



Board of Directors

December 12, 2025





Board of Directors

Consent Agenda





Meeting Minutes – September 12, 2025



Guadalupe Child Care Community Needs Assessment

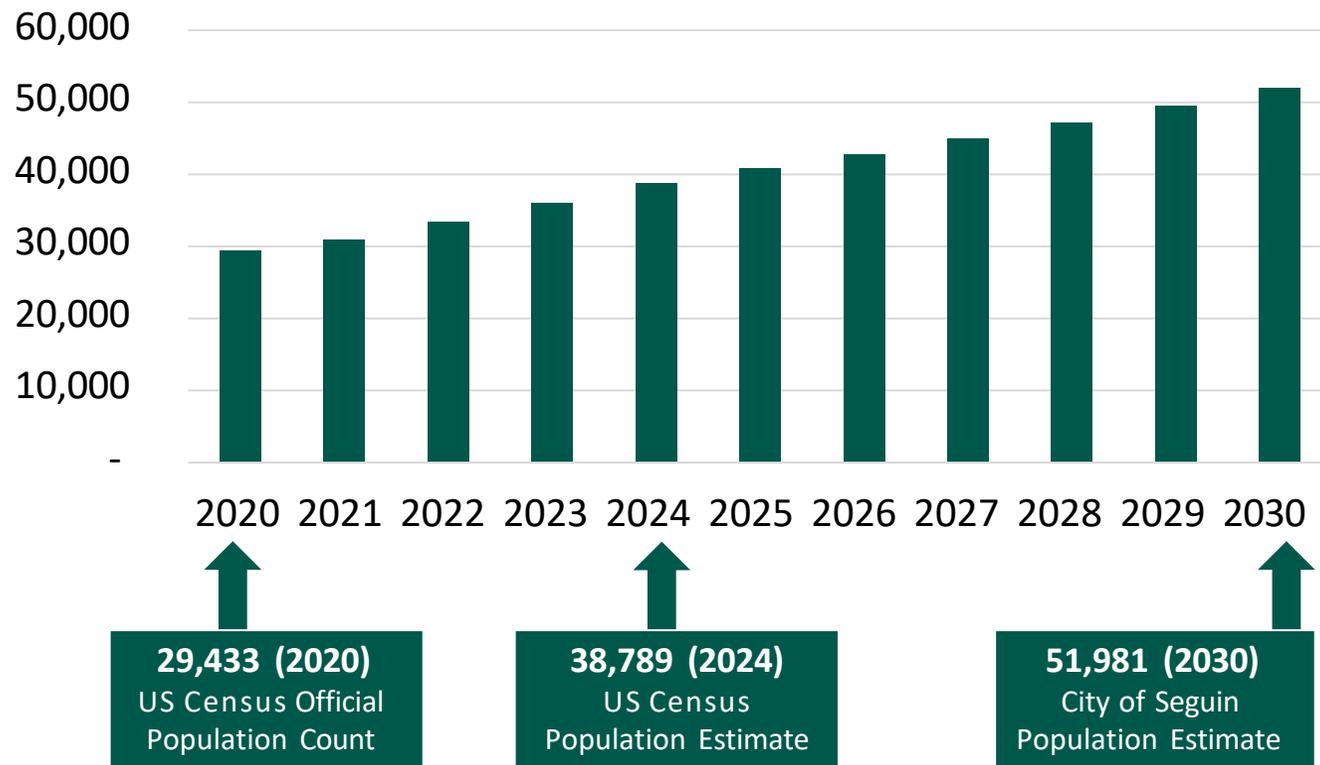


Population Growth Trends – U.S. Census Estimates

Seguin’s Rapid Population Growth

- Estimated Population (July 1, 2024): 38,789
- Top 30 Fastest-Growing U.S. Cities
(Population 20,000+)
- **#29** in the U.S. for 2023–2024 Growth
 - **7.4%** year-over-year population increase
- **#23** in the U.S. for 2020–2024 Growth
 - **31.7%** population growth over four years
- Fastest-growing community in the San Antonio metro area (2023–2024)
- 3rd fastest-growing in the San Antonio–Austin region (2023–2024)

* Rankings based on a percentage basis



2020-2030 Projected Population Increase: 76%

Seguin, TX – Employment & Wages

Employment

Wages

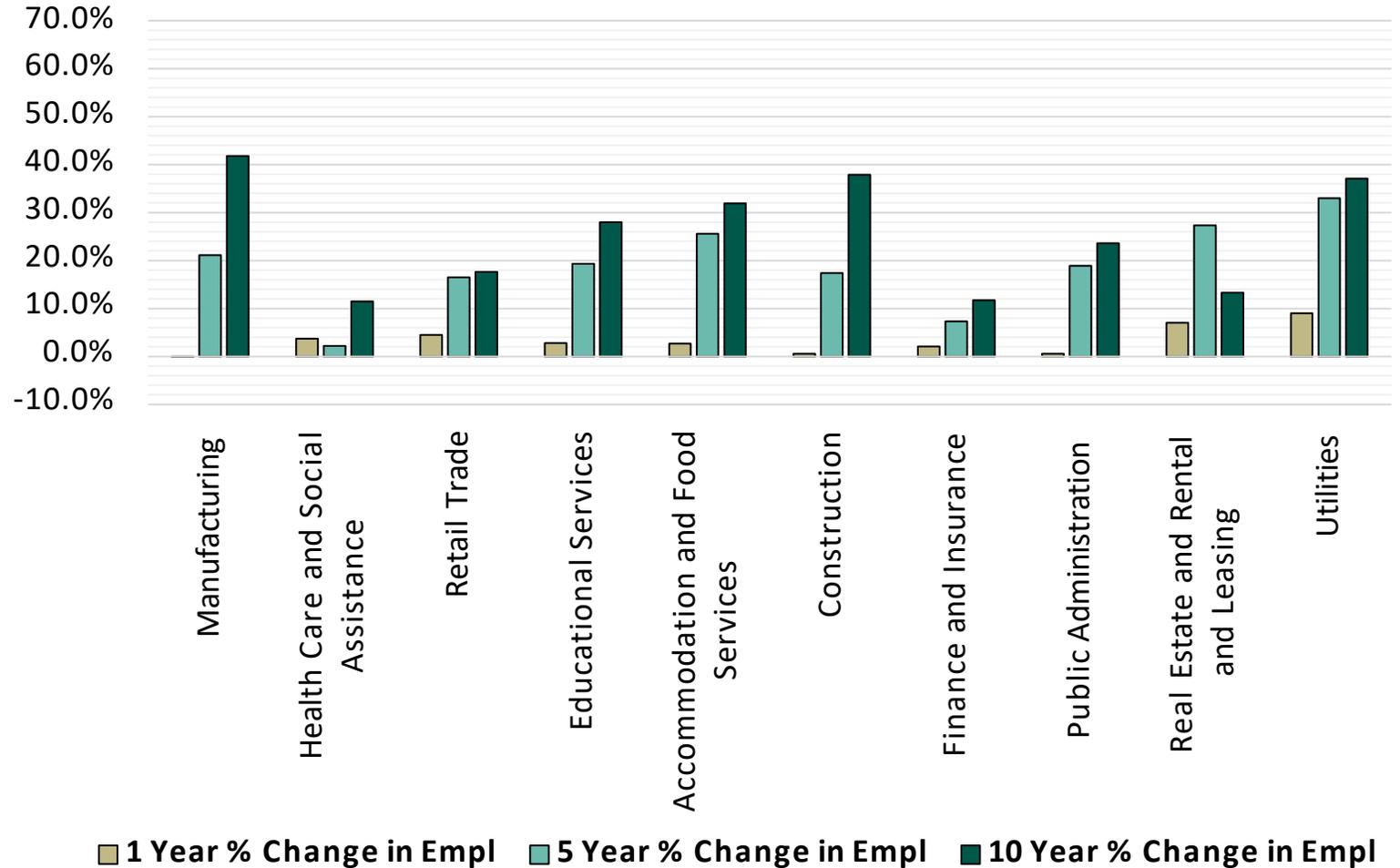
Employment Growth by Industry

25,817
Seguin Region
Total Employment

\$58,686
Seguin Region
Avg. Annual Wage

+1.4% | +17.1%
1-Year | 5-Year
% Change Total Employment

+1.6% | +25.8%
1-Year | 5-Year
% Change Avg. Annual
Wages



Guadalupe Child Care Needs Assessment

- **Nearly 30% of Seguin's workforce is in manufacturing**, which is 4x more than the national average. Like the healthcare industry, many manufacturing facilities operate 24/7, **making it difficult for 2nd and 3rd shift workers to find affordable, extended care childcare options.**
- Last year, the City of Seguin became one of the first smaller communities in Texas—and the very first in the Austin-San Antonio mega region—to **adopt local property tax exemptions for qualified childcare facilities, in alignment with SB 1125.**
- Seguin, Texas has a population of approximately 40,728 with a **poverty rate of 17.9% compared to 11.7% in the United States.** We also have 43.3% of children living in single family households.
- Guadalupe County has a poverty rate of 8.8% and 29.6% of children living in single family households. *Source: JobsEq*
- **The top concerns among businesses** that completed the survey were 1) affordable childcare options for employees; 2) increasing the capacity of childcare options and 3) the enhancement of after-school childcare options. *Source: Workforce Solutions Alamo*

Guadalupe County in Washington D.C.

- First Five Years Fund (FFYF) and the Women’s Congressional Policy Institute (WCPI) co-hosted a bipartisan briefing on Capitol Hill to spotlight that **Child Care Means Business**.
- The briefing brought together a packed room of congressional staffers eager to learn about the importance of federal child care programs like **Head Start, the Child Care and Development Block Grant (CCDBG), and Preschool Development Grant Birth through Five (PDG B-5)** at a crucial moment when members are making decisions on [FY2026 funding](#) that will affect families, providers, and communities nationwide.
- The discussion underscored how access to affordable, reliable child care is essential not just for families, but for the workforce, businesses, and the economy as a whole.



Future Plans: Guadalupe County

- Assess current child care landscape
- Identify current capacity and gaps in child care needs
- Support business community on child care options
- Support child care industry on growth/expansion options

Employer concerns for private child care facilities:

- Liability Insurance
- Funding (Staff Salaries + Overhead Costs)
- Sustainability

Thank you!

Jessica Dersen

Industry and Workforce Development Manager

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Inclusion Grant Recipient through Texas Mutual Grant





Inclusion Grant 2025 JOY Holistic Education

By Paulina Villa, Inclusion Coordinator

paulina@joyholisticedu.com

Creating Inclusive Classrooms Where Every Child Thrives

- Funded by *Workforce Solutions Alamo* through the **Inclusion Grant (\$9,500)**.
- Purpose: Strengthen inclusion for **neurodivergent and bilingual learners** across all classrooms.
- Anchored in JOY's mission and three frameworks:
 - **Pedagogical** (individualized learning)
 - **Bilingual** (equity through language)
 - **Inclusion** (neurodiversity & belonging)



Every child seen, supported, and celebrated.

What We Implemented: Building Capacity Through Inclusive Materials & Supports

Estrellita – strengthens early biliteracy and Spanish phonological awareness.

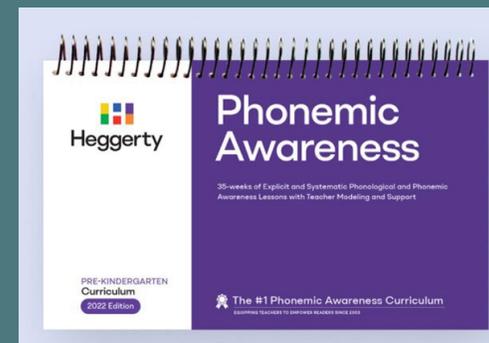
Heggerty – bridges English-Spanish sound patterns for bilingual learners.

Montessori sensorial & practical life materials – provide *multi-sensory, self-paced learning experiences* that develop concentration, coordination, and independence.

These materials support children with ADHD and sensory-processing needs by allowing movement, repetition, and tactile exploration—ensuring every child can access learning through touch, order, and intrinsic motivation.

Professional Collaboration

- Partnered with **Speech Pathways** to pilot developmentally appropriate **IEPs** for children with ADHD and communication needs.



Anticipated Impact on Learners, Families & Educators

Who This Impacts at JOY

- **13%** of children with identified or emerging **exceptionalities** (ADHD, speech delay, or sensory regulation needs).
- **53%** of children are **bilingual learners**, developing literacy in English and Spanish simultaneously.
- **34%** of children under **age 6**, where early intervention and environment adaptation are most effective.
- **100%** of teachers engaged in direct inclusion and bilingual PD through the grant cycle.



How We Expect It to Impact Learning & Belonging

Children:

- **Increased engagement and attention** through multisensory, movement-based Montessori work.
- **Improved phonological awareness** in both languages via *Estrellita* and *Heggerty*.
- **Greater self-regulation and independence** through expanded sensory and calm-down areas.
- **More equitable access** for children with ADHD or speech challenges through tailored IEP development with *Speech Pathways*.

Educators:

- **New capacity to implement inclusion strategies** consistently across Montessori and project-based settings.
- **Collaborative IEP creation** with *Speech Pathways* to strengthen data-informed individualized supports.



Indicators We Will Track

- Child engagement and regulation (via classroom documentation and observation notes).
- Early literacy progress (Estrellita & Heggerty checkpoints).
- Family participation in inclusion activities and surveys.
- Staff confidence and satisfaction with inclusion training (target $\geq 9.5/10$).



Sustainability and next steps

1. **Formalize IEP development** in partnership with Speech Pathways for 2025–26.
2. **Integrate inclusion data** (referrals, strategies, child outcomes) into the **Continuous Improvement Plan (CIP)**.
3. **Expand PD** on ADHD, communication supports, and inclusive classroom design.
4. Continue embedding inclusion goals into JOY's **Inclusion and Pedagogical Frameworks**.



Inclusion Grant Recipient through Texas Mutual Grant





EARLY LEARNING CENTER of St. Mark Presbyterian Church

Where Learning Grows With Faith and Love

Who We Are

- Opened in 1996
- Grown from:
 - 2 to 30 Staff Members
 - 12 to 108 Enrollment Capacity





EARLY LEARNING CENTER of St. Mark Presbyterian Church

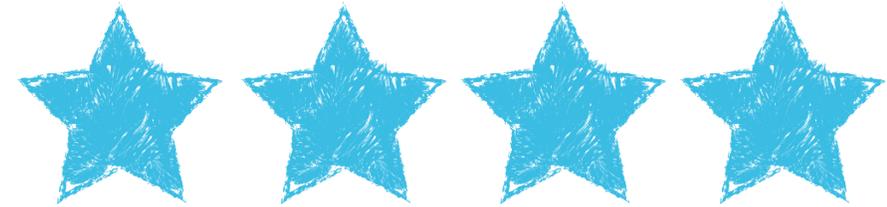
Where Learning Grows With Faith and Love

Providing Highest Standards

- NAEYC Accredited+
- Texas Rising Star
4-Star School
- Average Staff
Tenure



Texas Rising Star



4 out of 4 star certification



EARLY LEARNING CENTER of St. Mark Presbyterian Church

Where Learning Grows With Faith and Love

Sources of Funding

- Tuition
- Church
- Fundraisers
- Grants





EARLY LEARNING CENTER of St. Mark Presbyterian Church

Where Learning Grows With Faith and Love

Inclusivity Grant: Materials



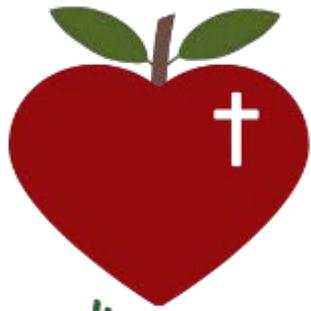


EARLY LEARNING CENTER of St. Mark Presbyterian Church

Where Learning Grows With Faith and Love

Inclusivity Grant: Curriculum





EARLY LEARNING CENTER
of St. Mark Presbyterian Church

Where Learning Grows With Faith and Love

We sincerely appreciate the Inclusivity
Grant for providing materials and
curriculum that support our efforts to
create a more inclusive learning
environment!

Equus Workforce Solutions Introduction



Meet Our Leadership Team



**Chytania
Brown**

Vice President
Operations



**Lisa
Niemietz**

Deputy Project
Director



**Lisa
Elizondo**

Project
Director

Our Impact

We are a team of more than 3,700 dedicated and caring professionals changing lives across North America.

889,458



individuals

Supported in the last 12 months

94.8%



Satisfaction rate of services

9,366



job seekers

in career training on average each month

221,000



Workplace courses completed

72%



of WIOA adults in unsubsidized employment during the second quarter after exit from the program

4,500



Individuals experiencing homelessness supported in the last 12 months

36,471

Children in care for the month of July



Data relates to program year July 2023 – June 2024



What We Bring



A deeply embedded culture of HEART and LEGACY



Industry-leading tools



Quality systems and performance management



National expertise, with local approaches and people



A spirit of partnership, collegiality, transparency and accountability

Professional Development

- Monthly live virtual training opportunities open to all staff
- Robust Learning Management System
- Pathways for peer learning and sharing of best practices
- Workforce Development Professional Registered Apprenticeship
- Next Legacy Leader development program



Transition

- All incumbent COSA staff were offered an opportunity to apply and transition from COSA to Equus.
- 61 FTE
- 48/79% are incumbent staff transitioned over from COSA
- 12/20% are external hires

This is Equus!

- Our people are our most valuable asset
- Customer experience is paramount
- We Change Lives!



Early Matters

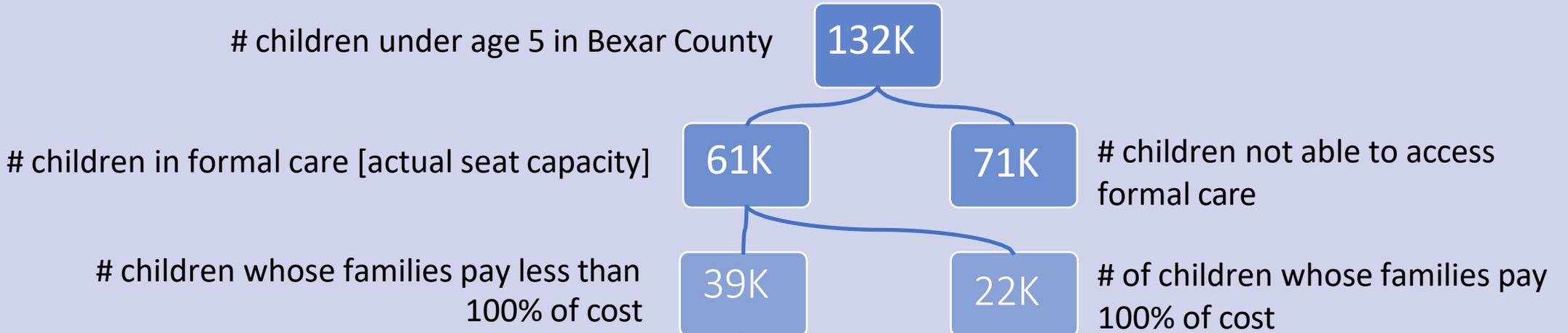




earlymatters

SAN ANTONIO

San Antonio Context

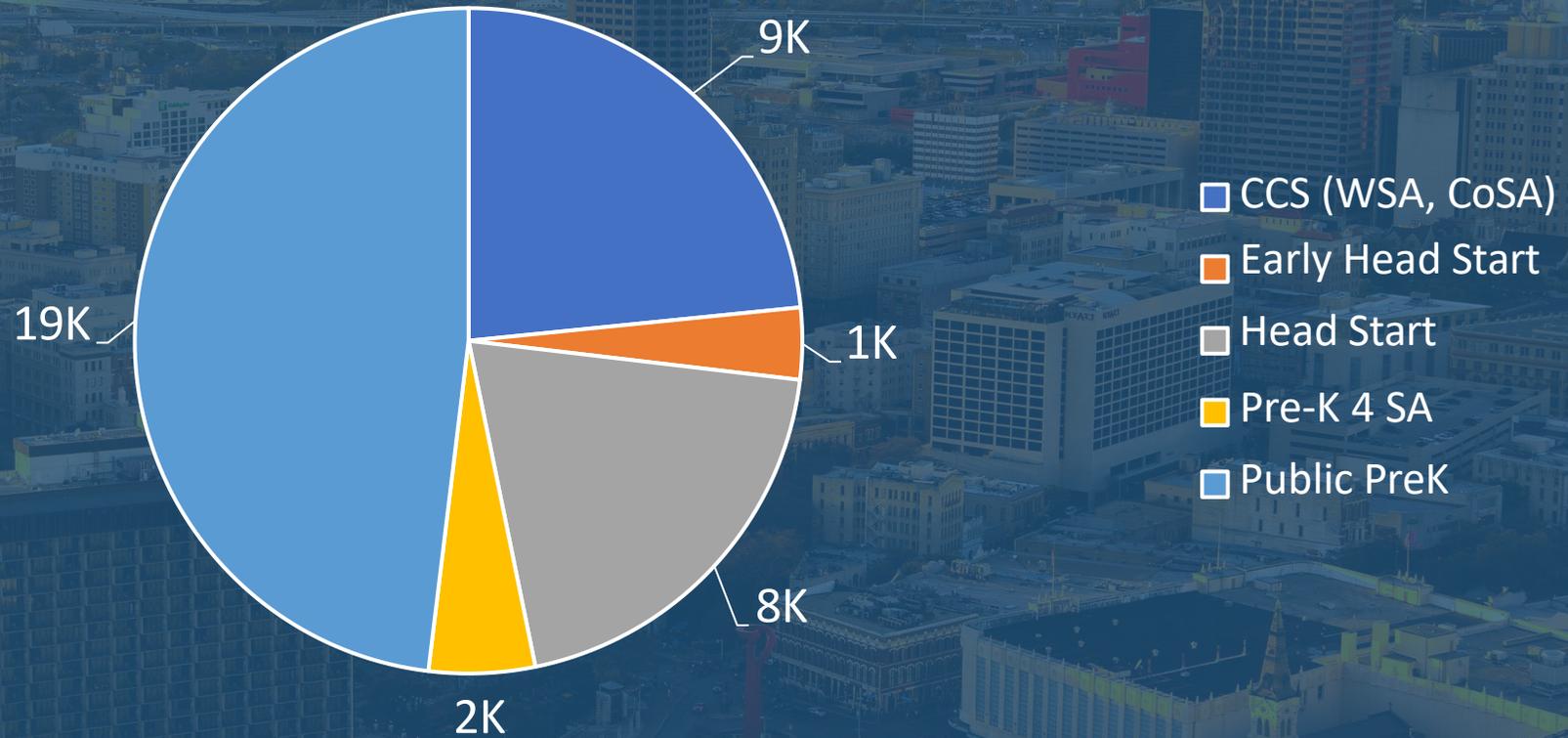


Public PreK: 19K	Child Care Services: 9K	Head Start: 8K	Pre-K 4 SA: 2K	Early Head Start: 1K
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Does not include children in military early childhood programs

BREAKDOWN OF PROGRAMS

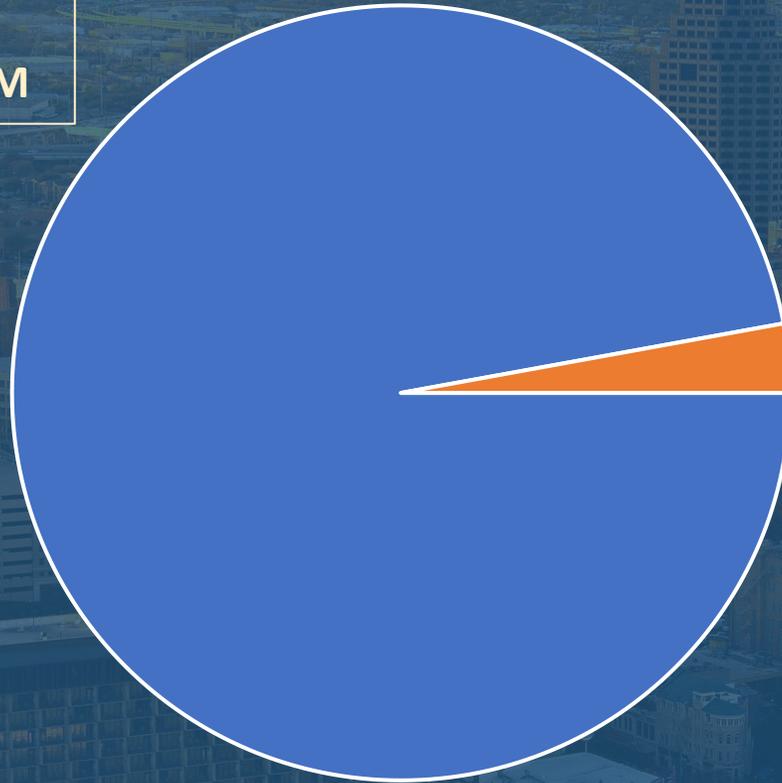
Chart Total number of seats by programs: 39K Title



Workforce Solutions Alamo: Expenditure by Program Area

Total:
\$104.8M

\$101.8M

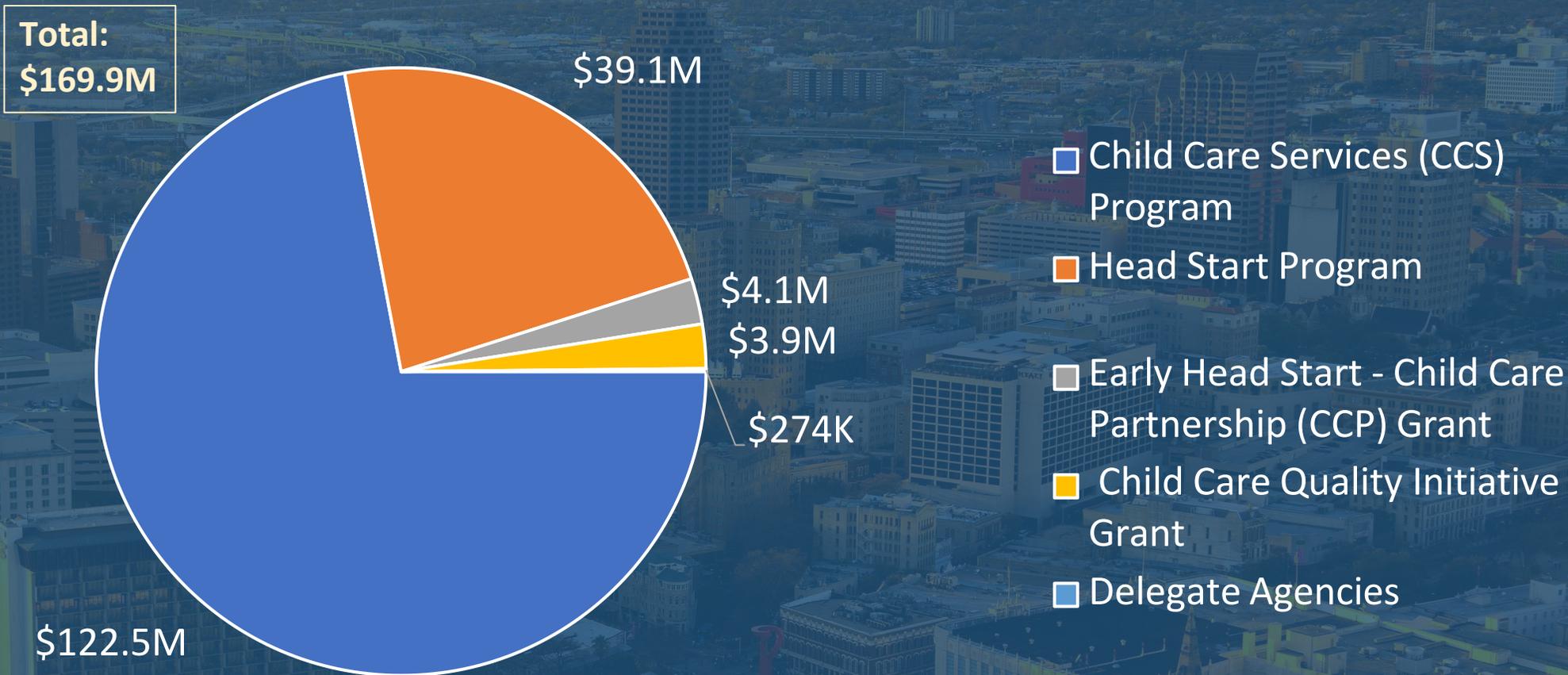


\$3.0M

- Child Care Services (CCS) Program
- Child Care Quality

City of San Antonio DHS: Expenditure Allocation by Program

Area

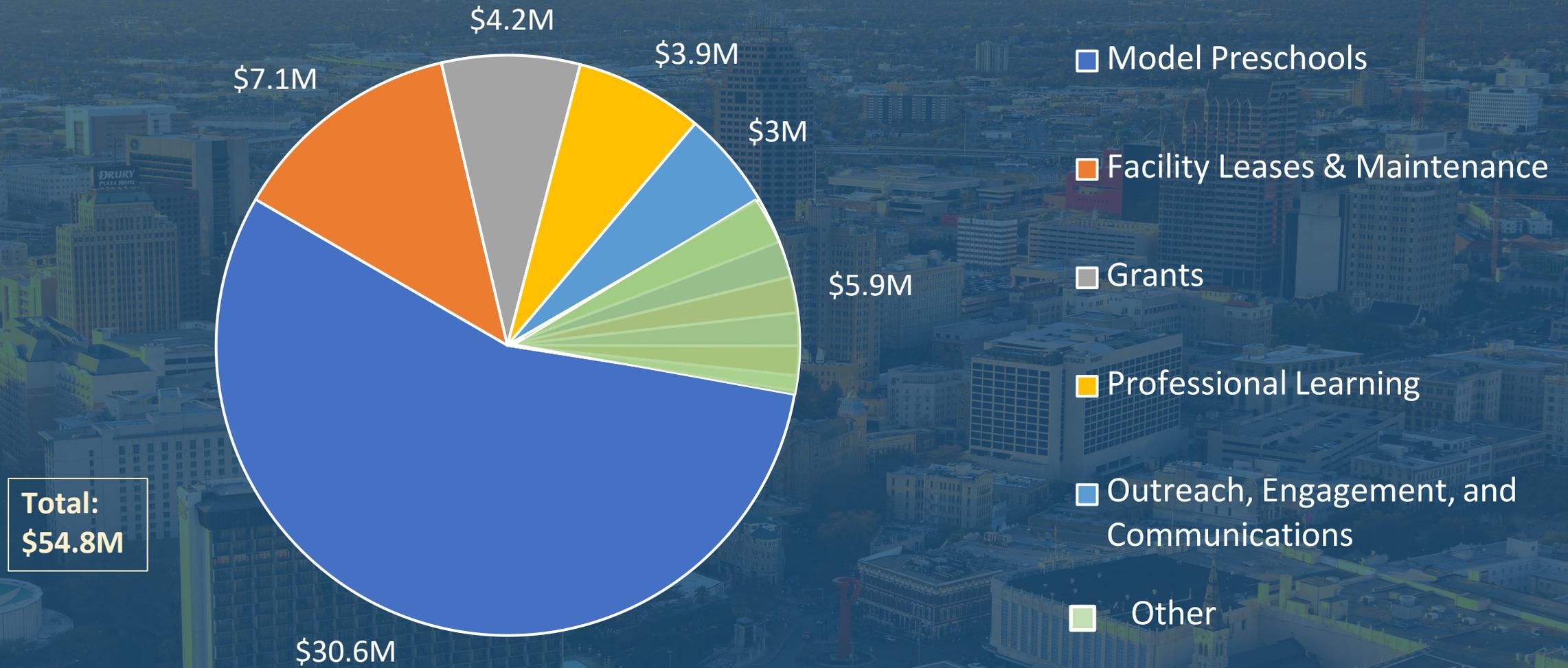


**Includes:*

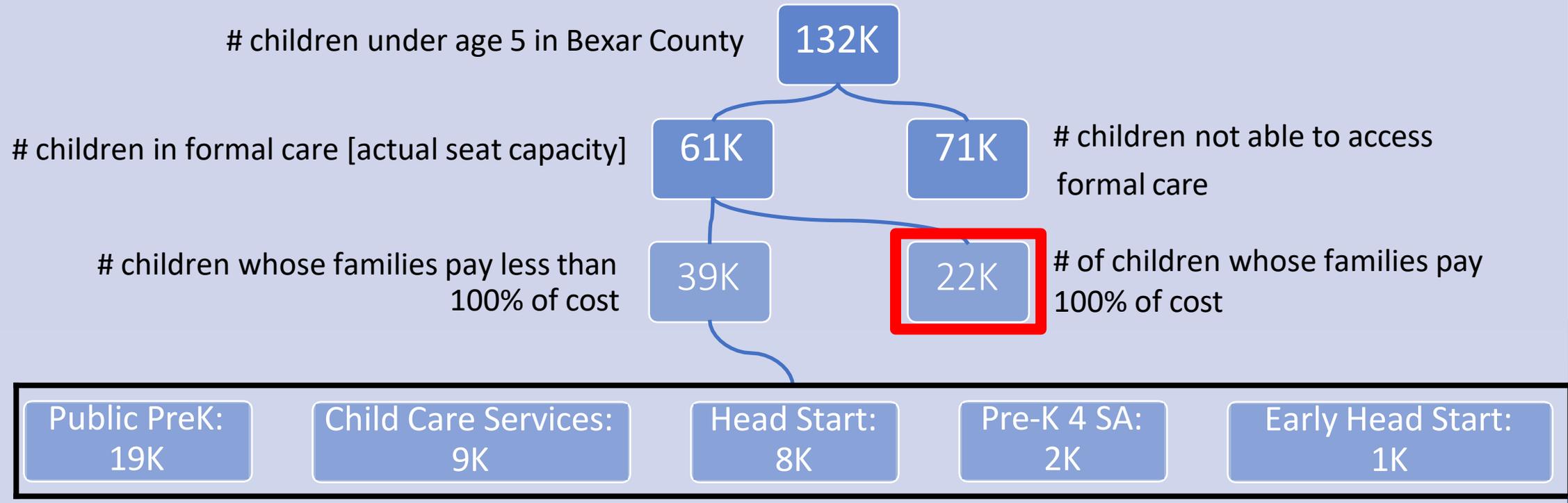
\$118.8M from Federal (including \$101.8M from WSA)

\$3.7M from City

Pre-K 4 SA: Expenditure Allocation by Program Area



San Antonio Context



Does not include children in military early childhood programs

San Antonio Context

\$10K

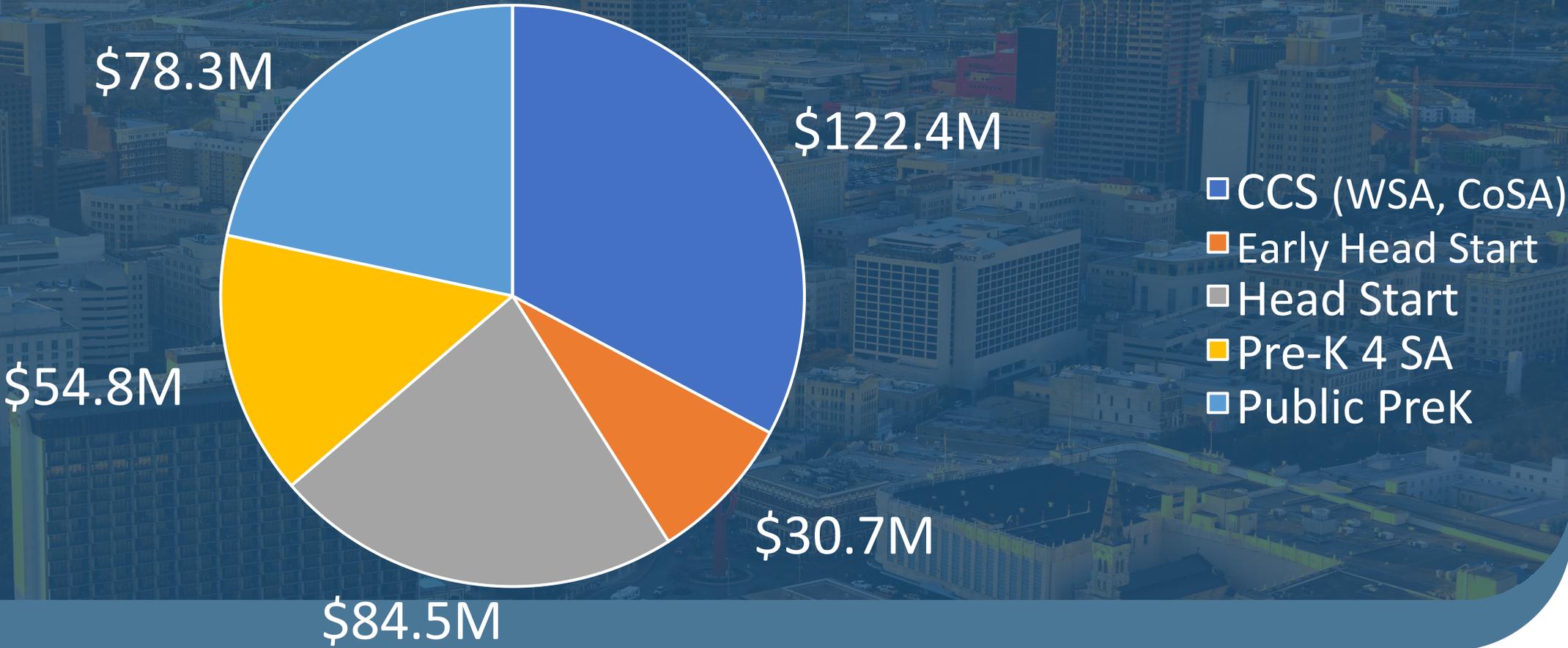
AVERAGE COST OF CHILD CARE IN SAN ANTONIO /
YEAR

\$229.1M

ANNUAL AMOUNT FAMILIES ARE PAYING /
YEAR

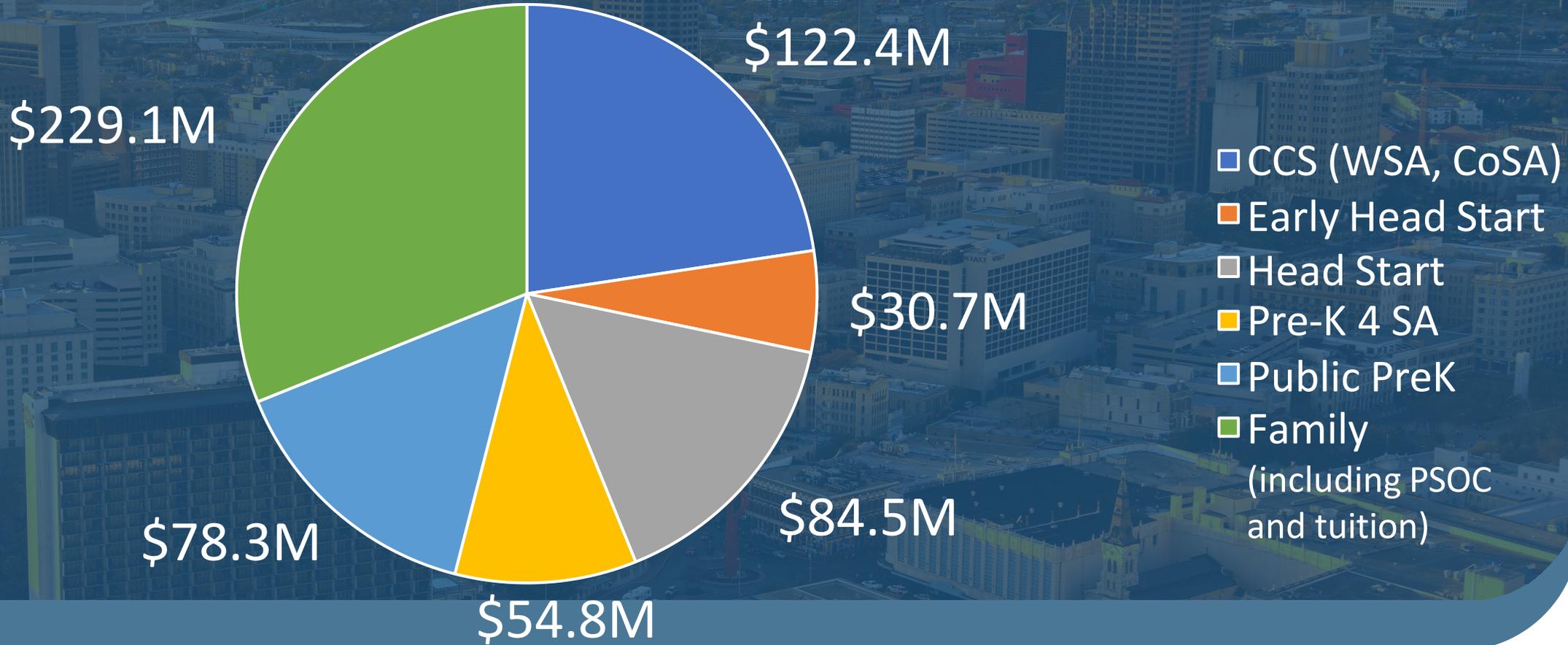
CHILDCARE PUBLIC SECTOR SUPPORT

Primary Program Subsidy Amounts Total = \$370.7M

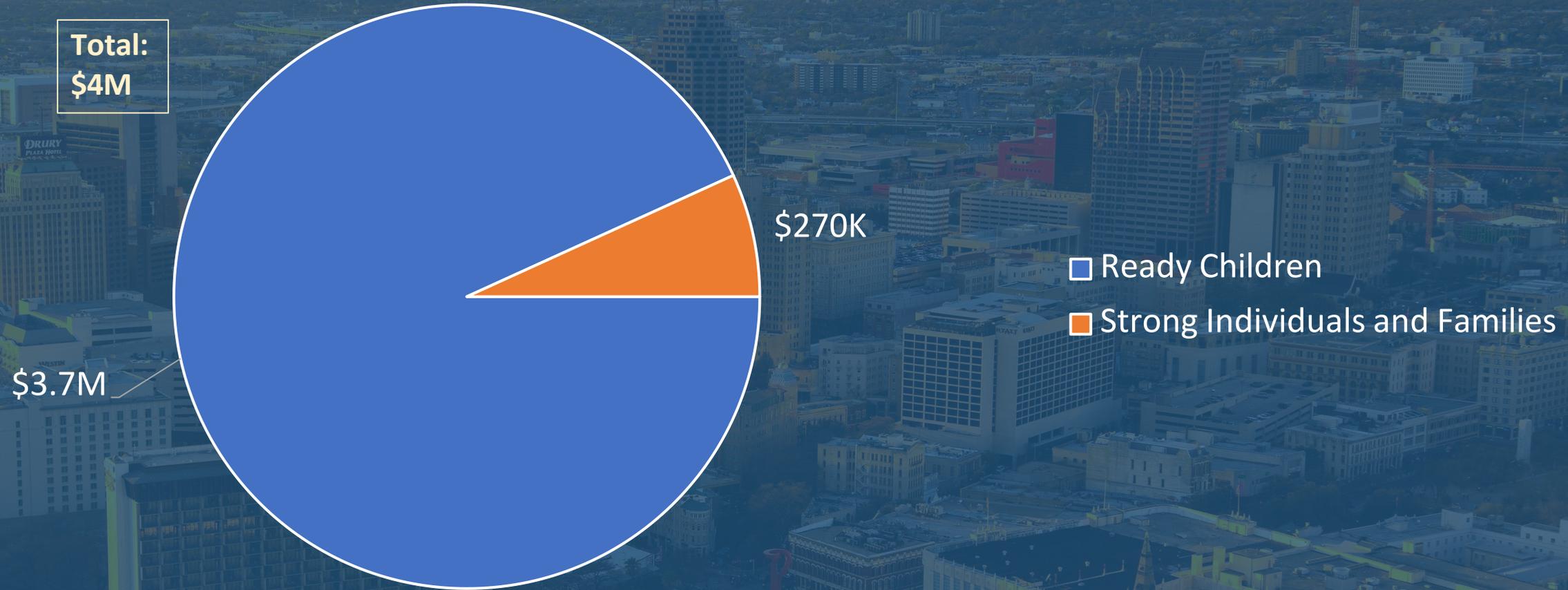


CHILDCARE FUNDING WITH FAMILY PAYMENTS

Total Cost = \$599.7M



United Way: Expenditure Allocation by Program Area





earlymatters

SAN ANTONIO



Texas A&M University San Antonio



United Way



Pre-K for SA





In - Person Youth Success Story

- David enrolled in the YES! Program in April 2024. His goal was to gain work experience to prepare for life after high school .
- That summer, he received clothing assistance for interviews and attended workshops on resume writing and interview skills . These led to his first work experience with Tallawah MPC, where he completed 250 hours .
- Throughout his senior year, David stayed active in job readiness courses and earned a \$150 incentive upon graduation . He then completed a second 160-hour placement with JonSan Home Health, earning an additional \$50 incentive and receiving gas cards for transportation .
- As he transitioned to college, the program provided a laptop to support his studies when community resources weren't available . Now attending San Antonio College for Business Administration, David received another \$100 incentive for entering post-secondary education .
- Through YES!, David gained valuable work experience, career skills, and resources to reach his goals. Now a parent, he's continuing his education and building a career to provide for his family .



Jobs and Education for Texans (JET) Grant Program





Jobs & Education for Texas

- The JET program provides grants to buy and install equipment for career and technical education (CTE) courses. These courses must lead to a license, certificate or post-secondary degree in a high-demand occupation.





Jobs & Education for Texas

JET FAQs

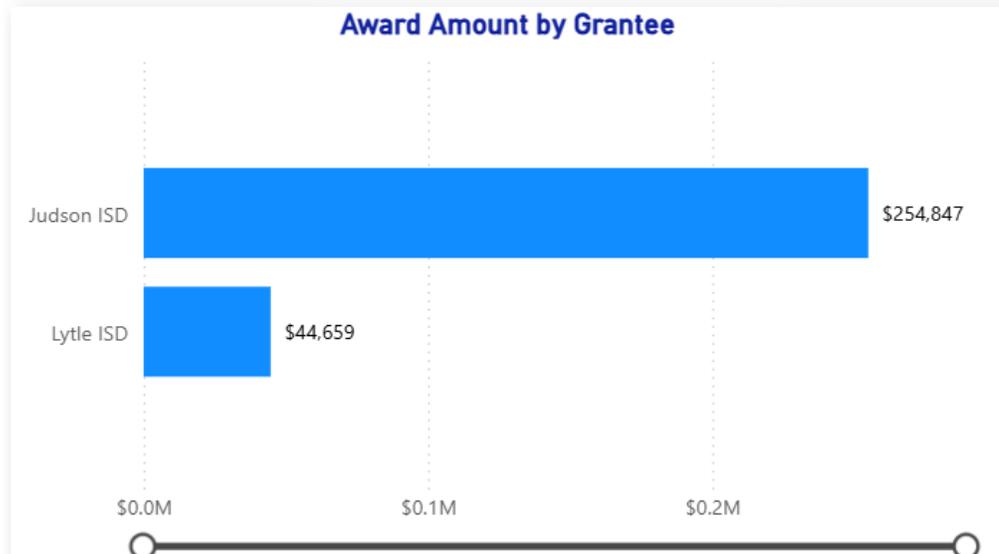
- **Q: How can I get help with an application while an RFA is open for submissions?**
- A: Once an RFA has been open for submissions, only designated TWC staff are able to respond to applicant questions. Therefore, all questions or concerns should be emailed to RFAGrants@twc.texas.gov and appropriate staff will respond, as needed.
- **Q: Are Texas ISDs and open enrollment charter schools required to partner with an IHE for their application?**
- A: Yes, all Texas ISDs and open-enrollment charter school applicants must provide a partnership Letter of Agreement with an IHE signed by both parties. The Windham School District is not required to partner with an IHE.



2023 JET Awards

Grants Awarded	Students Trained	Amount Awarded	Economic Impact
2	270	\$299,506	\$6,783,930

Award per Student	Average Award	ROI
\$1,109	\$149,753	22 : 1





Jobs & Education for Texas

Historical Occupation Data Awards by Occupation Groups



- Business and Financial Occupations
- Farming, Fishing, and Forestry Occupations
- Food Service and Preparation Occupations
- Arts, Design, Entertainment, Sports, & Media Occs.

Jobs & Education for Texas

Top Reasons for Disqualification

- Letter of Agreement Form errors, including:
 - Ineligible partners
 - Missing signatures
 - Different signature from the application signature
- High Demand Board Confirmation Form unsigned
- Unallowable SOC, including
 - Not on Target Occupations or High demand lists
 - Invalid SOC number used (54-0000)
 - SOC and occupation title are not aligned
 - Public employment occupation
- Below minimum grant amount/above maximum grant amount



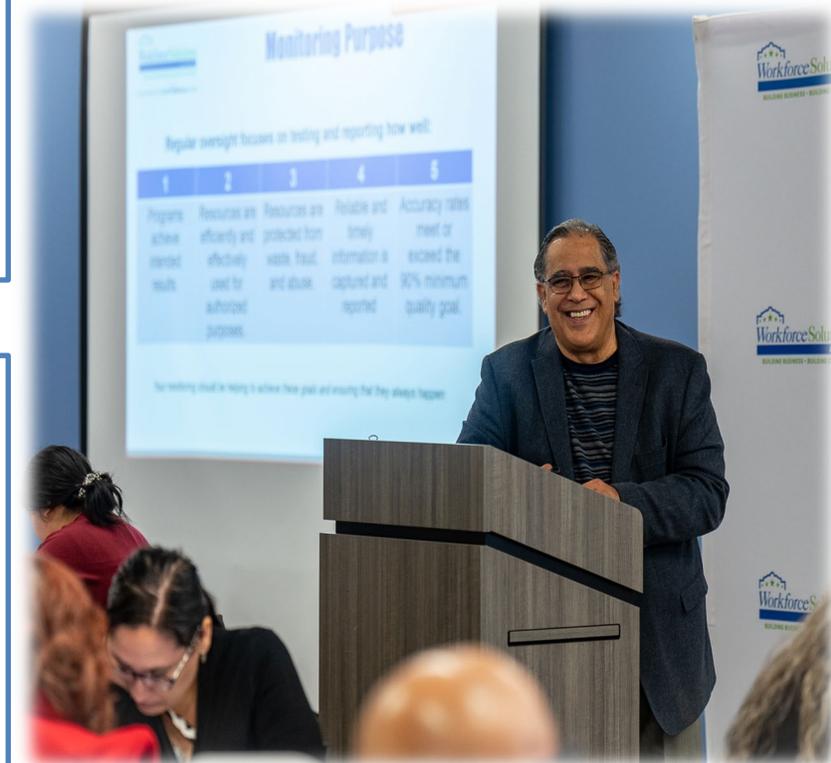
Contractor Showcase

Focus:

- Reinforced collaboration, data-driven reflection, and planning for continuous improvement.
- Clarified partner expectations in IT, facilities, quality assurance, marketing, and fiscal management.

Performance Highlights:

- Childcare Quality: Mentor visits increased from 4,074 (2024) to 5,251 (2025); 113 TECPDS completions recorded to date.
- Childcare Services: FY26 goals include 95% completion of 12,994 childcare units and 90% accuracy in fiscal and program monitoring.
- Adult Program: Served 636 participants through WIOA Adult & Dislocated Worker programs; \$1.34M invested in training and employment services (avg. \$2,106/participant).
- Youth Program: Over 200 youth placed in work experience; \$1.14M in wages supporting skill development and career readiness.





Policy Updates

Before Change 8 (WD 27-19 Change 5)	After Change 8 (WD 27-19 Change 8)
Focused on general data validation and participant eligibility verification.	Ensures work authorization verification and data validation requirements.
No specific timeline for verifying work authorization.	Requires initial verification and reverification every 3 months for temporary authorization.
Allowed local flexibility in implementation.	Classified as No Local Flexibility (NLF) — must follow TWC policy exactly.
Based on TEGL 23-19 C2; boards had discretion in methods.	Standardized statewide oversight to ensure accountability and compliance.
Emphasis on accuracy of performance data.	Adds emphasis on eligibility, compliance, and service termination if authorization is lost.



Policy Updates

- Implemented via MR 677 Change 3.
- Staff providing technical assistance and seeking TWC clarification as needed.
- Challenges: tracking hiring fair outcomes, timely customer service, and authorization management.
- Improvements Underway: WIT system enhancements and new check in procedures to improve accuracy, efficiency, and customer experience. -

Alamo Colleges & WSA Partnership



Ready to Work Update





Budget to Actual Expenditures

2022-2025 RTW Contract

WSA has budgeted \$65,554,565 through May 2025. To date, \$37,647,930 has been expended. Final reconciliation is underway for training and emergency services costs, which are not yet reflected in the current reporting period.

3-Year Contract Budget	Expenditures	Budget Balance
\$65,554,565.00	\$37,647,930	\$27,906,635

2025-2026 RTW Contract Renewal

WSA has executed a 1-year renewal with COSA beginning June 1, 2025, for \$11,114,758. WSA has expended \$2,445,079 through September 30, 2025

1-Year Contract Budget	Expenditures	Budget Balance
\$11,114,758	\$2,445,079	\$8,669,679



Expenditures and Reserves

As of 09/30/2025		
	3- Year Contract	1-Year Renewal
Operations		
Earned Fees	\$ 1,823,815	\$ 423,703
Corporate Cost	\$ 1,607,335	\$ 277,247
Operational Reserve	\$ 216,479	\$ 146,456
Program Expenditures		
Intake Fees	\$ 3,164,238	\$ 282,848
Case Management Fees	\$ 11,456,931	\$ 508,398
Tuition	\$ 20,734,911	\$ 1,541,396
Emergency Services	\$ 584,747	\$ 61,647
Total Program Expenditures	\$ 35,940,826.68	\$ 2,394,288.68



Key updates



Contract Renewals

All subcontractors have successfully executed contract renewals.
Exceptions: Texas A&M and Serco are still pending renewal.



Budget & Expenditures

Current expenditures are at 26% of the total budget.
There is a 7% straight-line variance, which is within an acceptable range.



Cashflow & Billing

No cashflow issues reported.
The board has adopted accrual-based billing, improving financial predictability and aligning revenue recognition with service delivery.

Client Expenditure Analysis





Client Expenditures

TWC Funding

Client Expenditure Comparison - TWC Programs as of September 2025				
Category	FY24	FY24 Allocation %	FY25 Year-to-Date	FY25 Allocation %
Work Related	\$ 30,205	5.59%	\$ 105,239	11.63%
Rent	\$ 201,270	37.27%	\$ 389,776	43.08%
Utilities	\$ 31,049	5.75%	\$ 66,829	7.39%
Transportation	\$ 194,106	35.95%	\$ 250,067	27.64%
Incentives	\$ 45,056	8.34%	\$ 61,400	6.79%
Youth - Support Services	\$ 38,313	7.10%	\$ 31,500	3.48%
TOTAL:	\$ 539,999	100.00%	\$ 904,811	100.00%



Client Expenditures

Ready to Work Funding

Client Expenditure Comparison- Ready to Work as of September 2025				
Category	FY24	FY24 Allocation %	FY25 Year-to-Date	FY25 Allocation %
Rent	\$ 121,209	52.67%	\$ 77,630	33.43%
Utilities	\$ 52,095	22.64%	\$ 70,441	30.34%
Transportation	\$ 15,123	6.57%	\$ 26,634	11.47%
Laptops/Computers	\$ 28,019	12.18%	\$ 22,918	9.87%
Training Related	\$ 2,113	0.92%	\$ 7,619	3.28%
Other: Medical, Legal, Food, Daycare	\$ 11,565	5.03%	\$ 26,948	11.61%
TOTAL:	\$ 230,125	100.00%	\$ 232,191	100.00%

County by County Expenditure Analysis





County by County Comparison

TWC Programs

County	Annual Budget		YTD Expenditures		
	Amount	%	Amount	%	Over/Under Budget
Atascosa	\$ 654,586	2.57%	\$ 723,991	3.53%	\$ (69,405)
Bandera	\$ 290,051	1.14%	\$ 304,601	1.49%	\$ (14,550)
Bexar	\$ 19,058,805	74.87%	\$ 15,100,143	73.65%	\$ 3,958,662
Comal	\$ 1,233,238	4.84%	\$ 1,411,613	6.89%	\$ (178,375)
Frio	\$ 435,250	1.71%	\$ 520,043	2.54%	\$ (84,793)
Gillespie	\$ 261,397	1.03%	\$ 229,634	1.12%	\$ 31,763
Guadalupe	\$ 1,264,015	4.97%	\$ 621,490	3.03%	\$ 642,525
Karnes	\$ 328,762	1.29%	\$ 213,448	1.04%	\$ 115,314
Kendall	\$ 547,033	2.15%	\$ 329,721	1.61%	\$ 217,313
Kerr	\$ 452,176	1.78%	\$ 467,124	2.28%	\$ (14,949)
McMullen	\$ 87,256	0.34%	\$ 16,162	0.08%	\$ 71,094
Medina	\$ 403,478	1.58%	\$ 235,445	1.15%	\$ 168,033
Wilson	\$ 440,323	1.73%	\$ 328,635	1.60%	\$ 111,688
TOTAL	\$ 25,456,370	100.00%	\$ 20,502,049	100.00%	\$ 4,954,320

	Budget	Actual
Urban	75%	74%
Rural	25%	26%



County by County Comparison

Childcare

County	Annual Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	
Atascosa	\$ 2,778,880	1.80%	\$ 3,267,801	2.22%	\$ (488,921)
Bandera	\$ 650,916	0.42%	\$ 605,393	0.41%	\$ 45,523
Bexar	\$ 128,334,666	83.13%	\$ 123,523,166	83.78%	\$ 4,811,500
Comal	\$ 4,121,966	2.67%	\$ 4,441,165	3.01%	\$ (319,199)
Frio	\$ 1,288,158	0.83%	\$ 1,345,498	0.91%	\$ (57,341)
Gillespie	\$ 993,256	0.64%	\$ 691,315	0.47%	\$ 301,941
Guadalupe	\$ 7,400,951	4.79%	\$ 6,052,503	4.11%	\$ 1,348,448
Karnes	\$ 1,012,360	0.66%	\$ 386,064	0.26%	\$ 626,296
Kendall	\$ 1,273,550	0.82%	\$ 1,058,499	0.72%	\$ 215,050
Kerr	\$ 2,859,886	1.85%	\$ 1,947,414	1.32%	\$ 912,472
McMullen	\$ 49,597	0.03%	\$ -	0.00%	\$ 49,597
Medina	\$ 2,230,367	1.44%	\$ 2,733,121	1.85%	\$ (502,754)
Wilson	\$ 1,384,931	0.90%	\$ 1,379,588	0.94%	\$ 5,344
TOTAL	\$ 154,379,484	100.00%	\$ 147,431,526	100.00%	\$ 6,947,957

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



County by County Comparison

Other Funding

County	Annual Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	
Atascosa	\$ 79,805	1.57%	\$ 46,875	1.07%	\$ 32,930
Bandera	\$ 41,140	0.81%	\$ 45,786	1.04%	\$ (4,645)
Bexar	\$ 4,038,903	79.21%	\$ 3,713,080	84.41%	\$ 325,822
Comal	\$ 277,955	5.45%	\$ 178,330	4.05%	\$ 99,625
Frio	\$ 45,337	0.89%	\$ 34,631	0.79%	\$ 10,706
Gillespie	\$ 33,635	0.66%	\$ 9	0.00%	\$ 33,625
Guadalupe	\$ 236,216	4.63%	\$ 145,951	3.32%	\$ 90,266
Karnes	\$ 32,918	0.65%	\$ 2,201	0.05%	\$ 30,717
Kendall	\$ 88,819	1.74%	\$ 55,390	1.26%	\$ 33,429
Kerr	\$ 72,023	1.41%	\$ 99,561	2.26%	\$ (27,538)
McMullen	\$ 7,169	0.14%	\$ -	0.00%	\$ 7,169
Medina	\$ 69,959	1.37%	\$ 35,343	0.80%	\$ 34,616
Wilson	\$ 74,992	1.47%	\$ 41,512	0.94%	\$ 33,480
TOTAL	\$ 5,098,870	100.00%	\$ 4,398,667	100.00%	\$ 700,202

	Budget	Actual
Urban	76%	84%
Rural	24%	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.



End of Consent Agenda





Early Care & Education Committee

December 12, 2025



Child Care Service Transition





Status of Hiring

Status	Count	Total
Retired	7	26
Not Selected	7	
Did Not Apply	5	
Other Employment – Prior to Transition	3	
Education	2	
Stayed with COSA	1	
Relocated	1	
Transitioned	48	61
New Hire	12	
Equus Staff	1	
Grand Total	87	87





Questions



Texas Rising Star Update





Texas Rising Star Update

Texas Rising Star	Entry Level	Suspension	Total
447	132	14	593
75%	23%	2%	100%



Texas 
Rising Star



Waivers

Criteria for the Entry Level Extension Waiver Child Care and early learning programs that are unable to achieve Texas Rising Star certification by the end of the 24-month time frame may submit a request to their Board for an Entry Level extension waiver. The Board will review the request and determine whether the program meets at least one of the criteria listed below before forwarding the request to TWC for determination, per WD Letter 12-24.

To be eligible for an Entry Level extension waiver, the child care and early learning program must be:

- Located in a child care desert (an area where the number of children younger than six years of age who have working parents is at least three times greater than the capacity of licensed child care programs in the area) or serving an underserved population as determined by TWC
 - unable to meet the certification requirements due to a declared emergency/disaster; and/or
 - unable to meet the certification requirements due to conditions that are outside the program's control.
-
- WSA submitted **36** waivers for approval to TWC
 - **4** providers did not submit their certification by the 9/30/2025 deadline



Questions



Alamo Quality Pathway (AQP) Conference



Alamo Quality Pathway (AQP) Conference



The 2nd annual Alamo Quality Pathway Conference: Ignite the Wonder, held on September 20th, 2025, was a successful event thanks to our partners at United Way of San Antonio & Bexar County and ESC Region 20.

The conference offered a full day of professional development and networking. Sessions were tailored for Directors, Teachers, or both. Sessions covered topics in business, language development, challenging behaviors, staff retention, learning through play, assessments, child development, employee absenteeism and more. The total number of attendees was **144**.



Alamo Quality Pathway (AQP) Conference



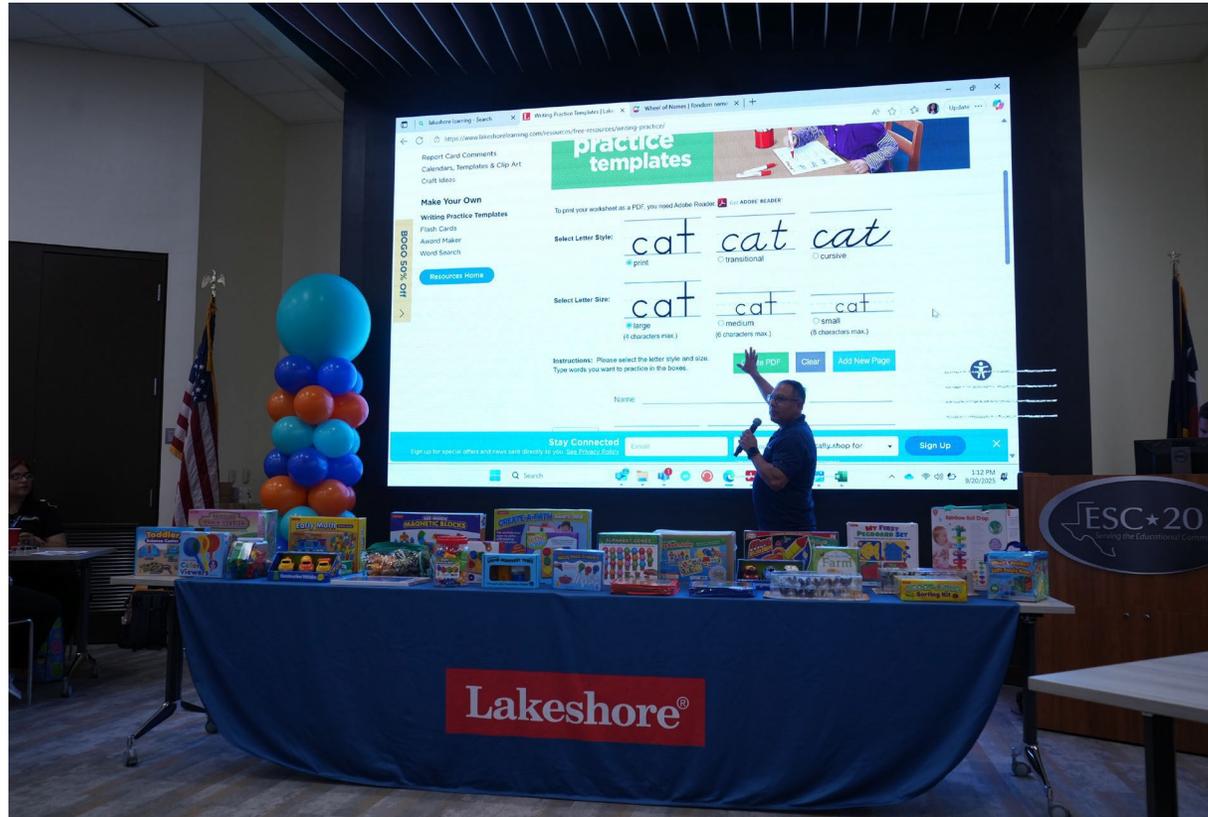
Breakfast was sponsored by Child's Play and lunch by Lakeshore, many thanks to them and to the vendors that made the conference extra special by providing door prizes for our attendees.



"All the classes were educational, and instructors were awesome." - Michelle C.

"A wonderful experience that reignited my passion for early childhood education." -Monica I.

Alamo Quality Pathway (AQP) Conference





Workforce One Bus Survey

The Workforce One Bus made a special appearance at the AQP Conference, attendees that visited the bus filled out a survey, the survey asked attendees to "provide ideas how the Workforce One Bus can be utilized for child care."

There were 122 survey submissions, with 95 providing feedback. The most common responses were mobile workshops for early learning professionals and parent resources.



Community Feedback Survey Planning for Quality



Community Feedback Survey: Planning for Quality



WSA wants to hear from our Early Care and Education Committee members through a survey that focuses on Planning for Quality.

- The survey consists of questions to gather feedback to assist with planning for elevating quality in our child care community.
- The goal is to strengthen our collaboration with our Early Care and Education Committee members.

Your feedback is valuable to the success of increasing quality in the Alamo area and ensuring that the need of the child care programs are being heard and met. Please submit by **October 24th, 2025**.

BCY26 Community Feedback Survey- Planning for Quality

Workforce Solutions Alamo is excited to invite you to participate in an important survey aimed at gathering feedback on potential areas for investment in our Early Learning programs. Your insights and experiences as early learning professionals are invaluable to us as we strive to enhance the resources and support available to the Early Learning community. This survey will focus on understanding the needs and priorities of our early learning community, and we are particularly interested in gathering your thoughts on where we can better invest in programs, resources, and support services that will benefit both providers and the children served. We greatly value your time and opinions, and the responses you provide will directly impact the future direction of our quality support initiatives. Your responses are crucial for guiding strategic planning and investments that could enhance our early learning landscape. Please note the survey aligns with the allowable areas mandated by the Texas Workforce Commission for Quality funding. Please submit by October 24th, 2025.

Community Organization Information

Organization Name *

Briefly explain your organization's role in the community *

Please check the county the organization is located in. *

Name of Individual filling out the survey *

Email *

Phone *

Organization Type

Please share how the child care quality program can better support of expand collaboration between the local workforce board, child care providers, community organizations, and families. (Please share any specific ideas, needs, or successful examples you have witnessed). *

In what ways do you think our organization can improve or expand its collaborative efforts with your or other organizations, partners, community groups. Please share any ideas, suggestions or examples you may have. *

Please select an area the child care quality program can prioritize to strengthen collaboration. *

Professional Development

Indicate below the professional development topics that your organization has heard from the community that is needed (check all that apply):

Please check all that apply *

Teacher- Child Interactions

Guidance and Discipline

Health and Safety

Children with Special Needs

Parent/Community Involvement

Curriculum/Lesson Planning

Supervision

Child Assessments

Leadership and Management Skills

Business Management Skills

Mental Health Supports

Inclusive Care

CCR Minimum Standards

CDA

Director Credential

Pediatric CPR/First Aid

Tuition Assistance for Higher Education

Apprenticeship

Other

Materials

Indicate below which groups or groups your organization has heard from program's is a need, for example furniture, and/or learning materials (check all that apply):

Please check all that apply *

Learning Material for Infants (0-17 months)

Furniture for Infants (0-17 months)

Learning Material for Toddlers (18-35 months)

Furniture for Toddlers (18-35 months)

Learning Material for Preschool (3-5 years)

Furniture for Preschool (3-5 years)

Learning Material for School Age (6-12 years)

Furniture for School Age (6-12 years)

Carpets for School Age (6-12 years)

Other

Materials/Equipment *

Gross motor materials (indoor)

Gross motor materials (outdoor)

Puzzles, manipulatives, games

Curriculum

Multicultural/non-stereotypical materials

Social emotional support material

Books (for children)

Resource books (for teachers)

Health and safety materials

Other

Materials/Equipment in specific area *

Dramatic Play

Block/Construction

Manipulatives

Literacy

Sensory

Writing

Science

Music

Art

Other





Special Incentives

Please indicate the initiatives that should be continued to support programs. Check all that apply.

Please check all that apply

- Retention Bonus (must be TRS, based on matrix & funding)
- Teacher Appreciation Grant (all CCS programs with an active agreement)
- Texas Rising Star Maintenance Incentive (must be TRS)
- Texas Rising Star Assessment Incentive (initial assessments only) CPR/First Aid Fee Reimbursement

Additional Information Regarding the Teacher Appreciation Grant. How much should staff receive for this one time opportunity? *

Special initiatives are fundamentally tied to the availability of funding. In addition to funding, several critical factors influence both the submission and selection process for these awards. These include, but are not limited to, application submission timelines, adherence to deadlines, participation in past quality initiatives/funding opportunities, comprehensive data requirements, and the institution of specific evaluation criteria. For these initiatives, WSA implements a systematic approach to evaluate submissions align with WSA's goals and priorities. Applications are assessed based on a scoring matrix, which allows us to objectively measure relevance, feasibility, and potential impact. This method ensures transparency in our selection process and helps us allocate our resources effectively in line with our mission.

Other Initiatives

Indicate below the initiatives for which program's would be interested in receiving additional supports, or technical assistance (check all that apply):

Please check all that apply *

- Support for Child Development Associate Assessment Fee Support for Child Development Associate Renewal Fee
- Public-Private PreK Partnerships (must be TRS 3 & 4) Support for National Accreditation
- Support in tuition assistance in an Associates degree in Early Childhood Peer to Peer Coaching

Resources

Indicate below the resources programs with which you work with are interested in learning more about or for which additional support and resources are needed (check all that apply):

Please check all that apply *

- Texas Workforce Commission Children with Disabilities program Children and Adult Care Food Program (CACFP)
- Infant and early childhood mental health (IECMH) resources Parenting and family supports
- Early Childhood Intervention (ECI)

Thank you for your time and assistance as we work to help our child care and early learning programs and the staff members who support them to receive the support and information they want and deserve.

Submit



Questions





Youth Committee

December 12, 2025



Youth Program Briefing and Performance





Planned Participant Summary

In-School Youth (ISY) - 2025-2026

Regional Goals	PARTICIPANTS			Year
	Q1	Q2	Q3	End
Rural	13	25	38	50
Urban	46	92	137	183
Total	58	117	175	234

Services - Rural	Served by Quarter			Year End
Support Services	2	5	7	9
Education/Training	2	3	5	6
Work Experience	4	7	11	15

Services - Urban	Served by Quarter			Year End
Support Services	12	23	35	46
Education/Training	1	1	2	2
Work Experience	24	47	71	95

Out-of-School Youth (OSY) - 2025-2026

Regional Goals	PARTICIPANTS			Year
	Q1	Q2	Q3	End
Rural	32	64	97	129
Urban	119	238	357	476
Total	151	302	454	605

Services - Rural	Served by Quarter			Year End
Support Services	6	12	18	24
Education/Training	4	7	11	15
Work Experience	8	17	25	33

Services - Urban	Served by Quarter			Year End
Support Services	45	90	135	180
Education/Training	27	53	80	107
Work Experience	49	98	147	196





Performance Accountability

Employed/Enrolled Q2 Post Exit - Youth (DOL)	MG
Employed/Enrolled Q4 Post Exit - Youth (DOL)	MG
Measurable Skills Gains - Youth (DOL)	NM
Median Earnings Q2 Post Exit - Youth (DOL)	EX
Credential Rate - Youth (DOL)	MG
Credential Rate - All C&T	NM

Q2 and Q4 Post-Exit Employed and Enrolled

The percentage of Title I Youth program participants who are in education or training activities, or in unsubsidized employment, during the second and fourth quarter after exit from the program.

Measurable Skill Gains:

The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment.

Median Earnings:

Median earnings of participants who are in unsubsidized employment after exit from the program.

Credential Attainment:

The percentage of those participants enrolled in and education or training program who attain a recognized postsecondary diploma or its equivalent during participation in or within one year after program exit. 93



Questions



Career Exploration Events





Events and Hiring Fairs



- **October 8, 2025- Trades Day** San Antonio students show off their skills in Framing/Sheetrock, Mechanical, Electrical, and Plumbing as local teams go head-to-head with other schools in this 4-hour challenge.
- **October 9, 2025 – Alamo Hires NDEAM Event: A Disability Hiring Fair**
Join us for this impactful event designed to help individuals overcome employment barriers. The fair will featured 35+ employers actively hiring and representing Texas’ top ten industries.
- **October 10, 2025 – Walk & Roll to Work**
Take part in a motivational stroll around the beautiful Morgan’s Wonderland Lake. This event will also include a Reverse Job Fair and Community Disability Resource Vendors.
- **November 6, 2025 – Alamo Helping Hands Resource Fair**
9:00 AM – 12:30 PM | Workforce Solutions Alamo – S. Flores Career Center
Connect with community partners and discover local resources designed to support employment and empowerment.



Questions



TX FAME Update





TX FAME Update

Proclamation Presentation

Location: City Council Chambers

Date of Event: October 2, 2024

TX FAME accepted the Manufacturing Month Proclamation issued by San Antonio City Council recognizing the impact the industry makes on the region.

In attendance at the Proclamation member companies, HUB (WSA) and partners:

- Toyotetsu Texas
- JCB
- Cast School (staff & students)
- Workforce Solutions Alamo
- CH Guenther
- Palo Alto College
- Toyota
- Greater: SATX
- City Education Partners
- Goodwill
- Somerset High School (staff & students)
- Poteet High School (staff & 10 students)



- Bakerly
- Alamo Academies
- SW Legacy High School (staff & 4 students)
- SAMA
- Chrysalus Ministries

TX FAME Update



- 39 AMTs enrolled this semester!

Recruitment Events

- **Manufacturing Day – St. Philip’s College, October 1**
 - 150 students attended
- **Palo Alto College Open House – October 6**
- **STEM Symposium – St. Philip’s College, November 7**
- **Poteet High School College & Career Fair – November 14**





Questions



San Antonio Rodeo Association Update





Questions





Strategic Committee

December 12, 2025



Media, Marketing, and Communications Update



Media Coverage

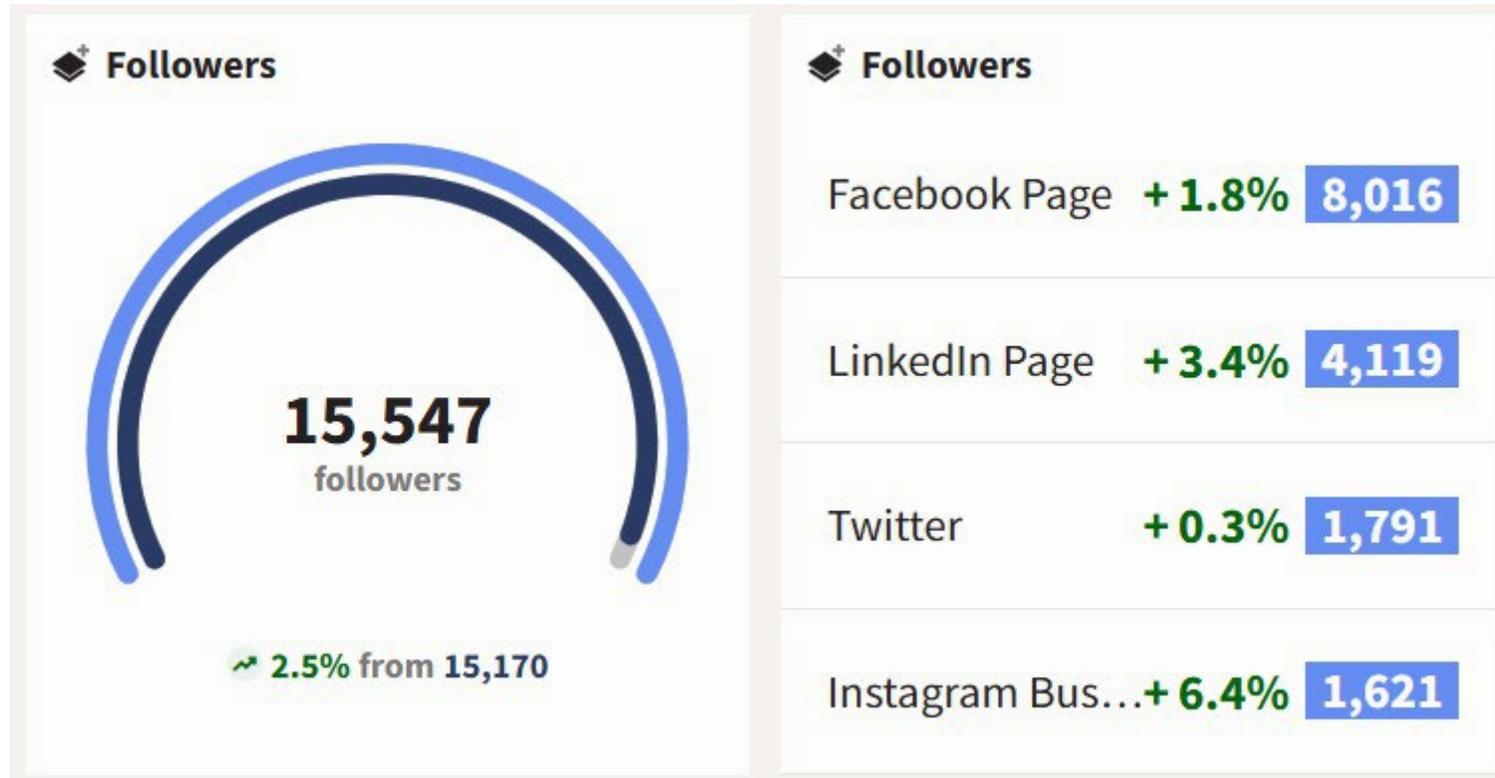
Recent Media Coverage - July 2025

Media Outlet	Date	Topic
Texas Public Radio	Sept. 1, 2025	Labor Day /Labor Market Interview
Wilson County News	Sept. 1, 2025	Labor Market
Bandera Bulletin	Sept. 30, 2025	Emergency Preparedness
KABB, KENS 5, News 4	Oct.9, 2025	Alamo HIRES / NDEAM
KENS 5 Great Day SA / KTSA Radio	Nov. 10	Hiring Red, White & You!
Spectrum News – In Focus Community Affairs Program	Nov. 5, 2025	Career Development / WSA Services and Resources





Social Media Performance





Social Media

f Top posts > Impressions

Alamo H.I.R.E.S. Event
Inclusive Job & Resource Fair

BENEFITS OF ATTENDING:

- Empowering employment opportunities for people with and without disabilities
- More than 30 participating employers
- Connect with local resources and training opportunities
- Bring a resume and dress professionally

October 9, 2025
9 a.m. - 1 p.m.

Workforce Solutions Alamo
3652 Bluemel Rd., San Antonio, TX 78229
Oct 01, 19:00

Register to attend the Alamo H.I.R.E.S. Inclusive Job & Resource Fair taking place Thursday, October 9, in celebration of National Disability Employment Awareness Month. Connect with more than 30 employers, build networks and access meaningful career resources for job seekers with and without disabilities. 📅 Date: Thursday, October 9, 2025 ⌚ Time: 9:00 a.m. – 1:00 p.m. 📍 Location: Datapoint Career Center, 3652 Bluemel Rd., San Antonio, TX 78229 Bring your resume, dress professionally and take the next step forward. Register here: <https://www.eventbrite.com/e/alamo-hires-ndeam-2025-tickets-1492369069059?aff=website> #WorkforceSolutionsAlamo #JobFair #NowHiring #TexasJobs #AlamoArea #NDEAM

14,329 impressions

Datapoint Job Fair

Numerous Employers, Great Benefits

HERE'S WHAT YOU CAN FIND WHEN YOU ATTEND:

- Workforce Career Center Resources
- Access To Multiple Employers

Please bring the following when attending:

- Resume
- Dress to Impress for Possible Interviews

Workforce Solutions Alamo
Datapoint Career Center
3652 Bluemel Rd., San Antonio, TX 78229
Oct 20, 16:025
9 a.m. - 12 p.m.

Turn ambition into action this Workforce Wednesday! Meet numerous employers and explore exciting career paths at Workforce Solutions Alamo's Datapoint Job Fair to help you take the next step in your journey. 📅 Date: Wednesday, October 22, 2025 ⌚ Time: 9:00 a.m. – 12:00 p.m. 📍 Location: Workforce Solutions Alamo Datapoint Career Center, 3652 Bluemel Rd., San Antonio, TX 78229 Bring your resume and dress to impress for possible interviews! Register here: <https://www.eventbrite.com/e/datapoint-job-fair-job-seeker-tickets-1228182590189?aff=social> #WorkforceSolutionsAlamo #WorkforceWednesday #JobFair #NowHiring #TexasJobs #AlamoArea

5,182 impressions

Seguin Manufacturing Job Fair

HERE'S WHAT YOU CAN FIND WHEN YOU ATTEND:

- Meet With Potential Employers
- Explore Job Openings

Don't Forget:

- Bring Your Resume
- Dress to Impress for Interviews

October 1, 2025
9 a.m. - 12 p.m.

Workforce Solutions Alamo
1411 East Court Street,
Seguin, TX 78155
Sep 26, 22:00

Meet hiring employers and explore new opportunities in Seguin! Workforce Solutions Alamo is hosting the Seguin Manufacturing Job Fair on Wednesday, October 1. This event gives job seekers the opportunity to connect directly with local employers and learn more about available manufacturing career paths. 📅 Date: Wednesday, October 1, 2025 ⌚ Time: 9:00 a.m. – 12:00 p.m. 📍 Location: Workforce Solutions Alamo Seguin Career Center 1411 East Court Street, Seguin, TX 78155 Grow your network and take the next step toward your future! Register here: <https://www.eventbrite.com/e/seguin-manufacturing-job-fair-job-seeker-tickets-1228127254679?aff=social> #WorkforceSolutionsAlamo #JobFair #NowHiring #AlamoArea #CareerOpportunities #WorkforceWednesday #Manufacturing

2,628 impressions



Social Media

in Top posts > Engagement rate



Yesterday, Workforce Solutions Alamo proudly hosted Intern Day SA 2025, a day filled with energy, inspiration, and powerful conversations that highlighted the bright future of our region's young leaders. Workforce Solutions Alamo is deeply grateful to our featured speakers and presenters who shared their experiences, advice, and encouragement with our interns and attendees. Thank you to RJ Marquez from KSAT12, Manny Vasquez of The Grit in Me, and Mike Zucker and Amber O'Casey from Alamo Colleges District for lending your voices and expertise to this important event. A special thank you to the interns from Atascosa County, who took part in our discussion panel. Your leadership is exactly what our future needs! We were also joined by a very special guest; the San Antonio Spurs Coyote who helped make the day even more memorable! Events like Intern Day SA would not be possible without the support of our partners, the San

46.05% engagement rate



We were honored to co-host the Alamo Quality Pathway Conference "Ignite the Wonder" this weekend with our incredible partners, Education Service Center, Region 20 and United Way of San Antonio and Bexar County. The event united early education professionals from across the Alamo region for a day of invaluable training and inspiration. We are so grateful for the dedication of every early childhood professional who attended. Your commitment to providing quality care plays a crucial role in shaping the lives of young children and their families in our community. Thank you to all our guest speakers and presenters, and a special thank you to our generous sponsors: Child's Play, hand2mind, Lakeshore Learning Materials and Learning Beyond Paper, Inc. One attendee, Erica, shared: "This event reminded me why I chose this field. Hearing from passionate educators and learning strategies I can bring back to my center has recharged me. I

33.65% engagement rate



Find a new job and explore career opportunities at the New Braunfels Food Bank Job Fair designed to connect you with local employers and exciting job prospects! 📅 Date: Wednesday, August 6, 2025 🕒 Time: 9:00 AM – 12:00 PM 📍 Location: 1620 S. Seguin Ave, New Braunfels, TX 78130 Whether you're starting out or looking to advance your career, this event is your chance to network and take the next step forward. See you there! Register here: <https://lnkd.in/gQMuvJrS> #WorkforceSolutionsAlamo #NewBraunfelsTX #JobFair #AlamoArea #NowHiring #TexasJobs #NetworkingEvent #JobSearch

14.37% engagement rate



TWC Chairman, Joe Esparza

Manufacturing Meet & Greet

October 8, 2025

- Recognition of Commissioner's appointment to Chairman
- Roundtable discussion with area Manufacturing representatives



Workforce Solutions
BUILDING BUSINESS • BUILDING CAREERS

JOIN US



JOE ESPARZA, TWC CHAIRMAN

MEET & GREET

Come meet the new
TEXAS WORKFORCE COMMISSION
CHAIRMAN, JOE ESPARZA.

Learn about his vision for workforce
development & connect with manufacturing
community, partners and leaders.

Refreshments will be provided

OCTOBER 8, 2025

TIME
9:30 a.m. - 11:00 a.m.

LOCATION
WORKFORCE SOLUTIONS ALAMO
DATAPoint CAREER CENTER
3652 Bluemel Road - 2nd floor
San Antonio, Texas 78229

RSVP TO:
communications@wsalamo.org

www.workforcesolutionsalamo.org

Events & Celebrations



Alamo Quality Pathway Conference



“Collaboration was the heartbeat of the day; sharing ideas, asking hard questions, and leaving united around what matters most: high-quality, equitable early education.”

- Erica

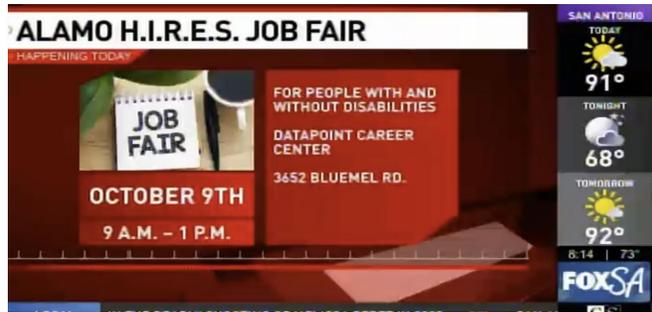
Manufacturing Month





Events & Celebrations

Alamo HIRES / NDEAM



Atascosa County State of the County October 16th

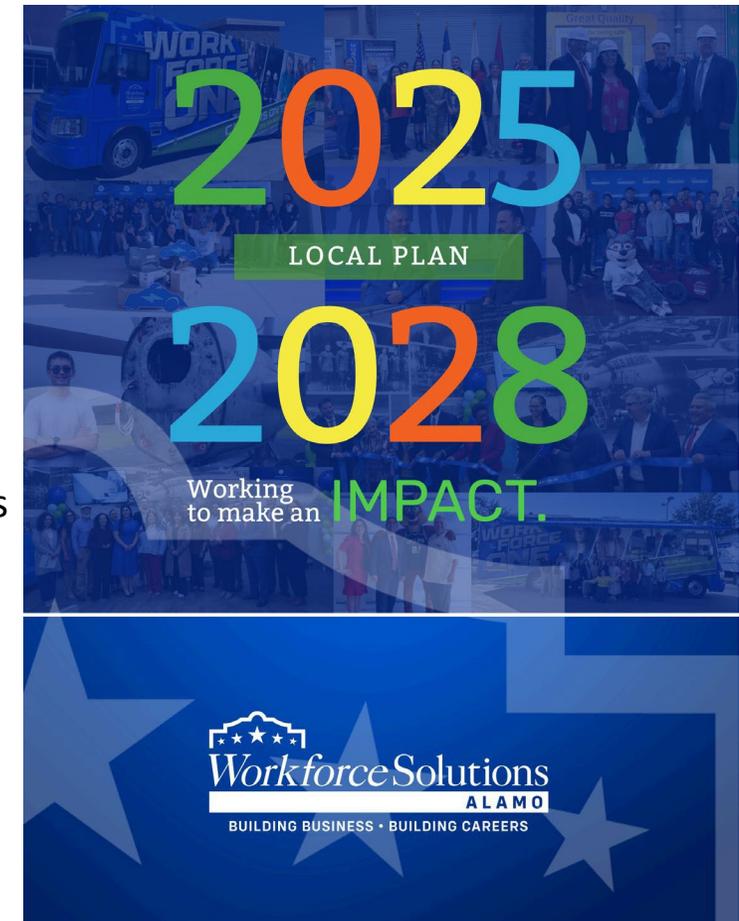




WSA Local Plan 2025 – 2028 Campaign

- **Developing Strategic Communication Campaign to:**
 - Raise awareness
 - Engage employers, educators, job seekers and community partners
 - Showcase alignment with the TWC Strategic Plan 2024-2031
- **Channels & Tactics**
 - **Digital:** Website, email, social
 - **Events:** Open houses, partner presentations, community/employer events
 - **Media:** Local news coverage, radio interviews, op-eds
 - **Print:** Flyers, posters, brochures for schools, chambers, and community
 - **Workforce One:** Road Show

CALL TO ACTION: Share your ideas | Penny Benavidez at pbenavidez@wsalamo.org





O'Connor Career Center Update

Branding / Signage Plan *Construction Focused*

- Refreshed identity to serve job seekers and employers with excellence.
- Updated branding elements including interior/exterior signage, furniture, etc. to create a welcoming and professional environment.
- Ribbon-Cutting/Ground break Event planned for early Q1 2026.





2026 Fiesta Medal Design Contest

Theme:

“Creating Careers. Connecting Communities”

- **Artwork Submissions Due November 30th**
- **Open to Elementary, Middle and High School Students**

One winner from each school category will be recognized.

Among the three category winners, awards will be given as follows:

- **1st Place receives \$500.00 + Medal Recognition**
- **2nd Place receives \$250.00**
- **3rd Place receives \$250.00**

- Full submission guidelines are available online at:
www.workforcesolutionsalamo.org

Fiesta Medal Design Contest!

Calling All Young Artists!
Submit your 2026 Workforce Solutions Alamo Fiesta Medal Design Today!

Theme: *“Creating Careers, Connecting Communities”* - Help us design our official 2026 Fiesta Medal. Original artwork should represent the Workforce Solutions Alamo mission of connecting people to careers.

Rules: **Who Can Enter?** - Contest is open to elementary, middle and high school students in the 13-County Alamo Region: Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina and Wilson counties.

Artwork: **Artwork Guidelines** -

- -A high-resolution, high-quality photo of the artwork taken with a smartphone or camera.
- Image of artwork should be submitted as an attachment to the email – jpeg or png file.
- High-Resolution digital artwork file (*All artwork and copyright images will not be accepted.*)
- Medal shape can be round, square or unique (but suitable for production).

**See full submission guidelines at www.workforcesolutionsalamo.org*

Submit: **Submit & Upload** artwork by 5 p.m. on November 30, 2025 by email to Communications@wsalamo.org.

Subject Line: 2026 Workforce Solutions Alamo Fiesta Medal Design Contest

Body of Email: Include Artist Name, Age, School Name, Grade Level, County of Residence and Contact Information

**See full submission guidelines at www.workforcesolutionsalamo.org*

Prizes

One winner from each school category - Elementary, Middle and High School will be recognized. Among the three category winners, awards will be given as follows:

- 1st Place - \$500.00 + Medal Recognition**
- 2nd Place - \$250.00**
- 3rd Place - \$250.00**

For full contest details, please visit:
www.WorkforceSolutionsAlamo.org

Workforce Solutions Alamo is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. (Please request reasonable accommodations at least 48 hours in advance) Texas Relay Numbers: 1-800-735-2989 (TDD) or 1-800-735-2988 (Voice) or 711.

Your Design Here

Hiring Red, White & You!



Thursday, November 13, 2025

9 AM to 1 PM

Boeing Center at Tech Port

*Serving Veterans, Transitioning Service Members,
Military Spouses and Families*

- **9 to 10 AM: Priority Service Hour for Veterans**
- **10 AM to 1 PM: Open to All Job Seekers**
 - Federal Workers
 - General Public
- **More than 100 Employers and 15 Community Resources**
- **Nov. 12th Resume and Job Preparation Workshop – E. Houston Center**
- **Pre-Registration Encouraged at www.workforcesolutionsalamo.org/hrwy**

Hiring & You! Red, White & You!

Largest Hiring Event
of the Year

Serving Veterans,
Transitioning Service Members,
Military Spouses and Families



November 13, 2025

9:00 AM – 1:00 PM

Boeing Center at Tech Port

3331 General Hudnell Dr, San Antonio, TX 78226

9 AM - 10 AM Priority Service Hour

10 AM Open to All Job Seekers



**Register
Here!**



www.workforcesolutionsalamo.org

A proud partner of the AmericanJobCenter® network

Workforce Solutions Alamo is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. (Please request reasonable accommodations at least 48 hours in advance) Texas Relay Numbers: 1-800-735-2989 (TDD) or 1-800-735-2988 (Voice) or 711.

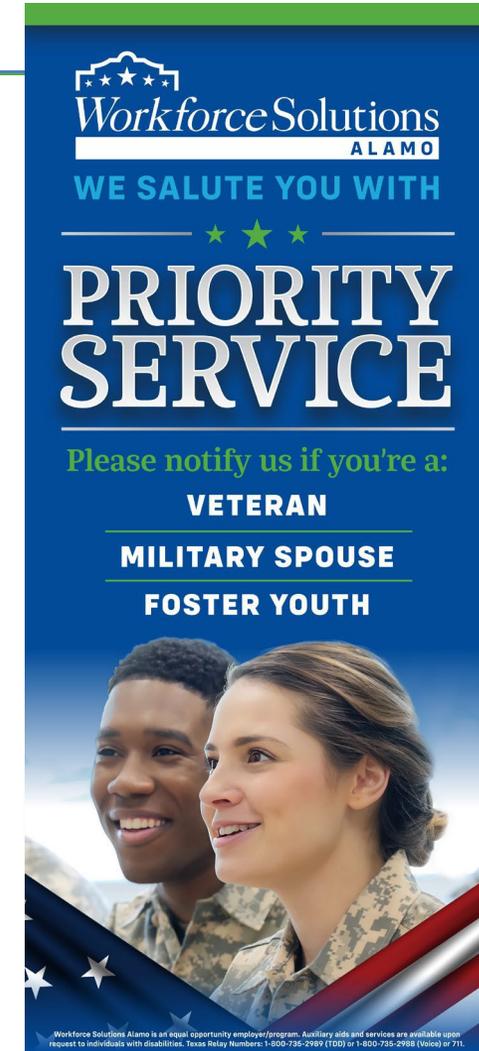
Saluting Veterans at the San Antonio Veterans Parade – Nov. 8th





Priority of Service Banners

- **Priority of Service Banners developed and distributed to:**
 - 16 Career Centers
 - Workforce One Mobile Unit
- **Priority of Service Provided to:**
 - Veterans
 - Military Spouse
 - Foster Youth





Questions

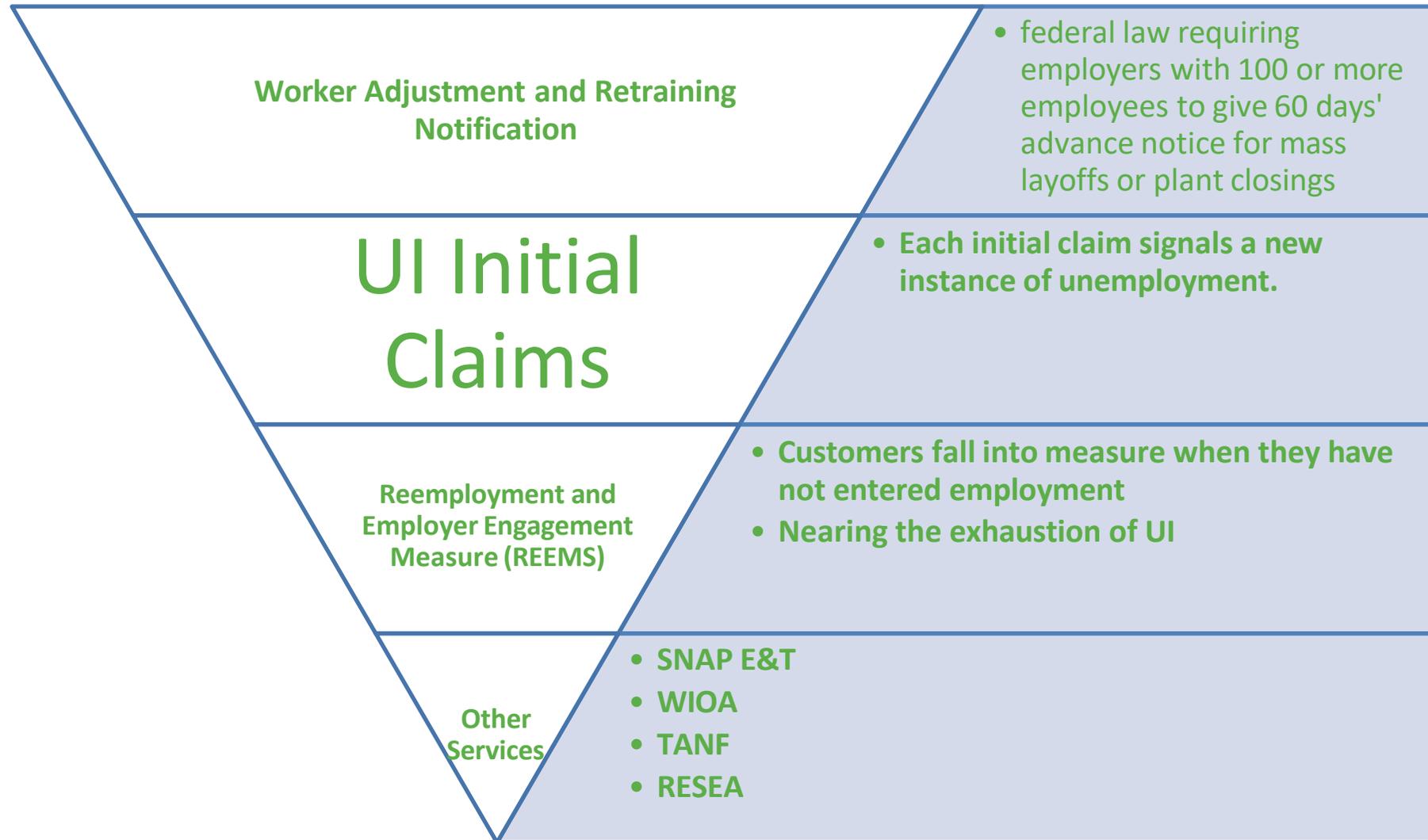


Unemployment Data and Strategy





Unemployment Data





Unemployment Data

Continued Claims for the Week of the 12th				
	Aug - 25	Jul-25	Aug - 24	Yearly Change
Alamo	9,658	10,728	8,145	1,513
TX	137,964	151,993	124,660	13,304

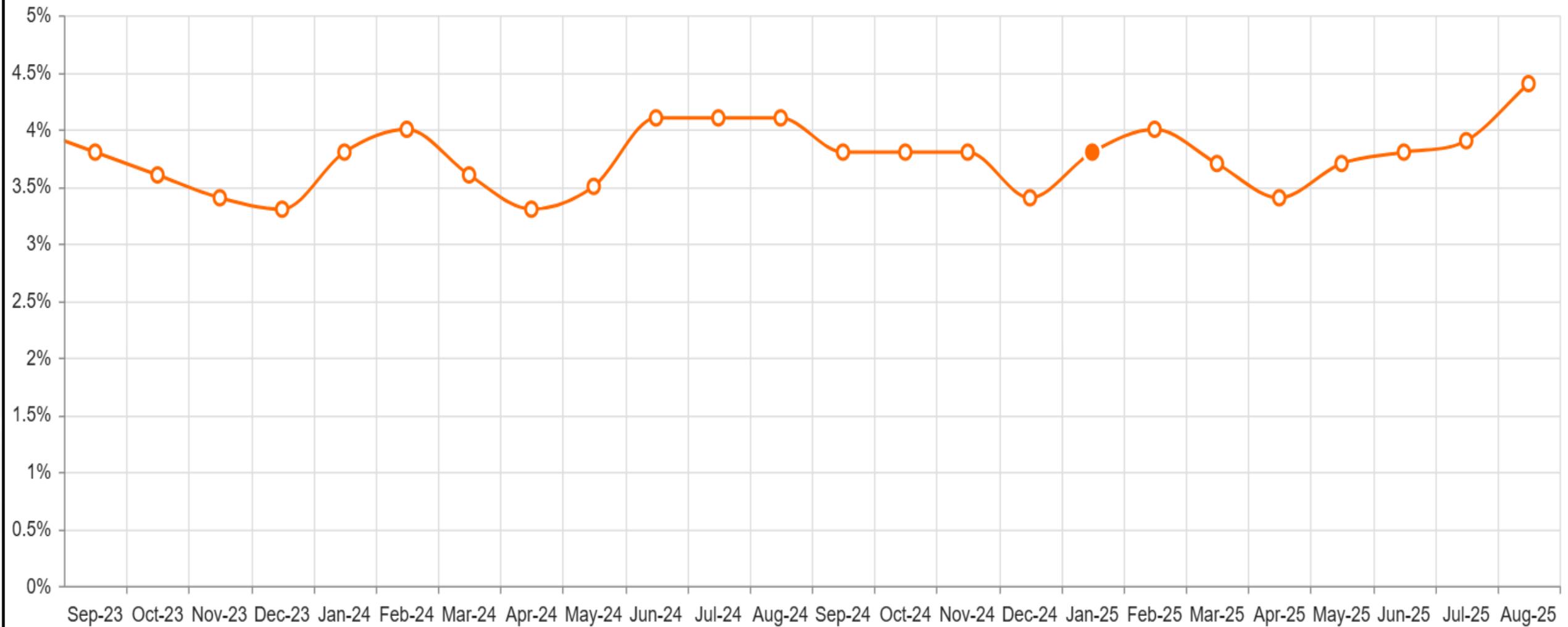
Claimant Reemployment within 10 Weeks	-622	-598
---------------------------------------	------	------

*Data originating from TWC UI Dashboard

*Claimant reemployment within 10 weeks reported by August 2025 MPR



Historical Unemployment Rates



*Data originating from TWC UI Dashboard



Questions

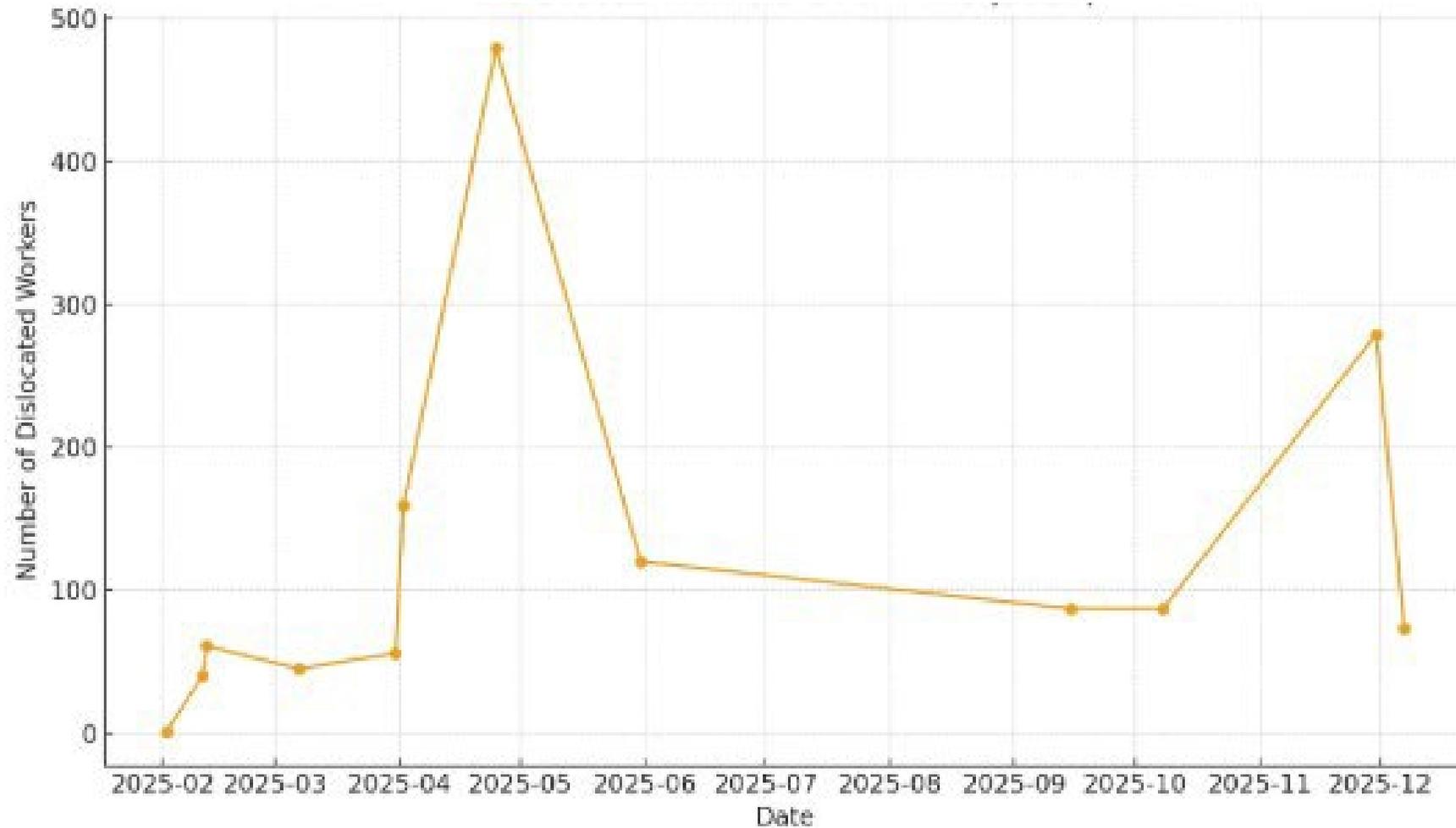


Warn Notices Update





Warn Notices Update



*Dates originate from WARN expected layoff date



Strategy

Short -Term Strategy:

- Analyze current demographics from Unemployment Insurance (UI) lists and assess trends.
- Gather data on current and available job openings.
- Compare findings to identify gaps in skills and workforce needs.

Immediate Strategy:

- Conduct outreach to individuals listed in the UI database.
- Leverage Workforce One and other platforms to engage customers where they are.
- Expand marketing efforts for hiring events and workforce services—such as *Hiring Red, White & You!* and *Career Maps*.



Questions



Impact of Government Shutdown





Questions





Oversight Committee

December 12, 2025



TWC Annual Monitoring Update





Background

Staff are reporting three TWC performance audits (monitoring reviews). The agenda item does not require Board action.

- TWC's Annual Monitoring (Exit Report attached)
- Child Care Improper Payments (CCIP) Monitoring
- Equal Opportunity Monitoring



TWC Annual Monitoring

TWC's Exit Conference Report, issued October 23, 2025, included five items.

1. Procurement: Legal Counsel RFP & Contract

- Retainer in the contract appeared to be greater than the proposed
- Best value selection versus the lowest cost
- Comparison of proposers' costs

2. Property: 7200 Forms

- Timely form submission



TWC Annual Monitoring

3. Fiscal: Subrecipient Single Audit Reviews

- Documenting timely review

4. PII/Center Walkthroughs

- One location did not have a staff member present at reception

5. Reemployment Services & Eligibility Assessment

- The accuracy rate of five attributes was lower than 90%



Child Care Improper Payments (CCIP)

TWC reviewed Child Care Services payments.

- **TWC did not issue an Exit Report**
- **TWC will generate a Final Report around June 2026**
- **If the report includes any amounts owed to the State, the process will be handled through Audit Resolution**



Equal Opportunity (EO) Monitoring

TWC is currently performing its EO Monitoring.

- **The review helps ensure equal opportunity and access for all members of the public.**
- **WSA's EO Officer is coordinating the audit**
- **Staff will continue to report progress**



Next Steps

- **TWC's Embargoed Report:** non-public informational report issued five business days before issuing the final report (around April 2026).
- **Monitoring Letter:** If there are no issues, TWC provides a letter (otherwise, they provide a report).
- **Monitoring Report:** If there are findings, TWC issues a Final Report.
- **Audit Resolution:** WSA coordinates with TWC's Audit Resolution to resolve issues within 45 days



Staff Recommendations

WSA Departments develop *action plans* that include:

- An examination of root causes,
- A review of existing (or the development of) procedures,
- Staff training, and
- Additional internal controls.



Questions



Quality Assurance Briefing





Summary

- Quality Assurance briefing on WSA activities.
- The item does not require Board action.



External Monitoring (Ms. Nguyen, CPA)

- ***Non-Custodial Parent Choices (NCP) – C2GPS, 100% complete.***
 - Overall accuracy rate of 72.94%, with eight attributes for continuous improvement.
 - Participant noncompliance notifications to OAG and weekly re-engagement attempts (79.17%)
 - Opening monthly Planned Gap services (81.25%)
 - Case closure timeframes (88.24%)
 - Recording Unsubsidized Employment after job gain (80%)
 - Recording employment outcomes (50%)
 - Validation of case closures (71.43%)
 - Meeting the three-day data entry of Case notes and COLTS (6.67%)
 - Maintaining weekly participant contacts (76.67%)



External Monitoring (Ms. Nguyen, CPA)

- ***Temporary Assistance for Needy Families (TANF) – C2GPS: 100% complete (currently working on Final Report).***
- ***Ready to Work – Various Partners: 94% complete.***
- ***WIOA Youth – SERCO: 95% complete, currently reviewing the Final Report.***



Internal QA Monitoring

- ***QA Review of Contractor's Internal Monitoring – C2GPS, SERCO, and COSA.***
 - *QA is evaluating each contractor's internal monitoring and system of quality control. This includes several elements:*
 - *Review of contractor internal quarterly monitoring reports, 100% complete.*
 - *Review of contractor's quality control staffing structure, monitoring frequency, etc. – Ongoing.*
 - *Staff are assessing the contractor's processes and actions to:*
 - *Ensure consistent adherence to standards,*
 - *Demonstrate follow-up progress (with accuracy rates).*
 - *Staff will use the evaluation to strengthen internal controls.*



Other Activities

- *Program Monitoring Contract Renewal (Ms. Nguyen)*
- *Risk Assessment & Timeline*
- *Subrecipient Contract Renewals (C2GPS, SERCO)*
- *Board Oversight Capacity*
- *WSA Staff Training*
- *WSA Policies*



Staff Recommendations

- **QA will switch from performing ‘informal’ testing to a ‘formal’ testing of attributes with accuracy rates <90%.**
 - The adjustment will help better meet TWC’s follow-up expectations to identify resolution
- **Continue supporting Program Operations’ continuous quality improvement efforts with contractors.**
- **QA’s review of the contractor’s monitoring systems aims to minimize the quantity of attributes falling below the 90% accuracy target.**



External Program Monitoring Timeline

Initial Estimated Timeline				Actual Timeline						
<i>External Program Monitoring</i>	<i>Duration</i> ⁺⁺	<i>Start</i>	<i>Finish</i>	<i>Duration</i> ⁺⁺	<i>Effort</i>	<i>Variance</i>	<i>Start</i>	<i>Finish</i>	<i>% Complete</i>	<i>Comments</i>
Estimated Timeline: 2024-2025	241	12/2/2024	11/3/2025	237	289	Duration	12/2/2024		99%	
COSA - Child Care Services	46	12/2/2024	2/3/2025	81	80	35	12/2/2024	3/24/2025	100%	Completion delayed due to TWIST access issues.
COSA - CC QIA	40	1/27/2025	3/21/2025	40	40	0	2/11/2025	4/7/2025	100%	Start delayed due to TWIST access issues.
C2GPS - WIOA Adult	46	3/26/2025	5/28/2025	46	46	0	3/26/2025	5/28/2025	100%	
C2GPS - WIOA Dislocated Worker	46	3/26/2025	5/28/2025	46	46	0	3/26/2025	5/28/2025	100%	
C2GPS - SNAP										Moved SNAP to be completed internally by WSA QA
C2GPS - NCP	39	6/4/2025	7/28/2025	38	37	-1	5/29/2025	7/21/2025	100%	
SERCO - WIOA Youth	41	7/7/2025	9/1/2025				7/7/2025		95%	Extension granted for holiday, and delays due to TWC Annual Monitoring. Currently reviewing Final.
C2GPS - TANF/Choices	40	9/3/2025	10/28/2025	40	40	0	9/3/2025	10/28/2025	100%	Reviewing Final Report before issuance.
CONSORTIUM - Ready to Work	21	10/6/2025	11/3/2025				10/8/2025		94%	
Avg Duration or Effort (days) →	40			49	48	9				
Multi-tasking (% days overlapping projects) →	24.5%			-18.6%						

Duration : total days from start to finish to complete project (includes some holidays); **Effort (or Work)** : actual number of days spent on each project.

Modification Notes

⁺⁺The Duration is not equal to the time that the contractors are actively involved in the project - it includes additional internal QA work (e.g., desk and policy review, tool development, etc.).



Internal Program Monitoring Timeline

Initial Estimated Timeline				Actual Timeline						
<i>Internal Program Monitoring</i>	<i>Duration</i> ⁺⁺	<i>Start</i>	<i>Finish</i>	<i>Duration</i> ⁺⁺	<i>Effort</i>	<i>Variance</i>	<i>Start</i>	<i>Finish</i>	<i>% Complete</i>	<i>Comments</i>
Estimated Timeline: 2024-2025	244	11/12/2024	10/17/2025	254	276	Duration	11/12/2024		100%	
C2GPS - SEAL	34	11/12/2024	12/27/2024	16	11	-18	11/12/2024	12/3/2024	100%	Completed ahead of schedule.
C2 GPS - RESEA	34	12/3/2024	1/17/2025	31	21	-3	12/3/2024	1/14/2025	100%	Completed ahead of schedule.
Informal Reviews - Follow up on Repeat Findings	63	1/7/2025	4/3/2025	40	39	-23	1/7/2025	3/3/2025	100%	Completed ahead of schedule.
C2GPS - SNAP E&T	34	4/4/2025	5/21/2025	34	34	0	4/21/2025	6/5/2025	100%	Adjusted schedule for PII & Priority of Service walkthroughs.
PII Walkthroughs and Priority of Service	33	4/30/2025	6/13/2025	33	24	0	3/4/2025	4/17/2025	100%	Adjusted start to begin earlier.
C2GPS- SNAP 45-day Plan				85	85	85	6/18/2025	10/14/2025	100%	
Contractor QC Review (C2GPS, SERCO, COSA) - Phase I				27	15	27	7/2/2025	8/7/2025	100%	1st phase review of contractor internal monitoring reports completed.
TWC Annual Monitoring	66	8/1/2025	10/31/2025	79	47	13	7/15/2025	10/31/2025	100%	TWC Annual Monitoring Engagement began earlier than estimated.
Contractor QC Review (C2GPS, SERCO, COSA) - Phase II							11/1/2025			Phase II review of contractor's quality control in progress - will be included in new year's timeline.
Avg Duration or Effort (days, excludes Other) →	44			43	35	-1				
Multi-tasking (% days overlapping projects) →	7.6%			-26.4%						

Duration : total days from start to finish (includes some holidays); **Effort (or Work)** : actual number of days spent on each project.

Modification Notes

⁺⁺ The Duration is not equal to the time that the contractors are actively involved in the project - it includes additional internal QA work (e.g., desk and policy review, tool development, etc.)



Questions



Board Oversight Capacity





Summary & Background

- Staff are presenting TWC's *Board Oversight Capacity* evaluation. The item does not require Board action.
- **Goal:**
 - TWC helps ensure the integrity of the workforce system by evaluating, on an annual basis, the Board's capacity to oversee and manage:
 - local funds and
 - the delivery of local workforce services.
 - TWC posts the Board's scorecard ratings on their website.



Board's Oversight Capacity to:

Fiscal Management	Staffing	Contractor Oversight	Center Operations	Performance	Problem Resolution
Develop, maintain, and upgrade comprehensive fiscal management systems	Hire, train, and retain qualified staff to carry out the board's oversight activities	Select and oversee local contractors to improve the delivery of workforce activities	Oversee and improve the operations of local career development centers in the area	Manage contractors' performance across multiple board programs	Identify and resolve long-standing or severe Board oversight problems and workforce service provider performance issues

The evaluation also includes an *Area Community Impact Statement* summarizing the Board's impact on and relationship with the local community and economy.



Ratings

- For each of the six criteria, TWC assigns a rating of “Meets Standards” or “Below Standards.”
- The annual evaluation runs from October to September.
- For BCY 2024 (October 2023 to September 2024):
 - **WSA successfully met all standards.**



Next Steps

- Staff submitted this year's *Board Oversight Capacity Ratings, Board Attestation & Community Impact Statement* on October 31, 2025.
- We will wait for the scorecard and any feedback requested from TWC.
- The packet includes last year's scorecard and the recently submitted form.



Financial Impact

- There are no severe, long-standing, or other performance issues at this time.
 - Severe performance issues are defined as serious enough to warrant a sanction.
 - Long-standing performance issues are defined as those persisting for more than one review period.



Strategic Objective

- WSA continues to promote and instill a culture of continuous quality improvement and internal controls in a variety of ways to help ensure that the Board successfully fulfills WSA's oversight capacity responsibilities and goals, as based on the State's and any locally defined criteria.



Questions



Program Briefing



National Dislocated Worker Grant

- Kerr and Kendall counties have been designated eligible for Public Assistance under FEMA Disaster Declaration DR-4879-TX due to severe storms, straight-line winds, and flooding. Disaster Recovery Dislocated Worker Grants (DWGs) provide discretionary funding from the U.S. Secretary of Labor to support employment and workforce recovery efforts in coordination with FEMA and state emergency officials.

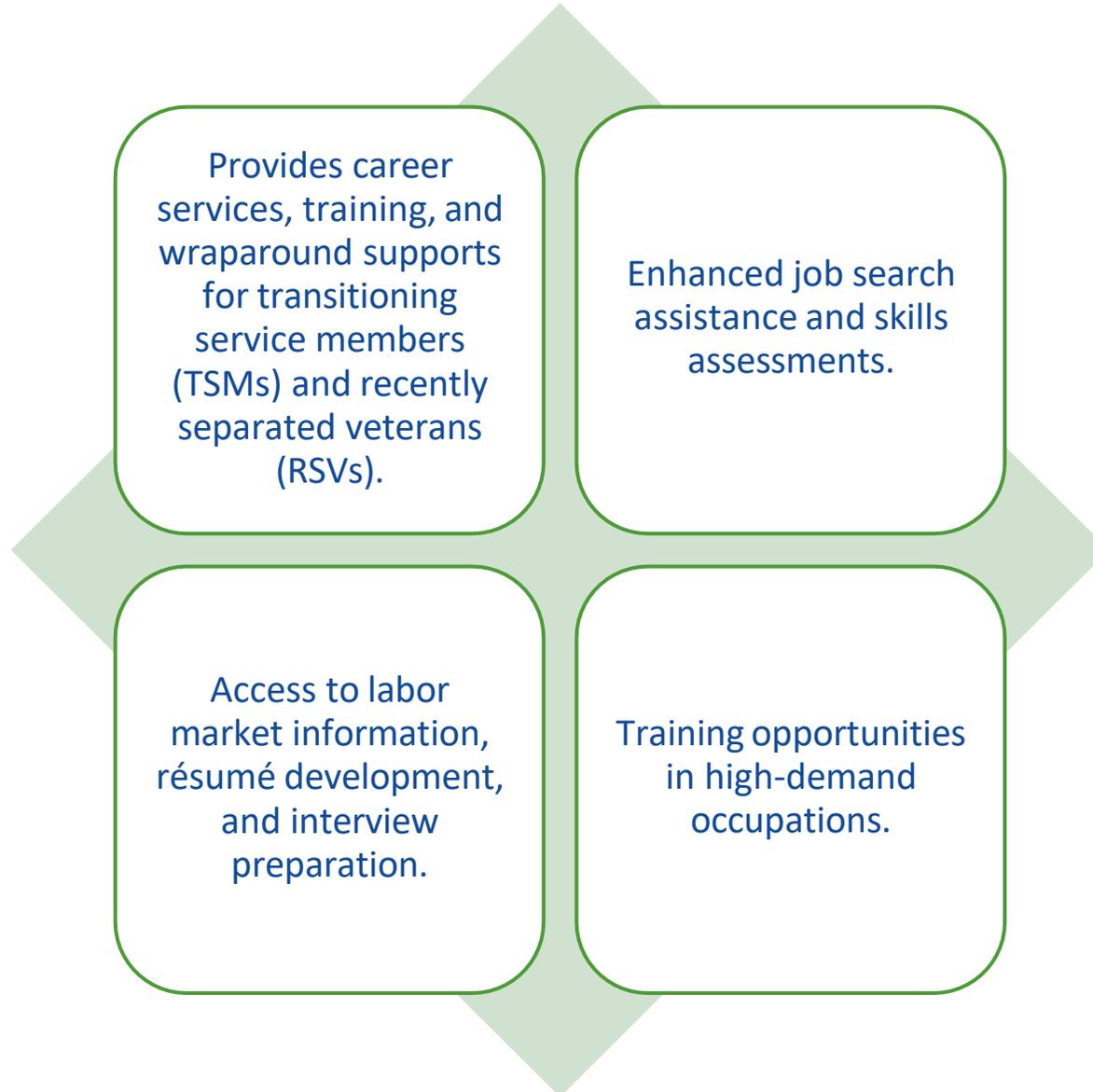
25 eligible individuals and receive support services

10 to receive career services

10 to receive training services

10 to receive career and training services

Military to Civilian Employment



- 21 total services
- Employment services
- 3 support services



Questions



Performance





September MPR

WIOA Outcome Measures	Status
Employed Q2 Post Exit - Adult (DOL)	MG
Employed Q4 Post Exit - Adult (DOL)	AR
Measurable Skills Gains - Adult (DOL)	NM
Median Earnings Q2 Post Exit - Adult (DOL)	MG
Credential Rate - Adult (DOL)	MG
Employed Q2 Post Exit - DW (DOL)	MG
Employed Q4 Post Exit - DW (DOL)	MG
Measurable Skills Gains - DW (DOL)	NM
Median Earnings Q2 Post Exit - DW (DOL)	MG
Credential Rate - DW (DOL)	NM
Employed/Enrolled Q2 Post Exit - Youth (DOL)	AR
Employed/Enrolled Q4 Post Exit - Youth (DOL)	MG
Measurable Skills Gains - Youth (DOL)	NM
Median Earnings Q2 Post Exit - Youth (DOL)	MG
Credential Rate - Youth (DOL)	MG
Credential Rate - All C&T	NM

Reemployment/Employer Engagement Measures	Status
Claimant Reemployment within 10 Weeks	NM
Employers Receiving Texas Talent Assistance	MG



Next Steps

- Closely track measurable skill gains (MSGs).
- Conduct analysis of UI and REEMS data.
- Utilize TWC client extracts to project end-of-year performance outcomes.



Questions





Audit & Finance Committee

December 12, 2025



Temporary Staffing Contract





Temporary Staffing Services Contract Amendment



- **Action:** Approve an increase of \$112,000 to the Temporary Staffing budget.
- **New Contract Total:** \$612,000 The allocated budget will be distributed among the four (4) selected vendors proportionate to the actual number of resources procured and the agreed-upon markup for each resource.

Staffing Support

Administrative / Clerical	Finance / Accounting	Procurement/ Facilities	Program Operations	Marketing / Communications	IT Staffing
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Questions



Fiscal Monitoring Contract



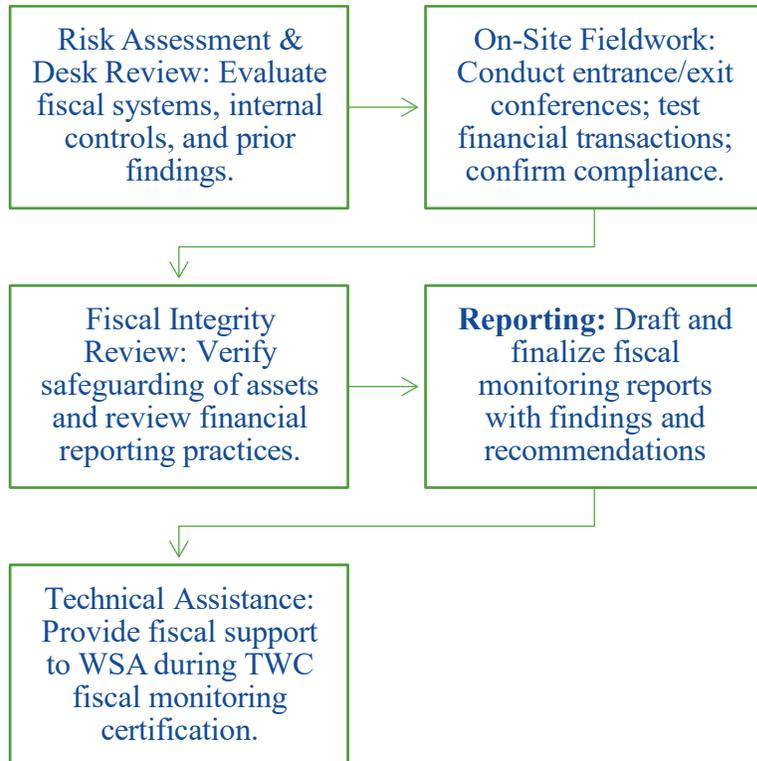


Fiscal Monitoring Services Contract



Purpose and Scope of Work

- Ensures contractors comply with Federal, State, and FMGC fiscal requirements.



Overview of Contract

- Contractor:** Christine H Nguyen, CPA
- Contract term:** February 1, 2026- January 31, 2027 with 4 one-year renewal options.
- Estimated Total Amount:** \$924,000 over the 5 year term, annual amount \$184,800



Questions



Program Monitoring Contract





Program Monitoring Services Contract Ratification



- **Action:** Board to ratify a contract amendment for an increase of \$82,160 to the Program Monitoring Services budget.
- **Original Contract Amount:** \$142,840 annually, \$714,200 aggregate over a five (5) year term.
- **New Contract Total:** \$225,000 annually, \$ 817,840 aggregate over the four (4) year term.

Original Contract

- WIOA (Adult, Dislocated, Youth)
 - SNAP E&T
 - TANF/CHOICES
 - RTW
- \$142,840**

Amendment #1

- Added Child Care Services
- \$27,214**

Amendment # 2

- Added NCP and Child Care Quality
- \$54,946**



Questions



Financials





Budget to Actual Expenditures

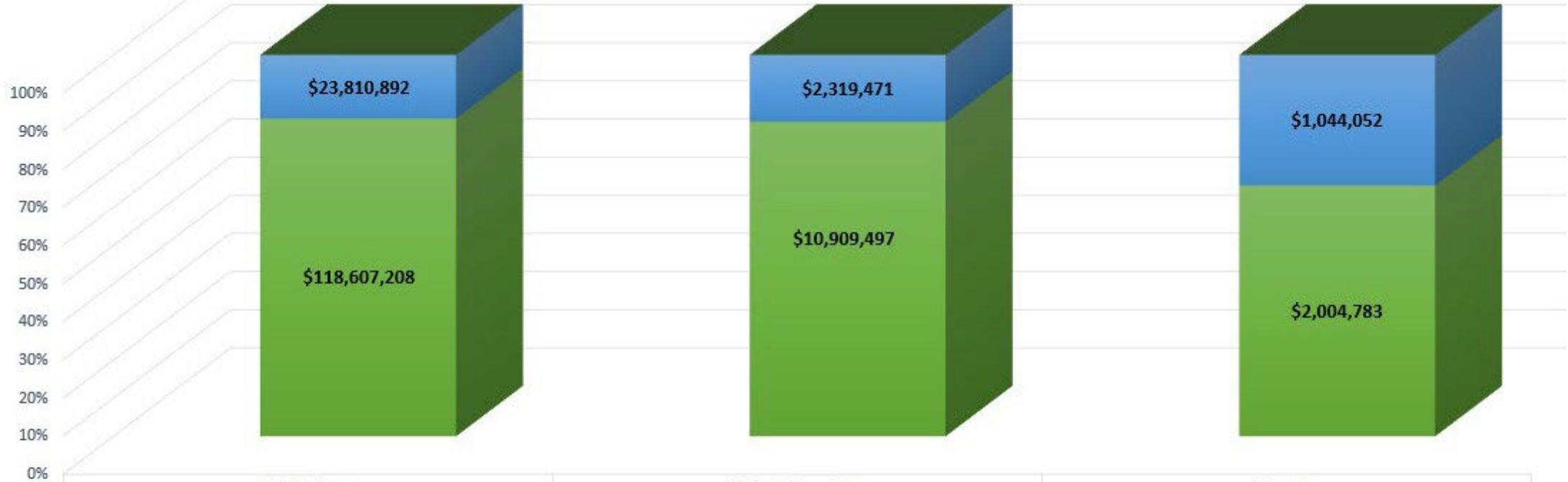
September 2025 Budget to Actual Variance Analysis					
Budget Category	FY25 Budget	FY25 Actuals	% Expensed	Straight-Line Target (100%)	YTD Variance %
Corporate Total	\$ 9,716,494	\$ 7,861,751	80.91%	\$ 9,716,494	19.09%
Facilities	\$ 5,983,010	\$ 5,741,923	95.97%	\$ 5,983,010	4.03%
Projects - Special Initiatives	\$ 966,148	\$ 545,736	56.49%	\$ 966,148	43.51%
Service Delivery - TWC	\$ 18,439,306	\$ 16,901,881	91.66%	\$ 18,439,306	8.34%
Service Delivery - TWC Child Care	\$ 145,792,912	\$ 143,928,993	98.72%	\$ 145,792,912	1.28%
Service Delivery - Non TWC	\$ 19,145,298	\$ 13,144,421	68.66%	\$ 19,145,298	31.34%
Service Delivery Total	\$ 183,377,516	\$ 173,975,295	94.87%	\$ 183,377,516	5.13%
Reserve	\$ 11,097,209	\$ -	0.00%	\$ 11,097,209	100.00%
Total Budget	\$ 211,140,377	\$ 188,124,705	89.10%	\$ 211,140,377	10.90%

* Fiscal year expenses are preliminary and remain subject to change as we continue finalizing year-end close activities.

Service Delivery Comparison – Rural & Urban Counties



FY25 Service Delivery Urban - Rural



	Child Care	Adult Services	Youth
Rural (%)	17%	18%	34%
Urban (%)	83%	82%	66%
Rural	\$23,810,892	\$2,319,471	\$1,044,052
Urban	\$118,607,208	\$10,909,497	\$2,004,783



Key Variances – Childcare

Childcare Quality- Contract ends 10/31/2025 and we have expensed 86.86%.

The board expects to finalize the purchase of supplies and materials for Quality TRS providers and has already allocated some funds in October to ensure the grant funds are fully utilized.

Childcare Quality Improvement- Contract ends 10/31/2025 and we have 89.30% expensed.

The Board plans to allocate the remaining funds toward incentive payments in October to ensure full utilization of the grant.



Key Variances – TWC Programs

Rapid Response 23.55% Expensed– New grant of \$51,557 for a 12-month period. The board will continue to monitor for any unforeseen layoffs affecting the community for possible request of additional dollars.

Non-Custodial Parent 84.12% Expensed- The board is expecting to return funds. The expenses are not finalized but estimating at least \$70,000

Employment Services 91.70% Expensed– The board is nearing the threshold of expenses but has received new contract October 2025 ensuring all costs are adequately covered.



Key Variances – TWC Programs

TANF– New 89.87% Expensed - The board continues to closely monitor expenditures to spent all funds by the end of the contract period.

Military to Civilian Employment Program– New \$225,085 grant awarded for a 12-month period. Expenditures are expected to be reflected in the next fiscal year.

Summer Earn and Learn 44.18%– TWC reduced the targets from 256 to 128, which reduces the expected utilization of the dollars.



Key Variances – Other Funding

DOL Building Pathways

- \$2M grant received for a 4-year period ending 09/30/2029
- 2.77% Expensed
- Expenditures will start increasing in next fiscal year.

Ready to Work

- 3- Year Contract: 57.43% Expensed - Expenditures will continue to be realized in the following months as outstanding invoices come in for training started in the contract period.
- 1-Year Renewal 22% Expensed - Expenditures will be reflected in the coming months as subrecipient contracts are finalized and outstanding invoices come in for training started in the contract period.

Fiscal Monitoring





Financial Monitoring

- TWC's Financial Manual for Grants and Contracts (FMGC) requires boards to complete a Financial Monitoring review for all subrecipients of TWC grants. The reviews are conducted by Christine Nguyen, CPA.
- The Financial Monitoring reports for C2 GPS and SERCO have been completed and closed for FY 24-25.
- Financial Monitoring review for COSA is ongoing and expected to be finalized by early December.



Questions



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 twice a week to discuss the ongoing challenges with the launch of the TX3C.



Releases Deployed – TWC 10/23/2025

Releases Deployed

KinderTrack Release 4.33 and 4.33.1 – deployed 10/20/2025

Issue Type	Issue key	Summary	Priority
Enhancement	KTTX-1310	Update recertification notice email language	Critical
Bug Fix	KTTX-1348	Issued Date and Date of Distribution - map and label correctly on Recert Notice	High
Bug Fix	KTTX-1414	Expiration Date difference between KT and Parent Central preventing standard application submittal	High
Bug Fix	KTTX-1165	JAWS/accessibility - modal dialogs from select links in KT don't have keyboard shortcuts to close	High
Bug Fix	KTTX-1163	JAWS/accessibility - date picker dialogs missing keyboard shortcut to close in KT	High
Bug Fix	KTTX-1162	JAWS/accessibility - difficult to close date picker dialogue in KT	High
Bug Fix	KTTX-1157	JAWS/accessibility - KT pages missing headings	High

Upcoming Release Plan – TWC 10/23/2025



Upcoming Release Plan

Below are the current plans for KinderTrack releases 4.34, 4.35, and 4.36. Note that items in italics were moved out of an earlier release due to failed UAT or changed priorities. This sprint has also been extended a week to allow for the large number of items in scope.

KinderTrack Release 4.34 (UAT on 10/22/25; Prod ≈ 10/31/25 pending successful UAT)

Issue Type	Issue key	Summary	Priority
Bug Fix	KTTX-1392	"Regular Hours" Disappearing from Child's Schedule After Being Discontinued	Critical
Bug Fix	KTTX-1378	Middle Adjustment Not Flagged as "XX" in Performance Report in Case Payment has More than 2 Adjustments	Critical
Bug Fix	KTTX-1354	Nonexistent Family Fee Deducted by Auto-Adjustment	Critical
Bug Fix	KTTX-1315	245 Report Does Not Match KT Payment Amount for Fund_Paid_Amt Field	Critical
Enhancement	KTTX-1338	Create Proof of Absence Notification Document on Family Summary page for 15/30/40 messages	Critical
Bug Fix	KTTX-1116	Fees being reverted when authorizing a pending notice	Critical
Enhancement	KTTX-1519	245 Report Fixes (from JIRA KTTX-1329)	Critical
Enhancement	KTTX-1518	Performance Report fixes (from JIRA KTTX-1329)	Critical
Enhancement	KTTX-1201	Discontinue Date to be displayed on the Referral Page	High
Enhancement	KTTX-1110	Referrer information to be displayed on the Referral Page	High

Upcoming Release Plan – TWC 10/23/2025



Enhancement	KTTX-1022	Update Program Transfer to include Allocation Transfer	High
Bug Fix	KTTX-1378	New Performance Report: Middle adjustment not flagged as "XX" in cases where payment has more than 2 adjustments	High
Bug Fix	KTTX-1388	New Performance Report: incorrect number of units displayed in case QR changed	High
Bug Fix	KTTX-1389	New Performance Report: amounts are missing for some lines	High
Bug Fix	KTTX-1390	New Performance Report: Incorrect number of units displayed for some payments (attendance type changed)	High
Bug Fix	KTTX-1160	JAWS/accessibility - collapsible item not reporting the item is expanded/collapsed in KT	High
Bug Fix	KTTX-1158	JAWS/accessibility - KT collapsible items create multiple elements for screen reader	High
Bug Fix	KTTX-1156	JAWS/accessibility - KT pages missing ARIA landmarks	High
Bug Fix	KTTX-1164	JAWS - KT Does Not Warn User Before Signing Them Out	High
Bug	KTTX-1161	JAWS - Calendar Days Are Not Associated <u>to</u> Weekday Labels in KT	High

Upcoming Release Plan – TWC 10/23/2025



KinderTrack Release 4.35 (UAT on 11/5/25; Prod ≈ 11/13/25 pending successful UAT)

Issue Type	Issue key	Summary	Priority
Report	KTTX-1535	Add Babel TX and EO Language (English Only) to Family and Provider Notices/Authorizations	High
Bug	KTTX-1484	Payment statement not reflecting rate change	High
Enhancement	KTTX-1419	Lock Down Editing Schedules Once Authorized	High
Report	KTTX-1410	Create Report - Provider Messages	Critical
Bug	KTTX-1404	Absence Alert Emails Sent to Multiple Families/Sponsors for Children who Transferred Boards	Critical
Enhancement	KTTX-1359	Create Child and Parent CIN on Referrals When Blank	High
Bug	KTTX-1159	JAWS - Expanding/Collapsing Left Menu Moves Screen Reader Focus to Top of Page in KT	High

Upcoming Release Plan – TWC 10/23/2025



KinderTrack Release 4.36 (UAT on 12/1/25; Prod ≈ 12/10/25 pending successful UAT)

Note this release will include the new fields and functionality to support the new Child Care Worker Priority (as required by SB 642, 89th Texas Legislature).

Issue Type	Issue key	Summary	Priority
Bug Fix	KTTX-1200	Cannot create Discontinue Notice after creating adjusted payments	High
Enhancement	KTTX-1468	Add Babel and Equal Opportunity Language to TX Absence and Application Messages	High
Bug Fix	KTTX-1449	Sponsor not found under assigned provider in KinderConnect	High
Enhancement	KTTX-1331	Add New Priority Group - Childcare Worker Parent - FM BridgeCare to Intake	Critical
Enhancement	KTTX-1551	One-time update of existing waiting list applications with child care worker priority data	Critical
Enhancement	KTTX-1208	Add Parent Contact info to Intake Search Results Grid and CSV	High
Bug Fix	KTTX-1058	Error when shortening Schedule	High
Enhancement	KTTX-1034	TRS Rating on Payment Statement Report – dbo.spReportStatementDetails	High
Bug Fix	KTTX-1015	Schedule Save Needs to check future agreements – User get the WPI that the provider does not have an agreement when saving a schedule.	High
Enhancement	KTTX-1079	Update Family Notes sizing	Medium



Questions





Nominations Committee

December 12, 2025





Nominations/Elections Timeline

- **October 31, 2025** – Nominations Committee meets to discuss the process: Review board vacancies and officer positions (Chair, Vice Chair, Secretary); Confirm eligibility criteria for nominees; Approve timeline and communication plan.
- **November 3, 2025** – Call for Nominations: Send official notices to current board members inviting self-nominations or nominations of other qualified candidates.
- **November 19, 2025** – Nomination Submission Deadline: Verify candidate interest in running for positions for which they were nominated.
- **November 20, 2025** – Meet with Nominations Committee to review eligibility of all nominees and slate of candidates for all positions.
- **December 12, 2025** – Board Meeting and Elections Take Place.



**WORKFORCE SOLUTIONS ALAMO BOARD OF DIRECTORS
OFFICER NOMINATION SLATE
2025**



CHAIR

PLACE #	BOARD MEMBER	CATEGORY	COMPANY	INDUSTRY	INITIAL CERTIFICATION	CURRENT TERM	GENDER	RACE	HISP	VET
4	Leslie Cantu	Private Sector	Toyotetsu Texas, INC.	Manufacturing	12/5/2017	01/01/2024-12/31/2026	F	White	N	N

VICE CHAIR

PLACE #	BOARD MEMBER	CATEGORY	COMPANY	INDUSTRY	INITIAL CERTIFICATION	CURRENT TERM	GENDER	RACE	HISP	VET
24	JR Trevino	Private Sector	Treco Enterprise, INC	Construction	9/14/2022	09/01/2022-12/31/2027	M	White	Y	N
7	Yousef Kassim	Private Sector	E-Legal, Inc.-EasyExpunctions.com	Professional, Tech	12/5/2017	01/01/2024-12/31/2026	M	Other	N	N

SECRETARY

PLACE #	BOARD MEMBER	CATEGORY	COMPANY	INDUSTRY	INITIAL CERTIFICATION	CURRENT TERM	GENDER	RACE	HISP	VET
7	Yousef Kassim	Private Sector	E-Legal, Inc.-EasyExpunctions.com	Professional, Tech	12/5/2017	01/01/2024-12/31/2026	M	Other	N	N
8	Jennifer Lange	Private Sector	Accenture Federal Services	Professional, Tech	1/9/2024	01/01/2024-12/31/2026	F	Asian Indian	N	N
24	JR Trevino	Private Sector	Treco Enterprise, INC	Construction	9/13/2022	09/01/2022-12/31/2027	M	White	Y	N
9	Jerry Graeber	Private Sector	Rogers-O'Brien	Construction	9/13/2022	09/01/2022-12/31/2027	M	White	No	N

Resumes For All Officer Nominations – Enclosed in Packet



1691 West Ditto Rd Poteet, Texas 78065 • (210) 464-5750

Qualifications Summary:

Workforce professional experienced working in office and manufacturing environments demanding strong management, technical, and interpersonal skills. Consummate professional dedicated to quality results. Multi-tasked, detail-oriented and resourceful in completing projects effectively. Capabilities include:

- *Management & Supervision*
- *Project Management*
- *Employee Relations*
- *Contract Negotiations*
- *Effective Communicator*
- *Change Management*
- *Placement/Staffing*
- *Strong Work Ethic*
- *Grant/Proposal Collaboration*
- *Strategic Thinker*
- *Critical Problem Solver*
- *Training and Mentoring*
- *Proactive/Innovative Leader*
- *Conflict Resolution*
- *Public Speaking*

Experience Highlights:

Human Resources

- Human resources oversight for over 900 exempt, non-exempt and variable workforce employees in a nonunion automotive manufacturing environment at two separate sites.
- Responsible for all staffing needs as well as handling workforce issues.
- Handled all EEOC, UI, ADA, FMLA and legal issues.
- Developed employee reward and recognition programs.
- Benefit administrator and 401k plan administrator.
- Managed policy development and implementation.
- Development & implementation of innovative recruiting stream programs for targeted populations such as justice involved, opportunity youth, intellectual & developmental disabilities, homeless veterans and low-income residents.

Environmental, Health, Safety & Security (EHSS)

- Oversight of ISO 14001 environmental program and policies
- Support ongoing audit programs and countermeasure development
- Administration of workers compensation program
- Corporate lead for EHSS collaborative working group for all North American facilities

Accounting

- Assist in overall company budget development
- Support financial target and goal setting activities for departments
- Lead profit improvement and cost reduction activities

Workforce Development

- Assisted in the oversight of One-Stop Center Contract in excess of 14 million dollars.
- Provided recommendations and provisions based on contract obligations and performance measures.
- Served as a liaison for governing board and contractor for all internal and external monitoring.
- Oversight and development of the assigned programs at the Texas Workforce Centers by utilizing automated data systems, fiscal management and strategic planning information to analyze issues and make vital program decisions – instituted critical program changes.
- Coordinated on grant proposal writing teams for alternative funding projects.

Employment History:

Toyotetsu Texas, Inc: 6/16 – present

- *General Manager – Administration (June 2016 – April 2017)*
- *Assistant Vice President – Administration (May 2017 – May 2023)*
- *Vice President – Administration (June 2023 – present)*

Vutex Inc: 4/07 – 6/16

- *Human Resources and Employee Relations Senior Manager (April 2007 – October 2015)*
- *Assistant Plant Manager (November 2015 to June 2016)*

Alamo WorkSource Career Center, SER Jobs for Progress, Inc.: 11/01 – 4/07

- *Center Manager*
- *Assistant Center Manager*
- *Quality/Training Coordinator*
- *Training Manager*
- *WIA/Choices Supervisor*
- *Career Development Specialist*

Education and Training:

- B.S. Psychology Texas A&M University - May 2001
- Unique to the World (Supervisor Training) – June 2007
- Positive Employee Relations Training – October 2007
- ISO 14001: 2015 Lead EMS Auditor Training – December 2018
- The Manufacturing Institute’s Women Make America Mentoring Program – 2022
- Trauma Response and Understanding for Employers – December 2022
- The Manufacturing Institute’s Women Make Honoree Leadership Program – April 2023
- Creating Psychological Safety in the Workplace – May 2023
- Toyota Business Practices Training (Problem Solving) – June 2023

Community Involvement:

- San Antonio Women’s Chamber of Commerce - Board of Directors 2008 – 2011
- Alamo Labor Properties, Inc. (Haven for Hope partner agency) - Board Chair 2010 - 2013
- TX FAME: Alamo Chapter – Founding Member and Board of Directors
Treasurer – 2016 - 2018
President – 2019 to present
- Workforce Solutions Alamo – Board of Directors 2018 to present
Vice Chair – 2020
Chair – 2021 to present
- National FAME Advisory Council 2020 – 2021
- Highlands High School P-Tech Industry Advisory Board - 2020 to present
- Texas Association of Workforce Boards
Board Member - 2021 to 2022
External Relations Committee Member - 2021 to 2022
- Texas Department of Criminal Justice Industry Advisory Committee – 2022
- Texas Workforce Commission Adult Education and Literacy Advisory Committee – 2022 to present
- Kronkosky Second Chance Hiring Place-Based Initiative Advisory Committee – 2023
- Poteet High School P-Tech Industry Advisory Board – 2023 to present
- Texas SB 2315 Task Force – Governor Appointee – 2024 to 2025
- Department of Labor/San Antonio Ready to Work Employer and Childcare Taskforce – 2024 to 2025
- CAST Schools Board of Trustees – 2025

Professional Awards/Recognition:

- 2023 Women MAKE Award Honoree (personal award)
- 2023 Workforce Inclusion Network (WIN) Exemplary Leadership in Workforce Inclusion (company award)
- 2023 AACOG Regional Award – Business Steward of the Year (company award)
- 2024 Gold Merit Award for Human Resources – Honored in Workforce Planning and Analytics (company award)
- 2024 Governor’s Committee on People with Disabilities Lex Frieden Large Employer of the Year Award (company award)
- 2024 Texas Workforce Commission Local Employer of Excellence Award (company award)
- 2025 Workforce Inclusion Network (WIN) Exemplary Leadership in Workforce Inclusion (company award)
- 2025 Association of People Supporting Employment First (APSE) Innovation Award (personal award)

Speaking Engagements:

- *HR Best Practices – The Interview Process*, Toyota Motor Manufacturing Texas Onsite Supplier Lunch & Learn Session (July 2014)
- *There must be 50 Ways to Leave Your Lover...and it Seems Like Even More for Employees Seeking Leave From Their Employer*, Strasburger’s Labor & Employment Breakfast Series (September 2015)
- *A Systematic Approach to Team Member Retention* – Toyota Motor Manufacturing Texas Team Texas Joint Meeting (April 2018)

- *Talent 2020: Growing Your Pipeline Through Smart HR and New Partnerships - Toyota Supplier Executive Conference (May 2019)*
- *Recruiting and Retention Strategies - Toyota Supplier Executive Conference (May 2019)*
- *A Holistic Approach to Workforce Innovation – National Career Pathways Network Conference (October 2019)*
- *Best Practice Sharing – Diversity Hiring Strategy, Toyota Motor Manufacturing Texas Onsite Supplier Lunch & Learn Session (February 2020)*
- *Workforce Development Initiative Panel Discussion - San Antonio Manufacturers Association Luncheon (June 2021)*
- *House Education & Labor Committee/Higher Education & Workforce Investment Subcommittee Testimony on TTTX 2nd Chance Hiring Program (June 2021)*
- *Sa Worx: Mind the Gap Series: Made in San Antonio: Manufacturing Made Better Panel Discussion (October 2021)*
- *Manufacturing Training Programs Panel Discussion - San Antonio Manufacturers Association Luncheon (February 2022)*
- *Fighting Poverty. Creating Opportunity. Panel Discussion– Goodwill Industries of San Antonio Leadership Retreat (February 2022)*
- *Texas Workforce Commission GRACE Conference – Panel Discussion: Businesses Successfully Hiring Second Chance Individuals (July 2022)*
- *City of San Antonio Ready to Work Justice Involved Employer Roundtable Panelist (August 2022)*
- *City of San Antonio Ready to Work Employer Engagement Panel with San Antonio Mayor Ron Nirenburg; Congressman Joaquin Castro; and US Secretary of Labor Marty Walsh (August 2022)*
- *LEAP HR Manufacturing Conference: What More Can We Learn from Innovators in Manufacturing Re-Thinking How to Attract & Inspire their Most Critical Production Line Talent – Panelist: AND Fireside Chat: Pioneering Talent Initiatives with the Manufacturing Institute and Toyotetsu (September 2022)*
- *SA Worx Employer Roundtable Webinar: National Disability Employment Awareness Month (October 2022)*
- *Texas Workforce Commission Texas Interns Unite InternAbility Conference- Employer Panel Discussion: Internships for People with Disabilities (February 2023)*
- *San Antonio Manufacturers Association Workforce Training Seminar: Employer Best Practice Partnership with Texas Workforce Commission Vocational Rehabilitation Services and Toyotetsu Texas (April 2023)*
- *The Manufacturing Institute Panel Discussion: Developing Partnerships & Sustaining Programs (April 2023)*
- *Aspen Workforce Leadership Academy: Partnerships and Collaboration (May 2023)*
- *Texas Economic Development Council Conference: Panelist (June 2023)*
- *Corporate Coalition of Chicago: Fair Chance Hiring Initiative – Creating a Culture of Trust, Respect & Open Communication (July 2023)*
- *Texas Workforce Commission & Texas A&M University Aggie ACHIEVE Parent Stakeholder Meeting – Employer Perspective on Opportunities for Individuals with Disabilities Seeking Employment Post-Graduation (July 2023)*
- *Workforce Development Panel for the City of San Antonio Housing Commission (September 2023)*
- *The Corporate Coalition’s Workforce Innovation Showcase (September 2023)*
- *Fall Career Connect TX Convening Panelist: Thriving Together: Integrating Modern Workforce Solutions (October 2023)*
- *Manufacturing Institute’s Workforce Summit- The One-Woman Workforce Development Solution (October 2023)*
- *SA Ready to Work’s The Future of Texas’ Workforce - Panelist (November 2023)*
- *SATX Regional Workforce Panel – FAM Tour (April 2024)*
- *The Manufacturing Institute’s Manufacturers Continue to Lead the Way on Second Chance Hiring Panelist (April 2024)*

- *FAME USA Conference - Opening Doors: Recruiting Underrepresented Talent (May 2024)*
- *SATX State of the Workforce: Construction, Manufacturing, Energy: Manufacturing & Energy Panelist (November 2024)*
- *Texas Workforce Commission 27th Annual Conference: Commissioner Esparza's Super Session Panelist: One Workforce, One Texas (December 2024)*
- *FAME USA and Women MAKE America Webinar- Closing the Talent Gap - Recruiting Women to Manufacturing (February 2025)*
- *Breakthrough Employment Conference Panelist (March 2025)*
- *Texas Workforce Commission's Workforce Forum: Workforce Innovation Through Employer-Led Initiatives: Panelist (May 2025)*
- *Women MAKE Bexar County: Driving Change and Closing the Gap: Voice of Manufacturing Journeys and Insights Panelist (May 2025)*
- *FAME National Conference: Optimizing Chapter Operations for Growth and Impact (May 2025)*
- *City of San Antonio and CAST Schools Apprenticeship Employer Convening - Panelist: Integrating Pre-Apprenticeships into Registered Apprenticeship Programs (July 2025)*
- *City of San Antonio and Seguin Economic Development Corporation Regional Employer Convening: Registered Apprenticeships: Panelist (August 2025)*
- *Alamo Colleges District Convocation Panelist: 80 Years of Opportunity (August 2025)*
- *The Manufacturing Institute's Solution Series: Grow From Within: The Power of Upskilling Incumbent Talent (September 2025)*
- *Texas HireAbility Forum Panel Moderator: Disability Inclusion in the Workplace: Best Practices and Beyond (October 2025)*
- *The Manufacturing Institute's Workforce Summit: Breakout Session Presentation - Continuous Improvement on Workforce Development: Education, Workforce, and Economic and Community Partnerships in Action (October 2025)*
- *Texas Corrections Associations Special Populations Conference - Session Presentation: From Fair Chance to Full Success: Our Journey as an Employer (November 2025)*
- *Alamo Colleges Fair Chance Hiring Strategies Convening - Panelist: Community Partnership in Fair Chance (November 2025)*

JR TREVIÑO

210.669.4677 Mail@JRTrevino.com

PERSONAL SUMMARY

As a professional that thrives in a fast-paced environment; I take pride in utilizing my business, governmental, and community experience coupled with my relationships to find successful resolutions to unique challenges. Recognized as a servant leader civically engaged in economic development, community relations, and strategic planning.

EDUCATION

Baylor University's Hankamer School of Business - Waco, TX

- Bachelor of Arts in Business Administration – Graduated in 3 years.
- Double Major: Marketing and Management

FOUNDATIONAL WORK EXPERIENCES

Castle Hills City Council – Mayor (May 2019 – Present)/ Alderman Place 1 (May 2016 – May 2018)

Serve as Mayor of the 4,500-resident community with an operating budget of over \$8MM. Implemented steadyhanded leadership resulting in civility and progress to a City fraught with turmoil for the last 20 years, resulting in last 3 elections being uncontested.

- Founded the [Texas Municipal Officers ERCOT Advisory Board](#) opening lines of communication between ERCOT and municipal leaders, as a result of Weather Event Uri. Unanimously voted to serve as the inaugural Chairman of the board.
- Championed the City of Castle Hills first issuance of debt in the City's history to finance essential infrastructure repairs.
- Authored the City's first Traffic Impact Analysis ordinance - requiring new developments to perform a traffic study promoting responsible development by ensuring required mitigation.
- Collaborated with Texas State Senator Jose Menendez and State Representative Diego Bernal to file Senate Bill 1373 and House Bill 3573 during the 85th legislative session. The bills were designed to protect small municipalities from zoning loopholes.

Treco Enterprises Inc., - Chief Operating Officer (Aug 2008 – Present)

As COO for Treco Enterprises Inc, responsible for managing daily operations and identifying future revenue opportunities for the 35 year-old company.

- Earned and developed collective revenues over \$75 million while simultaneously diversifying the company portfolio by creating the real estate division –allowing the construction firm to capitalize on previously non-billable hours.
- Optimized expenditures and forecasting which repeatedly resulted in greater profits, coupled with strategic year-end tax mitigating analysis resulting in reduced tax burden.
- Assisted in federal, municipal, and private sector contract acquisition, negotiations, and successful execution for over 200 projects.
- Created the real estate holdings division allowing the construction firm to capitalize on previously non-billable hours through the reallocation of labor to perform maintenance and/or capital expenditure projects on firm owned real estate.

HONORABLE RECOGNITIONS, LEADERSHIP PROGRAMS, ADVANCED LEARNING

- Alexander Briseno Leadership Development Program 2012 and 2017
- Leadership San Antonio Class 38, 43, and 45
- Rey Feo Consejo – Educational foundation benefitting LULAC #2 – 2017
- Elected Board President for the Hispanic Contractors Association– 2017
- San Antonio Business Journal [“40 Under 40 Movers and Shakers”](#) in San Antonio – 2019
- Texas Lyceum Director – 2020
- Invited to serve on the Mayor Nirenberg and Judge Wolff's COVID-19 [Business and Employment Community Action Group](#) – 2020
- Invited to serve as Honorary Commander for Joint Base San Antonio – 2021
- Elected as 2023 Chairman of the San Antonio Hispanic Chamber of Commerce – 2021
- SAWS Customer Experience Committee - 2022
- CPS Energy's Rate Advisory Committee – 2023
- Elected as 2026 President of Texas Lyceum - 2024
- Completed 26-hour Project Management Professional Course – Recognized by the Project Management Institute
- Texas Christian University - Neeley Executive Education - Adaptive Leadership Program Certificate

BOARD OF DIRECTOR POSITIONS

Workforce Solutions Alamo – Board Secretary

The governing board for a 13-county region focused on business, economic development, education, labor, community organizations, and government; under the Texas Workforce Commission.

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Family Violence Prevention Services – Board Member

Operator for the San Antonio Battered Women and Children's Shelter, offering clients shelter, transitional housing, counseling for adults, children, families, and legal services.

Foundation for Trusted Identity – Board Member

Mission based, nonprofit cybersecurity software organization providing a multifactor authentication PIV-ID card, based on a federally approved encryption.

Ballet San Antonio – Board Member

A professional ballet company that has a school offering training from children to professionals with a philanthropic arm to provide ballet experiences to children.

Yousef K. Kassim

(979)-824-3178 | yousef@easyexpunctions.com 84 NE Loop 410, Suite 184, San Antonio, TX 78216
<http://www.linkedin.com/in/kassim>

Special Skills

- Licensed to practice law in Texas since 02/2014 (Bar No. 24075359)
- Fluent in Arabic (written and spoken); Some Spanish
- Financial modeling and analysis
- Leadership
- Software Development
- Extensive international travel experience throughout Europe, North America, and the Middle East.

Professional Experience

EasyExpunctions.com (Founder & CEO) Austin, TX then San Antonio, TX

October 2013-Present

- Invented a system, method, and process for the automatic generation of documents (Patent No.: 20150212997 published on 07/30/15).
- Responsible for day-to-day operations, the vision, and the development and release of new products.
- Secured Venture Capital and angel investments from leading investors totaling over \$12 million.
- Grew business from idea to Texas state leader in first year.

KPMG LLP, Advisory Practice (Associate) Austin, TX

June 2009-July 2010

- Worked within the Advisory Group of a Big 4 Accounting and Consulting firm serving major public and private sector clients to help identify performance improvement opportunities within their Information Technology framework.
- Led the Advisory Team effort of the Annual KPMG Giving Campaign where we raised over \$70,000 for local charities through office events that encouraged employees to give through challenges and incentive programs designed by our team.

BearingPoint Consulting., Global Energy and Chemicals (Business Analyst) Houston, TX

June 2008-March 2009

- Provided consulting services to the IT functional group for a leading global engineering, construction and services company supporting the energy, petrochemicals, government services and civil infrastructure sectors. Worked in tandem with a small team that was appointed with the change management of the company's global SAP system and transition of the legacy system of a major Construction company acquisition. The functional areas include Accounting and Finance, Procurement of Materials and Services, Treasury, Time Management, and Project Control/Execution. Responsibilities were also communication with business end users, requirement analysis, assisting the compilation of detailed functional design, creation of various business process relevant documentation (e.g. Business Process Flow, Business Process Procedures), and functional testing post change implementation.
- Acted as a liaison between the business end users and technical developers within an organization during the client's acquisition of a major engineering, construction, and maintenance services company.

Education and Certifications

Trinity University, San Antonio, Texas (May 2008)

Bachelor of Science, Finance & International Business

St. Mary's University, San Antonio, Texas (May 2013)

Juris Doctorate (J.D.)

Awards and Achievements

- 2019 St. Mary's University School of Law Graduates of the Last Decade (GOLD) Council: Selected as a top 10 graduate of the last decade.
- 2019 American City Business Journals Influencers: Law: Selected to be on a national list of 100 attorneys by editors and staff writers across The Business Journals' network of more than 40 publications.
- 2022 Texas Workforce Commission – Employer of Excellence Award
- 2023 Paul H. Chapman Medal for Justice Innovation
- 2024 Crosspoint Compass Guidance Award

Current Board of Directors Obligations

Workforce Solutions Alamo

Crosspoint, Inc.

E-Legal, Inc.

Justice Technology Association

Fair Chance Institute

SUMMARY

Experienced technology delivery executive, trusted client advisor, innovative entrepreneurial leader energized by driving success and optimization. Optimistic and driven trailblazer creating opportunities and empowering underrepresented populations to transform the IT workforce. Talented leader with 15+ years of large scale systems integration and implementation of custom solutions. Delivery lead with program and project management experience overseeing scope, budget, forecast, and resources for project team delivering data integration, analytics, digital platforms, and custom web solutions leveraging both traditional waterfall and adaptive Agile methodologies through all phases of the delivery lifecycle. Trusted advisor to client executives in Data Conversion and Application Integration.

SKILLS / AREAS OF EXPERTISE

- Program / Project Management
- Portfolio Industrialization
- Organizational Effectiveness
- Technology Talent Cultivation
- IT Governance & Strategy
- Workforce Development
- Master Data Management
- Extract-Transform-Load
- Data Conversion / Integration
- Operations & Maintenance
- Client Relationship Development
- Quality Assurance
- Complex IT Delivery
- Agile (Scrum) and Waterfall Delivery Methodologies

EXPERIENCE

Accenture, Portfolio & Delivery Management Managing Director February 2005 – Present
Financial Services Client Account Technology Services Lead 07/2025 – Present

- Serve as Accenture’s primary technology advisor, responsible for our account’s holistic technology portfolio including delivery, sales, growth and innovation
- Accountable for end-to-end technology delivery outcomes across application development pods, application maintenance support, and infrastructure managed services
- Develop future generation of talent focusing on deepening technology acumen, maximizing leadership strengths and empowering Truly Human characteristics for rising leaders

Accenture Federal Services Advanced Technology Center (ATC) Director 04/2021 – 07/2025

- Led employee experience, community impact, and advancement for 2000+ employees achieved through year-over-year double-digit growth
- Sponsored expansion of impact hiring pipelines enabling opportunities and generational impact for over 500 individuals
- Established and optimized operational processes and procedures to enable large scale mobilization and growth across technology capabilities and across all portfolios of work.
- Drove strategy focused on quality and excellence across the AFS ATC Network in both delivery and technical capabilities in support of US Federal Government Agencies

<Federal Government Agency> Mainframe Modernization Book of Business Lead 09/2024 – 07/2025

- Oversaw delivery across multiple contracts totaling over \$70M annually focusing on modernizing technology solutions while improving agency infrastructure, ultimately improving experience to American citizens.

- Responsible for client relationships, innovation, delivery rigor, financial acumen, technology breadth and employee experience

Accenture Federal Services San Antonio ATC Advanced Technology & Architecture (AT&A) Portfolio Delivery Lead and Civilian Portfolio Director *03/2015 – 04/2021*

- Managed 800+ employees developing, operating, and managing technology systems supporting 10+ federal government agencies in the Civilian sector
- Defined service delivery strategy and industrialization plan for the 600+ AT&A Portfolio members specializing in advanced technologies including Java, automation, and emerging technologies
- Established management rigor, development disciplines, and best practices to ensure resources/projects meet budget, schedule, quality commitments and client expectations

<Fortune 500 Company> Master Data Management SME/Lead *09/2014 – 11/2014*

- Performed assessment providing MDM strategy, transformation roadmap, and best practices
- Partnered with client leadership by providing expertise in comparing MDM solutions, speaking with proposed MDM vendors, and outlining existing system limitations
- Successfully trained and developed client resource to serve as MDM SME
- Outlined current state data architecture and trained Accenture project enabling efficiencies in design leading to sale of additional work to include data integration

<Fortune 50 Company> Case Management Program Delivery Lead *08/2012 – 07/2014*

- Managed operations and direction of five projects within Case Management focusing on Business Analysis and Enhancements for Salesforce and Pega, Regulatory Oversight and Controls, Data Integration, Reporting & Analytics, and Control Tower Operations
- Responsible for program management, financial review, forecast, and sales for two years resulting in \$10million sold and \$8million managed
- Provided strategic insight to client leadership to shape business and technology priorities; Captured and presented strategy in monthly business review with leadership

<Federal Government Agency> Project Delivery Lead *04/2011 – 07/2012*

- Served as the overall project manager overseeing joint Accenture and client team of ~25 members for delivery of a web application using Agile methodology; Managed \$5million annually and co-led RFP response for a five year \$22million contract.
- Defined / managed the project package which included the work plan, configuration management plan, risk management, change control and status reporting procedures
- Coordinated between technology, business, and training organizations throughout all phases of the software delivery lifecycle; Aided in training client on Agile practices
- Successfully delivered project on time, under budget, and with utmost quality – no severity 1 or 2 defects pre-production through 60 days post production support

<Fortune 500 Company> ETL Lead / O&M Lead *05/2008 – 01/2011*

- Managed the global Data Integration / ETL team through all phases of the software delivery lifecycle as well as Operations & Maintenance (O&M); Peak team size of 30
- Designed an ETL / data integration / batch solution consisting of 600+ conversion jobs consolidating 22 disparate systems, performing a custom-built change data capture action, and standardizing all data using a custom data governance / master data management solution
- Supported architecting a Banking – Retail lending data warehouse and batch / ETL framework

Technology Delivery Consultant

02/2005 – 04/2008

- *Data Conversion Lead* – Defined data conversion requirements, facilitated data mapping sessions, developed proof of concept, completed mapping for three critical legacy systems, and delivered technical design template and future-state data model
- *Integrated Workplan Lead and Defect Manager* – Developed and managed an integrated workplan consolidating 10+ workstreams managing dependencies toward go-live for a large-scale enterprise system upgrade
- *Service-Oriented Architecture (SOA) Operations Architecture Lead* – Authored SOA requirements and design documents for operations architecture; Served as SME for the Oracle SOA Suite and Oracle Business Activity Monitoring and delivered PoC with sample dashboard

EDUCATION, CERTIFICATIONS, AWARDS AND COMMUNITY OUTREACH

Workforce Solutions Alamo Board of Directors – Private Sector Board Member, 2023 – Present

Greater: SATX San Antonio Works Industry Advisory Council – Council Member, 2019 – 2024

Boerne ISD Kendall Elementary Site-Based Decision Making Committee – Industry Representative, 2020-2022

San Antonio Business Journal's 40 Under 40 Honoree – Class of 2020

San Antonio Business Journal's Women's Leadership Awards Honoree – Class of 2022

ICAgile Certified Professional (ICP), 2017-Present

Scrum Alliance – Certified ScrumMaster (CSM), 2012-2014

Accenture Certified Quality Assurance Director, 2023

Accenture Certified Technology Architect, 2014

Accenture Certified Banking Industry Generalist, 2014

Texas A&M University – College Station, TX; *Bachelors of Science Chemical Engineering, Minor in Chemistry*

Jerry Graeber

Project Manager

San Antonio, Texas
830.381.9907
graeberj210@gmail.com

Twenty-five years as a construction project manager with experience in estimating, RFP responses, design-build, CMAR, design-bid-build, scheduling, construction, quality control, punch list management, close out, and warranty oversight. Skill set also includes billing, contract administration, facilitation of OAC meetings, Procore, P6, and Microsoft Project. Additional competencies in problem-solving, instruction and training, leadership, and community engagement.

EDUCATION

- Wayland Baptist University
 - BAS Business Management, Construction

COMMUNITY

- ABC Apprenticeship Committee
 - Past Chair
- ABC CAT Board
 - Past Chair
- St. Philips College
 - Construction Technology Instructor
 - TEA Architecture & Construction Advisory Board Co-Chair
- San Antonio Ready to Work Advisory Board
 - Past Chair
 - Current Vice-Chair
- Workforce Solutions Alamo
 - Board of Directors

CERTIFICATIONS

- OSHA 30
- FIT II Fire Stopping
- NCCER Instructor Certification Program
- Dept. of Labor Journeyman

ACCOMPLISHMENTS

- NCCER Carpentry 6e SME
- ABC National Eagle and Pyramid Awards
- ABC General Contractor of the Year
- ASA Project of the Year Awards
- US Army 1992-1995

PROFESSIONAL EXPERIENCE, Rogers-O'Brien Const., 2024-Present

- Perlen House
 - Ground up construction 9 story hotel
 - Hospitality / 183,400sf / \$72MM
- Cashion 4th Floor Renovation at Baylor University
 - Renovation of training facility for physician assistant students
 - Renovation / 12,600sf / \$3.2MM

PROFESSIONAL EXPERIENCE, Leonard Contracting, 1997-2024

- Army Residence Community
 - Renovation of 3rd and 14th floor common areas
 - Senior living / 32,000sf / \$14MM
- FredMed Retail Development
 - Ground up construction of two retail shell buildings
 - 16,000sf / \$3MM
- Freedom House Renovation
 - Renovation of community, administrative, and resident spaces
 - Senior living / 45,000sf / \$4.5MM
- USAA ASVCE CTOC, E/FO3E, FSB CLO, and FSB Exec. Offices
 - Renovation of four floor plates simultaneously
 - 25,000sf / \$3.8MM
- Stone Werks – Culebra
 - Finish-out of new restaurant
 - 12,300sf / \$1.5MM
- Arnold House
 - Ground up construction and renovation of assisted living facility
 - Senior living / 20,000sf / \$4.9MM
- Alamo Toyota
 - Ground up construction of auto dealership and shop
 - 90,000sf / \$12.9MM
- Freedom House Phase 3
 - Ground up construction of final phase for dementia care facility
 - Senior living / 18,000sf / \$3.9MM
- Citibank
 - Construction of six each branch banks
 - Ground up construction, finish-out, and renovation / \$7MM
- Air Force Village II Dining Room Renovation and Expansion
 - Renovation and expansion of dining, kitchen, & common areas
 - 26,000sf / \$3MM
- Citigroup HVAC Upgrades B1L1 & L2
 - AHUs, ductwork, and systems all after hours
 - 62,000 / \$2.9MM

LAST	FIRST	Category	Company	Industry	Gender	Race	Hisp	Expires	Vacant	O.O.C.	Vet
	Vac, Schneuke	econ devl	Seguin Economic Develo	Public Administrati	M	White	Yes	12/31/27	11/18/25	02/16/26	No
Addison	Yvonne K.	prv sector	Addison Prime, LLC	Construction	F	White	Yes	12/31/26			No
Batch	Mary K.	prv sector	Caterpillar ISPD	Manufacturing	F	White	No	12/31/25			Yes
Besosa	Cristina	prv sector	Marriot Hotel Services, In	Accomodation, Fo	F	White	Yes	12/31/27			No
Camarillo	Charles	education	Poteet ISD	Educational Servi	M	White	Yes	12/31/26			No
Cantu	Leslie Suzanne	prv sector	Toyotetsu Texas Inc (TT	Manufacturing	F	White	No	12/31/26			No
Cooper	Eric	CBO	San Antonio Food Bank	Health Care, Soci	M	White	No	12/31/27			No
Corso	Chris	prv sector	Joeris General Contracto	Construction	M	White	No	12/31/26			No
De Hoyos-O'Co	Ana	CBO	YMCA of Greater San An	Other Services	F	White	Yes	12/31/27			No
DeOliveira	Angelique	ABE	Goodwill Industries of Sa	Health Care, Soci	F	White	No	12/31/26			No
Dixon	Dawn	rehab	Warm Springs Foundatio	Health Care, Soci	F	White	No	12/31/26			No
Golsan	James	pub emplo	Texas Workforce Commi	Public Administrati	M	White	No	12/31/27			No
Gonzales	Matthew R.	labor	Laborers Local 1095	Other Services	M	White	No	12/31/27			No
Graeber	Jerry	prv sector	Rogers-O'Brien	Construction	M	White	No	12/31/27			No
Grant	Eunice	CCW	Life Church Child Develo	Health Care, Soci	F	Black	No	12/31/26			No
Greer-Francis	Allison L.	pub assist	The Center for Health Ca	Health Care, Soci	F	White	No	12/31/26			No
Kassim	Yousef	prv sector	EasyExpunctions.com(E-	Professional, Tec	M	Other	No	12/31/26			No
Lange	Jennifer	prv sector	Accenture Federal Servic	Professional, Tec	F	sian Indi	No	12/31/26			No
Lutz	Elizabeth	CBO	Bexar County Communit	Health Care, Soci	F	White	Yes	12/31/25			No
Magaro	Anthony	prv sector	Southwest Research Inst	Professional, Tec	M	White	No	12/31/26			No
Morrill	Sammi M.	education	Alamo Colleges District (Educational Servi	F	White	No	12/31/25			No
Navarro-Gonzal	Lisa	prv sector	Forma, LLC	Manufacturing	F	White	Yes	12/31/26			No
Perez	Esmeralda	prv sector	CHRISTUS Santa Rosa	Health Care, Soci	F	White	Yes	12/31/27			No
Rhodes	Kelli G.	literacy	Restore Education	Educational Servi	F	White	No	12/31/27			No
Robertson	Jim	prv sector	Valor Crane & Equipmen	Construction	M	White	No	12/31/26			No
Schmidt	Tasha	prv sector	IBM	Wholesale Trade	F	White	Yes	12/31/26			No
Trevino	Edward JR	prv sector	Treco Enterprise, Inc	Construction	M	White	Yes	12/31/27			No

Current Members	27
Operating Size:	27 - 30
Term:	3

BOARD:	Female	Hispanic	Black	Priv Sect:	Vet Reps	CBO/Lab:
	16	10	1	14	1	4
	59%	37%	4%	51.9%		14.8%
WDA:	58%	48%	5%			

Priv Sect: 14 Education: 2 Labor: 1 Rehab: 1 CBO: 3 Econ Dev: 1 Pub Employ: 1 Pub Asst: 1 Lit: 1 ABE: 1 CCW: 1

LOCAL WORKFORCE DEVELOPMENT BOARD PROFILE REPORT
October 7, 2025

WFS ALAMO										
TOTAL MEMBERS		EXISTING BOARD								
		MALE			FEMALE			TOTAL		
RACE	# BOARD	BOARD %	WD AREA %	# BOARD	BOARD %	WD AREA %	# BOARD	BOARD %	WD Area %	
White	7	25.93%	21.54%	7	25.93%	18.64%	14	51.85%	40.18%	
Hispanic Ethnicity	3	11.11%	27.26%	7	25.93%	23.77%	10	37.04%	51.03%	
Black/African American			2.81%	1	3.70%	2.83%	1	3.70%	5.64%	
American Indian/Alaska Native			0.10%			0.09%			0.19%	
Asian/Pacific Islander			0.99%	1	3.70%	0.98%	1	3.70%	1.97%	
Some Other Race	1	3.70%	0.54%			0.45%	1	3.70%	0.99%	
TOTAL	11	40.74%	53.24%	16	59.26%	46.76%	27	100.00%	100.00%	

NEW BOARD										
		MALE			FEMALE			TOTAL		
RACE	# BOARD	BOARD %	WD AREA %	# BOARD	BOARD %	WD AREA %	# BOARD	BOARD %	WD Area %	
White	6	22.22%	21.54%	7	25.93%	18.64%	13	48.15%	40.18%	
Hispanic Ethnicity	4	14.81%	27.26%	7	25.93%	23.77%	11	40.74%	51.03%	
Black/African American			2.81%	1	3.70%	2.83%	1	3.70%	5.64%	
American Indian/Alaska Native			0.10%			0.09%			0.19%	
Asian/Pacific Islander			0.99%	1	3.70%	0.98%	1	3.70%	1.97%	
Some Other Race	1	3.70%	0.54%			0.45%	1	3.70%	0.99%	
TOTAL	11	40.74%	53.24%	16	59.26%	46.76%	27	100.00%	100.00%	

* **Bold** typeface indicates Board % significantly out of line with WD Area %.

CATEGORY	Board #	% Total
Priv Sect	14	51.85%
CBO+Labor	4	14.81%
CBO	3	
Labor	1	
Other	9	33.33%
TOTAL	27	100.0%

**WORKFORCE SOLUTIONS ALAMO BOARD
2025 ATTENDANCE**

Place #	WSA BOARD MEMBER	CATEGORY	CURRENT TERM	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JUL	AUG	SEPT	OCT	NOV	DEC	Number of Meetings	Meetings Attended/Excused	Number of Unexcused Absences	Total %
				'24	'24	'25	'25	'25	'25	'25	'25	'25	'25	'25	'25	'25					
1	Mary Batch (VICE CHAIR)	Private Sect.	01/25/2023-12/31/2025					Y			Y	E		E				15	15	0	100%
	BOARD OF DIRECTORS							Y			Y	E		E							
	EXECUTIVE COMMITTEE							Y			Y	Y									
	AUDIT & FINANCE COMMITTEE (CHAIR)						Y			Y	Y						Y				
	HR COMMITTEE																				
2	Christina Besosa	Private Sect.	01/28/2025 - 12/31/2027					Y			Y	E		Y				4	4	0	100%
3	Chris Corso	Private Sect.	01/01/2024-12/31/2025					Y			Y			E				7	7	0	100%
4	Leslie Cantu (CHAIR)	Private Sect.	01/01/2024-12/31/2026					Y			Y			E				26	26	0	100%
	BOARD OF DIRECTORS							Y			Y			Y							
	EXECUTIVE COMMITTEE							E			Y	Y									
	AUDIT & FINANCE COMMITTEE						Y			Y	Y						Y				
	EARLY CARE & EDUCATION COMMITTEE					Y			Y		X				Y						
	HR COMMITTEE (CHAIR)																				
5	Esmeralda Perez	Private Sect.	01/01/2024 - 12/31/2026					Y			Y			Y				7	7	0	100%
6	Anthony Magaro	Private Sect.	01/01/2024-12/31/2026					Y			Y			E				15	15	0	100%
7	Yousef Kassim	Private Sect.	01/01/2024-12/31/2026					Y			E			Y				12	12	0	100%
	BOARD OF DIRECTORS							Y			E			Y							
	EXECUTIVE COMMITTEE							Y													
	AUDIT & FINANCE COMMITTEE						Y			Y		E					E				
	EARLY CARE & EDUCATION COMMITTEE					Y			Y		Y				Y		Y				
8	Jennifer Lange	Private Sect.	01/01/2024-12/31/2026					Y			Y			Y				11	11	0	100%
9	Jerry Graeber	Private Sect.	01/01/2025-12/31/2027					Y			Y			Y				3	3	0	100%
10	James Golsan	Public Empl.	01/28/2025-12/31/2027					Y			Y			Y				6	6	0	100%
	BOARD OF DIRECTORS							Y			Y			Y							
	YOUTH COMMITTEE								Y				E		E						
11	Jim Robertson	Private Sect.	01/01/2024-12/31/2026					Y			E			Y				11	11	0	100%
	BOARD OF DIRECTORS							Y			E			Y							
	STRATEGIC COMMITTEE						Y			Y				Y			Y				

Submitted by:	Tony Magaro
WSA BOARD MEMBER	PLEASE SELECT FROM THE DROP DOWN BOX TO SELF NOMINATE OR NOMINATE A BOARD MEMBER
Mary Batch (off the board 12/31/2025)	
Cristina Besosa	
Chris Corso	
Leslie Cantu	CHAIR
Esmeralda Perez	
Anthony Magaro	
Yousef Kassim	
Jennifer Lange	VICE CHAIR
Jerry Graeber	SECRETARY
James Golsan	
Jim Robertson	
Tasha Schmidt (off the board 11/18/2025)	
Lisa Navarro Gonzales	
Eric Cooper	
Elizabeth Lutz	
Ana Dehoyos O'Connor	
Charles Camarillo	
Dr. Sammi Morrill	
Angelique De Oliveira	
Josh Schneuker (off the board 11/18/2025)	
Matthew R. Gonzales	
Kelli Rhodes	
Allison Greer Francis	
Edward Trevino Jr.	

WSA BOARD MEMBER	PLEASE SELECT FROM THE DROP DOWN BOX TO SELF NOMINATE OR NOMINATE A BOARD MEMBER
Dawn Dixon	
Eunice Grant	
Yvonne Addison	

Submitted by:	Eric Cooper
WSA BOARD MEMBER	PLEASE SELECT FROM THE DROP DOWN BOX TO SELF NOMINATE OR NOMINATE A BOARD MEMBER
Mary Batch (off the board 12/31/2025)	VICE CHAIR
Cristina Besosa	
Chris Corso	
Leslie Cantu	CHAIR
Esmeralda Perez	
Anthony Magaro	
Yousef Kassim	
Jennifer Lange	
Jerry Graeber	
James Golsan	
Jim Robertson	
Tasha Schmidt (off the board 11/18/2025)	
Lisa Navarro Gonzales	
Eric Cooper	
Elizabeth Lutz	
Ana Dehoyos O'Connor	
Charles Camarillo	
Dr. Sammi Morrill	
Angelique De Oliveira	
Josh Schneuker (off the board 11/18/2025)	
Matthew R. Gonzales	
Kelli Rhodes	
Allison Greer Francis	
Edward Trevino Jr.	SECRETARY

WSA BOARD MEMBER	PLEASE SELECT FROM THE DROP DOWN BOX TO SELF NOMINATE OR NOMINATE A BOARD MEMBER
Dawn Dixon	
Eunice Grant	
Yvonne Addison	

Submitted by:	Dawn Dixon
WSA BOARD MEMBER	PLEASE SELECT FROM THE DROP DOWN BOX TO SELF NOMINATE OR NOMINATE A BOARD MEMBER
Mary Batch (off the board 12/31/2025)	
Cristina Besosa	
Chris Corso	
Leslie Cantu	CHAIR
Esmeralda Perez	
Anthony Magaro	
Yousef Kassim	
Jennifer Lange	SECRETARY
Jerry Graeber	
James Golsan	
Jim Robertson	
Tasha Schmidt (off the board 11/18/2025)	
Lisa Navarro Gonzales	
Eric Cooper	
Elizabeth Lutz	
Ana Dehoyos O'Connor	
Charles Camarillo	
Dr. Sammi Morrill	
Angelique De Oliveira	
Josh Schneuker (off the board 11/18/2025)	
Matthew R. Gonzales	
Kelli Rhodes	
Allison Greer Francis	
Edward Trevino Jr.	VICE CHAIR

WSA BOARD MEMBER	PLEASE SELECT FROM THE DROP DOWN BOX TO SELF NOMINATE OR NOMINATE A BOARD MEMBER
Dawn Dixon	
Eunice Grant	
Yvonne Addison	

Submitted by:	Mary Batch
WSA BOARD MEMBER	PLEASE SELECT FROM THE DROP DOWN BOX TO SELF NOMINATE OR NOMINATE A BOARD MEMBER
Mary Batch (off the board 12/31/2025)	
Cristina Besosa	
Chris Corso	
Leslie Cantu	CHAIR
Esmeralda Perez	
Anthony Magaro	
Yousef Kassim	VICE CHAIR
Jennifer Lange	SECRETARY
Jerry Graeber	
James Golsan	
Jim Robertson	
Tasha Schmidt	
Lisa Navarro Gonzales	
Eric Cooper	
Elizabeth Lutz	
Ana Dehoyos O'Connor	
Charles Camarillo	
Dr. Sammi Morrill	
Angelique De Oliveira	
Josh Schneuker (off the board 11/18/2025)	
Matthew R. Gonzales	
Kelli Rhodes	
Allison Greer Francis	

WSA BOARD MEMBER	PLEASE SELECT FROM THE DROP DOWN BOX TO SELF NOMINATE OR NOMINATE A BOARD MEMBER
Edward Trevino Jr.	
Dawn Dixon	
Eunice Grant	
Yvonne Addison	

Submitted by:	Leslie Cantu
WSA BOARD MEMBER	PLEASE SELECT FROM THE DROP DOWN BOX TO SELF NOMINATE OR NOMINATE A BOARD MEMBER
Mary Batch (off the board 12/31/2025)	
Cristina Besosa	
Chris Corso	
Leslie Cantu	CHAIR
Esmeralda Perez	
Anthony Magaro	
Yousef Kassim	VICE CHAIR
Jennifer Lange	
Jerry Graeber	
James Golsan	
Jim Robertson	
Tasha Schmidt	
Lisa Navarro Gonzales	
Eric Cooper	
Elizabeth Lutz	
Ana Dehoyos O'Connor	
Charles Camarillo	
Dr. Sammi Morrill	
Angelique De Oliveira	
Josh Schneuker (off the board 11/18/2025)	
Matthew R. Gonzales	
Kelli Rhodes	
Allison Greer Francis	

WSA BOARD MEMBER	PLEASE SELECT FROM THE DROP DOWN BOX TO SELF NOMINATE OR NOMINATE A BOARD MEMBER
Edward Trevino Jr.	SECRETARY
Dawn Dixon	
Eunice Grant	
Yvonne Addison	



Questions





CEO Report

December 12, 2025



IN RECOGNITION OF

VICE CHAIR
TERM: 2016 - 2025

10 YEARS OF DEDICATED SERVICE TO THE WSA
BOARD OF DIRECTORS

MARY BATCH









Hiring Red, White & You!

- **1,341 Pre-Registrations**
- **1,277 Job Seekers**
- **97 Employers**
- **17 Resources**

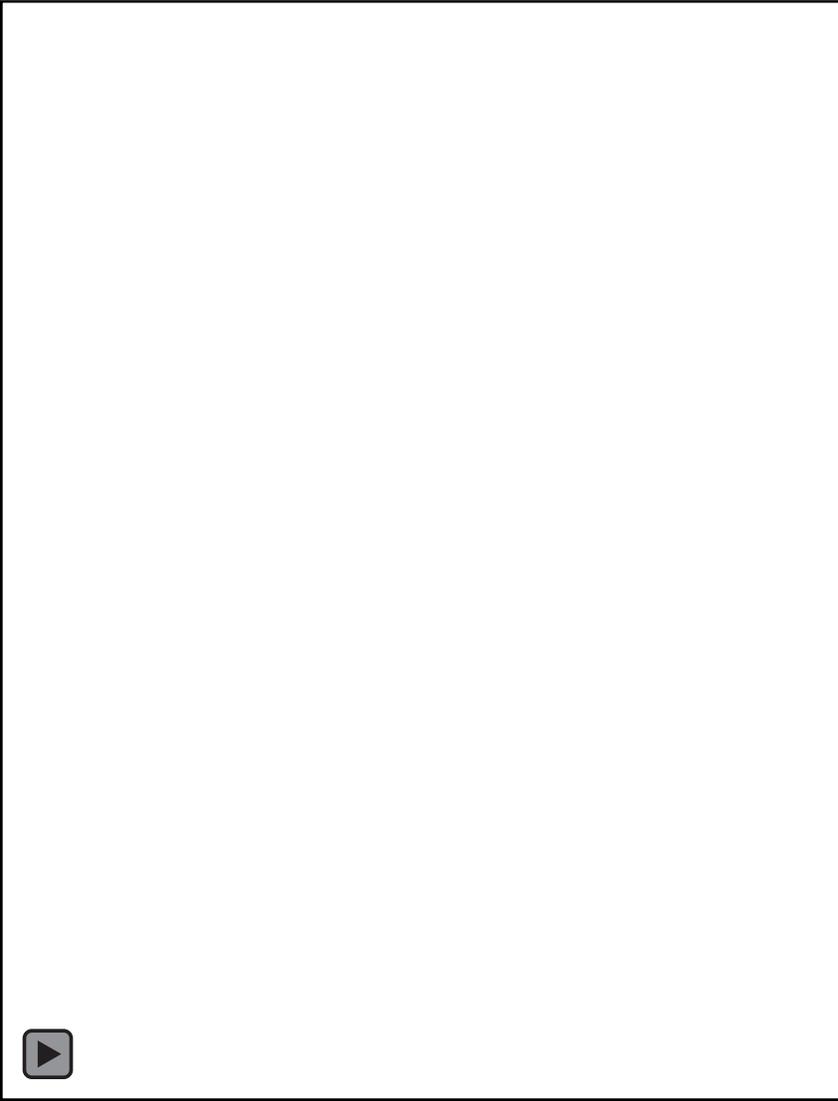


CPS Grills Giving Event

1st Place 2025 Ribs Category



Video will be shared at meeting :)



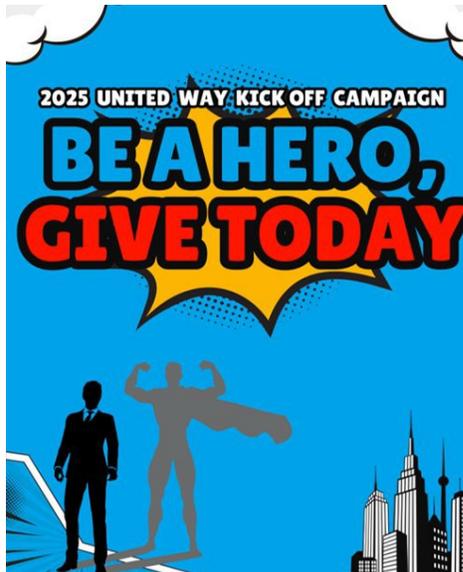


United Way Campaign

We've reached **67.39% staff participation** 🎉 surpassing our **60% participation goal!**

With staff contributions — including our United Way fundraiser — we have raised a total of **\$6,137** for our **2025 United Way Campaign**

Thank you all for your generosity and commitment!





Questions





Chair Report

December 12, 2025



Chairman's Award at the ABC South Texas 2025 Excellence in Construction Awards



We are proud to announce that our CEO, Adrian Lopez, was recently recognized and presented with the Chairman's Award at the ABC South Texas 2025 Excellence in Construction Awards.

Thank you, to the Associated Builders and Contractors-South Texas Chapter for this honor!



Discussion and Possible Action



Adrian Lopez, CEO: Employment Agreement & Evaluation

Video will be shared at meeting :)



Questions



Thank you!

