



Audit & Finance Committee

May 29, 2026



Meeting Minutes – February 6, 2026





Procurement Update

Kristen Rodriguez, Director of Procurement





Program Monitoring Contract

Purpose

- Monitoring services will support:
 - Compliance oversight
 - Risk assessments
 - Monitoring activities & reporting
 - Corrective action processes

Programs Under Monitoring

- WIOA Adult
- WIOA Dislocated
- WIOA Youth (ISY)
- WIOA Youth (OSY)
- SNAP E&T
- TANF/CHOICES
- NCP
- RESEA
- CCS
- QIA
- Ready-to-work

Fiscal Impact

- Estimated Aggregate Contract Amount:
\$1,120,268.50

Term	Annual Amount
26 -27'	\$203,685
27- 28'	\$203,685
28- 29'	\$203,685
29- 30'	\$203,685
30- 31'	\$203,685
10%	\$101,842.50

Recommendation

- To award a contract to Christine H Nguyen, CPA for Program Monitoring Services
- Initial Term:
October 1, 2026 – September 30, 2027
- Renewal Options:
Up to four (4) additional one-year renewals
- Estimated Aggregate Contract Amount:
\$1,120,268.50



Questions



Childcare Professional Development Training Contract



Purpose

- Training activities that will focus on strengthening provider knowledge and performance in key areas such as child growth and development, health and safety, inclusive practices, trauma-informed care, leadership development, family engagement, and age-appropriate curriculum delivery

Fiscal Impact

- Estimated Aggregate Contract Amount: \$750,000

Term	Annual Amounts
26-27'	\$250,000
27-28'	\$250,000
28-29'	\$250,000

Recommendation

- To award multiple contracts to At the Heart of Teaching, Learning, & Leadership, Education Service Center, Region 20, Elite Educational Enterprises, Kaplan Early Learning Company, Shine Early Learning, Youth Empowerment Services, Inc., KAS Consulting Group, and The Murchison Consulting Group, LLC.
- Initial Term: October 1, 2026 – September 30, 2027 with two (2) additional one-year renewals
- Estimated Aggregate Contract Amount: \$750,000



Questions





Equifax Work Number Services

Purpose

- **Work Number®**, provided by Equifax, is an employment and income verification service that provides access to workforce, wage, and employment data. The platform allows authorized organizations to verify an individual's employment status, employer information, and historical wage records through a secure and centralized system.

Fiscal Impact

- Current Contract Amount: \$149,999
- Increase Amount: \$100,001
- Revised Contract Amount: \$250,000 annually

Recommendation

- To increase the **Equifax Work Number Services Contract** by \$100,001, for a revised contract amount not to exceed \$250,000 annually.
- Additionally, to add **one (1) optional one-year renewal** period to ensure continuity of services and avoid disruption to critical verification, reporting, and compliance functions supporting the Ready to Work Program.



Questions





Fiscal Update

Gabriela Navarro – Garcia, Controller



FY24-25 Single Audit





**WORKFORCE SOLUTIONS ALAMO
FINANCIAL STATEMENTS
AND FEDERAL AND STATE REPORTS
FISCAL YEAR ENDED SEPTEMBER 30, 2025**

**PRESENTATION TO THE AUDIT AND FINANCE COMMITTEE
MAY 29, 2026**

Presented By:

Michael Del Toro, Partner, CPA

210-341-2581

WORKFORCE SOLUTIONS ALAMO

- **4 Major Components of the Annual Financial and Compliance Audit**
 - Risk Assessment
 - Financial Audit
 - Compliance Audit – Federal and State Grants
 - Reporting

WORKFORCE SOLUTIONS ALAMO

REPORTS FROM INDEPENDENT AUDITORS WITHIN THE FINANCIAL STATEMENTS

- Independent Auditor's Report – unmodified opinion
- Independent Auditor's Report On Internal Control Over Financial Reporting And On Compliance And Other Matters Based On An Audit Of Financial Statements Performed In Accordance With *Government Auditing Standards*
- Independent Auditor's Report on Compliance For Each Major Program And On Internal Control Over Compliance Required By The Uniform Guidance and The State of Texas Uniform Grant Management Standards

WORKFORCE SOLUTIONS ALAMO

FEDERAL AND STATE SINGLE AUDIT

Workforce Solutions Alamo qualifies as a low risk auditee

- Major Programs - Federal
 - Child Care Development Funds Cluster
 - Temporary Assistance For Needy Families Cluster
- Represents 88% of total federal expenses
- No findings or questioned costs
- Major Programs - State
 - Child Care Development Funds
 - Temporary Assistance For Needy Families
- Represents 53% of total state expenses
- No findings or questioned costs

WORKFORCE SOLUTIONS ALAMO

LETTER ON CONDUCT OF AUDIT

- Accounting Policies
- Accounting Estimates and Disclosures
- No Difficulties in Performing the Audit
- No Material or Uncorrected Misstatements
- No Disagreements with Management
- Management Representations
- Consultations with Other Independent Accountants



WORKFORCE SOLUTIONS ALAMO

Questions??

Financials





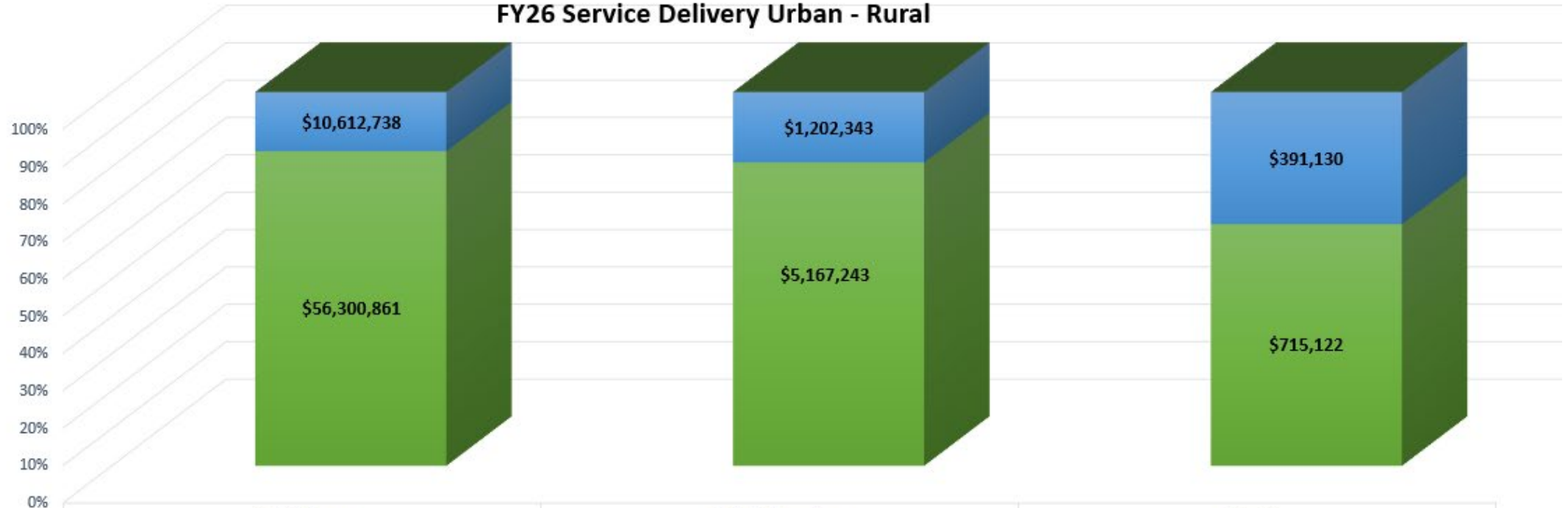
Budget to Actual Expenditures

March 2026 Budget to Actual Variance Analysis					
Budget Category	FY26 Budget Amendment #1	FY26 Actuals	% Expensed	Straight-Line Target (50%)	YTD Variance %
Corporate - Personnel	\$ 5,736,960	\$ 2,626,925	45.79%	\$ 2,868,480	4.21%
Corporate - Facilities	\$ 500,378	\$ 215,043	42.98%	\$ 250,189	7.02%
Corporate - Equipment Related	\$ 284,564	\$ 113,179	39.77%	\$ 142,282	10.23%
Corporate - General Office	\$ 516,208	\$ 196,637	38.09%	\$ 258,104	11.91%
Corporate - Professional Services	\$ 1,697,690	\$ 497,899	29.33%	\$ 848,845	20.67%
Corporate - Board of Directors	\$ 45,000	\$ 12,580	27.96%	\$ 22,500	22.04%
Corporate Total	\$ 8,780,800	\$ 3,662,263	41.71%	\$ 4,390,400	8.29%
Facilities	\$ 6,386,802	\$ 2,950,779	46.20%	\$ 3,193,401	3.80%
Projects - Special Initiatives	\$ 771,825	\$ 105,987	13.73%	\$ 385,913	36.27%
Service Delivery Total	\$ 169,745,491	\$ 78,653,297	46.34%	\$ 84,872,746	3.66%
Reserve	\$ 14,111,623	\$ -	0.00%	\$ 7,055,812	50.00%
Total Budget	\$ 199,796,541	\$ 85,372,326	42.73%	\$ 99,898,271	7.27%

Service Delivery Comparison – Rural & Urban Counties



FY26 Service Delivery Urban - Rural



	Child Care	Adult Services	Youth
■ Rural (%)	16%	19%	35%
■ Urban (%)	84%	81%	65%
■ Rural	\$10,612,738	\$1,202,343	\$391,130
■ Urban	\$56,300,861	\$5,167,243	\$715,122



Key Variances – TWC Programs

TANF– 38.55% Expensed – The board continues to closely monitor expenditures to spend all funds by the end of the contract period.

Military to Civilian Employment Program– 50% Expensed. Grant was extended through June 30, 2026. Expenditures are expected to increase in the next months.

National Dislocated Worker- Disaster Relief Grant– Expenses are projected to materialize over the coming months, with approximately \$230,000 in committed costs for currently active clients.

Key Variances – Childcare

- Childcare Quality- 28.38% expensed: The board expects to spend the funds during the third and fourth quarters. Expenditures include purchase of quality materials for childcare centers.
- Quality Improvement Activity – 24.99% The board expects to utilize the funds over the coming months through scheduled TRS incentive activities. In addition, a portion of the funds is projected to support Teacher Appreciation incentives. These planned expenditures ensure that available funds are used meaningfully to support and uplift those who provide essential services to children and families.





Key Variances – Other Funding

DOL Building Pathways

- \$2M grant received for a 4-year period ending 09/30/2029
- 4.06% Expensed
- Expenditures will start increasing in the next months.

Ready to Work

- 3- Year Contract: 58.32%
Expenditures are expected to be finalized by May 2026.
- 1-Year Renewal 59.44%
Expenditures will continue to be reflected in the coming months as outstanding invoices come in for training started in the contract period.



Questions



Client Expenditure Analysis





Client Expenditures

TWC Funding

Client Expenditure Comparison - TWC Programs as of March 2026						
Category	FY24 Allocation		FY25		FY26 Allocation	
	FY24 Actuals	%	FY25 Actuals	Allocation %	FY26 Year-to-Date	%
Work Related	\$ 30,205	5.59%	\$ 105,232	11.38%	\$ 45,710	9.91%
Rent	\$ 201,270	37.27%	\$ 389,776	42.16%	\$ 212,931	46.17%
Utilities	\$ 31,049	5.75%	\$ 66,829	7.23%	\$ 35,073	7.61%
Transportation	\$ 194,106	35.95%	\$ 251,816	27.24%	\$ 135,171	29.31%
Incentives	\$ 45,056	8.34%	\$ 72,650	7.86%	\$ 26,600	5.77%
Youth - Support Services	\$ 38,313	7.10%	\$ 38,247	4.14%	\$ 5,685	1.23%
TOTAL:	\$ 539,999	100.00%	\$ 924,550	100.00%	\$ 461,169	100.00%



Client Expenditures

Ready to Work Funding

Client Expenditure Comparison- Ready to Work as of March 2026						
Category	FY24 Allocation		FY25		FY26 Allocation	
	FY24 Actuals	%	FY25 Actuals	Allocation %	FY26 Year-to-Date	%
Rent	\$ 121,209	52.67%	\$ 110,448	37.59%	\$ 21,855	12.07%
Utilities	\$ 52,095	22.64%	\$ 87,881	29.91%	\$ 50,978	28.14%
Transporation	\$ 15,123	6.57%	\$ 37,360	12.71%	\$ 48,003	26.50%
Laptops/Computers	\$ 28,019	12.18%	\$ 22,918	7.80%	\$ 17,675	9.76%
Training Related	\$ 2,113	0.92%	\$ 8,243	2.81%	\$ 7,426	4.10%
Other: Medical, Legal, Food, Daycare, Loans	\$ 11,565	5.03%	\$ 26,988	9.18%	\$ 35,206	19.44%
TOTAL:	\$ 230,125	100.00%	\$ 293,838	100.00%	\$ 181,143	100.00%



Questions



County by County Expenditure Analysis





County by County Comparison

TWC Programs

County	Annual Budget		Straight-line Budget		YTD Expenditures		
	Amount	%	Amount	%	Amount	%	Over/Under Budget
Atascosa	\$ 696,424	2.45%	\$ 348,212	2.45%	\$ 263,917	2.70%	\$ 432,507
Bandera	\$ 282,187	0.99%	\$ 141,094	0.99%	\$ 137,668	1.41%	\$ 144,519
Bexar	\$ 21,419,874	75.33%	\$ 10,709,937	75.33%	\$ 7,284,238	74.54%	\$ 14,135,636
Comal	\$ 1,529,001	5.38%	\$ 764,500	5.38%	\$ 652,515	6.68%	\$ 876,485
Frio	\$ 476,227	1.67%	\$ 238,113	1.67%	\$ 163,827	1.68%	\$ 312,400
Gillespie	\$ 272,220	0.96%	\$ 136,110	0.96%	\$ 93,737	0.96%	\$ 178,483
Guadalupe	\$ 1,520,571	5.35%	\$ 760,286	5.35%	\$ 375,746	3.84%	\$ 1,144,825
Karnes	\$ 296,090	1.04%	\$ 148,045	1.04%	\$ 109,072	1.12%	\$ 187,018
Kendall	\$ 534,740	1.88%	\$ 267,370	1.88%	\$ 171,395	1.75%	\$ 363,346
Kerr	\$ 437,752	1.54%	\$ 218,876	1.54%	\$ 219,999	2.25%	\$ 217,754
McMullen	\$ 89,371	0.31%	\$ 44,685	0.31%	\$ 8,641	0.09%	\$ 80,730
Medina	\$ 385,559	1.36%	\$ 192,780	1.36%	\$ 117,873	1.21%	\$ 267,686
Wilson	\$ 494,976	1.74%	\$ 247,488	1.74%	\$ 174,004	1.78%	\$ 320,971
TOTAL	\$ 28,434,993	100.00%	\$ 14,217,496	100.00%	\$ 9,772,632	100.00%	\$ 18,662,361

	Budget	Actual
Urban	75%	75%
Rural	25%	25%



County by County Comparison

Childcare

County	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Atascosa	\$ 2,616,982	1.66%	\$ 1,308,491	1.66%	\$ 1,560,268	2.28%	\$ 1,056,715
Bandera	\$ 877,460	0.56%	\$ 438,730	0.56%	\$ 187,355	0.27%	\$ 690,105
Bexar	\$ 130,974,702	83.10%	\$ 65,487,351	83.10%	\$ 57,710,015	84.16%	\$ 73,264,687
Comal	\$ 3,988,184	2.53%	\$ 1,994,092	2.53%	\$ 2,145,795	3.13%	\$ 1,842,388
Frio	\$ 1,452,641	0.92%	\$ 726,321	0.92%	\$ 616,318	0.90%	\$ 836,323
Gillespie	\$ 765,909	0.49%	\$ 382,954	0.49%	\$ 306,446	0.45%	\$ 459,463
Guadalupe	\$ 7,474,075	4.74%	\$ 3,737,037	4.74%	\$ 2,574,102	3.75%	\$ 4,899,973
Karnes	\$ 1,064,039	0.68%	\$ 532,019	0.68%	\$ 219,677	0.32%	\$ 844,362
Kendall	\$ 1,327,143	0.84%	\$ 663,571	0.84%	\$ 499,963	0.73%	\$ 827,180
Kerr	\$ 2,963,386	1.88%	\$ 1,481,693	1.88%	\$ 779,070	1.14%	\$ 2,184,315
McMullen	\$ 38,852	0.02%	\$ 19,426	0.02%	\$ 744	0.00%	\$ 38,107
Medina	\$ 2,470,679	1.57%	\$ 1,235,339	1.57%	\$ 1,351,568	1.97%	\$ 1,119,111
Wilson	\$ 1,603,450	1.02%	\$ 801,725	1.02%	\$ 619,274	0.90%	\$ 984,177
TOTAL	\$ 157,617,501	100.00%	\$ 78,808,750	100.00%	\$ 68,570,596	100.00%	\$ 89,046,905

	Budget	Actual
Urban	83%	84%
Rural	17%	16%



County by County Comparison

Other Funding

County	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Atascosa	\$ 2,616,982	1.66%	\$ 1,308,491	1.66%	\$ 1,560,268	2.28%	\$ 1,056,715
Bandera	\$ 877,460	0.56%	\$ 438,730	0.56%	\$ 187,355	0.27%	\$ 690,105
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TOTAL	\$ 157,617,501	100.00%	\$ 78,808,750	100.00%	\$ 68,570,596	100.00%	\$ 89,046,905

	Budget	Actual
Urban	83%	84%
Rural	17%	16%

**Expenditures exclude Bexar County only funds which include: City of San Antonio, Non-Custodial Parent, Military Family, Student Hireability Navigator, and Training and Employment Navigator.*

Childcare System Updates





Background

- **January 2025**, TWC launched the new Childcare System, TX Child Care Connection (TX3C)

- The **new system features** includes
 - A new statewide application for families
 - An easy-to-use interface that works with mobile devices
 - A common user experience for all Texans

- What **changed** with the new system?
 - **One standardized** Parent Share of Cost (PSoC) fee - statewide
 - Families relocating to a new area within the state, **the PSoC remains** the same until they recertify.
 - The fee scale has **more gradual increases** for families with rising incomes **between certification periods**.
 - Childcare providers will receive **payments in advance**.



Status Update

Since the launch of TX3C there have been ongoing challenges related to payments, reporting, and program requirements.

- Payment report (245)
- Payments and adjustments to Providers made it hard to reconcile.
- System and workflow inefficiencies

Staff continue to meet with TWC to discuss the ongoing challenges with the launch of the TX3C.

Releases Deployed

TWC 05/13/2026



Releases Deployed

Please review more detailed information regarding KinderTrack Release Notes in the “What’s New” section in the [Knowledge Center](#).

KinderTrack Release 4.38.2 – deployed 05.12.2026

Issue Type	Issue Key	Summary	Priority
Support	KTTX-1872	Run TX State-Wide ACF801 Report for Jan 2026	Critical
Support	KTTX-1847	List of payments with Null Payment Type	High
Bug	KTTX-1752	Error when shortening schedules	Critical
Bug	KTTX-1700	Delimiter Issues on ACF801 File	Highest
Bug	KTTX-1281	Cannot Delete Notice after Adjusting Payments	High
Bug	KTTX-1080	PD Issue Tracker: 209-Unable to run ACF 801 Report statewide	High
Enhancement	KTTX-2123	Update Auto-Calc to Not Calculate Payments for Inactive Programs	High
Bug	KTTX-2063	Bug - UAT - Payment Characteristics - Quality Rating TRS2 is not Displaying when Provider has School Ready Status TSRIPK Effective at Billing Period	High
Bug	KTTX-2118	KTTX UAT - 245 Payment Report - Report Window is Throwing 504 Gateway Time-Out Error	High

Upcoming Release

TWC 05/22/2026



Issue Type	Issue Key	Summary	Priority
Enhancement	KTTX-1665	Accept New Quality Rate Types - SUSA and SUSI	Highest
Enhancement	KTTX-1710	Performance Report: Other Payment Statuses (Calculated, Authorized, Approved) showing up on Paid Payment Report for adjustments.	High
Enhancement	KTTX-1582	Update Applications in Intake to Correct Board	Critical
Enhancement	KTTX-1729	Add WPI Prevent and Error Logging on Schedule Save	High
Report	KTTX-1739	Update ACF801 File to Pull HHSC Inspection Date	High
Enhancement	IN-1734	Update KT to Pull HHSC Inspection Date	High
Bug	KTTX-1930	Family Fee Shows \$0 on Notice but \$165 in Summary Page and KC	High
Bug	KTTX-2058	Several payments missing allocation - payment batch update for allocation updates	High
Support	KTTX-1973	Several payments missing allocation - fix historical program allocation	High
Enhancement	KTTX-975	WPI no rate entered for an age group when entering a schedule	High
Enhancement	IN-1736	Create Push/Pull SFTP Scripts for TX SSN Validation SEND/RECEIVE files	Critical



Planned Releases 6/25/2026

1. Fixes for Payment & Financial Discrepancies

- 245 Report Errors: The report shows incorrect units, wrong payment amounts, duplicate lines, and mismatched service months versus calendar years.
- Fees being calculated incorrectly, failing to recoup, or triggering unnecessary adjustments after schedule or quality rating changes.
- Payment Processing: Problems with payments being marked as "present" when providers are closed, negative payments being generated, and payments being processed for the wrong programs or funding streams.



Planned Releases 6/25/2026

2. Fixes for Intake & Case Management Issues

- Application Workflow: Issues where "Application Submitted" status does not transition to "Case Created" documents not reflecting in the intake, and duplicate case creations.
- Waitlist Management: Ranking discrepancies, incorrect county assignments, and errors when moving applications between family and waitlist statuses.

3. Fixes for Provider & Attendance Issues

- Attendance Tracking: Time sheets failing to calculated duplicate attendance entries requiring a "night job" cleanup, and paid absences being incorrectly auto-generated for relative providers.



Questions





CEO Report

Adrian Lopez, CEO





Ready to Work (RTW)

- The year four contract is closing on June 26, 2026
- The year five contract of \$ 2,139,500.00 for intake and case management. COSA has not provided tuition and emergency assistance dollars to-date. We are waiting for the final amendment
- Reduction in the RTW budget of 55%; subagencies would be reduced as well. C2 Global Professionals Services will be the only contractor left for Year 5
- Year five contract amendments are currently being developed for our subagencies. The amendment will outline the ongoing contractual obligations needed to serve all clients; sub-agencies all clients; sub-agencies have been paid case management dollars



Texas Mutual Grant Submission

Overview

- CCS Initial Job Search (Child Care Workforce Entry Project)
- Combines stipends, training, and job search support
- Goal: Achieve employment within 3 months while maintaining childcare
 - Texas Mutual Grant \$100,000
 - Focused on direct participant support and program delivery



Grants Research Update

- WSA continues to advance a comprehensive funding strategy focused on strengthening existing workforce programs while expanding innovative pilot initiatives across the Alamo region. Efforts remain aligned with the employer-driven workforce model established by Texas Workforce Commission and emphasize long-term sustainability, regional partnerships, and measurable workforce outcomes.
- **State Funding Strategy**
 - WSA is actively pursuing and strengthening participation in several TWC funding opportunities, including:
 - Texas Industry Partnership (TIP)
 - Jobs and Education for Texans (JET) Grants
 - Apprenticeship initiatives
- **External & Philanthropic Funding Strategy**
 - WSA has researched more than 25 external funding opportunities and is prioritizing several strategic philanthropic and foundation partnerships.

The Jobs & Education for Texans (JET) Grants



- JET grants are awarded to Texas higher education institutions and independent school districts (ISD) to train students for high-demand, good-paying jobs after graduation. The JET grant is awarded through TWC to help buy equipment for CTE programs that help students across the state go into high-demand industries.

FiscalYr	College/ISD Name	Occupation	DollarsAwarded	COMMENTS
2026	Ingram ISD	Construction Manager (37 students)	\$91,768	Awarded
2026	Poth ISD	Licensed Practical and Licensed Vocational Nurses (45 students)	\$331,792	Awarded
2026	Southside ISD	Licensed Practical and Licensed Vocational Nurses (60 students)	\$339,750	Awarded
2026	Southwest ISD	Registered Nurses (60 students)	\$350,000	Awarded
			\$1,113,310	



Questions





Chair Report

Elizabeth Lutz, Committee Chair















Board Retreat



AUDIT AND FINANCE COMMITTEE BREAKOUT – PRIORITY MAPPING

FOCUSED PRIORITIES. SMARTER INVESTMENTS. STRONGER OUTCOMES.

 TOPICS OF DISCUSSION	 PRIORITY ITEMS	 NEXT STEPS
<p>Federal and Financial Considerations</p> <ul style="list-style-type: none"> • Impact of federal funding on WSA • Safeguards to prevent returning unused funds • Leverage partnerships to maximize funding and resources 	<p>HIGH PRIORITY</p> <ul style="list-style-type: none"> ✓ Prevent return of unused funds through stronger financial forecasting and monitoring ✓ Improve data accuracy, alignment, and reporting across programs ✓ Strengthen accountability and proactive performance management ✓ Implement risk mitigation processes to avoid compliance and financial findings ✓ Identify cost-saving operational efficiencies and co-location opportunities 	<p>1  Conduct a financial review to identify areas of underutilized funding and potential cost savings.</p>
<p>Cost Reduction & Operational Efficiency</p> <ul style="list-style-type: none"> • Reduce operational costs • Explore co-location strategies to address facility costs • Review staffing patterns and shared spaces to improve efficiency 	<p>MEDIUM PRIORITY</p> <ul style="list-style-type: none"> ✓ Expand service accessibility in rural communities through library partnerships ✓ Enhance outreach strategies using technology and community-based efforts ✓ Evaluate staffing models and shared space opportunities 	<p>2  Assess existing safeguards and establish enhanced monitoring tools to reduce unspent funds.</p>
<p>Service Accessibility & Outreach</p> <ul style="list-style-type: none"> • Expand co-locations at libraries, especially in rural areas • Reach more community members through innovative strategies • Use QR codes at bus stations or high-traffic transit areas 	<p>LONG-TERM STRATEGIC PRIORITIES</p> <ul style="list-style-type: none"> ✓ Build and sustain partnerships to maximize funding and resource sharing ✓ Develop long-term operational sustainability plans ✓ Create a continuous performance tracking and evaluation framework 	<p>3  Develop a co-location feasibility plan, including libraries and shared community spaces.</p>
<p>Organizational Accountability & Data Management</p> <ul style="list-style-type: none"> • Accountability and knowledgeable leadership • Align programs with TWC requirements • Move beyond compliance to proactive performance management • Ensure accurate metrics and correct variables • Track program execution across the year • Address data gaps and improve alignment • Focus on risk mitigation to prevent financial or compliance issues 		<p>4  Review staffing allocations and operational workflows for efficiency improvements.</p>
		<p>5  Create a data management improvement plan focused on accuracy, standardized reporting, performance tracking, and cross-program alignment.</p>
		<p>6  Develop a proactive risk mitigation and compliance monitoring framework.</p>
		<p>7  Identify and pursue partnership opportunities with community organizations, educational institutions, and local governments.</p>
		<p>8  Launch outreach initiatives utilizing QR codes and other accessible engagement tools in high-traffic areas.</p>
		<p>9  Establish regular committee reporting checkpoints to monitor progress on priority initiatives.</p>



Questions



Thank you!

