



Oversight Committee

August 15, 2025



Meeting Minutes – May 16, 2025





Quality Assurance Briefing

Dr. Ricardo Ramirez, Director of Quality Assurance



TWC Annual Monitoring Update





TWC Audit Resolution

TWC's annual monitoring required WSA to implement continuous quality improvement actions for one item.

- This involved outstanding checks associated with bank reconciliations, for which:
 - Staff updated procedures, developed and provided staff training, and incorporated internal reviews.

On June 12, 2025, TWC issued an *Audit Resolution Report to WSA*:

- TWC reports that WSA's corrective actions adequately resolved the finding,
- TWC stated the Board has adequate controls to ensure accountability of public funds, and
- That all outstanding checks are reconciled according to state and local requirements and guidelines.

With this, the TWC Monitoring Report 25.20.0001 was considered closed.



TWC Annual Monitoring

TWC's Annual Monitoring for this year is underway. WSA received an Engagement Letter confirming that the on-site review will occur from October 14, 2025, to October 24, 2025.

Num	Process	Est. Date
1	Engagement Letter	7/15/2025
2	Document Request Package (DRP)	8/19/2025
3	Sample Request	10/08/2025
4	Entrance Conference	10/14/2025
5	On-Site Review	10/14/2025
6	Exit Conference & Exit Report	10/24/2025
7	TWC Monitoring Report	04/03/2026



Staff Recommendations

- Hold meetings with Board and Contractor staff in preparation for the monitoring.
- Set up the technical aspects for the review (i.e., TEAMS channels, TWC Auditors' VPN access).
- Coordinate each phase with WSA departments and Contractors, including staff assignments, deadlines and document submission, ensuring responsiveness and promptly addressing each item that may arise.



Questions



Quality Assurance Briefing





External Monitoring (Ms. Nguyen, CPA)

- **WIOA Adult – C2 GPS:** 100% complete, with 93.81% accuracy rate and four items for continuous quality improvement:
 - Documenting the availability of other resources before issuing support services (89.66% accuracy).
 - Performance Credential Outcomes data entry accuracy (88.89% accuracy).
 - Employment verification at program entry and documenting unemployment status for 27 or more consecutive weeks (83.33% accuracy).
 - Monthly contact documentation, including two attempts per month (63.33% accuracy).



External Monitoring (Ms. Nguyen, CPA) cont.

- **WIOA Dislocated Worker – C2 GPS:** 100% complete with 91.62% accuracy rate, and five items for continuous quality improvement:
 - Documenting the availability of other resources before issuing support services (79.16% accuracy).
 - Support services case notes and WIT Activities ribbon (80.95% accuracy).
 - Performance Measurable Skills Gains Outcomes data entry accuracy (85.71% accuracy).
 - Service activity codes, and open and closed service dates (87.50% accuracy).
 - Monthly contact documentation, including two attempts per month (50.00% accuracy).
- **Non-Custodial Parent Choices (NCP) – C2 GPS:** 100% complete. Currently working on the Final Report.
- **WIOA Youth - SERCO:** 49% complete.



Internal Monitoring Activities

- ***Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) – C2 GPS: 100% complete.***
 - The testing resulted in a “Phase I” report with eight (8) attributes needing continuous improvement efforts.
 - Phase I reviews provide the contractor the opportunity to address the issues and demonstrate improvement within a two to three-month period. This includes intensified internal controls/monitoring, staff training, and procedural reviews.
 - The results will then be reported with a Phase II review.



Internal Monitoring Activities cont.

- ***Contractor QA (Contractor Internal Monitoring) Review (C2 GPS, SERCO, and COSA): 58% complete.***
 - QA is reviewing the contractors' internal monitoring, which includes several elements that we'll use for feedback and strengthening of the systems, including:
 - Comparing the attributes they test with ours and TWC's.
 - Comparing the score results from their testing with ours and TWC's.
 - Reviewing potential causes for any variation in outcomes (e.g., staffing, methods, frequency, etc.).



Other Activities

- Some of the additional activities performed by QA include, but are not limited to, the following:
 - Initiating WSA staff training.
 - Developing 2025-2026 performance targets for Adults and Youth.
 - Assisting with the agency's risk assessment.
 - Reviewing and providing guidance on varied policy-related items.



Staff Recommendations

- To track progress of actions, QA continues performing informal testing of attributes with accuracy rates below the 90% threshold.
- Staff focus on the most critical items, such as repeat findings or those impacting performance and funding.
- The continuous improvement system includes a feedback mechanism that enables collaboration among Operations, our contractor partners, and QA to drive progress.



Questions



Rules Regarding Citizenship Status





Summary

The briefing presents citizenship status and work authorization verification requirements associated with WSA grants and services.

- **Please note that WSA has always verified work authorization status for WIOA and related grants for participant-level services, as per the Texas Workforce Commission's (TWC's) requirements.**



Purpose

The briefing has the following purposes:

- A. To reaffirm WSA's ongoing commitment to meeting employer labor demand through the effective use of public funds in compliance with federal and state work authorization requirements for individuals.
 - Ensure employer confidence that partnering with WSA will help them identify and hire workers who are both equipped with the skills to succeed on the job and legally authorized to work in the U.S.
- B. To highlight a new federal directive requiring verification of temporary work authorizations in three-month intervals.
- C. To brief the Board about citizenship and work authorization requirements for participants.



Background (Federal Law & Exec. Orders)

- The Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (Public Law 104-193)(PRWORA)¹ prohibits unauthorized individuals within the Nation’s borders from depending on public resources to meet their needs.
- WIOA Section 188(a)(5) states that “participation in programs and activities... shall be available to citizens and nationals of the United States, lawfully admitted permanent resident aliens, refugees, asylees, and parolees, and other immigrants authorized by the Attorney General to work in the United States.”
 - To that purpose, the Department of Labor issued a Training and Employment Guidance Letter (TEGL) No. 10-23, Change 2, “*Work Authorization Verification in Grant Programs Administered by the Employment and Training Administration.*”
 - The guidance maintains existing work authorization verification requirements and adds a new directive for WIOA and related grants.

¹ *Executive Order: Ending Taxpayer Subsidization of Open Borders, The White House, February 19, 2025.*



WIOA & Related Grants

- WIOA Title I Adult, Dislocated Worker, Youth, and statewide employment and training services funded by the Governor's reserve,
- WIOA National Dislocated Worker Grants (DWGs),
- Wagner-Peyser Act (W-P) Employment Service,
- Other partner programs not operated by WSA Contractors (authorized under Section 169 of WIOA):
 - Re-entry Employment Opportunities (REO),
 - YouthBuild,
 - Section 167 Migrant and Seasonal Farmworker Program, commonly referred to as the National Farmworker Jobs Program (NFJP), and
 - Senior Community Service Employment Program (SCSEP).

Participant-Level Services (federal public benefits)



WIOA grants provide a wide range of self-service, information-only, and participatory services that focus on moving participants into gainful employment. “Participatory” services (are federal public benefits), including the following:

Initial assessment	Job search assistance (Staff-assisted)	Placement assistance (Staff-assisted)	Career Counseling (including ‘staff-assisted’)
Provision of information & meaningful assistance filing for Unemployment	Assistance establishing eligibility for financial aid	Comprehensive & specialized assessments	Individual Employment Plan development
Group & Individual Counseling	Career Planning	Short-term prevocational services	Internships, work experience, & transitional jobs
Workforce preparation activities	Financial literacy services	Out-of-area job search & relocation assistance	Training services (except incumbent worker training)



Required Actions

Federal law ratifies existing work authorization verification requirements:

- Verify and document work authorization before delivering participant-level services to eligible participants.
- WSA uses the *WIOA Citizenship/Eligible Non-Citizenship Status Authorization to Work* form (attached).
- *Temporary Work Authorizations (new requirement)*: Temporary work authorizations must be reviewed at a reasonable interval, but no less than every three months (requiring Exit and discontinuation of services, should the work authorization expire or be revoked outside the 3-month check).

Grants for Which WSA Does Not Validate Work Authorization Status



The referring agencies are responsible for the work authorization or citizenship status verification of individuals in the following grants:

- TANF/Choices and SNAP E&T: HHSC.
- Non-Custodial Parent (NCP): The Office of the Attorney General (OAG).
- Trade Adjustment Assistance (TAA): TWC's TAA Unit.
- SEAL: TWC's Vocational Rehabilitation.



Staff Recommendations

- Ensure policies and procedures accurately reflect requirements.
- Develop and provide staff training and, as needed, technical assistance.
- Maintain internal controls to validate authorization to work requirements for WIOA and related grant participants.



Financial Impact

- As approved by the Board, WSA covers costs associated with the work status verification using budget allocations for the Contractors (e.g., as part of Operations).
- Cabinet, the electronic document repository of participant records, is already in place, and the expense is already allocated (WSA began digitizing all participant records in August 2023).
- Services provided to non-authorized individuals may incur disallowed costs.



Questions





Process Briefing

Eric Vryn, Chief Process Officer



Update on Enterprise Risk Assessment Tool





Purpose of Today's Briefing

- Present WSA's ERM framework and supporting tool.
- Explain how the system strengthens operational resilience, audit defensibility, and strategic foresight.
- Discuss three-tool implementation approach across departments.



Why ERM? Why Now?

- WSA has no centralized system for identifying, evaluating, or monitoring organizational risk.
- Existing efforts are fragmented across departments (QA, IT, Procurement) TWC IT assessment specifically calls for a formal risk registry with documentation protocols
- Current risk practices are reactive, inconsistent, and fragmented.
- WSA leadership identified need for risk assessment beyond annual TWC monitoring to provide secondary mechanism to minimize agency exposure.



What ERM Is — and Isn't

This IS...	This ISN'T...
Shared visibility and accountability	A compliance-only function
A strategic management tool	Just a list of problems
Simple and adaptable	Burdensome bureaucracy
Accessible to department staff while producing reliable inputs for executive oversight	A system that will predict risk



Core Framework Elements

Component	Description
Risk Assessment	Comprehensive weighted scoring across thirteen categories
Scoring Method	Weighted model adapted from RICE methodology
Platform	Cognito forms - existing WSA technology infrastructure
Tool Configuration	
Ownership	Directors and Managers assigned by function
Review Cycle	Quarterly, coordinated by QA Division



Agency Risk Appetite Statement

WSA maintains a zero-risk appetite approach, consistent with our responsibility for public resources and regulatory compliance.

Risk Management Thresholds:

- **Low Risk (below 55):** Routine monitoring through quarterly review processes
- **Moderate Risk (55-110):** Active monitoring with formal mitigation planning required
- **High Risk (above 110):** Immediate attention with escalation and emergency response protocols

This structured approach supports our commitment to participant service delivery, regulatory compliance, and responsible stewardship of agency and public resources.



The Tool – WSA Risk Registry (Cognito)

- Web-based application built on Cognito Forms platform - existing WSA infrastructure
- Three separate tools with same functionality and format, variations in questions used for each operational area
- Fields include Employee Name, Department, Project Name, Risk Categories, Automated Scoring
- Designed for agency-wide use and requires no advanced technical skill
- No additional resources needed - leverages current technology infrastructure
- Eliminates need for spreadsheets while maintaining analytical sophistication



The Tool – WSA ERM Tool (Part 1)

Utilizes weighted scoring matrix with between 12 to 16 Questions

13 Categories Assessment

Enterprise Risk Management

WSA Risk Assessment & Evaluation Tool

Employee Name

Eric Vryn

Department Name

Office of the CPO

Project Name

ERM

Assessment Progress

1/13 Categories Complete

Risk Assessment Categories

Mission Impact Level

Weight: 5

Show Definition

Low

Minimal impact on mission delivery

1 pts

Medium

Moderate impact with manageable disruption

3 pts

High

Significant threat to mission accomplishment

5 pts

- Mission Impact Level
- Operational Disruption Level
- Time Sensitivity Level
- Financial Impact
- Regulatory & Legal Impact
- Stakeholder Impact
- Risk Ownership / Control Level
- Technology & Infrastructure Risk
- Agency Fiscal Impact
- Mitigation Resource Requirements
- Leadership Support Level
- Procurement Requirements
- Board Approval



The Tool – WSA ERM Tool (Part 2)

Utilizes weighted scoring system that can be exported and attached to project charters as justification to leadership for the proposed project

Board Approval Required
[Show Definition](#)

No
No special approval required

CEO Level
Senior executive approval needed

Board Required
Board-level approval and oversight required

Assessment Complete

120
Total Risk Score

High
Risk Level

13
Categories Assessed

100%
Assessment Complete

Assessment Details:

Employee: Eric Vryn Department: Office of the CPO Project: ERM

[Export Report \(TXT\)](#) [Export Data \(CSV\)](#)

Scores are displayed and color coated according to calculated risk level.

Enterprise Risk Management

WSA Risk Assessment & Evaluation Tool

Employee Name: Department Name: Project Name:

Assessment Progress: 13/13 Categories Complete

Risk Score: 120 Risk Thresholds:
High Risk Low (<55) • Moderate (55-110) • High (>110)

Risk Assessment Categories

Mission Impact Level
[Show Definition](#)

Low
Minimal impact on mission delivery

Medium
Moderate impact with manageable disruption



Example Entries (Live Risk Registry)

Risk	Score	Owner	Mitigation
WIT Upload Error	[To be assessed]	Data Manager	QA double-checks, automated scripts, TWC validation
Cybersecurity Gap	[To be assessed]	IT Director	MFA rollout, network audits, staff training
Procurement Delay	[To be assessed]	Procurement Director	Rotation policy, pre-evaluator pool, escalation process
Training Provider Ineligibility	[To be assessed]	Program Director	Monthly ETPL checks, cross-team training, real-time alerts
Participant Outcome Data Not Collected Post-Exit	[To be assessed]	Program Performance Manager	Post-placement contact workflows, CRM reminder flags



Strategic Value + Limitations

Expected Benefits:

- Improve visibility of cross-departmental and enterprise-level risks
- Increase documentation and defensibility for audits and compliance reviews
- Provide structured way to track mitigation efforts and emerging threats
- Foster accountability among leadership and mid-level management
- Guide staff in carefully considering projects and initiatives more thoroughly

Acknowledged Limitations:

- Tool depends on active participation from Directors and Managers
- Initial engagement may vary by department (WSA's first formal risk management initiative)
- Three-tool approach requires coordination across operational areas
- Framework will evolve as organizational risk management matures



WSA's Implementation Approach

- **Deadline:** September 15, 2025
- **Three-Tool Strategy:** Separate ERM tools tailored to Programmatic Operations, Fiscal & Procurement Management, and Strategic Organizational Initiatives
- **Governance:** QA Division partners with CPO office to coordinate implementation and quarterly reviews
- **Ownership:** Directors and Managers responsible for maintaining and updating risk entries in their functional areas
- **Technology:** Built on existing Cognito Forms platform, eliminating need for additional resources
- **Timeline:** Currently in August 2025 development phase with phased deployment planned
- **Future Development:** More robust governance structure will be developed as tool continues to evolve



Questions





Programs & Operational Briefing

Victoria Rodriguez, Director of Workforce Services



Program Briefing



Grants and Initiatives

Summer Earn and Learn (SEAL)

Offers paid, on-the-job, workplace readiness training, work experience, and transferable skills learning opportunities for students.

- 181 enrolled
- 114 job placed
- 78 complete work readiness
- 84 completed 5-weeks



Externship for Teachers

The Externships for Teachers program aims to enhance educators' knowledge of workforce topics, especially STEM careers in the Alamo region.

- 96 educators completed externship

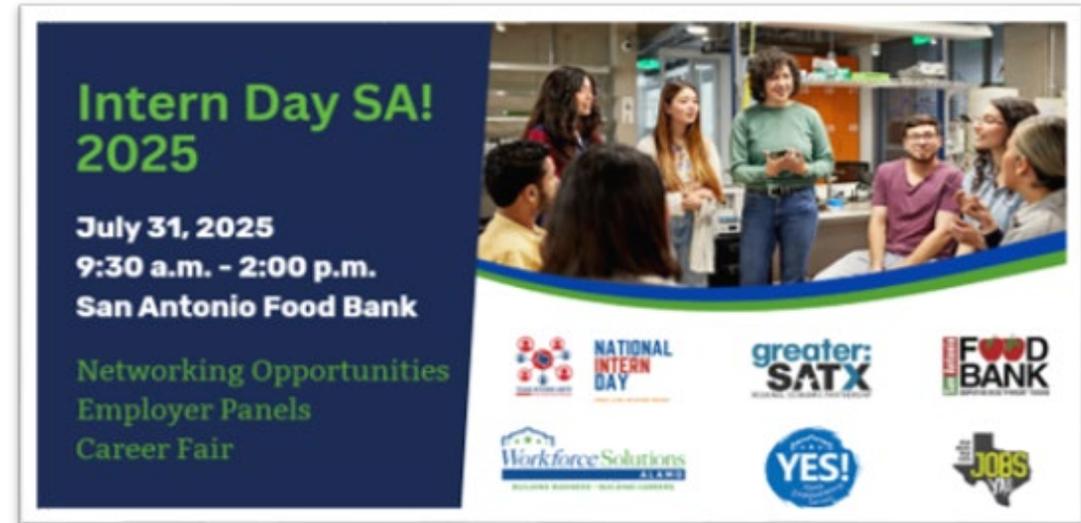


Grants and Initiatives

Partners for Reentry Opportunities in Workforce Development (PROWD)

Implement evidence-based, dedicated services that will improve the outcomes for individuals currently in, or recently released from the custody of the Federal Bureau of Prisons (FBOP).

- 129/600 enrolled
- 87 earned credentials
- 87 earned a Measurable Skill Gain
- 66 job placements



Intern Day SA!

Aimed at high school juniors, seniors, and college students, this event will connect youth with internship opportunities to reinforce skills through work-based learning.

- 178 youth attended



Questions



Performance



Measures Not Met

Performance Targets for BCY 2024 October, November, December

- Adult Employed Q4
- Adult Credential
- DW Credential
- C&T Employed Q2
- C&T Credential



May MPR

WIOA Outcome Measures	Status	% Cur Trgt
Employed Q2 Post Exit - Adult (DOL)	MG	102.26%
Employed Q4 Post Exit - Adult (DOL)	MG	100.40%
Measurable Skills Gains - Adult (DOL)	EX	110.55%
Median Earnings Q2 Post Exit - Adult (DOL)	MG	105.71%
Credential Rate - Adult (DOL)	AR	92.71%
Employed Q2 Post Exit - DW (DOL)	MG	103.56%
Employed Q4 Post Exit - DW (DOL)	MG	104.68%
Measurable Skills Gains - DW (DOL)	MG	96.08%
Median Earnings Q2 Post Exit - DW (DOL)	MG	104.20%
Credential Rate - DW (DOL)	NM	89.35%
Credential Rate - All C&T	NM	93.52%

Employed/Enrolled Q2 Post Exit - Youth (DOL)	N/A
Employed/Enrolled Q4 Post Exit - Youth (DOL)	N/A
Measurable Skills Gains - Youth (DOL)	N/A
Median Earnings Q2 Post Exit - Youth (DOL)	N/A
Credential Rate - Youth (DOL)	N/A



May MPR

WIOA Outcome Measures	Status	% Cur Trgt
Employed Q2 Post Exit - Adult (DOL)	MG	102.26%
Employed Q4 Post Exit - Adult (DOL)	MG	100.40%
Measurable Skills Gains - Adult (DOL)	EX	110.55%
Median Earnings Q2 Post Exit - Adult (DOL)	MG	105.71%
Credential Rate - Adult (DOL)	AR	92.71%
Employed Q2 Post Exit - DW (DOL)	MG	103.56%
Employed Q4 Post Exit - DW (DOL)	MG	104.68%
Measurable Skills Gains - DW (DOL)	MG	96.08%
Median Earnings Q2 Post Exit - DW (DOL)	MG	104.20%
Credential Rate - DW (DOL)	NM	89.35%
Credential Rate - All C&T	NM	93.52%

Employed/Enrolled Q2 Post Exit - Youth (DOL)	N/A
Employed/Enrolled Q4 Post Exit - Youth (DOL)	N/A
Measurable Skills Gains - Youth (DOL)	N/A
Median Earnings Q2 Post Exit - Youth (DOL)	N/A
Credential Rate - Youth (DOL)	N/A





Questions





CEO Report

Eric Vryn, Chief Process Officer





Questions





Chair Report

Dr. Sammi Morrill, Committee Chair





Questions



Thank you!

