



Performance, Programs, and Operational Updates

February 9, 2024



Performance, Programs & Operational Updates



Item	Description	On target
1	WSA continues to perform well on overall expenditures and outcomes.	
2	Childcare is trending at 91.38% for children served.	
3	Student HireAbility Hiring event was a success.	
4	WIOA Adult Grants & Initiatives	
5	The Middle Skills Employment Pilot Program is designed to support Texans preparing to join the workforce or who have upskilled and gained new employment.	
6	WIOA Youth.	
7	Ready to Work current enrollment: 2,609 participants in training. Healthcare industry continues to be the industry of choice for many participants seeking training.	



Programs Performance BCY23

AT-A-GLANCE COMPARISON - BOARD CONTRACTED MEASURES

Percent of Target

As Originally Published

Green = +P White = MP Yellow = MP but At Risk Red = -P

BOARD CONTRACT YEAR 2023 YEAR END REPORT

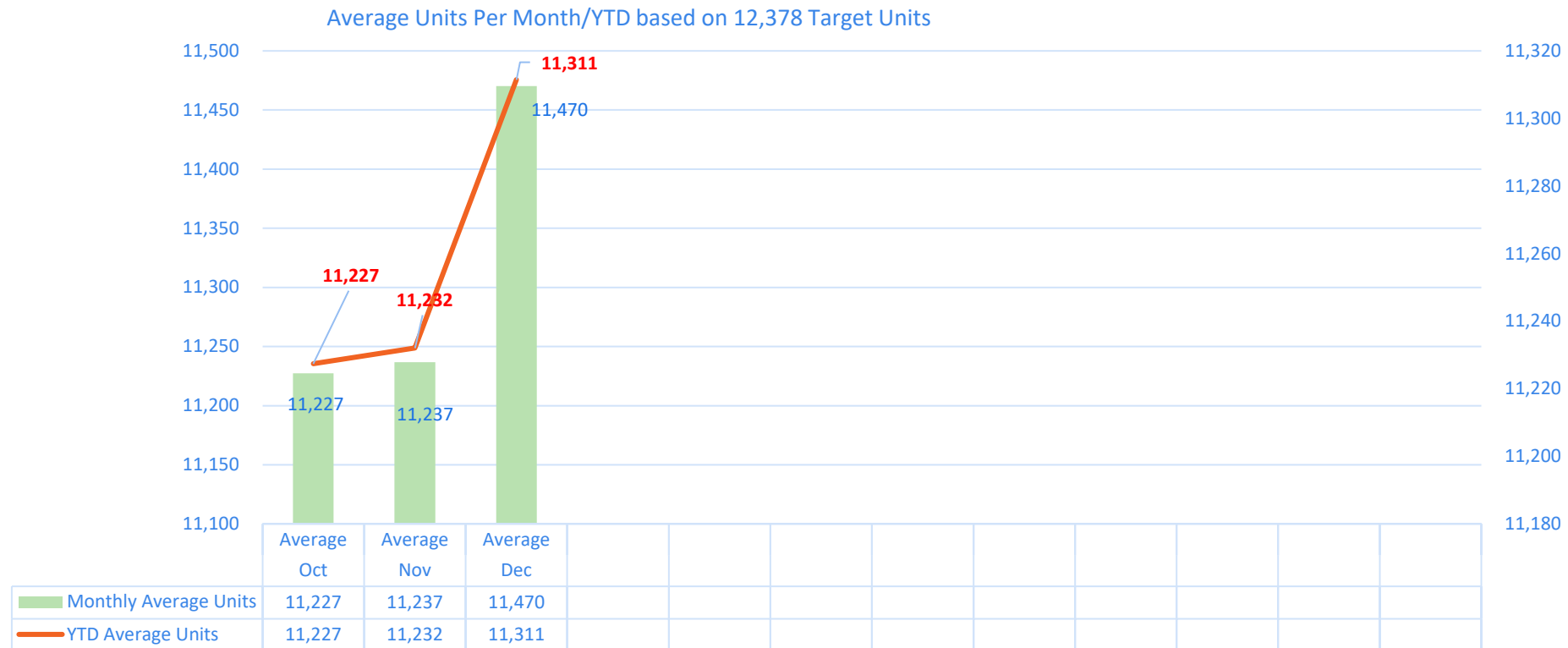
Board	WIOA Outcome Measures														
	Adult					DW					Youth				
	Employed Q2 Post-Exit	Employed Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential Rate	Measurable Skills Gains (YTD-Only)	Employed Q2 Post-Exit	Employed Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential Rate	Measurable Skills Gains (YTD-Only)	Employed/Enrolled Q2 Post-Exit	Employed/Enrolled Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential Rate	Measurable Skills Gains (YTD-Only)
Alamo	95.45%	93.84%	105.03%	101.45%	100.89%	100.24%	99.88%	99.36%	101.46%	97.29%	96.23%	96.48%	114.44%	114.33%	99.50%

Board	WIOA Outcome Measures (cont.)			Reemployment and Employer Engagement		Participation		Total Measures			
	C&T Participants										
	Employed/ Enrolled Q2 Post-Exit	Employed/ Enrolled Q2- Q4 Post-Exit	Credential Rate	Claimant ReEmploy- ment within 10 Weeks	Employers Rcvg Wkfc Asst Fm Bds or Self Svc	Choices Full Engagement Rate	Average # Children Served Per Day- Combined	+P	MP	-P	% MP & +P
Alamo	98.97%	104.92%	95.47%	93.72%	107.20%	127.86%	106.27%	5	16	1	95%

Child Care Performance Briefing

FY 2024 *

Data as of 01/23/2024



	Average	Average	Average		Average	Average	Average
Monthly Average Units	11,227	11,237	11,470	Monthly Average %	90.70%	90.78%	92.67%
YTD Average Units	11,227	11,232	11,311	YTD Average Units %	90.70%	90.74%	91.38%

CCDF Performance Status Methodology
 Year-to-Date numbers to calculate performance
 MP = 95%-105%
 +P = 105% or above
 -P = <94.99

Child Care Performance Briefing

FY 2024 ^{*}

Data as of 01/23/2024



	Oct	Nov	December
	Average	Average	Average
Choices	208	237	227
Low Income	10,312	10,269	10,465
Former DFPS	568	591	634
Homeless	140	140	144
Monthly Average Units	11,227	11,237	11,470
Monthly % Average	90.70%	90.78%	92.67%
YTD Average Units	11,227	11,232	11,311
YTD % Average	90.70%	90.74%	91.38%
TWC Target	12,378	12,378	12,378



Alamo Early Learning Centers

*
data as of 01/02/2024

Total # of Currently Certified Centers	181
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2 Star	6
3 Star	45
4 Star	130

Percentage of TRS/CCS

Location	Programs	CCS Programs*	TRS Programs	Percentage TRS of CCS Programs
Bexar Early Learning Programs	779	455	155	34%
Rural Early Learning Programs	259	134	26	19%
Total	1038	589	181	31%



2023 Workforce Grants & Project Updates

Summer Earn and Learn (SEAL)

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

- January 12th, 2024, SEAL Employer Recognition Event
- First partner meeting in February
- Community referral link is active for 2024



Timeline: March 2024 – August 2024

Targeted Industries:



Manufacturing



Education



Health



IT/Cybersecurity



Construction



Finance



Student HireAbility Navigators



- Student HireAbility Navigators have been extremely busy this quarter in sharing Vocational Rehabilitation Awareness and directing families to WSA Career Center opportunities and "Free" resources.
- January 10, 2024: Navigators participated in the Seguin Career Expo, they disseminated information on the Labor Market Career modules and Transition Career options.
- January 19 & 26: Hosted a Career Exploration Table at Northeast Lakeview College to share disability information and future career options for those in transition.
- Jan 23, 2024: Navigators were afforded an opportunity to be on the founding community of The Win Center at Morgan's Wonderland First Workgroup towards Disability Discussions for Community Connections.



2023 Workforce Grants & Project Updates

Training and Employment Navigator Pilot

\$195,856

Aims to deter repeated victimization of sex-trafficked youth and foster youth ages 16-25 by aiding them in navigating Workforce Center services and increase their chances of securing employment or obtaining higher education.

Target Enrollment	Q7 Active Enrollment	Total YTD Participants Served
12	16	49

Timeline: October 1, 2022 - October 30, 2025
In April 2023, Grant was extended for two more years. A no cost grant extension was done until January 31, 2023.



2023 Workforce Grants & Project Updates

Military Family Support Prog. (MFSP)

\$221,896

For BCY 2023:		
YTD Total Enrollments	Training	Support Services
31	4	7

Timeline: January 1, 2024 - December 31, 2024

Targeted Industries:

 Health  IT/Cybersecurity

Provides active-duty military spouses with job search assistance and training.

- Strengthening partnership with JBSA, US Chamber of Commerce Foundation-Hiring Our Heroes, Spouse Networking Groups.
- Braiding Ready to Work



2023 Workforce Grants & Project Updates

Gears for Careers: Middle Skills Pilot

\$116,439.00

Timeline: March 8, 2023 – March 7, 2024

The Middle Skills Employment Pilot Program is designed to support Texans preparing to join the workforce or who have upskilled and gained new employment. Services provided:

- **Supplies**
- **Clothing**
- **Other support services**

Timeline: January 1, 2023 - December 31, 2023

BCY23
Referrals
87

Priority clients:

- Incarcerated at local correctional facilities and scheduled to be released within 60 days
- Veterans or Military Spouses
- Foster Youth/Former Foster Youth



Or use the link below:
<https://bit.ly/WSA-GearForCareers>



Workforce Commission Initiatives Grant

Texas Veterans Leadership Prog. (TVLP)

\$18,895.00

For BCY 2023:		
Job Fairs Attended	Veterans Outreach	Submitted Work Opp. Tax Credit App.
3	226	24

Timeline: October 1, 2023 – September 30, 2024

Other initiatives are included in this grant

Support the agency’s Texas Veterans Leadership Program (TVLP) staff. The board shall ensure agency TVLP staff is provided access to and use of common equipment, software or hardware platforms, consumables, and telecommunications networks in shared facilities. The board may acquire goods or services needed to support the agency’s TVLP staff.



2023 Workforce Grants & Project Updates

Re-Employment Services and Eligibility Assessment (RESEA)

\$576,704

Provides Unemployment Insurance (UI) claimants a variety of services to support their re-employment before benefits expire. Prior year funds expended. **Grant renewed for BCY23.**

- **For WSA** – Per last TWC report, monthly RESEA reporting is at 95.5%.
- "RESEA services are required within 7 days" - 80% completion rate required for boards in BCY 2023.



Timeline: October 1, 2023 – September 31, 2024



2024 Workforce Grants & Projects Updates

WIOA Youth - Enrollments to Date

CURRENT YOUTH COUNTS AS OF DEC 31, 2024 -REPORT PULLED 1/6/2024							
WIOA YOUTH REPORT 2023-2024	Oct'23	Nov'23	Dec'23	TOTAL		Goal	%Met
Enrollments - URBAN							
In-School Youth	0	1	2	3	45	306	15%
Out-of-School Youth	12	19	11	42			
Enrollments - RURAL							
In-School Youth	2	2	5	9	28	88	32%
Out-of-School Youth	7	7	5	19			
Services							
Occupational/Vocational Training	5	3	6	14	14	39	36%
Work Experience	7	11	13	31	31	365	8%
BCY23 Work Experience Carryover - Active				14			
Supportive Services	53	106	74	233	233	319	73%
Educational Services (GED)	2	1	4	7			
Follow-Up	20	15	8	43			

Timeline: October 1, 2023 – September 30, 2024



PY24 Youth Career Exploration

2024

10 JAN

Seguin City Coliseum, Guadalupe County

- Cohosted event with Seguin EDC
- All industries
- 820 youth in attendance

19 & 26 JAN

Northeast Lakeview College, Bexar County

- Cohosted event with UP Partnership
- College and Career Readiness
- 350 Juniors and 500 Seniors

APRIL

Lytle ISD, Atascosa County

Planning in Progress

AUGUST

Alamo Colleges District

Planning in Progress

2024 TBD

FEB

SAN ANTONIO RODEO BOOTH AT AG-MECHANICS TRADESHOW

MAY

JOBS Y'ALL SENIOR FEST FIESTA EXTRAVAGANZA



PY24 Workforce Grants & Project Updates



Youth Partners - Work Experience

Work Experience opportunities exist in both urban and rural areas and are available to youth ages 16-24.

**Data through 1/23/24*

Current WEX Agreements	WEX Positions Available	Participant WEX Enrollment Target	Current Participant WEX Enrollment to Date
164	599	365	47

Targeted Industries:



Health



Education



Manufacturing



IT/Cybersecurity



Construction





2023 Workforce Grants & Project Updates

Ready to Work Program

\$105,781,953

Ready to Work is a one-of-a-kind program to help San Antonio residents find easy access to education and quality jobs. Ready to Work is funded by a 1/8 cent sales and use tax collected through December 2025. *Data 10.31.23.

FY22/24 Goals (April – June)	WSA Applicants Interviewed	Case Managed / Enrolled in Training	Complete d Training	Placed in Quality Jobs
	7332	6367		
YTD	4365	2617	302*	146

*Clients actively seeking employment: 156

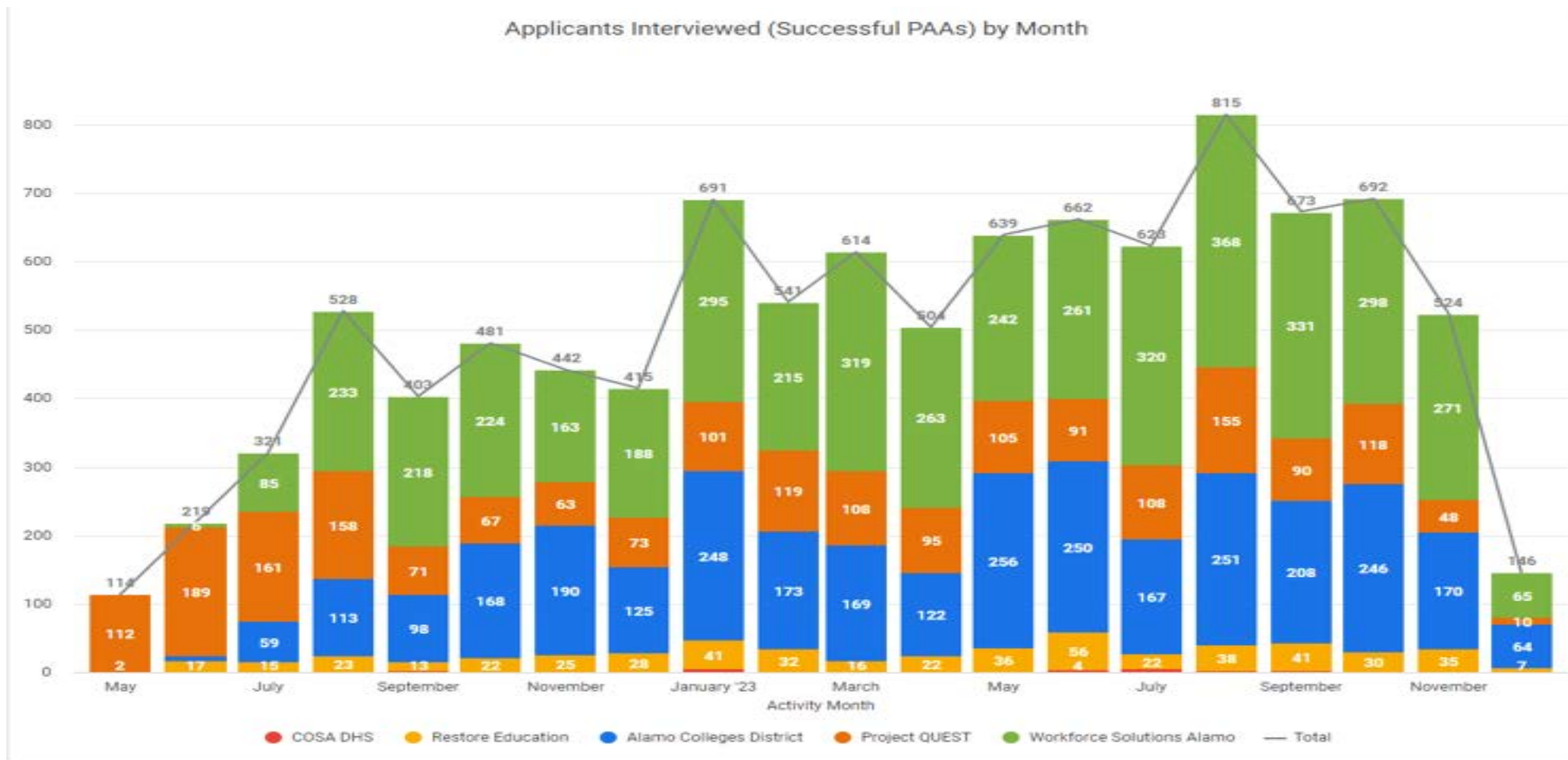
Data validation is confirmed up to December 12, 2023, as a result of the migration to the new SYNC system.

WSA Ready to Work Subgrantees

1. AVANCE
2. C2 Global
3. Chrysalis
4. Family Service Association
5. San Antonio Food Bank
6. Texas A&M San Antonio
7. YWCA San Antonio



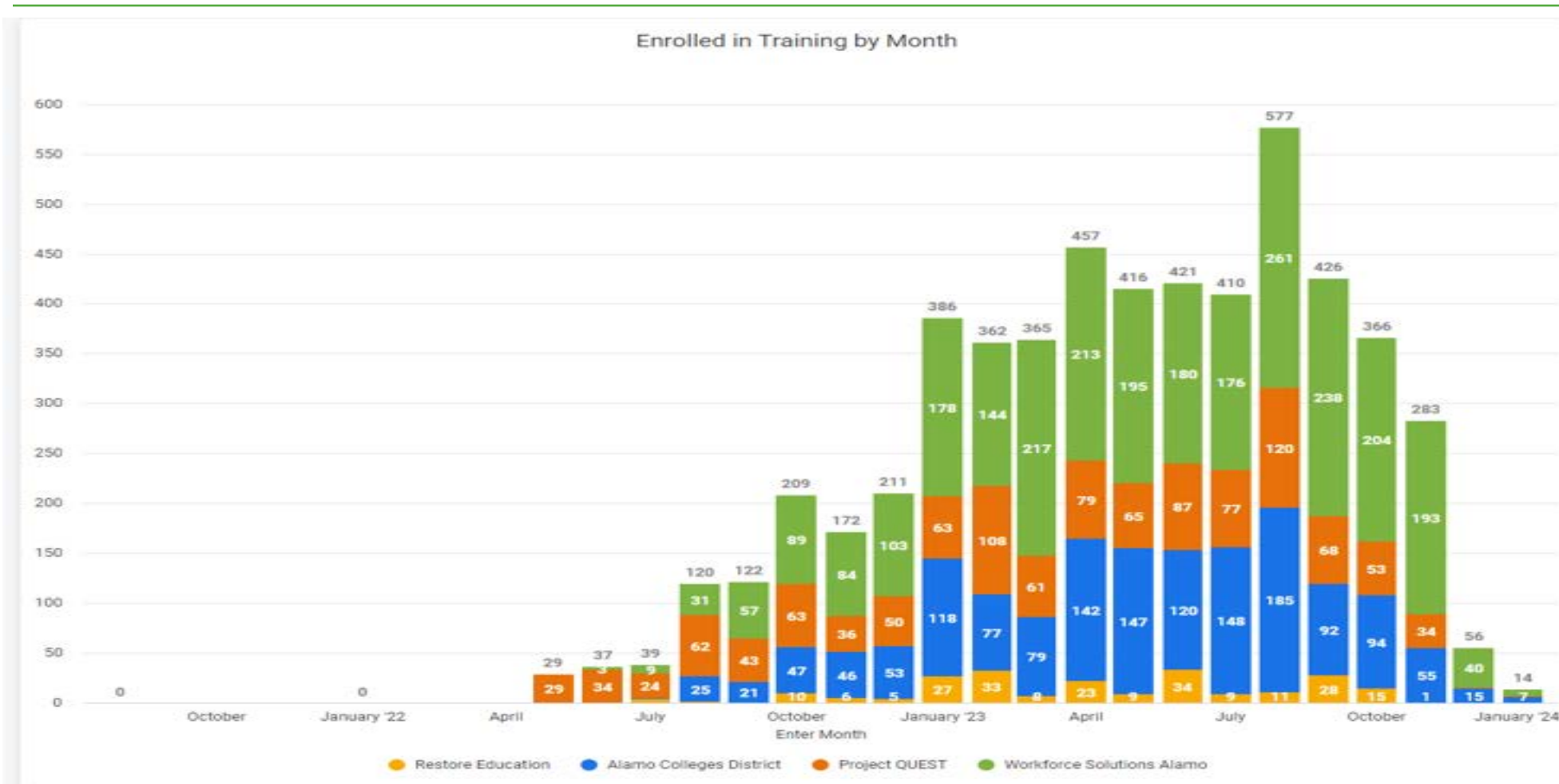
APPLICANTS INTERVIEWED



* Data from 12.12.23 pulled from COSA-Signify Monthly Stats Report. Data is live and changing daily.



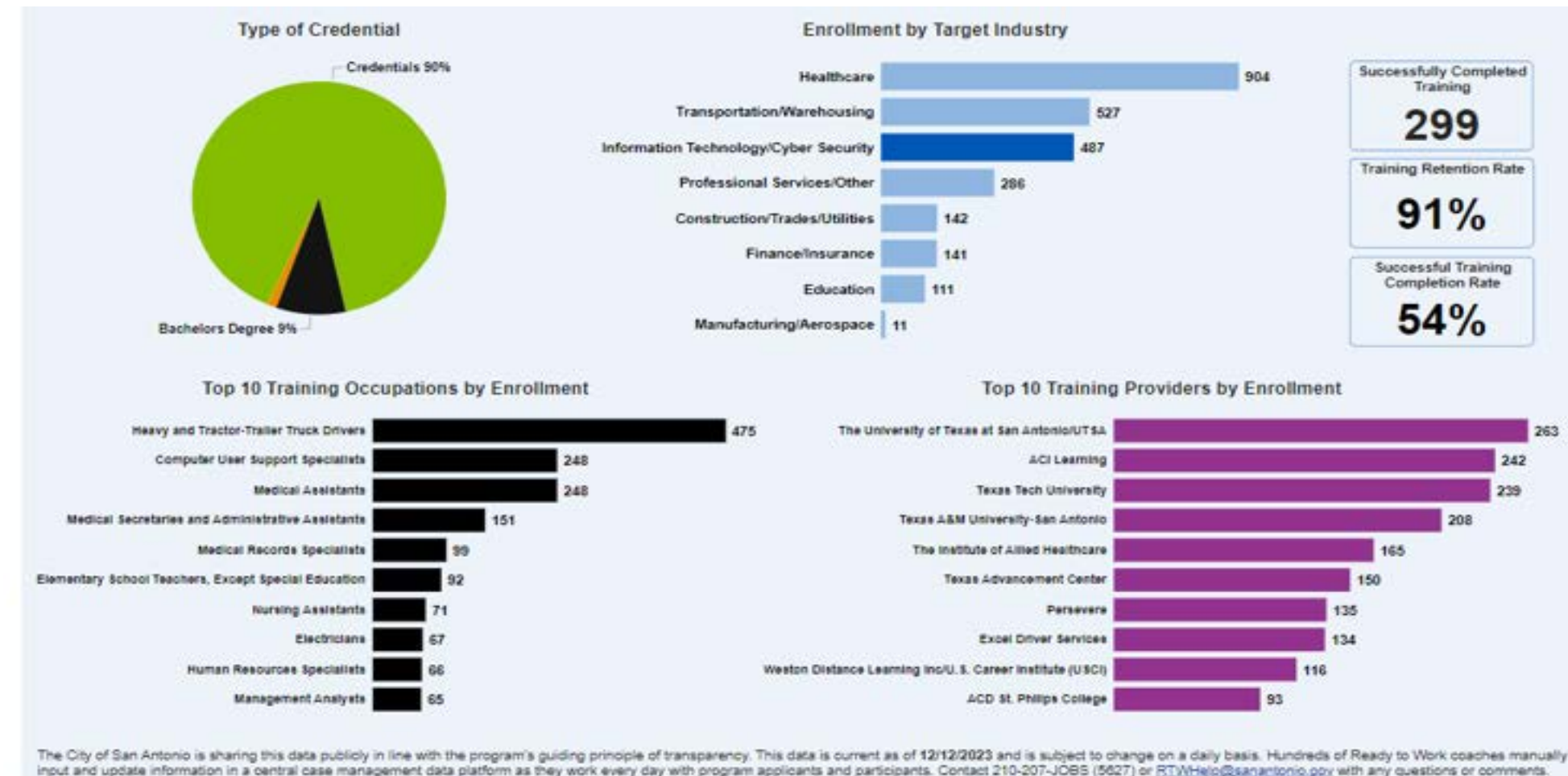
YEAR TO DATE ENROLLED IN TRAINING



* Data from 12.12.23 pulled from COSA-Signify Monthly Stats Report. Data is live and changing daily.



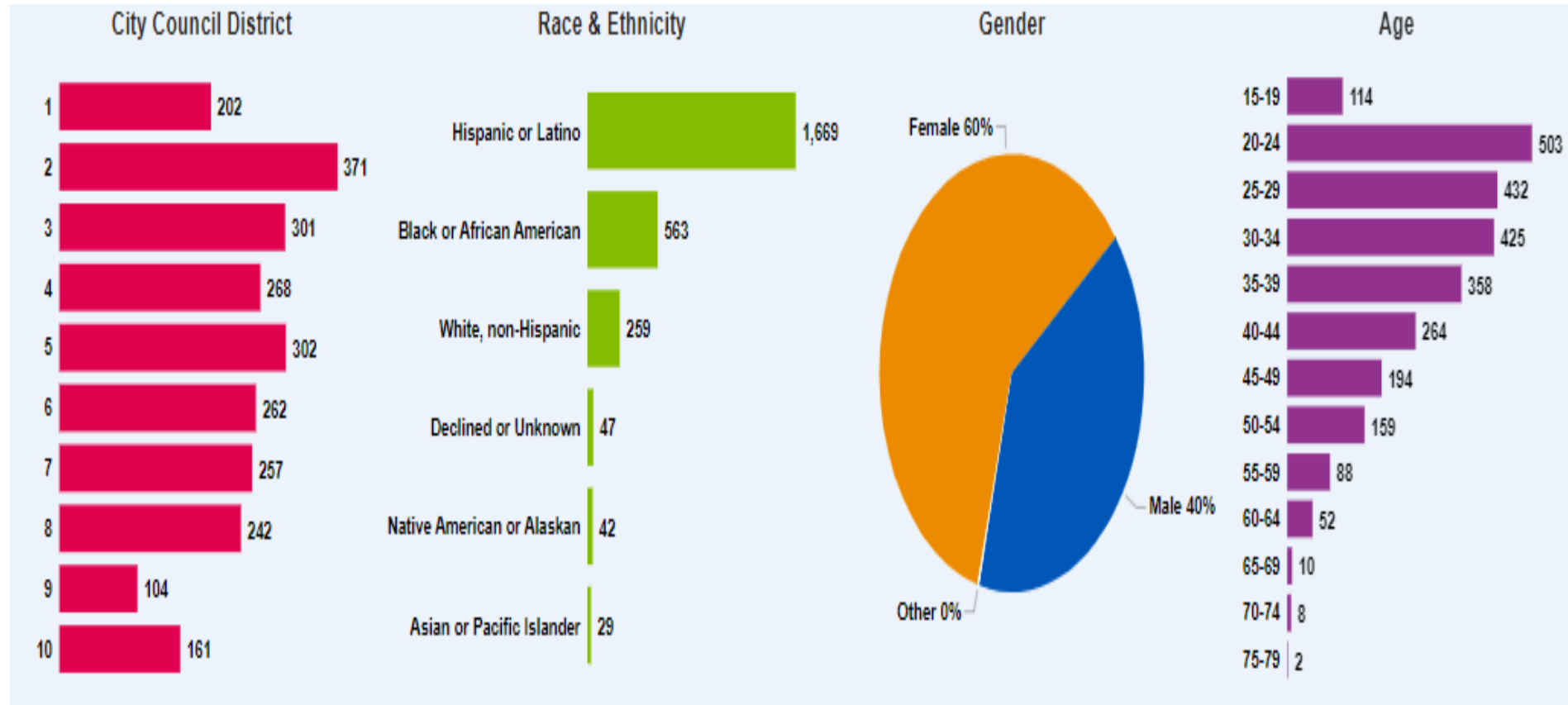
TRAINING BY INDUSTRY



* Data from 12.12.23 pulled from COSA-Signify Monthly Stats Report. Data is live and changing daily.



TRAINING



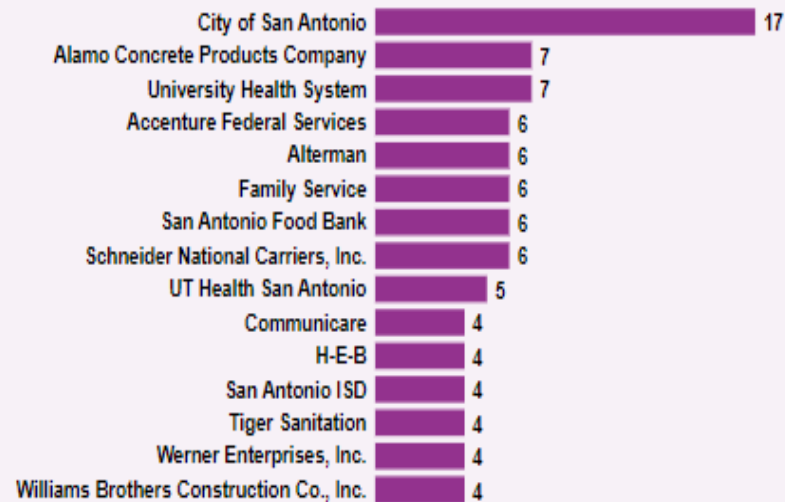
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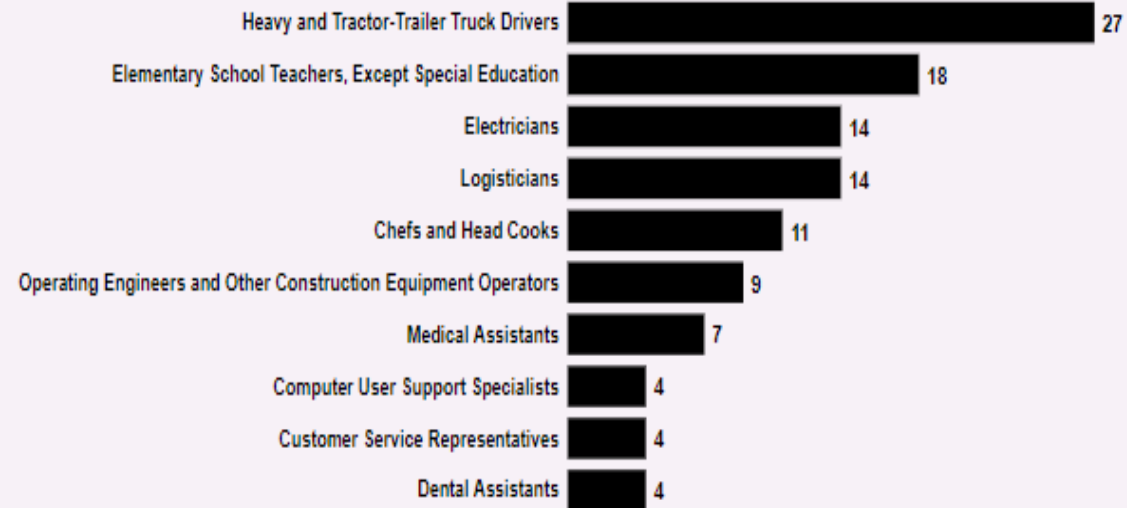
PLACEMENTS

Top Employers of RTW Graduates by Number of Hires

Responsive only to Industry data filter



Top Occupations Hired



Employers Hiring RTW
Graduates

103

Median Hourly Wage in
New Job

\$17.24

Median Hourly Wage
Increase from Intake

\$16.00

Median Annual Salary in
New Job

\$35,568

Median Individual Income
at Intake

\$7,720

% Placed in Quality Job
within 6 months

61%

The City of San Antonio is sharing this data publicly in line with the program's guiding principle of transparency. This data is current as of 12/12/2023 and is subject to change on a daily basis. Hundreds of Ready to Work coaches manually input and update information in a central case management data platform as they work every day with program applicants and participants. Contact 210-207-JOBS (5627) or RTWHelp@sanantonio.gov with any questions or comments.

* Data from 12.12.23 pulled from COSA-Signify Monthly Stats Report. Data is live and changing daily.



Questions



Unemployment Insurance Weekly Work Search Contact Requirement

Annual Analysis, Review and Approval



Summary

The primary purpose of the weekly work search contact requirement is to assure claimants are “able, available, and actively seeking work”. Boards are required to conduct an annual analysis of the minimum number of weekly work search contacts for each county. Commission rule directs UI claimants to make a minimum of three work search contacts per week. Based on the analysis, boards may require more than three work search requirements per week.



Work Search Requirement Yearly Analysis:



Boards may adjust the number of required weekly work search contacts at any time, as local labor market information and conditions warrant, and are required to do a yearly analysis.

Some of the factors when evaluating the number of work search contacts required may include:

- **Population,**
- **Labor force/market information,**
- **Employment opportunities,**
- **Work search requirements in neighboring or similar counties.**



Population and Unemployment Statistics

Alamo Counties Table 1 shows:

Population

- Population growth continued for most counties. McMullen indicated a loss of 5.3%.
- Population in the region increased by 53,743 individuals and 19.3% over the year, with a total 2022 estimate census population of 2,769,787 and a 2021 estimate of 2,716,044.

Civilian Labor Force & Unemployment

- The civilian labor force in Nov. 2023 was 1,358,572 an increase over the year of 89,107 in the labor force.
- November 2023 data indicated that the counties with the highest unemployment rates were Atascosa, Bexar and Medina counties at 3.5, 3.3 and 3.4, respectively.
- The unemployment rate for all counties declined over the year from the November 2022 rates.



Table 1 Population, Civilian Labor Force and Unemployment

Table 1 Population, Civilian Labor Force and Unemployment									
WSA Counties	Population					Civilian Labor Force	Num. Unemp.	Unemp. Rate	Over the Year Change
	Population		% Change	% Change					
	Population Estimate July 2022	Counts April 2020	(April 2020- July 2022) Estimates	Population Estimate 2021	2021 to 2022 Estimates	Nov-23	Nov-23	Nov-23	Nov 22 to Nov 23
Atascosa	50,864	48,981	3.80%	49,939	1.9%	23,334	807	3.5	-0.2
Bandera	22,115	20,851	6.10%	21,565	2.6%	11,021	342	3.1	-0.5
Bexar	2,059,530	2,009,324	2.50%	2,028,236	1.5%	1,018,876	33,319	3.3	-0.2
Comal	184,642	161,501	14.30%	174,986	5.5%	85,782	2,699	3.1	-0.2
Frio	17,815	18,385	-3.10%	18,436	-3.4%	9,231	270	2.9	-0.3
Gillespie	27,477	26,725	2.80%	27,297	0.7%	15,576	325	2.1	-0.3
Guadalupe	182,760	172,706	5.80%	177,036	3.2%	89,121	2,677	3.0	-0.3
Karnes	14,836	14,710	0.90%	14,754	0.6%	6,599	187	2.8	-0.3
Kendall	48,973	44,279	10.60%	46,788	4.7%	24,702	713	2.9	-0.2
Kerr	53,741	52,598	2.20%	53,161	1.1%	22,903	680	3.0	-0.4
McMullen	576	600	-4.00%	608	-5.3%	911	13	1.4	-0.1
Medina	53,723	50,748	5.90%	51,981	3.4%	23,520	791	3.4	-0.3
Wilson	52,735	49,753	6.00%	51,257	2.9%	26,996	743	2.8	-0.2
Total	2,769,787	2,671,161	4%	2,716,044	19.3%	1,358,572	43,566	3.2	-0.3
Source: TWC/US-Census-Quickfacts-Population 2021/TWC-LAUS November 2022/TWC-QCEW Q2 2022-2021									

Table 2 shows:

- An over the year growth (numeric & % change) in the industry employment for the 2nd Quarter 2023 for all counties except Bandera, Karnes, and McMullen.
- Wilson and Kendall counties had the fastest employment growth with a % change at 5.4% and 4.9% respectively.
- A total over the year industry employment growth for all WSA counties of 34,765 with a percent change of 3.1.
- Job postings for all counties

Alamo Counties Employment & Job Demand Q2 2022

Table 2: Employment and Job Demand					
Industry Employment 2nd Q					Total Job Postings
Change					June 2023 to November 2023
WSA Counties	2023	2022	Number Change	% Change	
Atascosa	14,261	13,764	497	3.6%	1643
Bandera	3,681	3,707	-26	-0.7%	393
Bexar	918,788	893,671	25,117	2.8%	106,156
Comal	73,774	70,153	3,621	5.2%	8,577
Frio	6,820	6,591	229	3.5%	543
Gillespie	12,220	12,116	104	0.9%	324
Guadalupe	47,435	44,319	3,116	7.0%	7,315
Karnes	5,989	6,062	-73	-1.2%	394
Kendall	20,157	19,214	943	4.9%	2,228
Kerr	19,178	18,622	556	3.0%	1,141
McMullen	593	606	-13	-2.1%	39
Medina	10,563	10,353	210	2.0%	1,026
Wilson	9,396	8,912	484	5.4%	930
Total	1,142,855	1,108,090	34,765	3.1%	130,709

Source: TWC-QCEW Q2 2022-2021, EMSI Job Posting



Large Board Comparison

Large Boards Tarrant, Dallas, Gulf Coast, Borderplex, and Lower Rio Grande have 3 weekly job search requirements for all counties.

Alamo and North Central have 5 weekly job search requirements for all counties.



Table 3: Large Board Comparison

	Civilian Labor Force	Num. Unemp.	Unemp. Rate	Unemp. Rate	Weekly Job Search Requirements
Six Large Board Areas	Nov-23			Nov-23	2023 UI Job Search
Alamo	1,358,572	43,566	3.2	3.4	All counties 5
North Central	1,852,492	59,047	3.2	3.1	All counties 5
Tarrant County	1,199,927	39,895	3.3	3.4	3
Dallas	1,502,337	51,061	3.4	3.5	3
Gulf Coast	390,868	141,220	3.8	4.0	All counties 3
Borderplex	390,868	15,447	4.0	4.2	All counties 3
Lower Rio Grande	419,950	22,720	5.4	6.7	All counties 3

Source: TWC/LMCI-
LAUS-November
2022, November
2023

2024 Proposed Job Search Requirement



Table 4: Weekly Job Search Requirements

TWC Weekly Job Search Requirements	Job Search Requirement 2023	Proposed Job Search Requirement 2024
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5

Next Steps: If approved, TWC will be notified of the required weekly job search contacts. Information is used by UI staff to test that UI Claimants are able, available and actively seeking work. TWC may randomly test that UI claimants job search activities. Claimants are required to keep a log that may be used to validate their job search. WSA will issue a policy record to the Adult Contractor for continued implementation.



Recommendation Weekly Work Search Requirement



Proposed Work Search requirement recommendations for Alamo:

- The recommendation is for the work search requirement to remain at 5 for all counties.

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Questions



Workforce Center Certification

Overview and Outcomes





Overview of Centers

- Comprehensive Center: Each workforce area must include at least one comprehensive center where all required workforce partner programs and services are available, either physically co-located or through direct linkage. Direct linkage through technology provides customers with access to program staff who can provide meaningful information or services for those workforce partner programs not physically located in a comprehensive center.
- Affiliate Site: A Workforce Solutions Office where job seekers and employers can access programs, services, and activities of one or more workforce partners and where the operation of the Workforce Solutions Office adds a cost to the board's operational budget, or the board is responsible for oversight and management of the center.



Center Certification Outcomes

- WSA workforce centers met the standards required by the Workforce Innovation and Opportunity Act (WIOA) during TWC review. Workforce centers are now certified for the next three years. Certification started as of December 20, 2023.
- The following centers have been certified: Hondo, Pleasanton, Seguin, Kerrville, Bandera, Pearsall, Boerne, New Braunfels, Fredericksburg, Floresville, Kennedy, East Huston, DataPoint, South Flores, Marbach and Walzem.
- We have submitted a Y-9 form for the following locations: Tilden, Bexar County Justice Center, MFSP at JBSA, and SA Food Bank.



Questions



Thank you!





IT IMPLEMENTATION PROGRESS REPORT

Chuck Agwuegbo, Director of Innovation and Technology





Initial Challenges

The Organization previously faced significant technology challenges with the absence of a culture of innovation and technology roadmap leading to:

- ☐ Limited collaboration and lack of proactive oversight
- ☐ Inconsistent security standards and controls
- ☐ Exposure based on end-of-life equipment management

This increased vulnerability to exploits and reduced ability to anticipate and address emerging threats resulting in a security incident addressed by TWC through a corrective action plan. WSA successfully completed all elements of the plan.



Current Technology Roadmap

ACCOMPLISHED IN CY 2023-2024

PREVIOUS STATE OF IT INFRASTRUCTURE



Business Continuity (BCP) & Disaster Recovery (DR):
Data replication between sites with no offsite back up or DR/BCP in place



Best practice processes
• Very limited documented processes



Security
• Endpoint security
• Web filtering
Network base filtering

Training
• No formal training portal exists
• Enterprise skill sets are siloed

FUTURE STATE OF IT INFRASTRUCTURE

- Establish an enterprise backup and disaster recovery solution plan that will be validated periodically based on approved time frame
- ISP redundancy in remote sites

- Implement best practice processes and document in IT centralized repository

- Implement comprehensive Endpoint security
- Implement full scale Intrusion Prevention/Detection
- Could based web filtering suitable to remote work
- Upgrade network base firewall
- Install Application base firewall
- Fully Implement Data Loss Prevent (DLP) solution
- Disk Encryption on user laptops
- Implement Single Sign On and 2 factor authentication
- Establish best practice across Active Directory (re)

- Ensure that employees are working along side with consultants and knowledge is being transferred
- Establish skill redundancy across the team
- Enterprise skill sets are siloed

- Establish an immutable enterprise backup solution then proceeded to migrate services to the cloud establishing a redundant infrastructure - shared drive, MIP, etc.
- Implemented IT best practices across the organization and created centralized repository for “How to documents”
- Implemented the following:
 - A Cisco Enterprise Security Solution
 - A 24/7 security operational center (SOC)– comes with a \$500,000 cybersecurity insurance policy
 - Bitlocker end user encryption
 - Password manager
 - Mobile device manager
 - Active directory auditor
- Knowledge transfer was performed when adopting new technology along with documentation that will ensure team is able to effectively manage suite of products
- Cross functional knowledge transfers is now happening across the team



Current Technology Roadmap

ACCOMPLISHED IN CY 2023-2024

PREVIOUS STATE OF IT INFRASTRUCTURE

Upgrade

- No process in place, replacement is performed only when a device is down. Too reactive

Helpdesk system

- Outdated helpdesk system

Cloud Strategy

- Non exiting today

FUTURE STATE OF IT INFRASTRUCTURE

- Implement an asset management system
- Procure and replace EOL devices

- Implement enterprise helpdesk system that is mobile accessible and can be integrate to a KMS

- Explore cloud strategy for cost benefit analysis

- Upgrade over 35 end of life equipment
- Implemented proactive monitoring tools and installed on core infrastructure, integrating alerts with security operation center
- Cutdown average ticket response time
- Trained staff on how to submit a helpdesk ticket and created documentation
- Planned replacement of helpdesk system for later this year
- Implemented a robust cloud solution

Accomplished through CY 2022 - 2023



Procured and replaced over 35 end of life hardware elements such as routers and switches that were no longer supported by manufacturer

Streamlined network equipment by lowering number of hardware components and upgrading patches on remaining equipment lowering exposure in both number of hardware devices to be managed and exposure created by outdated patches

Retired a third of on-premises servers and migrated mission critical core services such as Microix (purchase approval application) and Cabinet (programs and fiscal records repository) and shared drives to the cloud.

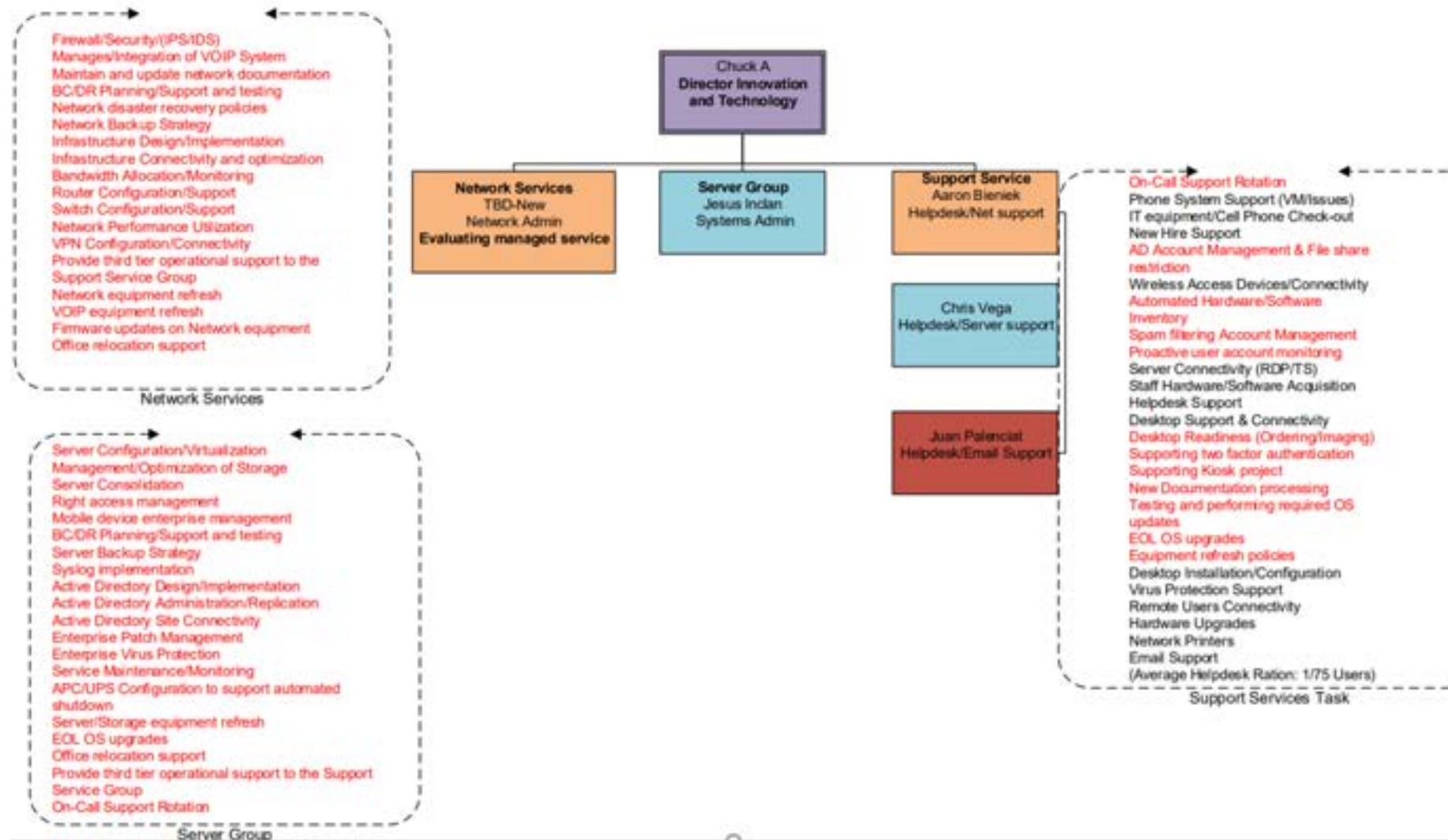


Cloud Strategy Success

- Our transition to the cloud was seemingly with little to no downtime.
- We have been running successfully in the cloud environment for over 6 months.
- Implement a cloud strategy to migrate directly to the cloud and allow physical datacenter to be fall back if any issues arise.
- All application licenses migrated to the cloud such as Cabinet, Microix, MIP.
- Link to Cloud via Multiprotocol Label Switching (MPLS), SDWAN or private WAN for reliable, secure, and efficient data transmission.
- Disaster Recovery/Business Continuity Plan Enhancements:
 - Multiple service providers, highly secured environment, scalable and flexible, elimination of capex cost.
 - Standard of 4-hour recovery time objective (RTO) compliant with internal SLA validated as compliant with local and TWC NIST framework.
 - Consolidation of multiple data centers eliminating any single point of failure.

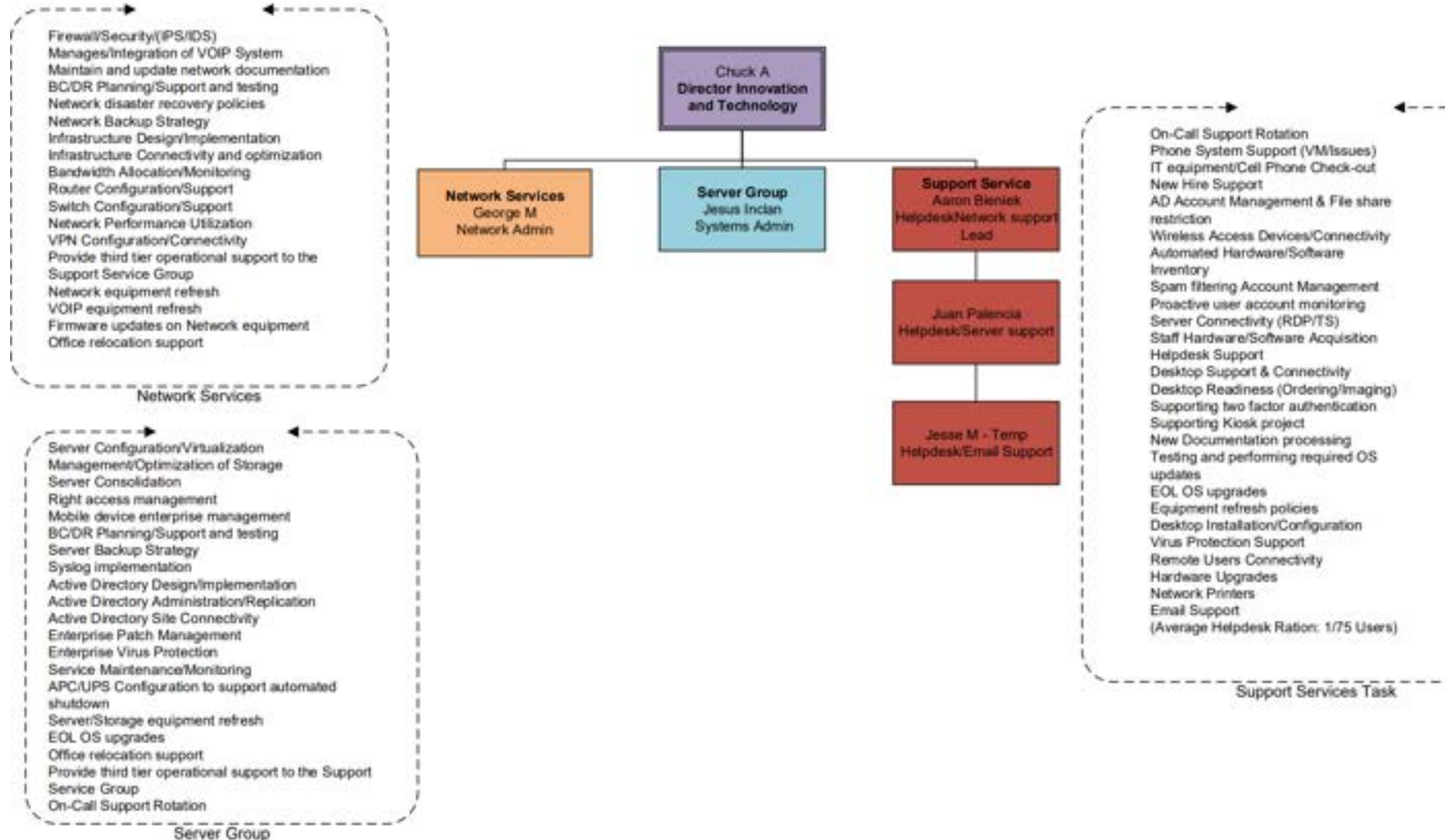


Previous Org Chart





Current Org Chart



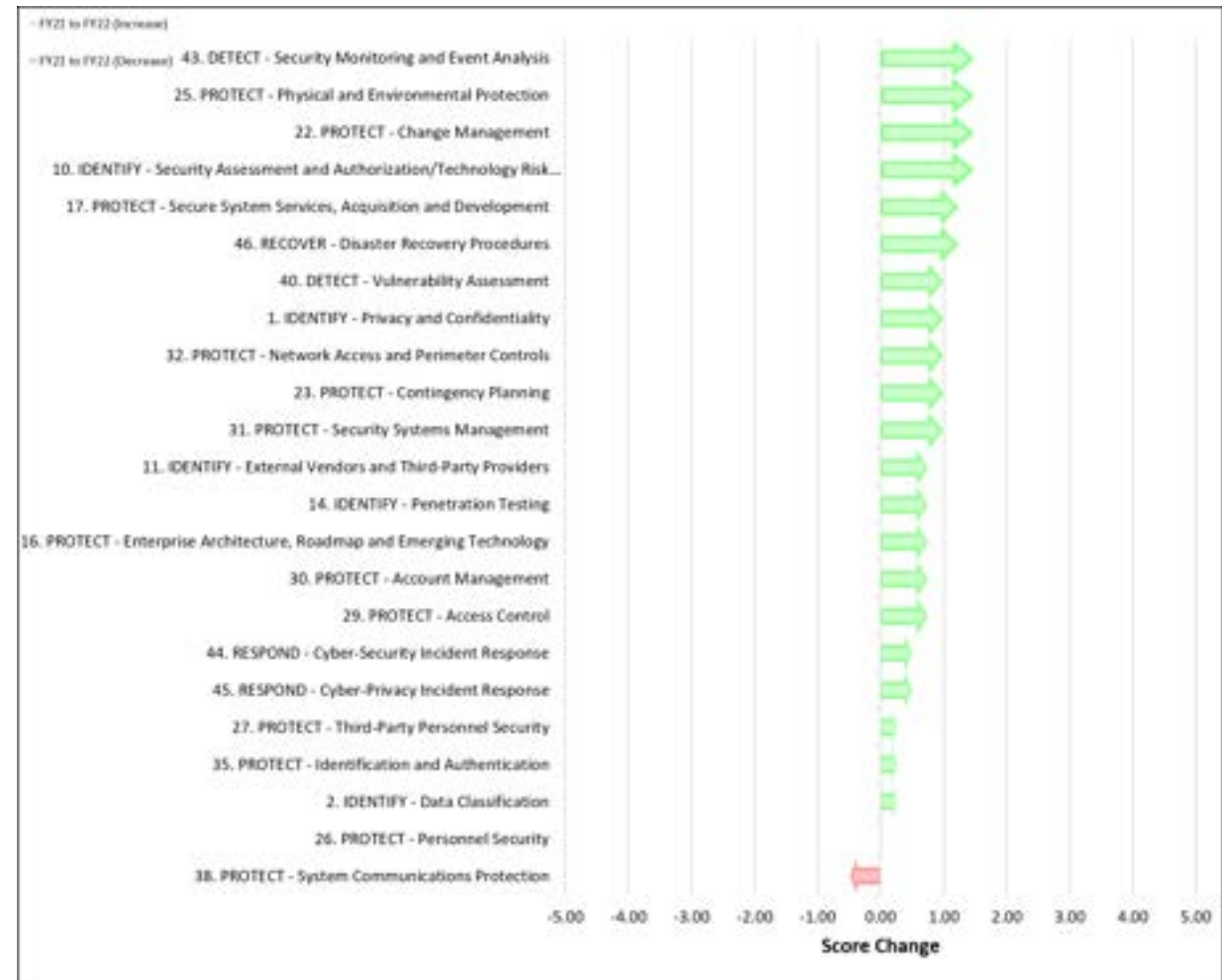
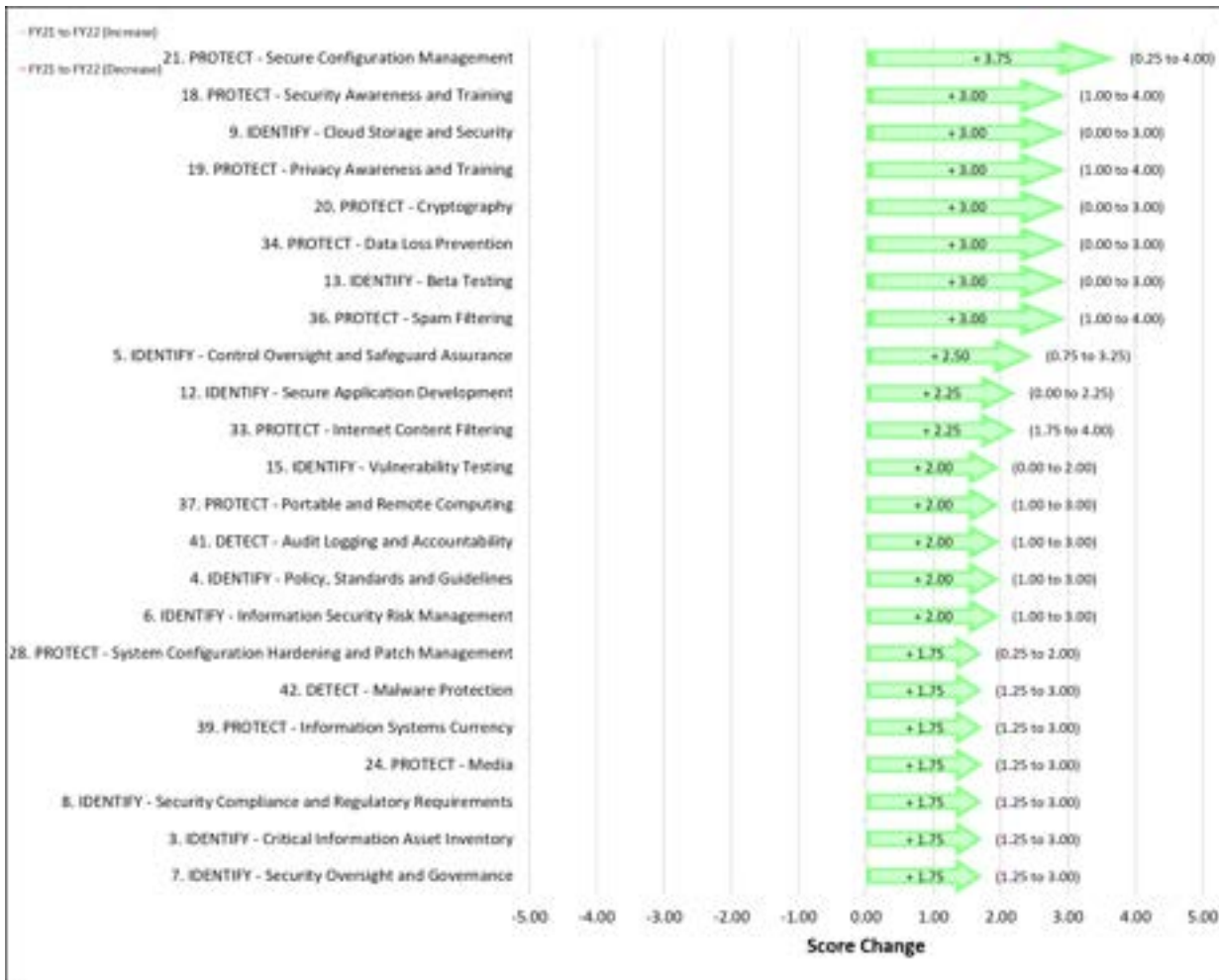
Additional Projects Completed

- Upgrade of enterprise wireless
- New roll out of ADA equipment
- Hardware upgrades for our resource rooms
- Infrastructure upgrade and streamlining
- Telecommunication optimization
- Project management tool



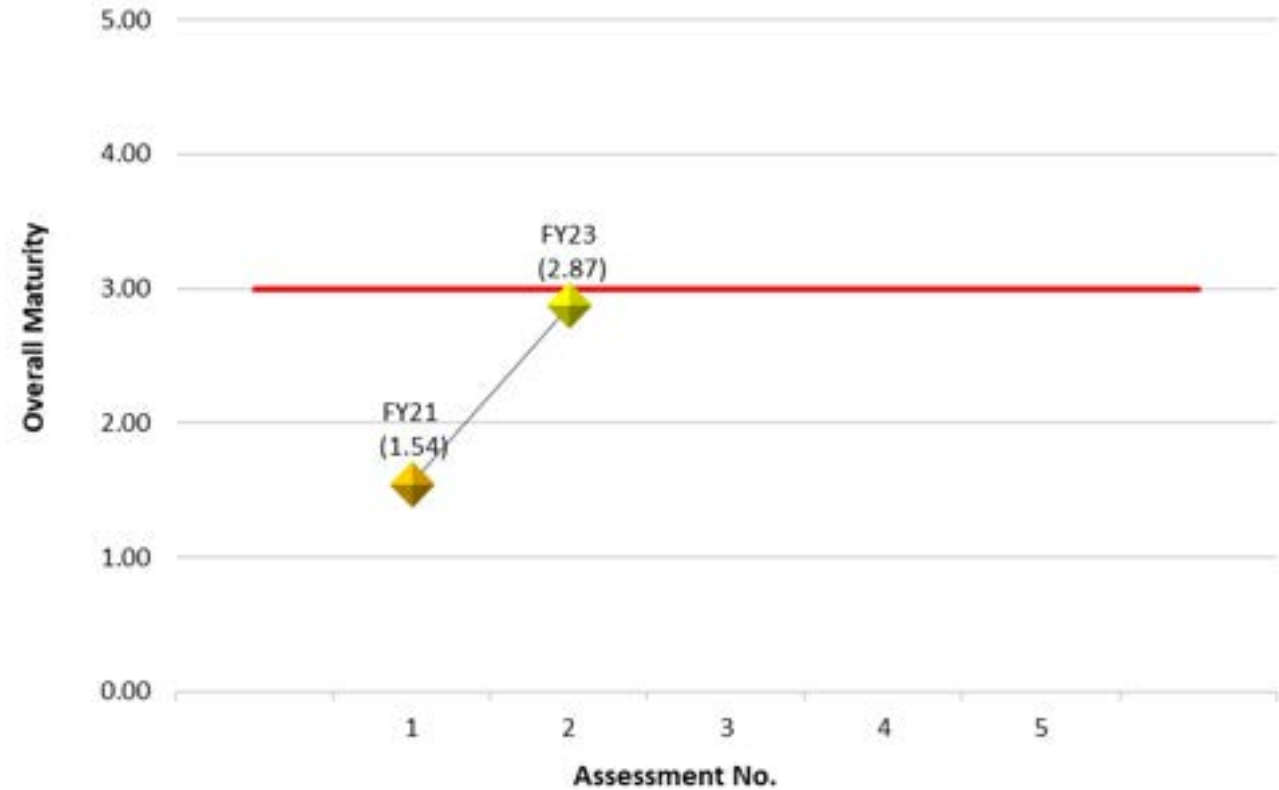


Maturity – Historical Trends

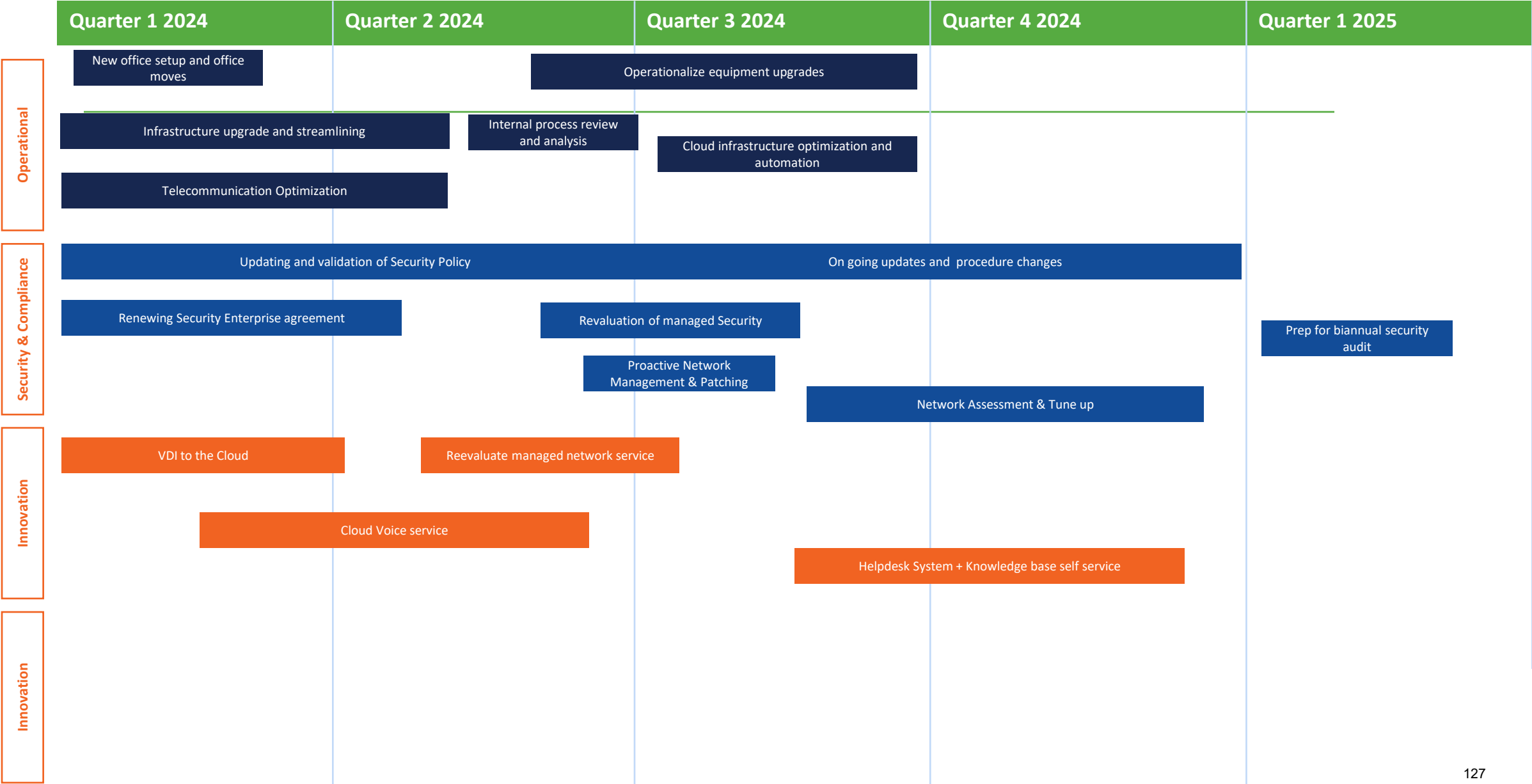


Overall Comparison to 2021 Audit findings

- ◆ Level 0
- ◆ Level 1
- ◆ Level 2
- ◆ Level 3
- ◆ Level 4
- ◆ Level 5



WSA IT Roadmap





Seeking Board Approval

- Migration of voice to the cloud
- Renewal of cisco enterprise license agreement



Questions

