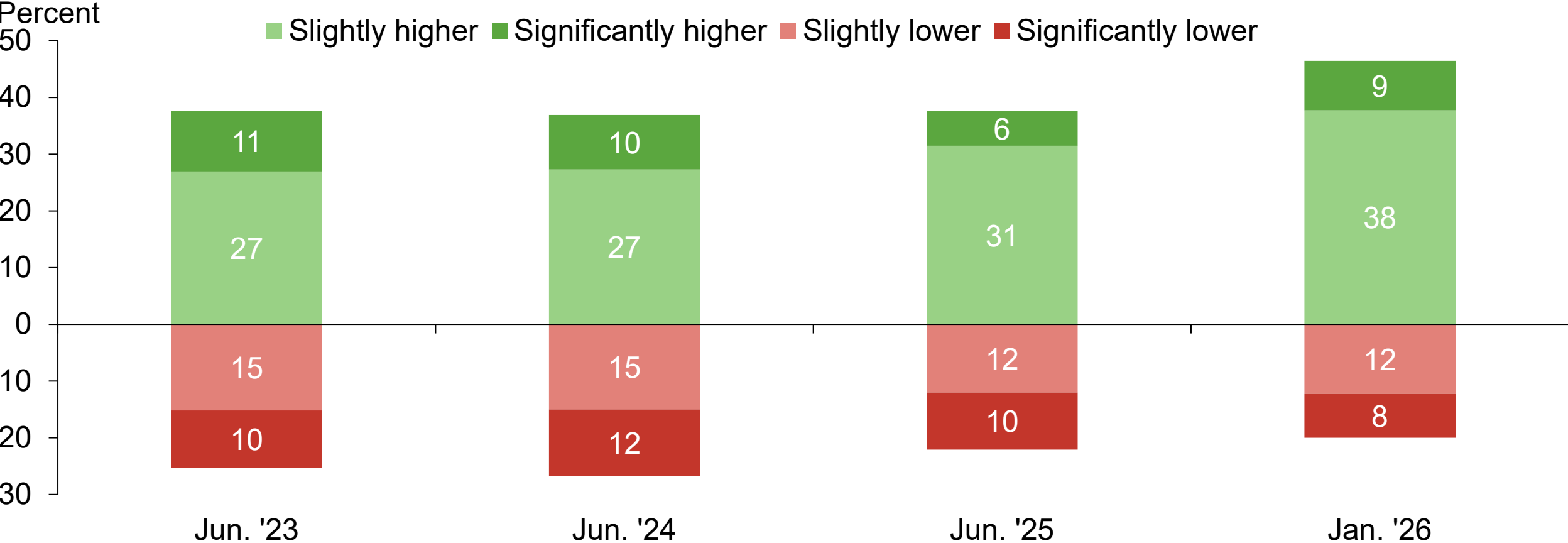


NOTES: Executives from 307 Texas businesses answered this question during the survey collection period, January 13-21, 2026. Prior to Jul. '25, the question asked about the change over the past month. Share reporting no change not shown.

SOURCE: Federal Reserve Bank of Dallas Texas Business Outlook Surveys.

46 percent of firms expect growth in capital expenditures in 2026, exceeding the 20 percent share expecting lower spending

“What are your firm's expectations for capital expenditures this year compared with last year?”

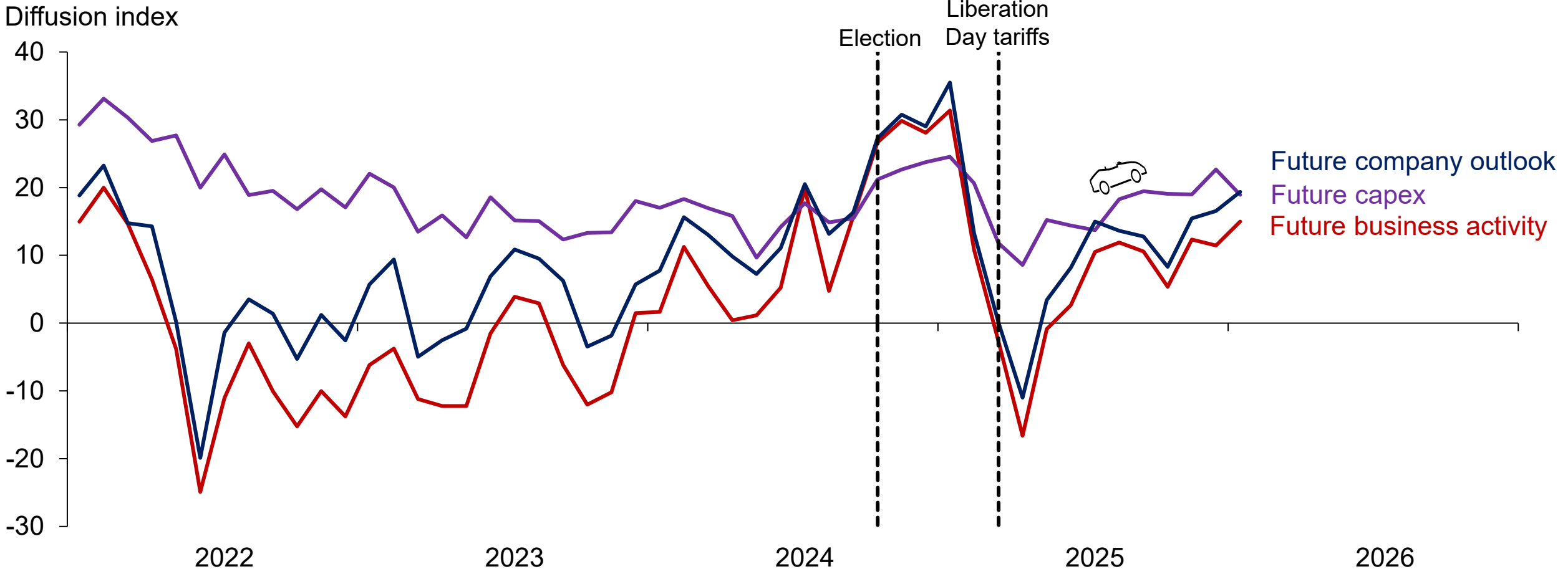


NOTES: Executives from 310 Texas businesses answered this question during the survey collection period, January 13-21, 2026. The question wording changes slightly between periods to account for different years. The share reporting no change is not shown and was 37 percent in June '23, 36 percent in June '24, 40 percent in June '25, and 34 percent in January '26.

SOURCE: Federal Reserve Bank of Dallas Texas Business Outlook Surveys.

Economic Outlook

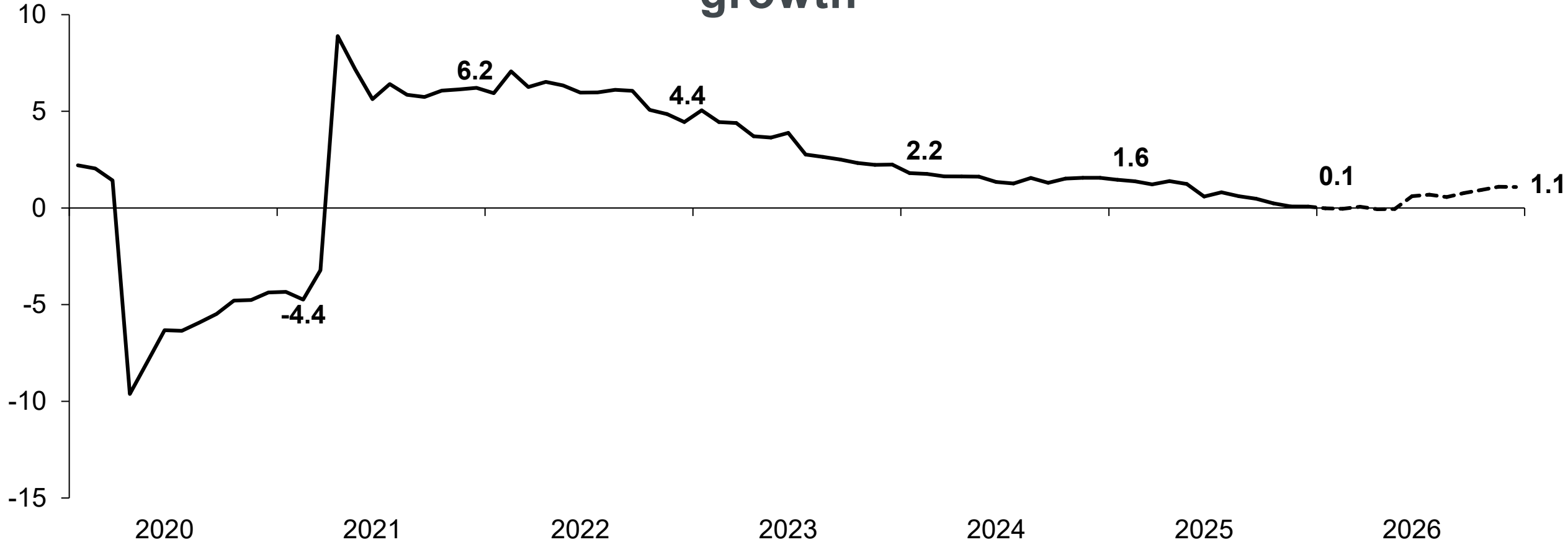
Texas businesses report improving outlooks



NOTE: TBOS indices are state GDP-weighted averages of service sector and manufacturing data. Data are seasonally adjusted and monthly through January 2025.
 SOURCE: Federal Reserve Bank of Dallas' Texas Business Outlook Surveys.

Texas Employment Forecast for 2026 is 1.1 percent growth

Percent, Y/Y

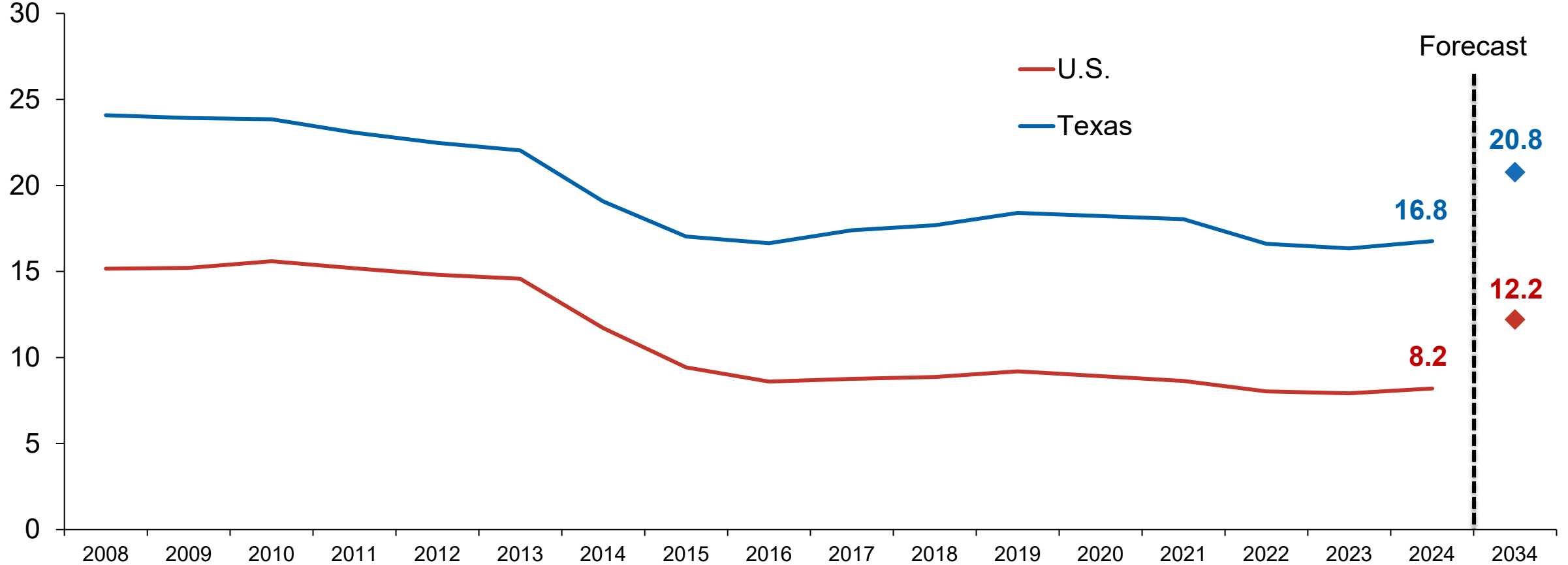


NOTE: Solid line shows actual employment growth through December 2025, and dashed line shows forecasted employment growth through December 2026. The Dallas Fed Texas Employment Forecast is based on the average of four models.

SOURCE: Federal Reserve Bank of Dallas.

There are other worries besides growth; Texans' uninsured rate projected to rise

Percent of population without health insurance



NOTES: Shown are uninsured rates for all ages. Data from 2008 through 2024 are calculated from the American Community Survey 1-year samples. The uninsured rate in 2034 is calculated by adding the estimated increase in the uninsurance rate from 2024-2034 onto the rate in 2024. Data from 2024-2034 are linearly projected.

SOURCE: Kaiser Family Foundation; authors' calculations.

Summary

- Texas grew in 2025 without adding jobs, this hasn't happened since the jobless recovery of 2002-2003
 - Despite this, there are few signs of broad-based labor market slack, and the headline unemployment rate is relatively low and stable
- Job growth should pick up in 2026, but it will be mild
 - Productivity gains are suppressing hiring, while the immigration crackdown is limiting labor supply
 - A continuing AI boom and OBBBA tax provisions will likely boost activity, while low oil prices and a residential construction bust are a drag on growth
 - FIFA World Cup will be an additional boost
 - Other concerns that bear watching include safety net cuts and federal funding reductions, especially to health care and education

Thank you!
**Please visit dallasfed.org for more
information**



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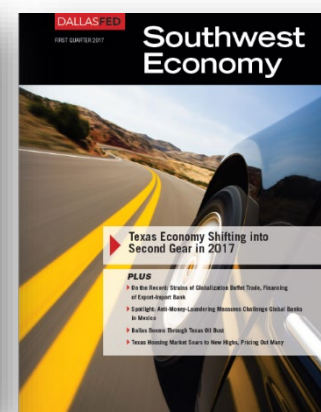
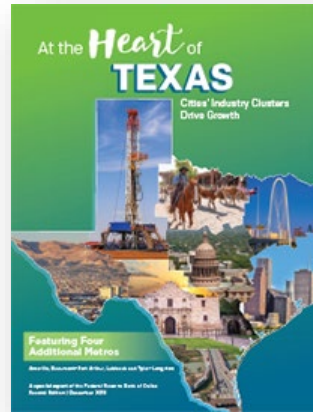
[Texas Business Outlook Surveys](#)

[Southwest Economy](#)

[Special Reports](#)

[Texas Employment Forecast](#)

[Weekly Economic Index](#)



Local Labor Market Information Region Presentation



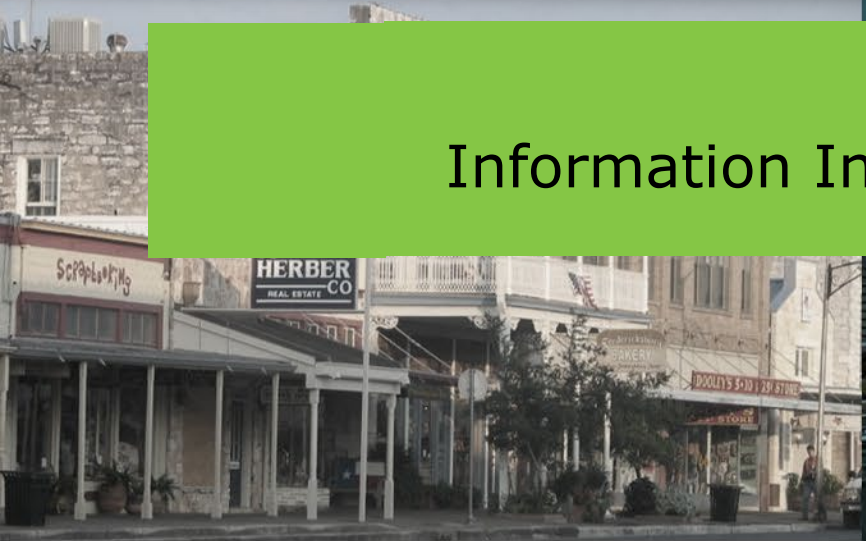


Alamo local labor market overview

Feb. 27, 2026

William Lutz

Information Innovation & Insight (I|3) Division



Topics for today

- San Antonio-New Braunfels MSA in state context
- Local labor market performance of key industry super sectors
- County data
- Occupational data
- Helpful data resources

Top Line Numbers – Alamo WDA

**Unemployment
Rate: Dec. 2025**

3.6%

**Annual increase in
payroll employment:
Q3 2024 – 2025**

0.2%

**Median hourly
wage: 2024**

\$22.06

Sources: Local Area Unemployment Statistics. Quarterly Census of Employment and Wages. Occupational Employment and Wage Statistics.

Top Line Numbers – San Antonio – New Braunfels MSA

**Unemployment
Rate: Dec. 2025**

3.7%

**Annual increase in
payroll employment:
Dec. 2024 – 2025**

1.1%

**Median hourly
wage: 2024**

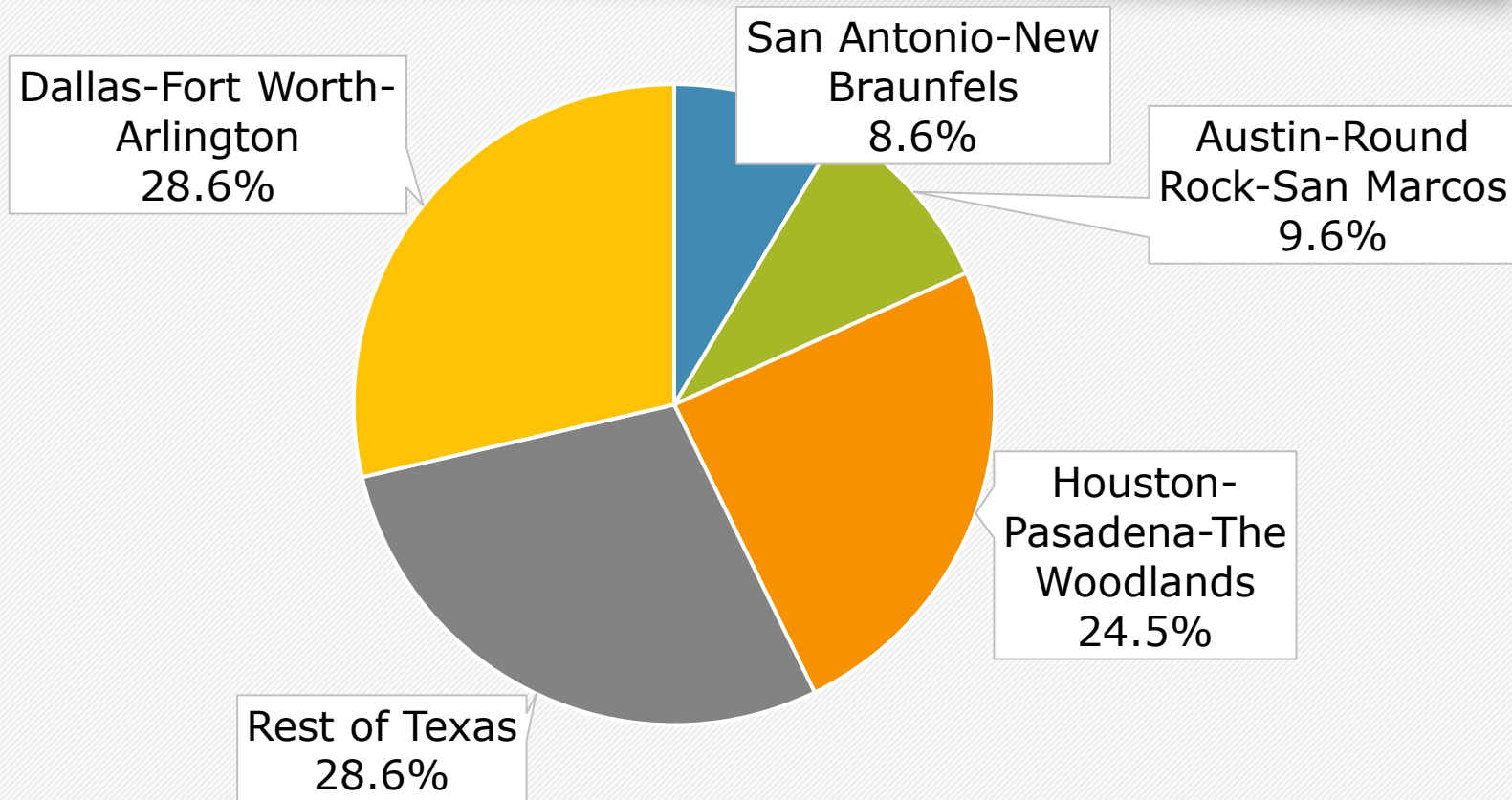
\$22.12

Sources: Local Area Unemployment Statistics. Current Employment Statistics. Occupational Employment and Wage Statistics.

Local economy in context

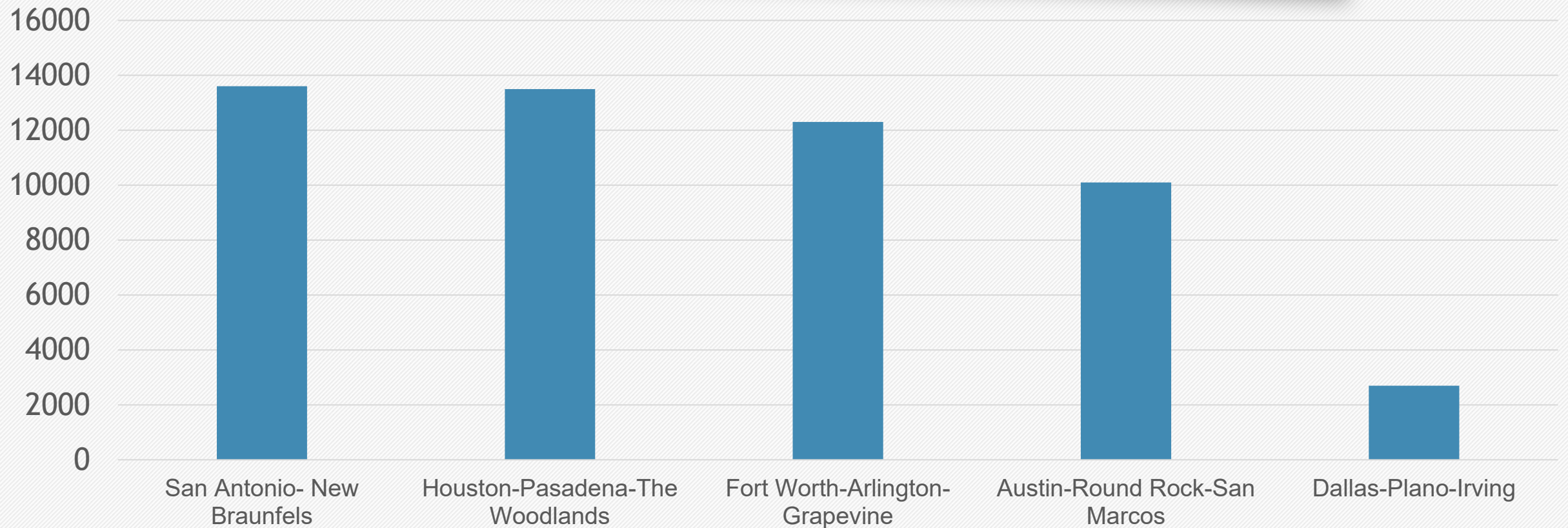
Employment change compared with other large metropolitan areas and a look at industry sector employment trends

Texas labor force is concentrated in 4 metros



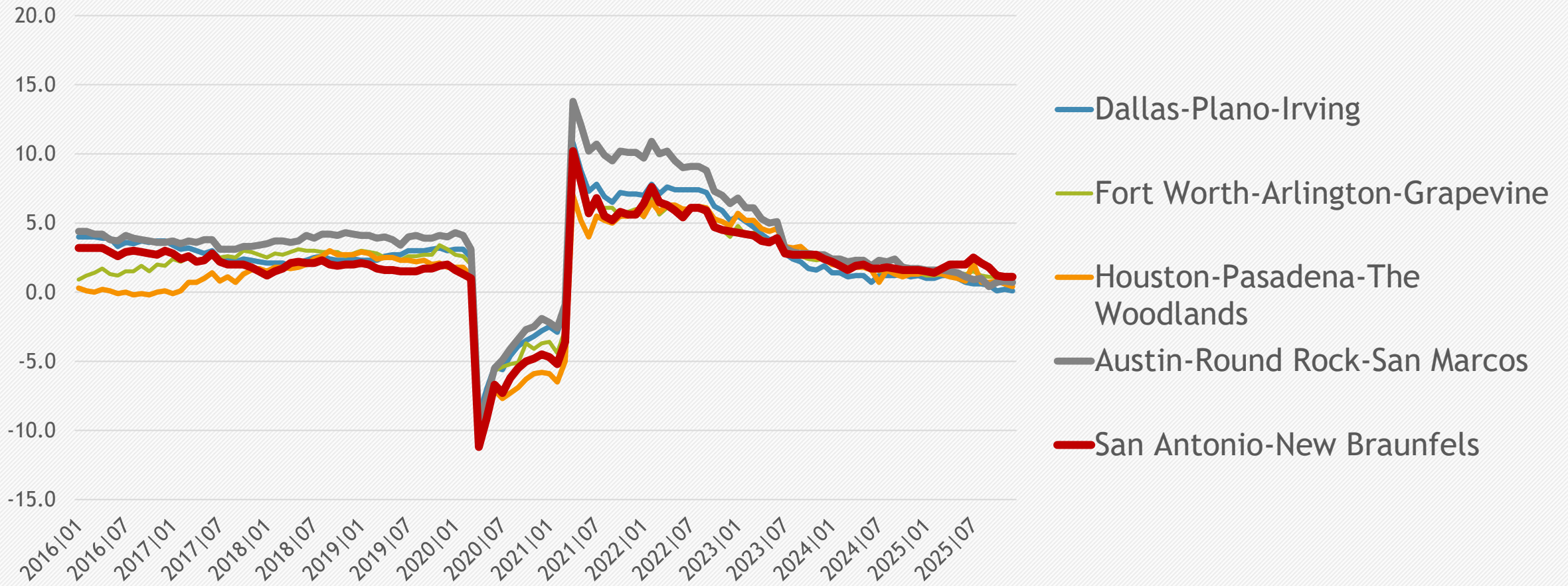
Source: Texas Workforce Commission. Local Area Unemployment Statistics. Not Seasonally Adjusted. December 2025.

Change in job growth in large metropolitan areas, Dec. 24-25

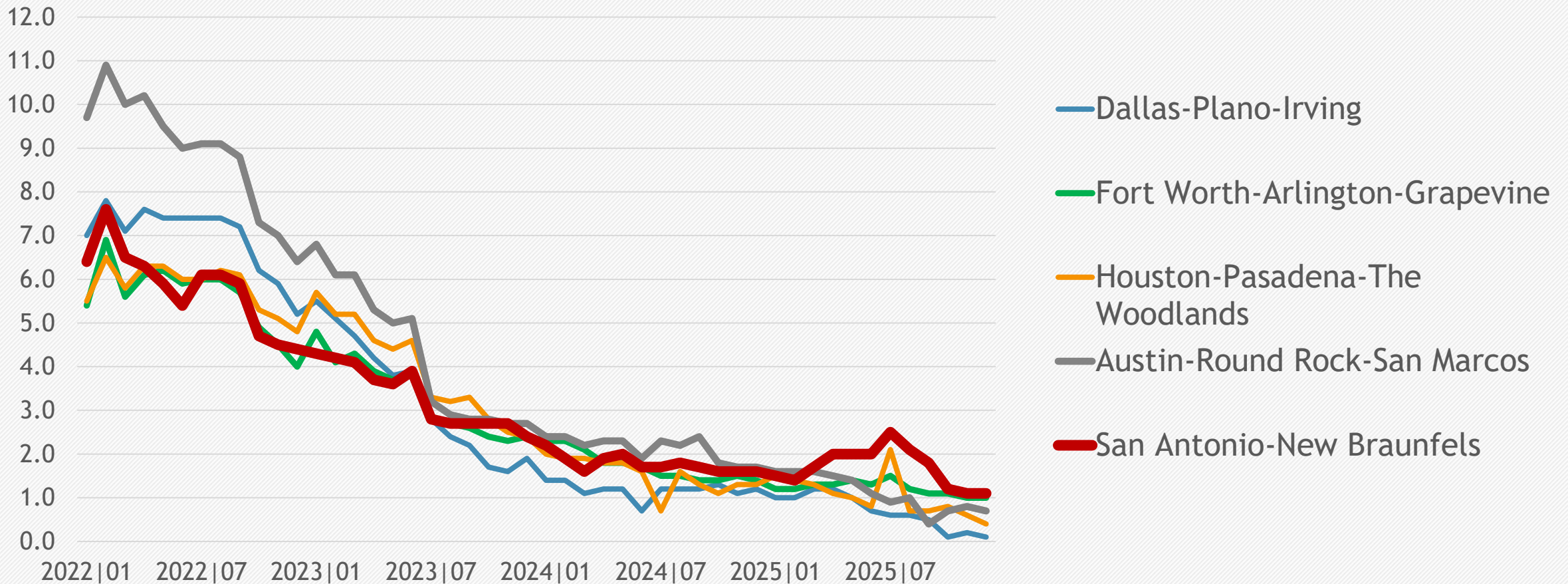


Source for this slide and next seven slides: Bureau of Labor Statistics. Current Employment Statistics. This slide and next two seasonally adjusted. Remaining slides not seasonally adjusted.

Last 10-years total nonfarm job growth over the year



Last 4 years annual change in total nonfarm job growth by metro



Annual change in job growth in key Texas metropolitan areas

June 2022

San Antonio-NB
= 5.4%

Austin-RR-SM =
9.0%

Dallas-Plano-
Irv. = 7.4%

June 2024

San Antonio-NB
= 1.7%

Austin-RR-SM =
1.9%

Dallas-Plano-
Irv. = 0.7%

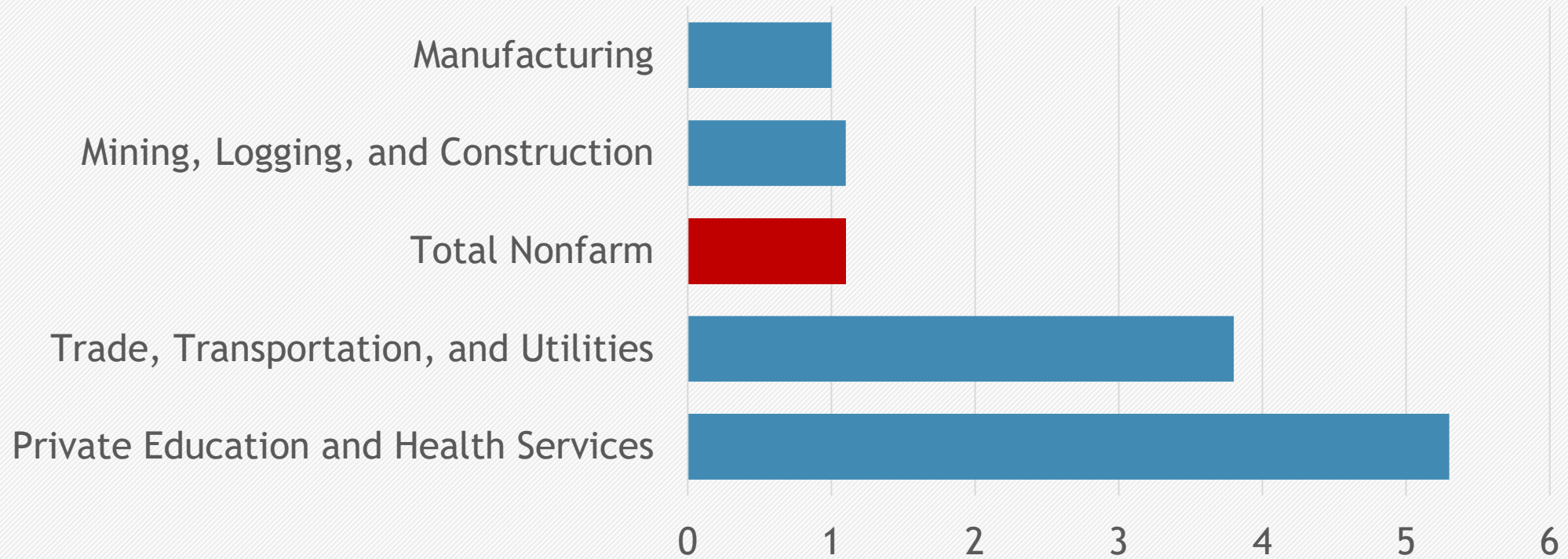
December 2025

San Antonio-NB
= 1.1%

Austin-RR-SM =
0.7%

Dallas-Plano-
Irv. = 0.1%

Super sectors with highest annual percent job growth San Antonio-NB MSA



Employment data by supersector San Antonio-New Braunfels MSA

Super Sector	Dec. 2025 employ- ment	Yearly Change	SA-NB Yearly %	State yearly %	% of TNF	State% TNF
Total Nonfarm	1,215,000	13,100	1.1%	0.8%	100.0%	100.0%
Mining, Logging and Construction	76,900	800	1.1%	1.5%	6.3%	7.6%
Manufacturing	63,600	600	1.0%	-0.4%	5.2%	6.7%
Trade, Transportation, and Utilities	224,100	8,300	3.8%	1.2%	18.4%	20.0%
Information	19,600	-200	-1.0%	-2.0%	1.6%	1.6%
Financial Activities	102,600	600	0.6%	0.1%	8.4%	6.5%
Professional and Business Services	158,300	-2,100	-1.3%	-0.7%	13.0%	14.8%
Private Education and Health Services	192,100	9,700	5.3%	2.2%	15.8%	13.8%
Leisure and Hospitality	145,300	-1,400	-1.0%	1.7%	12.0%	10.6%
Other Services	42,300	300	0.7%	1.7%	3.5%	3.4%
Government	190,200	-3,500	-1.8%	0.7%	15.7%	15.1%

Private Education and Health Service employment in San Antonio-NB MSA

Industry	Dec. 2025 employment	Annual change	Annual % change
<u>Private Education and Health Services</u>	<u>192,100</u>	<u>9,700</u>	<u>5.3%</u>
Private Educational Services	29,100	2,300	8.6%
Health Care and Social Assistance	163,000	7,400	4.8%
Ambulatory Health Care Services	89,200	4,300	5.1%
Hospitals	29,100	1,200	4.3%

Trade, Transportation, and Utilities Employment in San Antonio – NB MSA

Industry	Dec. 2025 employment	Annual change	Annual % change
Trade, Transportation, and Utilities	224,100	8,300	3.8%
Wholesale Trade	39,600	700	1.8%
Retail Trade	133,500	5,100	4.0%
Transportation, Warehousing, & Utilities	51,000	2,500	5.2%

A word on benchmarking

- BLS uses surveys for monthly labor force and employment estimates
- Estimates have margins of error
- Response rates are declining
- Every year, BLS adjusts employment estimates based on unemployment tax records
- 2025 national employment data benchmarked downward

Now look at the counties

What is happening in different communities
in the Alamo Workforce Area?

8-largest counties by resident employment: Dec. 2025

County	C.L.F.	Employment	Unemployment	Rate	OTY change in employment	OTY % change employment
Bexar	1,066,234	1,026,853	39,381	3.7	13,410	1.3%
Comal	100,037	96,619	3,418	3.4	1,367	1.4%
Guadalupe	97,514	94,100	3,414	3.5	1,315	1.4%
Wilson	26,884	25,940	944	3.5	411	1.6%
Kerr	25,783	25,002	781	3.0	680	2.8%
Kendall	25,044	24,259	785	3.1	362	1.5%
Medina	24,801	23,846	955	3.9	403	1.7%
Atascosa	23,545	22,562	983	4.2	407	1.8%

Source: Bureau of Labor Statistics. Local Area Unemployment Statistics. Not seasonally adj.

Top 3-digit industries by employment: Bexar County (Q3 2025)

NAICS	Industry	Avg. Employment	Number of Establishments	Avg. Weekly Wage
722	Food Services & Drinking Places	94,448	4,062	\$518
611	Educational Services	83,341	652	\$1,199
621	Ambulatory Health Care Services	76,816	4,557	\$1,275
541	Professional, Scientific, and Technical Services	56,182	6,017	\$1,813
561	Administrative and Support Services	54,953	2,384	\$1,024
622	Hospitals	51,049	68	\$1,553
522	Credit Intermediation and Related Activities	29,477	942	\$1,690
238	Specialty Trade Contractors	29,110	2,014	\$1,375

Top 4-digit industries by employment: Bexar County (Q3 2025)

NAICS	Industry	Avg. Employment	# establishments	Avg. Weekly Wage
7225	Restaurants and Other Eating Places	84,582	3,498	\$506
6111	Elementary and Secondary Schools	56,519	136	\$1,079
6221	General Medical and Surgical Hospitals	47,135	48	\$1,562
6216	Home Health Care Services	26,273	373	\$568
5221	Depository Credit Intermediation	25,725	465	\$1,702
6211	Offices of Physicians	24,066	1,830	\$2,057
2382	Building Equipment Contractors	17,170	981	\$1,459
5241	Insurance Carriers	17,030	140	\$2,359

Top 3-digit industries by county (Q3 2025): Part 1

Guadalupe County

Food Services and Drinking Places

Educational Services

Specialty Trade Contractors

Transportation Equipment Manufacturing

Ambulatory Health Care Services

Comal County

Food Services and Drinking Places

Educational Services

Specialty Trade Contractors

Administrative and Support Services

Ambulatory Health Care Services

Kendall County

Food Services and Drinking Places

Educational Services

Motor Vehicle and Parts Dealers

Professional, Scientific, and Technical Services

Specialty Trade Contractors

Source for top industries in counties by employment information: TWC. Quarterly Census of Employment and Wages.

Top 3-digit industries by county (Q3 2025): Part 2

Wilson County

Educational Services

Specialty Trade
Contractors

Food Services and
Drinking Places

Professional, Scientific,
and Technical Services

Support Activities for
Mining

Atascosa County

Educational Services

Support Activities for
Mining

Food Services and
Drinking Places

Nursing and Residential
Care Facilities

Mining (except Oil and
Gas)

Frio County

Administrative and
Support Services

Support Activities for
Mining

Educational Services

Justice, Public Order,
and Safety Activities

Heavy and Civil
Engineering
Construction

Top 3-digit industries by county (Q3 2025): Part 3

Kerr County

Hospitals
Food Services and Drinking Places
Educational Services
Ambulatory Health Care Services
Nursing and Residential Care Facilities

Gillespie County

Food Services and Drinking Places
Beverage and Tobacco Product Manufacturing
Educational Services
Specialty Trade Contractors
Hospitals

Medina County

Educational Services
Food Services and Drinking Places
Heavy and Civil Engineering
Construction
Justice, Public Order, and Safety Activities
Specialty Trade Contractors

A look at occupations

Looking at wages and key lines of work

Wage measures for Alamo WDA

Mean Wage

\$28.45

per hour

Median Wage

\$22.06

per hour

**Average
Weekly Wage**

\$1,252

Sources: Occupational Employment and Wage Statistics. 2024 Quarterly Census of Employment and Wages. Third Quarter 2025.

Introducing the self-sufficient wage

- Measures cost of living, not wages
- Amount needed to pay bills without public assistance, currently based on University of Washington Study
- County-specific and published in individual and family format annually
- Bexar County individual = \$17.08 per hour
- Part of Tri-Agency Act (Government Code, Sect. 2308A.012)
- <https://lmi.twc.texas.gov/txsswage/texasselfsufficientwage.asp>

Largest occupations in Alamo WDA paying above Bexar SSW

SOC Code	SOC Title	Employment	Mean Wage	Entry Wage	Median Wage
43-4051	Customer Service Representatives	34,800	\$20.30	\$14.94	\$19.94
11-1021	General and Operations Managers	32,990	\$56.80	\$22.57	\$45.86
53-7065	Stockers and Order Fillers	26,020	\$18.23	\$14.71	\$17.64
29-1141	Registered Nurses	24,240	\$42.90	\$31.79	\$41.88
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	17,530	\$17.65	\$13.86	\$17.41
53-3032	Heavy and Tractor-Trailer Truck Drivers	15,760	\$25.51	\$17.78	\$23.84
43-9061	Office Clerks, General	14,290	\$19.68	\$13.21	\$18.32
43-1011	First-Line Supervisors of Office and Administrative Support Workers	14,060	\$32.52	\$21.47	\$30.31

Source: Occupational Employment and Wage Statistics. 2024.

Top occupations in health care & social assist. in Alamo WDA paying above Bexar SSW

SOC Code	SOC Title	2032 projected employment	2022-32 projected growth	2022-32 percent growth	Median Wage (2024)	Percent Industry employment projected
29-1141	Registered Nurses	19,401	2,540	15.1	\$41.88	10.29
31-9092	Medical Assistants	9,055	1,760	24.1	\$19.04	4.80
29-2061	Licensed Practical and Licensed Vocational Nurses	5,710	667	13.2	\$29.14	3.03
11-9111	Medical and Health Services Managers	4,878	1,372	39.1	\$51.37	2.59
43-4051	Customer Service Representatives	3,092	165	5.6	\$19.94	1.64

Source for this slide and succeeding two slides. TWC 2022-32 Long Term Projections. Alamo Industry-Occupation Matrix (Staffing Pattern)

Top occupations in Trade, Transportation, and Utilities in Alamo WDA paying above Bexar SSW

SOC Code	SOC Title	2032 projected employment	2022-32 projected growth	2022-32 percent growth	Median Wage (2024)	Percent Industry employment projected
53-7065	Stockers and Order Fillers	28,094	6,332	29.1	\$17.64	11.15
53-3032	Heavy and Tractor-Trailer Truck Drivers	16,230	3,603	28.5	\$23.84	6.44
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	11,298	2,357	26.4	\$17.41	4.49
41-1011	First-Line Supervisors of Retail Sales Workers	10,299	1,566	17.9	\$22.72	4.09
43-4051	Customer Service Representatives	8,810	880	11.1	\$19.94	3.50

Top occupations in Manufacturing in Alamo WDA paying above Bexar SSW

SOC Code	SOC Title	2032 projected employment	2022-32 projected growth	2022-32 percent growth	Median Wage (2024)	Percent Industry employment projected
51-2090	Miscellaneous Assemblers and Fabricators	9,276	902	10.8	\$21.72	14.35
51-1011	First-Line Supervisors of Production and Operating Workers	2,756	269	10.8	\$31.05	4.26
51-9111	Packaging and Filling Machine Operators and Tenders	1,754	156	9.8	\$18.30	2.71
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,745	172	10.9	\$17.41	2.70
11-1021	General and Operations Managers	1,646	144	9.6	\$45.86	2.55

Resources and concluding thoughts

Helpful data tools for understanding the market

Your source for Texas Labor Market data: www.TexasLMI.com



- Check out “popular downloads spreadsheets for wages, staffing patterns, LAUS, and CES
- Dashboards under “Economic Visualizations”
- Create top industry list from QCEW in LMI by category
- Check out WDA or MSA profile

Other helpful resources

- Texas Wages (quick reference) www.texaswages.com
- Texas CREWS (CREWS) [returns to education] txcrews.org
- BLS bls.gov
- Census data data.census.gov
- Texas Demographic Center
<https://www.demographics.texas.gov/>

Coming attractions

- Spring 2026 New self-sufficiency wage numbers released
- April 2026 Post-benchmark employment and labor force data
- Summer 2026 2025 OEWS wage data
- Summer 2026 2024-34 Labor Market Projections

Summary

- The San Antonio-New Braunfels MSA has the highest job growth over the year in 2025 of the four largest Texas metropolitan areas.
- Noteworthy employment growth occurred in 2025 in the Health Care and Social Assistance; Trade, Transportation, and Utilities; and Manufacturing Super Sectors
- Counties in region show employment growth
- There are many occupations, including middle skills occupations, that pay above the Tri-Agency Self-Sufficient Wage

THANK YOU

William Lutz
William.lutz@
twc.Texas.gov
512-936-
3136



Photo from City of Seguin website

1st Breakout: Committee Priority Mapping

Early Care & Education
Youth



Facility Walkthrough & Lunch Networking



2nd Breakout: Committee Priority Mapping

Strategic
Oversight



3rd Breakout: Committee Priority Mapping

Audit & Finance
Executive



BREAK



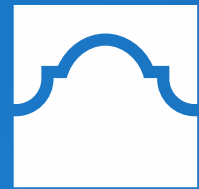
Evolution of Sector-Based Model





Workforce Solutions Alamo – Board of Directors Meeting

February 27, 2026



ALAMO
COLLEGES
DISTRICT

WORKFORCE PELL UPDATE

Sammi Morrill, Ph.D.

Associate Vice Chancellor, Operations
Economic and Workforce Development



Workforce Pell & Accountability

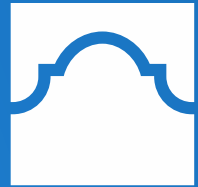
- **Accountability in Higher Education and Access Through Demand-Driven Workforce Pell (AHEAD) Committee was created and designated for rulemaking on Workforce Pell**
- Negotiated Rulemaking was done in two different sessions held in December 2025 and January 2026
- Consensus was reached after the December (Workforce Pell) & January (Accountability) sessions, but formal consensus documents have not been published
- Projected shortfall in funding for the next decade
- Priority – request for adequate appropriations to support increased growth in the Pell Program along with the addition of Workforce Pell

Workforce Pell

- **Highlights of the December Sessions:**
 - **Program Eligibility**
 - 150 – 599 clock hours over at least 8 but no more than 15 weeks
 - If a credit program, then must be at least 4 but fewer than 16 semester or trimester hours or at least 6 but fewer than 24 quarter hours
 - Examples of types of programs identified by the DOE as likely to be eligible:
 - Commercial Driver's License
 - Health-Related programs (Nursing Asst., Phlebotomy, EMT Paramedics)
 - CTE-Related Programs (Welding, Automotive Mechanics, Fire Prevention)
 - Child Care-Related Programs (Child Care Providers, Early Childhood Education Teachers)
 - **Significant authority given to Governors to approve programs eligible for Workforce Pell**
 - Governor has authority to approve and eliminate programs from eligibility
 - State will define what is high-wage, high-demand, or high-skill occupations
 - Establish bilateral agreement for online education programs
 - **Stackability**
 - ED declined to exclude students enrolled in postsecondary education programs from the employment rate calculation

Workforce Pell

- **Highlights of the December Sessions:**
 - **Value-added earnings:**
 - Tuition and fees must not exceed the “value-added earnings” of program completers who received a Pell Grant.
 - Defined as median earnings of program completers three years after completion, adjusted for regional cost of living, minus 150% of the poverty line.
 - **EXAMPLE:**
 - Texas College Program’s median earnings of completers three years after completion = \$25,000.
 - The regional cost of living (Regional Price Parity Index) = 86.5
 - The adjusted median earnings $(25,000 / .865) = \$28,902$
 - 150% of the federal poverty threshold = \$21,780
 - $\$28,902 - \$21,780 = \mathbf{\$7,122}$.
 - **Therefore, the program's tuition and fees may not exceed \$7,122.**
 - DOE is charged with calculating the value-added earnings of each program and providing it to the institution running the Workforce Pell program
 - This will be done by the DOE prior to the beginning of AY '29-'30



ALAMO
COLLEGES
DISTRICT

THANK YOU





Evolution of Sector Based Model

Adrian Lopez, CEO



Sector Based Model

- Adopted in Local Plan
- Focus on Supporting the Industries
- Created Employer Collaboratives





Best Practices

- Met with employers in each industry
- Educated and informed them of WSA Services
- Created more cohesive partnerships
- Delivered more effective services; ie Boeing (shared responsibilities)
- Designated as the Hub for TX FAME



Value Proposition

- Consistent **Funding**/new funding opportunities
- **Presence** (16 career centers, 1 satellite office, 1 mobile unit)
- **People**, (100K people coming to our centers each year, and thousands more to our events)



Work In Texas

- Work in Texas:
 - Job-matching and workforce development platform
 - Employers search resumes and connect with job seekers
 - Staff provide support with maintenance and job postings





Hiring Events

- Job Fairs
 - Recruiting event where multiple businesses meet a large pool of qualified candidates in one place.
 - Allow candidates to network, submit resumes, and interview on the spot
- Employer Showcase
 - Event for an employer to educate candidates on an organization's workplace, culture, and job opportunities directly to attendees.





Work-based Learning

Work Experience / Subsidized Employment

- WSA is Employer of Record
- No cost, participant paid by Workforce Solutions Alamo
- 240 Hours

On-the-Job Training

- Employer hires on day-one
- Transferable skills
- 50%-75% reimbursement of gross wages



Youth Empowerment Services

- Youth Empowerment Services (YES!) is a no-cost workforce development program serving youth ages 16–24.
-
- Career planning, academic support, occupational skills training.
 - Connects youth with local employers through structured, hands-on work opportunities.

How WEX Helps Youth

- Structured, supervised real-world job training
- Clear learning goals and workplace expectations
- Development of professional and technical skills
- Builds work history and long-term employability

Benefits for Employers

- Mentor and develop emerging talent
- Low-risk opportunity to evaluate future hires
- Possible wage support for paid placements
- Strengthens the local workforce pipeline



Upcoming Opportunities

- Ready To Work
- Workforce Pell (partnership with Alamo Colleges)
- New Model to engage Employers & Industries
- New Model for serving clients



New Model to Engage Industry

- Continue to utilize Employer Collaboratives
- Expand partnerships with Industry Associations:
 - TX FAME
 - Association of Builders and Contractors
 - SAMA
- Identify larger projects/initiatives that WSA can utilize and invest its time and resources to provide support and integrate workforce (exm: ABC Training facility, SAHA 10 year construction plan)



New Model to Engage Industry

- Create a Business Services model that builds on existing services:
 - Workforce development pipeline (Texas Talent Experts)
 - HR roundtables
 - Bid opportunity alerts
 - Employer mixers (burgers and beer)
 - Facilitate employer workshops: safety, insurance, access to capital, etc
 - Industry Research and Data
 - Marketing & Industry Promotion (secure Media partner)



New Model to Engage Industry

- Create calendars for each industry:
 - Education and Awareness campaigns (set goal: 100K people)
 - Adults
 - Youth (ex: Teacher Externships affected over 22K students to date)
 - Employer showcase, Industry Expo, Economic Development Expo
 - Recruitment
 - Planned media events
 - Video Production
 - Cohort Training
 - Employer Surveys



New Model to Engage Industry

- Utilize Career Center Infrastructure
 - Employers and industries
 - Associations
 - Independent School Districts (CTE, school counselors, teachers)
 - Economic Development Corporations
 - Chambers of Commerce
 - Non-profits
 - Financial Institutions

New Model for Creating talent pipelines



- Identify industries, employers, training, and enter in-demand industry careers
- Simplify breakdown of intake to completion process
- Begin with identifying the industry employers needing the talent pool, training that aligns, training providers with a proven successful track record; open to changing curriculum based on employer feedback, participant is clear on expectations, prescreened, and training in a demand industry career.



Industry Model



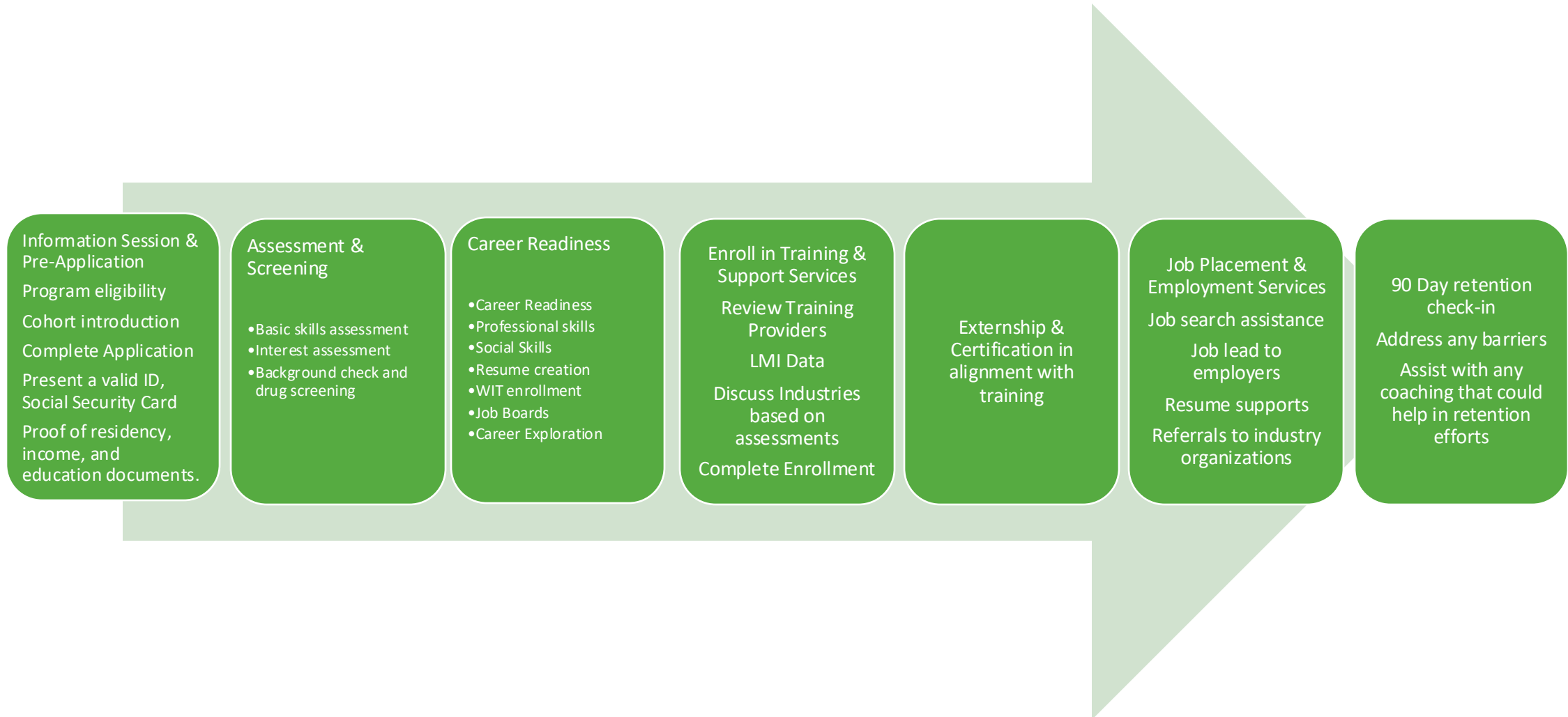


Funding Sources



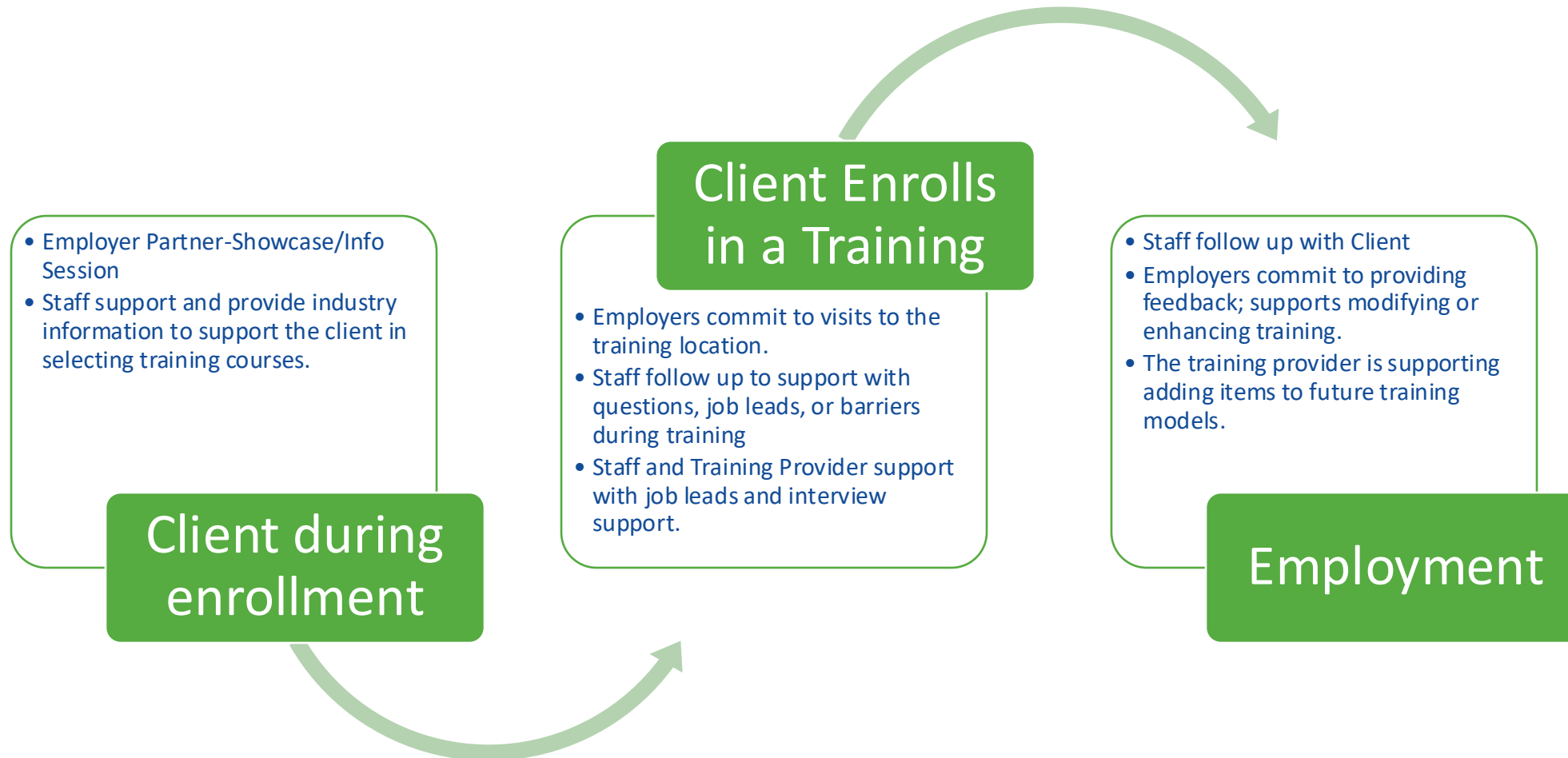


Process





Engagement Roles





Roles for WSA Board members

- Be employer and industry "campeones!"
 - Provide access to industry associations
 - Participate as employers
 - Leverage networks to introduce WSA
 - Lead for employers on curriculum design and credentials; focus
 - Facilitate the formalization of partnerships with strategic partners
 - Advocate locally, regionally, state and nationally
 - Validate data, identify skills gaps
 - Monitor performance based on industries



Tracking

- Context created by 3 questions:
 - What did WSA do?
 - How well did we do it?
 - Is anyone better off?
- Track
 - Partnerships, # of events, # of people attending, # of CTE programs and graduates, # of employers by industry, # of outreach, # of engagement, # of recruits, # of training, # of completions, # of apprenticeships, # of placements, # of training providers by prioritized focus, value of placements, etc.



Next Steps

- Focus on 3 industries initially:
 - Construction, Manufacturing, Healthcare
- Continue to prepare for Workforce Pell (July 1, 2026)
 - Establish MOU with Alamo Colleges (Excel)
 - Joint Business Service Teams
 - Shared data position to track outcomes
- Advocate for new Ready To Work model (engage advisory committee)



Questions



Thank you!



Contractor Presentations



Equus Alamo Child Care Program

February 2026

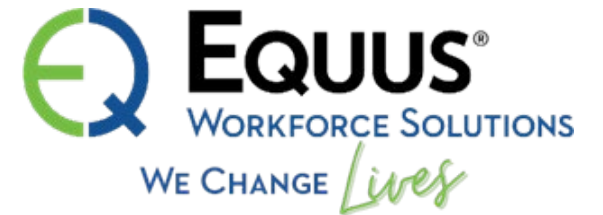
James Young, Regional Director

Lisa Elizondo, Project Director

Omar Garza, Finance Director



A proud partner of the American Job Center network



Our Impact



We are a team of more than 3,000 dedicated and caring professionals changing lives across North America.

743,099



individuals

Supported in the last 12 months

95.0%



Satisfaction rate of services

43,038



Disability determination assessments completed

223,000



Workplace courses completed

66,283



Individuals placed in employment

5,000



Individuals experiencing homelessness supported in the last 12 months

40,000

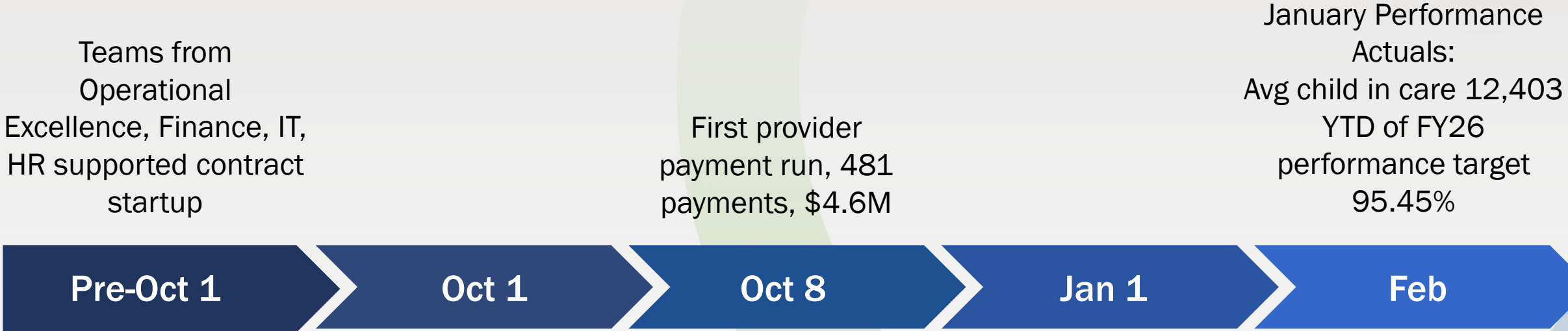


Average children in care daily supported by child care programming

Data relates to January 2025 – December 2025

Our Journey So Far

Since contract start-up, we have focused on ensuring uninterrupted service delivery while implementing enhancements that strengthen support for child care providers.



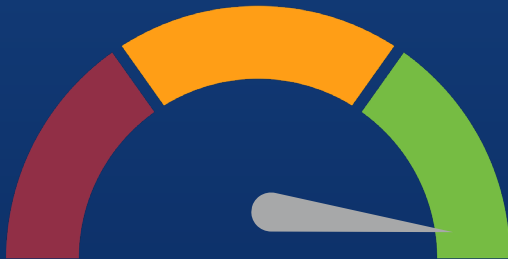
81% of team members retained by Equus

All Child Care Advisors trained and processing own caseloads

TWC FY26 Goals

Strong performance against annual TWC goals in the first four months of the program year.

Program Performance



**95% YTD of 12,994
childcare units**

Meeting 95% level for
12,994 childcare units.
April 1 change proposed.

Fiscal / Program Monitoring



**90% Accuracy
Threshold**

January internal monitoring
of 483 case file transactions.
*Audit scheduled for April.

Budget



**Meet Expenditure
Benchmarks by 95%**

34% spent thru January
31, 2026 (4 months).

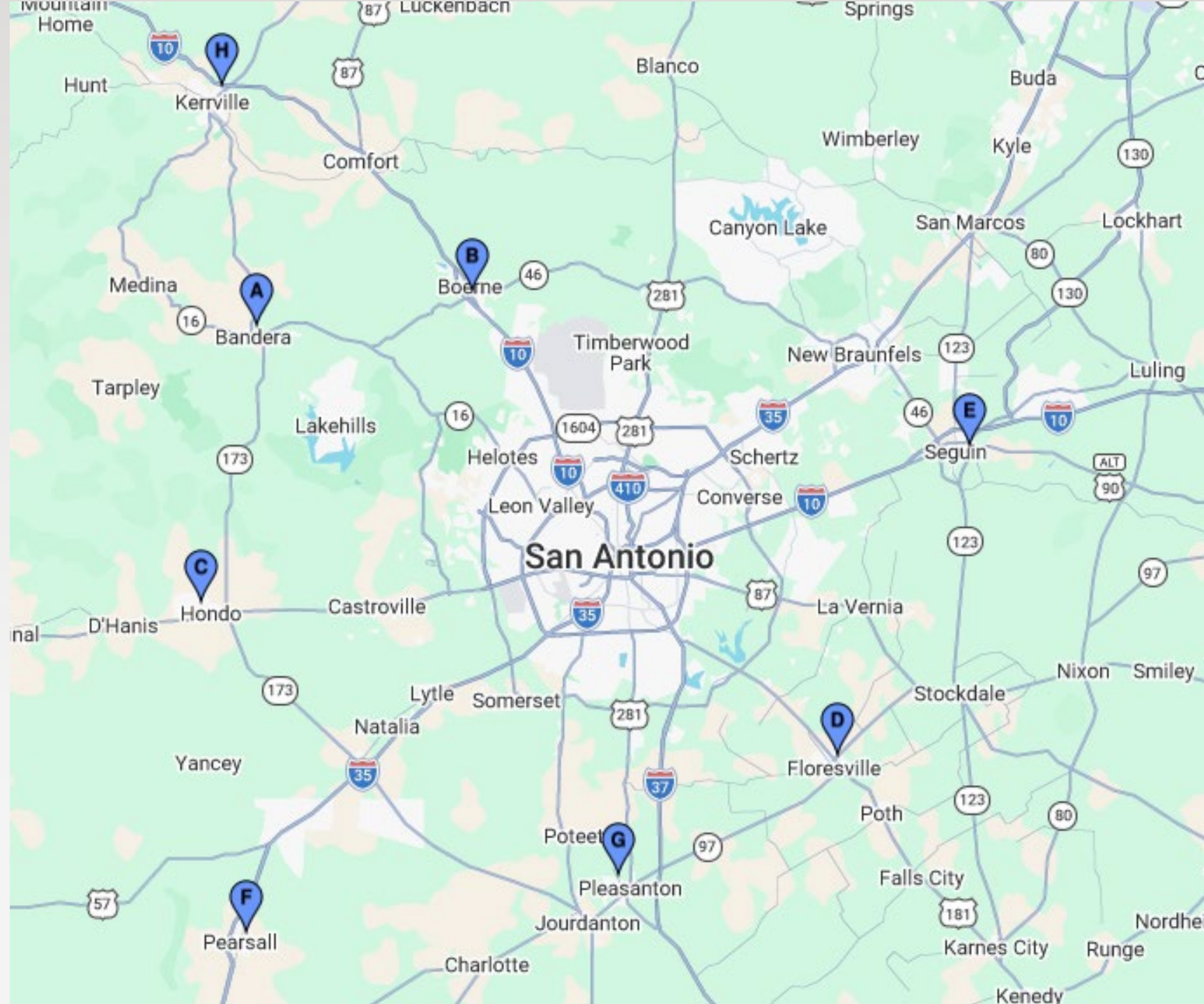
Key Strategies in Motion



Rural Services

Increased visibility of CCS in the rural counties of the Alamo Board Area through partnerships:

- Regular weekly on-site visits, on requested dates
- Community Conversations
- Community events
- Job/Resource Fairs
- Workforce One
 - Employed Bus Driver/ Advisor to drive and accompany Workforce One to all outreach sites



Quality Assurance

Improving Quality, Accuracy & Continuous Development

Previous Model

Post-transaction quality assurance (QA) review; retrospective feedback; frequent rework and delays; limited real-time coaching; reactive support structure

New Model

Embedded QA providing real-time guidance; immediate policy clarification; proactive error prevention; continuous Parent Share of Cost review; weekly QA-Training collaboration

Benefits Realized

- Reduced errors before submission
- Faster transaction completion
- Higher advisor confidence
- Immediate skill reinforcement
- Stronger QA-Advisor-Training collaboration
- Data-driven weekly training improvements

Provider Services Initiatives

As drivers for workforce systems change, we:

- Restructured internal teams to create more personalized, impactful customer service experience.
- Developed an easy-to-read provider payment calendar to clarify bi-weekly reimbursements.
- Launched bi-weekly email payment updates with simplified reimbursement breakdowns.
- Created a Provider Technical Assistance Guide to help providers understand payments in TX3C.
- Implemented quarterly provider info sessions on current topics and WSA/TWC requirements.
- Enhanced provider outreach with clearer digital communications, simplified technical guidance, and more proactive phone engagement.
- Initiated periodic provider visits to strengthen engagement, offer support, and gather insights.

In-Kind Proposal for Provider Services

Our integrated quality investments work together to strengthen childcare providers and staff by improving practice, supporting wellbeing, building skills, and enhancing the systems that sustain high-quality care.

Trauma-Informed Practice

Builds provider skills and coaching that reduce burnout, improve retention, and strengthen emotionally safe care for children and families

Wellbeing Gateway App

Offers mental health resources and stress-management tools that boost provider resilience, reduce burnout, and support a stable childcare workforce

DWI Learning Platform

Delivers scalable, on-demand training and coaching that strengthen provider skills, communication, and overall care quality

Lean Six Sigma

Improves internal systems and workflows to enhance service quality, reliability, and the support providers receive in delivering care

Takeaways

Our strategies help us advance Board priorities and ensure high-quality child care across our community.



**Provider Collaboration
& Engagement**



**Commitment to Quality
& Compliance**



**Workforce System
Partnership**

Appendix: Georgina's Story



My daughter and I are beneficiaries of the CCS Program. I am beyond grateful with the Texas Workforce Commission for this great opportunity of having my daughter at daycare while I can work and study. As a single mother, life has not been easy. We were living at a shelter for months as victims of domestic violence. Finding a job and getting back on my feet was a real struggle at that time. When I was approved for CCS daycare benefits our lives changed completely. I could focus on finding a job to provide for my family and get us a place to live. Knowing that my little daughter was safe and fed gave me the motivation to do better for us and I decided to enroll in college to study Accounting Technology. I have been able to cover our living expenses for the past two years thanks to my job and I am graduating this semester. My daughter is a happy little girl, and she is excited to attend daycare every day. Again, without daycare assistance, none of our achievements would have been possible. Workforce Solutions really cares about Texan families!



Appendix: **Christen's Story**



Access to subsidized child care helped my son and I excel. I work from home, and it is easy to think I would not need child care because of it. That is not true at all. Without the subsidy, my work would suffer and I would not have been able to move up in my company. My son has developed so much in pre-K, both socially and academically. There is so much I wouldn't have been able to give him, and he was able to get that socialization and routine from pre-K. Both of us were able to grow because of help from CCS.





**HUMAN
SERVICES**

Overview: Childcare Quality Initiative

Melody Woosley

Director, Department of Human Services

Background

Texas Rising Star (TRS) is the state's official quality rating and improvement system for early childhood providers that go **beyond minimum licensing standards**, demonstrating:

- Commitment to high-quality care
- School readiness
- Continuous improvement for those they serve

Child Care Quality grant administered by Workforce Solutions Alamo with the Department of Human Services delivers:

- Mentoring
- Business supports
- Professional development



Texas 
Rising Star

Our Team



Human Services
delivers mentoring,
business supports,
and professional
development to
improve the quality of
care



Administrator

Abigail Garcia

17 Years Social Service Experience

Manager

Jessica Bracamonte

21 Years Early Childhood
Experience

Mentor Managers

Ana Vo and Annie Montana

Over 40 Years Combined Experience

Mentors (17)

Over 300 Years Combined
Experience

Business Specialists

Patricia Alejandro & Cecilia
Ibarra

Over 60 Years Combined
Experience

Administrative Assistants (2)

Child Care Quality Program Outline



TRS Mentoring & Quality Improvement

- Monthly mentoring for TRS & Entry Level providers
- Continuous Quality Improvement Plans (CQIPs) & needs assessments
- Support for inclusion services for children with special needs

Business & Operations Support

- Business coaching (leadership, staffing, budgeting, & sustainability)
- Resource connection & partnership brokerage to reduce operational barriers
- Maintain uninterrupted childcare for training, education, & employment

Quality Initiatives & Workforce Development

- Professional development pathways
- Evidence-based training via TECPDS-registered trainers aligned to DFPS CCR core competencies
- Learning cohorts and system supports

Strategic Outreach Plan & Enhancing Provider Engagement

How we reach, prioritize, and engage providers across the 13-county region.



Provider Prioritization

- Priority 1: Providers nearing 24-month certification
- Priority 2: Providers on Service Improvement Agreements, due for recertification, or aiming for a higher star level



Multi-Channel Outreach

- Monthly electronic newsletter with training calendar and regulatory updates
- Targeted cohorts, site visits, TA scheduling, and peer learning communities



Regional Equity Focus

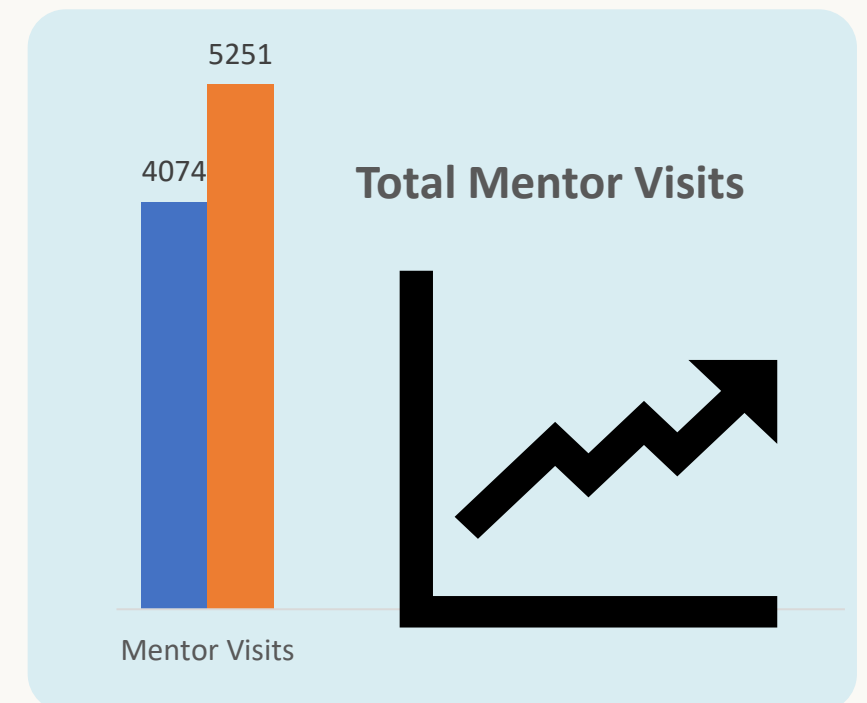
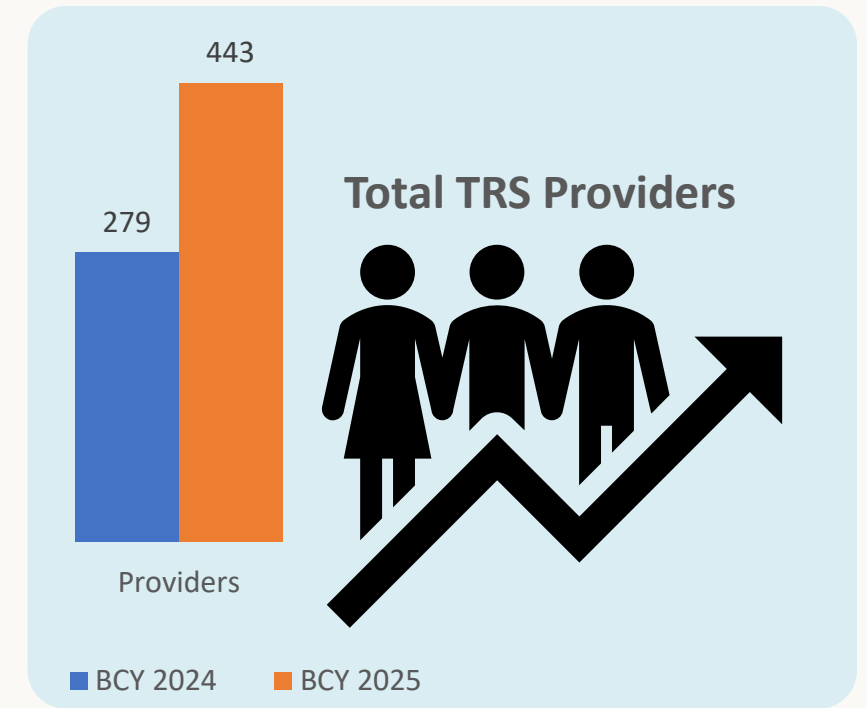
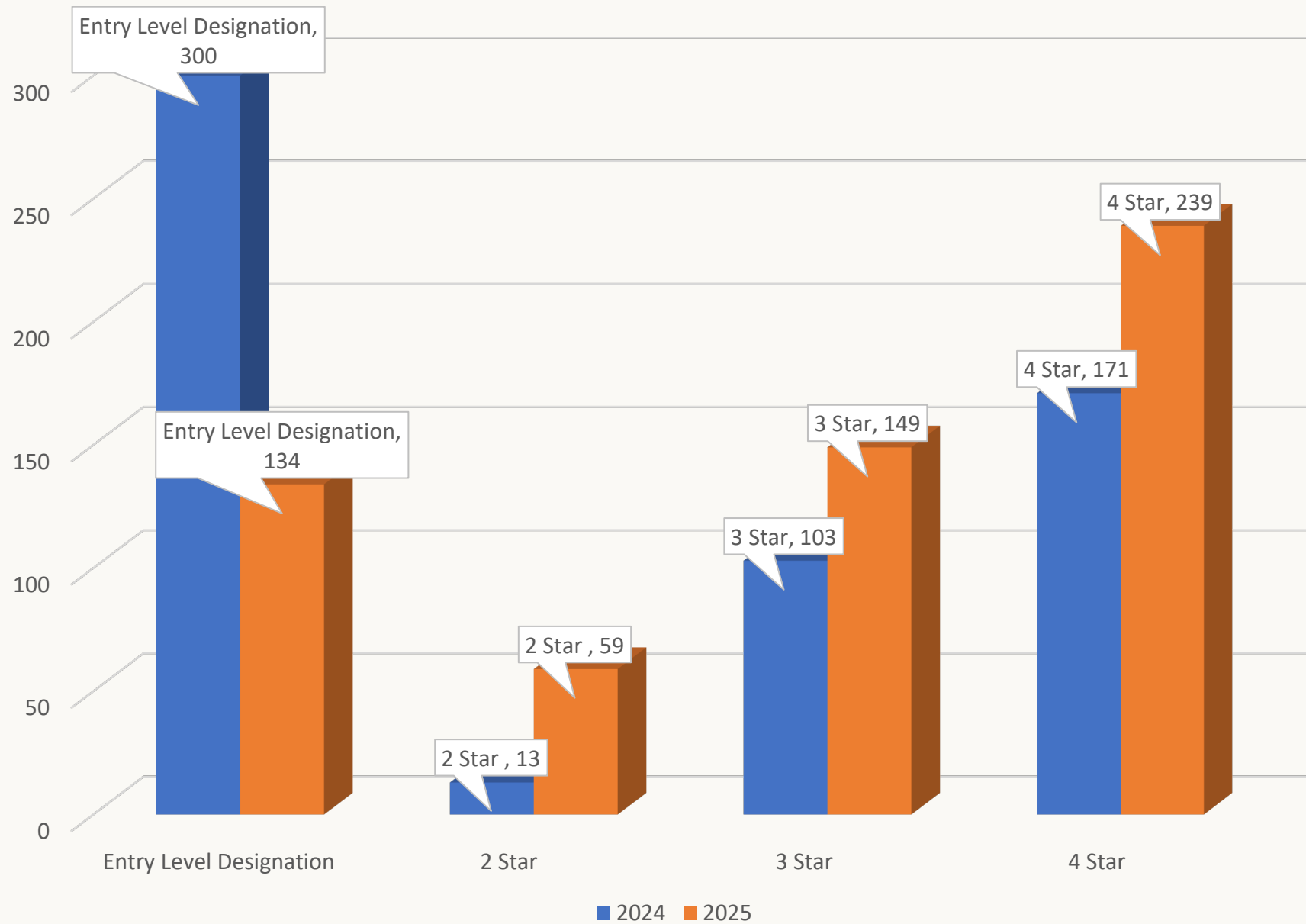
- At least 20% of activity expenditures support 12 rural counties
- Dedicated planning, tracking, and reporting for equitable access

Learning Community Cohorts (Centers, Homes, and School Age Only)
TRS Incentives (Assessment, Maintenance, Appreciation, and Retention)

Program Growth and Impact



Child Care Quality Progression: Star Ratings



Additional Provider Supports



Texas Early Childhood Professional Development System (TECPDS)

385 Local Validations Completed with ongoing small group trainings planned

- Tracks professional development hours for assessment scoring and Child Care Licensing requirements
- Certificate Generator tool validates professional development hours



Infant Toddler Specialist Network

5 Dedicated ITSN Specialists

- Provides high-quality, evidence-based training to small provider groups, strengthening infant-toddler care across the region

Business Support

Strengthening provider retention through dedicated business coaching and strategic resource connections



One-on-One Coaching

Personalized guidance on needs analysis, marketing, operations, and strategic planning



Resource Connection

Links to grants, loans, training partners (UTSA, SBDC), and community resources



SMART Goal Development

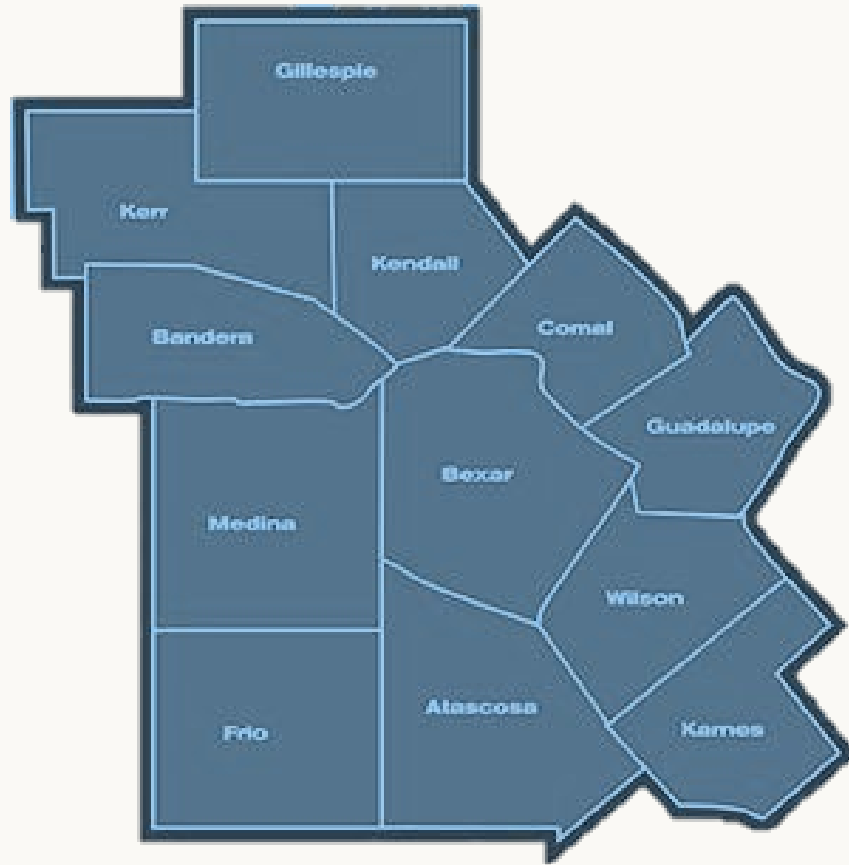
Actionable roadmaps for growth and quality improvement



Professional Development

Workshops and training sessions on key business and leadership topics

Business Industry Support Coach Program



Collaborative Partnership Agreements

- 156 Agreements

13 Counties Served

- 81 Child Care Centers in Bexar & 75 in Rural

Increased Annual Revenue for Providers

- \$2.47 M Bexar and \$8.76 M Rural

Key Initiatives:

- Partnership with LiftFund to provide business trainings to 70+ providers
- Collaboration with WIOA to assist providers with staffing needs
- Engagement with Texas Family Child Care Network to support home-based providers
- Partnership with Alamo Community College through the Skills for Small Business Training Program
- Business Planning presentation at Alamo Quality Pathway Conference & Best Practices Roundtable on staff retention
- Partnership with UTSA to launch Community Child Care Needs Survey across rural counties



**Enhancing
Coordination**



**Benchmarking
Performance**



**Enhancing
Disability Access &
Services**



**Implementing
CLASS Framework**

Board Calendar Year 2026 Strategic Priorities



**HUMAN
SERVICES**

Thank you!



A proud partner of the AmericanJobCenter network.





Mission, Vision & Values Alignment



Mission: Advancing People, Growing Businesses, and Strengthening Communities through Education, Employment, & Economic Development.

Vision: Communities are empowered with education and skills to be prosperous.

Core Values: Passion for the Work we do, Community Focused, Respect, Trust, Integrity, Commitment to Excellence, Innovative Leadership.



Mission: To strengthen the Alamo regional economy by growing and connecting talent pipelines to employers.

Vision: To lead the most integrated community workforce network in the nation.

Core Values: Accountability, Collaboration, Excellence, Innovation, and Integrity.



Alignment with WSA's Strategic Goals for Youth Services and Investment of Resources

WSA Strategic Goals:

Goal 1: Texas Talent Experts: Build a statewide network of Texas Talent Experts support workforce development by identifying skill gaps, advising employers and jobseekers, and promoting talent recruitment and retention across Texas.

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.

Opportunity Points to Invest Time, Resources, and Mentorship

Planned Participant Summary



- Tutoring, study skills, training, instruction, and dropout prevention
- Alternative secondary school services or dropout recovery services
- Paid and Unpaid Work Experience
- Occupational Skills Training
- Education offered concurrently with workforce preparation and training for a specific occupation
- Leadership Development Opportunities
- Support Services, Financial Support, incentives
- Mentoring
- Follow-up services
- Guidance and Counseling
- Financial Literacy Education
- Entrepreneurial (Owning a Business) Training
- Labor Market information

WIOA 14 Youth Elements (SERVICES OFFERED)



Youth Services

(February 1, 2025-through January 31, 2026)

Examples:

- Assessments
- Job Readiness
- Follow-up Services
- Financial Literacy
- Job Search Assistance
- Work Experience & Internship

Total Services Provided in WSA Region = 5,204

Services Provided in Urban Region = 3,287

Services Provided in Rural Region = 1,917



WSA's Sector-based focused Work Experience Opportunities & Employer Agreements



- ✓ Texas Talent Experts
- ✓ Service Optimizers
- ✓ Partnership Managers

WSA Region wide:

- More than 200 employer agreements
- More than 600 positions within these employers' businesses for work experience training & skill development enhancement
- More than **\$1,400,000** invested in WSA's youth for skills development in 2024/2025, representing 38% of SERCO's Youth Services annual budget.





Key Partners: Leveraging Relationships & Mutual Success!



SA Youth	City of San Antonio	San Antonio Chamber of Commerce	Thrive Youth Center	Communities in Schools	Seton Home
San Antonio Food Bank	Each One Teach One	Emma Lee Broady Academy	Healy-Murphy Center	Job Corps	SA Ready to Work
Big Brothers Big Sisters	Heaven for Hope	George Gervin Academy	Alamo Housing Authority	Restore Education	Next Level Youth Opportunity
		CAST (8 schools)	Many other organizations, schools, and businesses		



Pleasanton- Atascosa County

Youth Success Story – YES! Youth Program

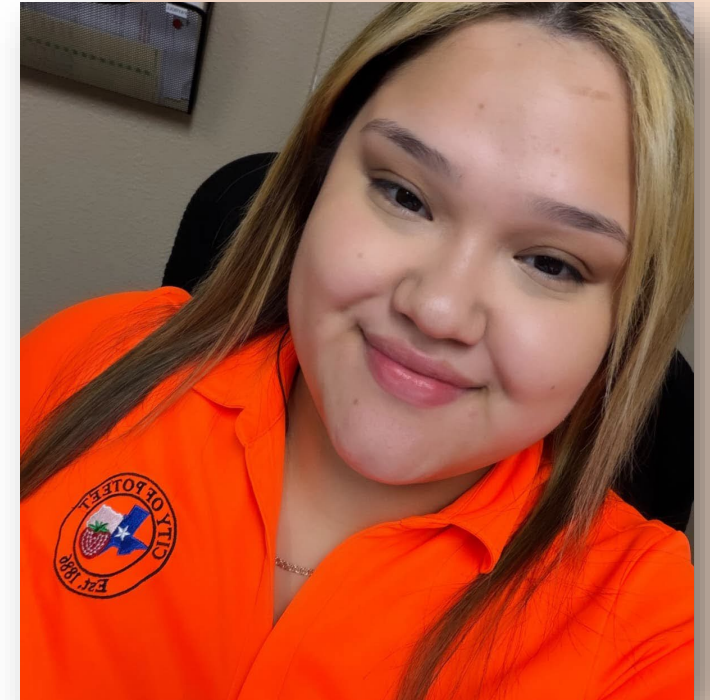
Alissa enrolled in the YES! Youth Program at age 19 as an Out-of-School Youth. At the time of enrollment, her highest grade completed was the 10th grade, and her identified barrier to employment was being a **High School Dropout**.

With no formal education or training credentials, Alissa sought services at the Pleasanton Workforce Office for assistance in obtaining her high school diploma. Her Career Navigator conducted a CASAS assessment and, on December 6, 2023, enrolled Alissa into the Emma L. Broady Academy. On January 23, 2024, **Alissa successfully completed all required curriculum and earned her high school diploma**. The YES! Youth Program provided financial assistance to cover enrollment fees for the high school program in the amount of **\$599.00**.

Following attainment of her diploma, Alissa expressed motivation to continue improving her employability, noting that her only prior work experience was in fast food. With support from her Career Navigator, Alissa was **enrolled in a Work Experience skills development opportunity** and placed with the City of Poteet, where **she obtained full-time employment** after completing her work experience hours successfully as Office Clerk in August of 2024, since then **she has been promoted** to Finance Clerk.

To support and **invest** in her successful participation in employment, the YES! Program also assisted Alissa with clothing and transportation, **helping to remove first-impression and access-to-work barriers**.

In recognition of her educational achievement, Alissa will receive \$250.00 incentives for obtaining her high school diploma and acquiring full-time employment.



“Thank you, Mrs. Sylvia, for pushing me to reach my goals when everyone said I wouldn’t do it. **You had faith in me**. You are the greatest”

QUESTIONS?
THANK YOU!

Contact Information:

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SERCO - Youth Services

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C2 Global Professional Services, LLC.

Mission: C2 GPS adds value for our customers by delivering results.

Vision: C2 GPS is the standard of excellence, innovation and Integrity. Values: Respect, Communication, Customer Engagement and Ingenuity.

Ramsey Olivarez, CIO – Shannon Spriggs, Director of Operations – Brenda Garcia, Managing Director

 Austin, Texas

 www.c2gps.net



About US

- Founded in 2010, we are an Austin TX based company. Our owners and Executive Team all reside in Texas.
- We currently operate workforce systems on behalf of 11 Board partners in Texas, Florida, and Nevada
 - 1000+ C2 GPS team members
 - 86 American Job Centers
 - 3 Mobile American Job Centers
 - 96 Counties
- We specialize in managing and operating fully integrated workforce systems.
- Supported by an 12-member Executive Team that is lean, agile, and responsive and embedded in the Career Centers to provide continuous leadership, coaching, and support.
- Proven track record: 67 TWC Performance Awards and 4 National Association of Workforce Boards (NAWB) awards since 2010.
- Our goal is to work with a select group of like minded Board partners.

Our Team



Chakib Chehadi
President



Aaron Smith
Chief Executive Officer



Crisanta Garza
Vice President



Amouye Kassi
Chief Financial Officer



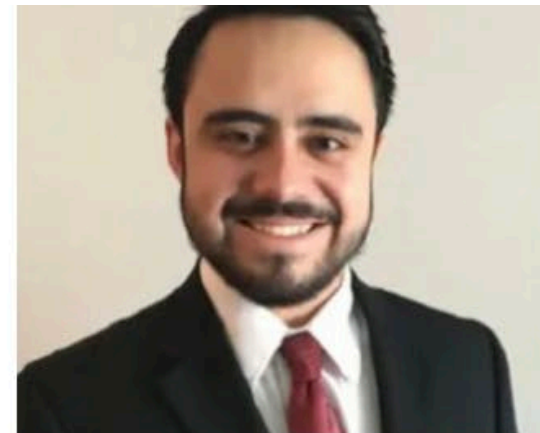
Ramsey Olivarez
Chief Innovation Officer



Gabriel Garza
Chief Talent Officer



Angelina Garcia
Controller



Timothy Sherman
Director of Analytics & Insights



Margie Cintron
Procurement Officer



Shannon Spriggs
Director of Operations



Troy Howard
DD Fiscal Operations



C2 GPS has successfully managed 11 integrated workforce systems since 2010.

- Lower Rio (McAllen MSA), 2010-Current
- Tarrant County (Fort Worth MSA), 2012-Current
- Capital Area (Austin, Round Rock MSA), 2012-Current
- **Alamo (San Antonio MSA), 2015-Current**
- Brevard (Palm Bay-Melbourne MSA), 2017-Current
- Golden Crescent (Victoria MSA), 2018-Current
- Coastal Bend (Corpus Christi MSA), 2019-Current
- Southern Nevada (Las Vegas MSA), 2022-Current
- Capital Region (Tallahassee MSA), 2022-Current
- Permian Basin (Midland-Odessa MSA), 2023-Current
- Rural Capital (Austin, Round Rock MSA), 2024
- Greater Dallas (Dallas MSA), 2025-Current
- West Central (Abeline MSA), 2025-Current

American Job Centers

13 Systems

Job Seekers

1.7 Million

Employers

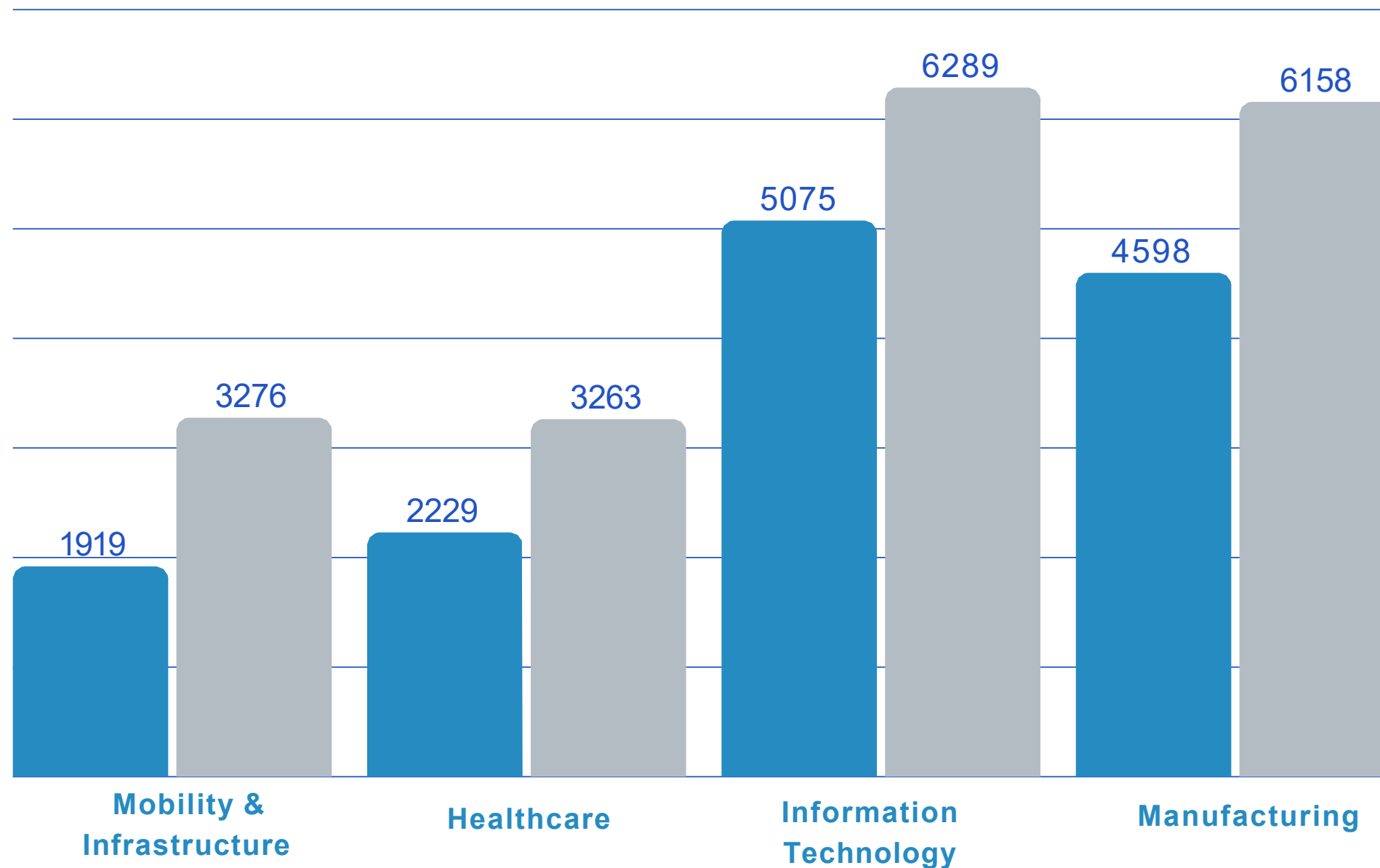
26,847

Customer-Centered Job Seeker Services

- **Alignment with Local Strategy:** Our strategy integrates a multi-channel outreach approach, combining in-person, digital, and partnership efforts to align with the Hire Local Plan, featuring place-based service competency for effective in-person engagement, data-driven digital outreach, and leveraging inflows into the workforce system through analytics via the C2 GPS Referral Hub, bolstered by an established partner network.
- **Enhanced Service Delivery:** We use both in person and technology enabled decentralized service delivery model to serve high unemployment and high-density areas like the Neighborhood Initiative in Tarrant County
- **Nationally Recognized Workforce Credentials:** Career Advisors advance to level II after completing a ,4-month Workforce and Career Development Certification Training delivered by TAD Grants, earning nationally recognized credentials including the Certified Career Services Provider (CCSP) and Global Career Development Facilitator (GCDF). **Operational Efficiencies:** Worked with Boards to redesign front-end engagement, introducing Triage Specialists and a retooled Career Information Session.

Sector-Based Business Services

● 2024 ● 2025



Since implementing a Sector-Based model, job orders within targeted industries have increased 37% year-over-year. 62% of job order referrals in 2025 were to occupations in targeted industries

- Collaborated with Boards and business consultants in 2023-24 to implement the Statewide Action Plan.
- Aligned vertically with Board Industry Directors in a tiered, outcome-focused model.
- Emphasized an Earn and Learn approach supported by a data-driven strategy.
- Attained high employer engagement, resulting in elevated client satisfaction.
- Empowered customers with an online job board and applicant tracking system for work-based learning, replicating real-world experiences.
- Recently earned a nomination from the Texas Veterans Commission (TVC) for an award for business partnership and excellence.

Financial and Organizational Stability

- **Strong Fiscal Management:** Adherence to Generally Accepted Accounting Principles (GAAP) is maintained through proven fiscal controls.
- **Dedicated Fiscal Team:** 5 member fiscal team, supported by an Executive Deputy Director of fiscal operations, controller, and Chief Financial Officer.
- **Financial Reporting:** Comprehensive monthly fiscal performance reviews ensure transparency and accountability.
- **Procurement Expertise:** Local operations is supported by an Executive Team procurement officer ensuring compliance with all TWC and Board specific rules and regulations.
- **Audit Performance:** The organization consistently achieves exemplary audit results, with no significant financial management issues identified.
- **Sustainability:** A proven track record of long-term fiscal stability spans multiple workforce regions, reinforced by clean audits, healthy financial reserves, ongoing CFO and Controller support, onsite assistance, and quarterly fiscal calls complemented by annual meetings.

Why C2 Global Professional Services

- **Commitment to Partnership:** We have worked collaboratively with each board to strengthen the workforce system and impact the region businesses and residents.
- **Deep Engagement:** Rather than operating from traditional corporate offices, we embed ourselves within the Career Centers we manage, ensuring close collaboration with staff and direct involvement in daily operations.
- **Unmatched Workforce Expertise:** Our Executive Team brings extensive experience as former Board staff - we understand the challenges and opportunities within the regions.
- **Collaborative Innovation:** Our culture is marked by communication, collaboration, and innovation. We engage our teams in cross-contract projects, joint training initiatives, and share resources to create a dynamic environment where innovative solutions and evidence-based best practices are openly shared.
- **Proven Service Delivery Model:** Our approach has been successfully implemented across all Board areas, establishing a consistent record of achievement and innovation in Texas, Florida, and Nevada.
- **Advanced Analytics and Technology Investment:** Since 2010, we have invested more than \$800,000 to enhance our data analysis and quality assurance teams, demonstrating our dedication to advancing system analytics and upholding the highest standards of quality.
- **Training and Development:** Our staff development strategy includes digital badging programs, Certified Workforce Development Facilitator training, Certified Business Services Consultant training, and a C2 GPS. Leadership Academy.

C2 GPS Dashboards

Our proprietary C2 GPS Performance Dashboards provide our management teams with real-time, actionable intelligence to proactively manage the performance and productivity of their system. Dashboards are updated daily and published at the system, center, and staff level, enabling us to hold all levels of the system accountable.



Quality Focus

Our InnovateC2 Quality Assurance system serves as the centralized platform for all 11 C2 GPS managed systems' quality assurance reviews. This system offers time-series and comparative analysis at the system, center, and staff levels, enabling us to contrast performance against peer regions.

The screenshot displays the C2 Quality Assurance system interface, which is divided into several sections for data analysis and filtering.

Left Panel (Filters):

- BOARD:** All
- PROGRAM:** All
- BATCH NAME:** All
- REVIEW STATUS:** All
- REVIEW NUMBER:** All
- SUPERVISOR:** All
- STAFF:** All
- REVIEW DATE:** 7/5/2022 to 11/2/2023
- CREATE DATE:** 10/14/2021 to 9/12/2023

Main Table (Staff Performance):

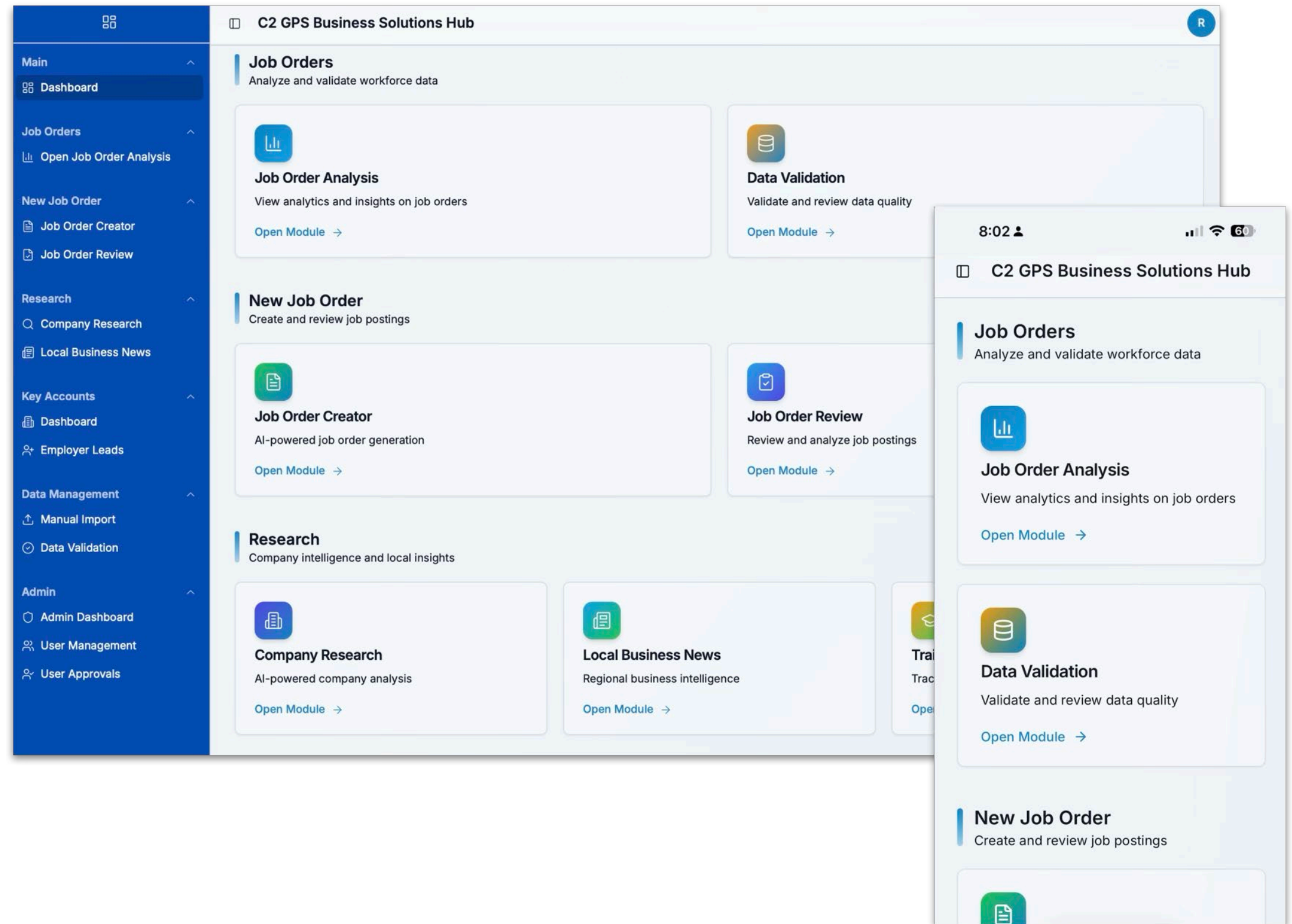
Region	# No	# Yes	% Review 1	% Review 2	QA Impact	# Reviews
Alamo	3,593	7,342	60.4%	80.1%	19.7	
C2 - Nevada	2,177	15,363	84.9%	95.1%	10.2	
Capital	479	7,387	93.4%	99.3%	5.9	
SNAP	5	147	96.7%	NaN	Na	
TANF Choices	92	1,194	91.8%	100.0%	8.2	
WFSCA RWN/WERC	204	2,906	93.3%	100.0%	6.7	
WIOA	163	2,471	93.3%	98.3%	5.0	
NCP	15	669	96.8%	100.0%	3.2	
Brevard	1,606	17,579	91.4%	96.4%	5.0	
Coastal Bend	555	9,068	92.7%	97.2%	4.5	
Southeast	988	7,582	87.2%	91.3%	4.1	
Golden Crescent	1,514	10,456	87.1%	88.0%	0.9	
FL - Capital Region	457	3,190	87.3%	88.0%	0.7	
Lower Rio	323	10,469	97.0%	NaN	Na	
Tarrant	2,045	12,909	85.5%	88.4%	2.9	
Total	13,737	101,345	87.4%	90.4%	3.0	

Right Panel (Detailed Performance):

Region	# No	# Yes	Score	All Reviews
Brevard	1,606	17,579	92%	1,335
Lower Rio	323	10,469	97%	1,021
Golden Crescent	1,514	10,456	87%	916
C2 - Nevada	2,177	15,363	88%	689
NV WIOA Youth	1,865	11,773	86%	478
Program Eligibility - NV	727	5,830	89%	478
Objective Assessment/ISS - NV	316	2,657	89%	473
Miscellaneous - NV Youth	326	850	72%	376
Supportive Services/Incentives - NV	145	1,216	89%	236
Program Exit/Follow-up Services - NV	90	254	74%	115
Measurable Skill Gains & Credential Attainment - NV	68	275	80%	110
Work Experience - NV	117	410	78%	68
Occupational Skills Training/ITA - NV	57	268	82%	47
Apprenticeships and OJTs - NV	19	13	41%	3
NV Adult / DW Monitoring	289	3,155	92%	143
Nevada Support Services	23	435	95%	68
Coastal Bend	555	9,068	94%	534
Total	13,737	101,345	88%	9,473

Business Hub

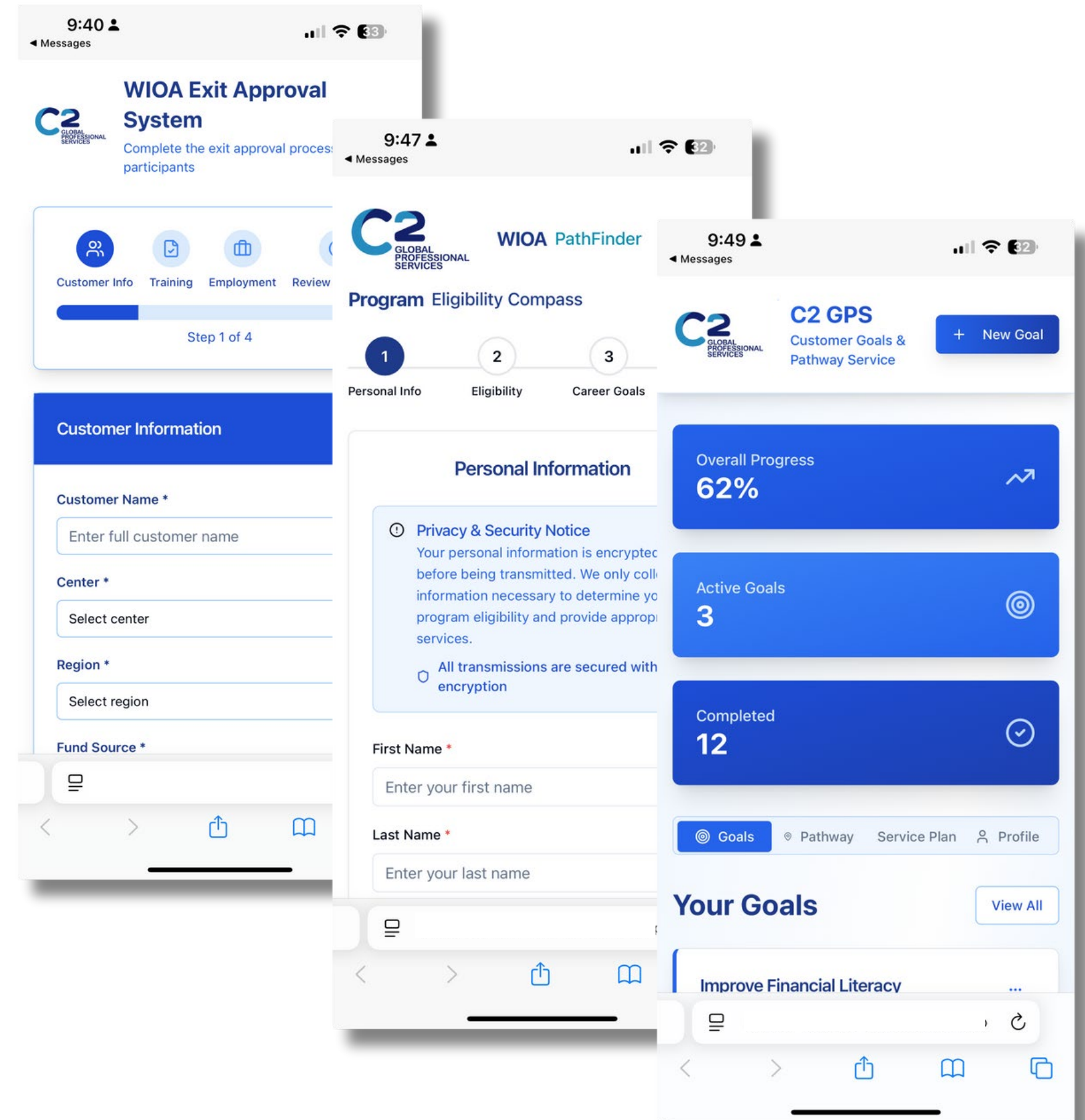
- Centralized platform designed to serve Texas businesses more efficiently
- Integrates automation tools to streamline critical business service processes
- Enables scalable, consistent, and efficient service delivery statewide
- Keeps teams locally and across regions connected



AI

While AI cannot fully replace the human element, we integrate it throughout our operation, from Human Resources to quality assurance and service delivery. Examples of AI enhanced tools in place and in beta testing include:

- Universal Pre-Application
- WIOA Exit Process
- Individuals Employment Plans
- Case Management (Chat GPT)
- Mock Interviews
- Policy Chatbots
- Resume Analysis
- Local Language Learning Models (LLM) for Quality Assurance and Data Analysis



Community Impact

C2 GPS is are committed to fulfill Workforce Solutions Alamo Mission, Vision, and Values. By implementing strategic approach, and innovative methods, we ensuring our team's availability around the regional area.

Enhanced job fairs aligned with Targeted and On-Demand Industries	Industry focused Job Fairs 17	Employers Participated 177	Total Participants 2,613	Hired at Event 381
Community Outreach and focused Partnerships	Outreach Community Events 64	Partner Referrals Outcomes 500	Partners Engaged 89	

Board Reflections, Closing Remarks & Adjournment



Thank you!

