Board of Directors

September 12, 2025

Workforce Solutions ALAMO
BUILDING BUSINESS • BUILDING CAREERS

Board of Directors

Consent Agenda

Meeting Minutes – July 18, 2025

Childcare Performance Briefing

Childcare Performance Briefing FY 2025
information pulled 06/26/2025

Average Units Per Month/YTD based on 14,335 Target Units

	Average Oct	Average Nov	Average Dec	Average Jan	Average Feb	Average Mar	Average Apr
Monthly Average Units	13,930	14,130	14,274	14,250	14,067	13,859	13,942
YTD Average Units	13,930	14,030	14,111	14,146	14,130	14,085	14,065

Average % Per Month/YTD Based on 14,335 Target Units

	Average Oct	Average Nov	Average Dec	Average Jan	Average Feb	Average Mar	Average Apr
Monthly Average %	97.17%	98.57%	99.57%	99.41%	98.13%	96.68%	97.26%
YTD Average Units %	97.17%	97.87%	98.44%	98.68%	98.57%	98.26%	98.11%

CCDF Performance Status Methodology
Year-to-Date numbers to calculate performance

MP = 95%-105%
+P = 105% or above
-P = <94.99

WSA's unofficial YTD avg as of April for FY 2025 is 98.11%

	Oct Average	Nov Average	Dec Average	Jan Average	Feb Average	Mar Average	Apr Average
Monthly Average %	97.17%	98.57%	99.57%	99.41%	98.13%	96.68%	97.26%
YTD Average Units %	97.17%	97.87%	98.44%	98.68%	98.57%	98.26%	98.11%

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Childcare Performance Briefing FY 2025
information pulled 06/25/2025

	Oct Average	Nov Average	Dec Average	Jan Average	Feb Average	Mar Average	Apr Average
Choices	182	164	182	200	203	228	205
Low Income	12,794	13,001	13,120	13,060	12,912	12,719	12,826
Former DFPS	735	733	717	727	706	694	699
Homeless	219	232	255	263	246	218	212
Monthly Average Units	13,930	14,130	14,274	14,250	14,067	13,859	13,942
Monthly % Average	97.17%	98.57%	99.57%	99.41%	98.13%	96.68%	97.26%
YTD Average Units	13,930	14,030	14,111	14,146	14,130	14,085	14,065
YTD % Average	97.17%	97.87%	98.44%	98.68%	98.57%	98.26%	98.11%
TWC Target	14,335	14,335	14,335	14,335	14,335	14,335	14,335

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Texas Rising Star Assessment Update

Texas Rising Star Centers

Total # of Currently Certified Centers	371

2 Star	38
3 Star	125
4 Star	209

Percentage of TRS/CCS

Location	Programs	CCS Programs	TRS Programs	Percentage TRS of CCS Programs
Bexar Early Learning Programs	839	466	290	62.2%
Rural Early Learning Programs	313	134	80	59.7%
Total	1152	600	370	61.6%

Provider Type	Total Providers	Total Capacity	Rural Providers	Rural Capacity
Licensed Center	505	58437	115	13,322
Licensed Child Care Home	38	455	11	131
Military	8	N/A	0	N/A
Registered Child Care Home	33	387	4	48
Relative Care Listed Home	16	N/A	4	N/A
Totals	600	59,279	134	13,501

- Note that capacity is based on max capacity outlined by Child Care regulations, which may vary based on actual enrollment. Military centers are not regulated by Child Care regulations, therefore are not included in these totals.
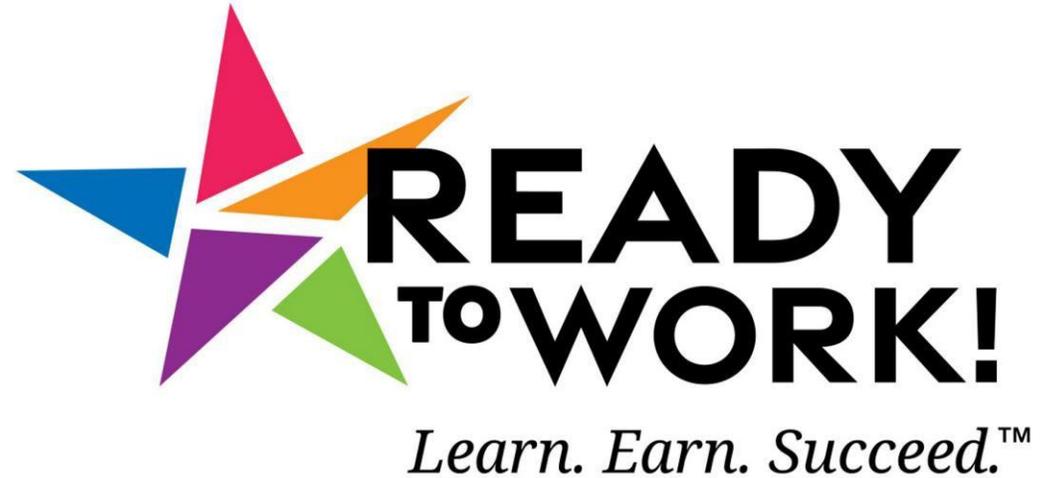
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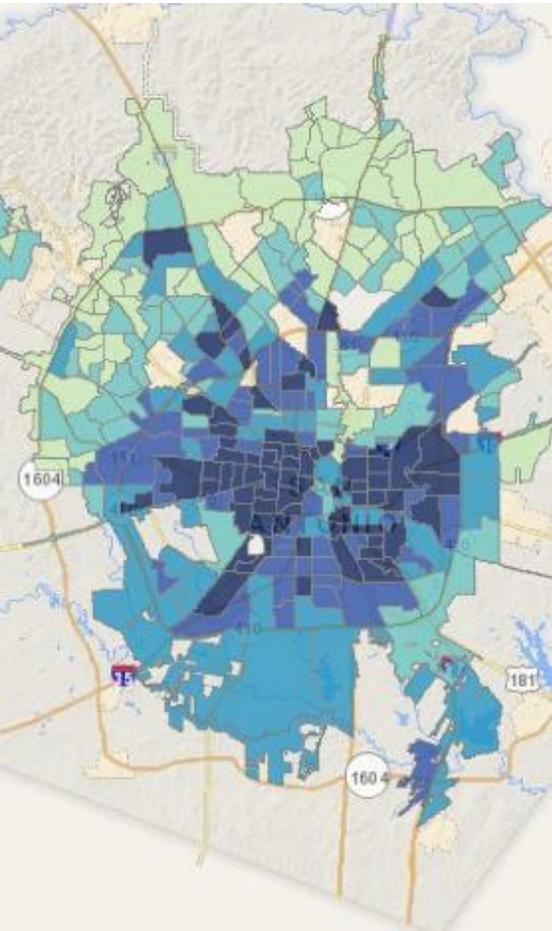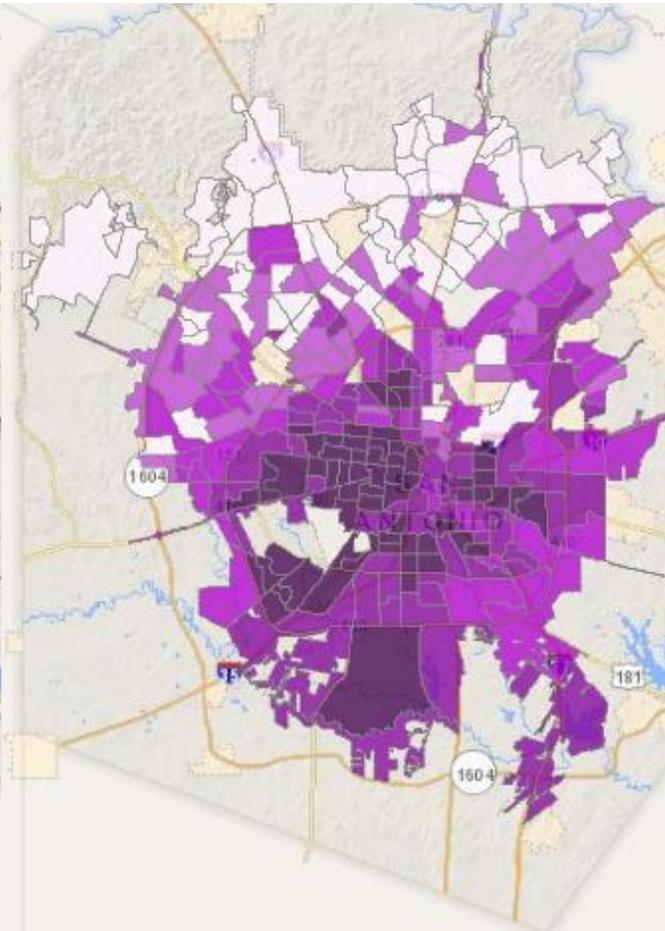# City of San Antonio Ready to Work Child Care Pilot Program
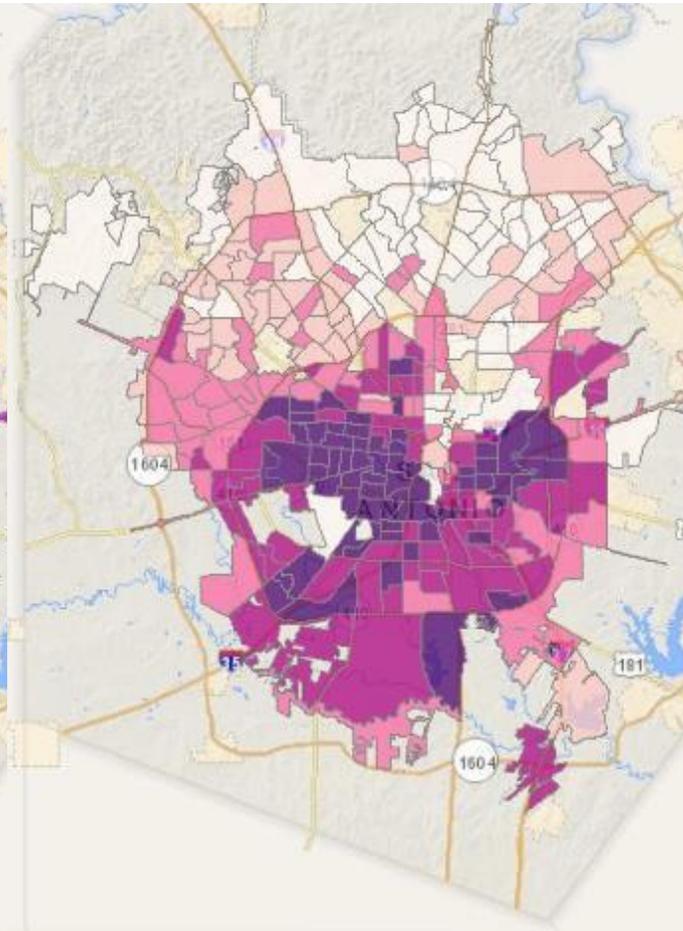
SA Ready to Work
Childcare Pilot
Orientation and Q&A

Why are we investing in Ready to Work?
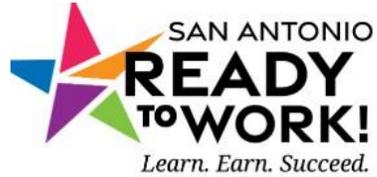

Income Inequality

Low Educational Attainment

75.2% People of Color

Historic Redlining

https://www.sanantonio.gov/Equity/Initiatives/Atlas
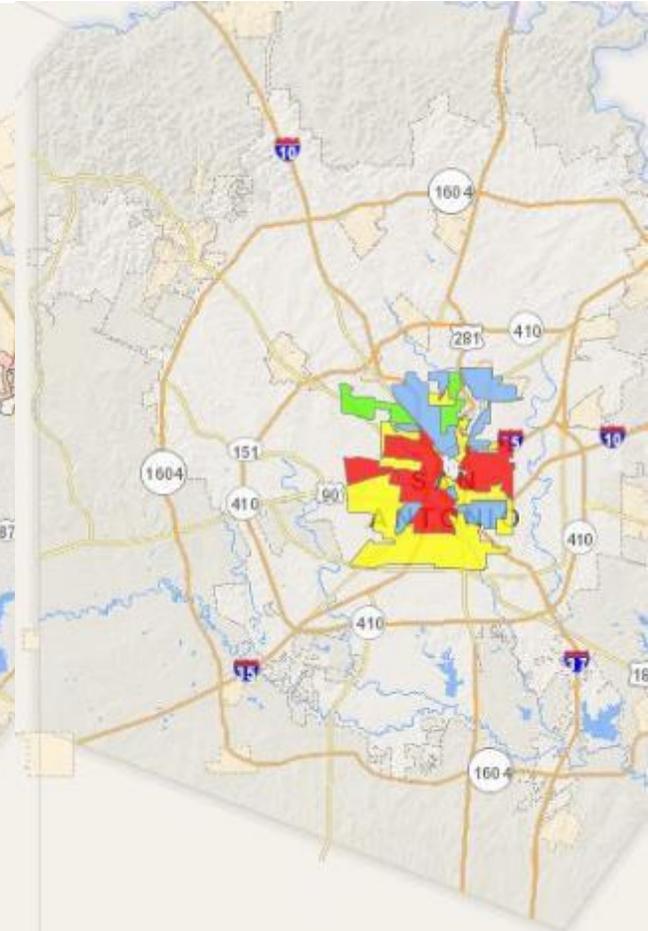
READY TO WORK!

Progress to Date

Program Overview

Ready to Work (RTW) is San Antonio's unprecedented education and job placement program.

In 2020, San Antonio voters overwhelmingly approved the $200 million program, which is funded by a 1/8-cent sales tax. Local employers have pledged support for the program and provide guidance relating to in-demand, well-paid occupations, and relevant training.

Ready to Work intends to interview over 39,000 applicants, to enroll over 28,000 participants in approved training programs (including certifications, associate's and bachelor's degrees), and to place over 15,600 training completers into approved jobs.

Ready to Work tracks additional information about participants, such as military status, disability status, and justice involvement. Please contact RTW.help@sanantonio.gov for more information.

Program Metrics
(as of 12/16/2024)

Participants Enrolled in Training	Successfully Completed Training	Participants Placed in Approved Job
9,649	2,774	1,667

Click on tiles for details

Program Financial Snapshot
through October 2024

Revenues
Actual sales tax collected: $177,231,657

Expenses
Actual program expenditures: $50,725,556

Total program expenses per participant enrolled in training: $5,908

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Childcare Needs

Survey distribution and participation

The survey was distributed to ~7,400 past and current RTW participants using a mix of existing email lists. Approximately 4,800 people opened the email.

Participation was incentivized through an advertised drawing for one of ten $40 gift cards (totaling $400).
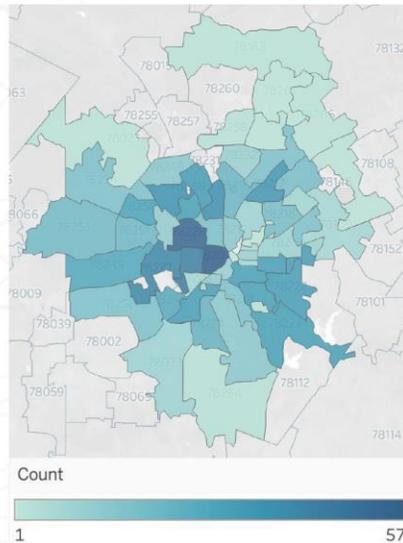
905 People completed the survey

641 currently care for children

60+ San Antonio zip codes represented

Count
1 — 57

Key Findings

70% of the people who responded to this survey have childcare needs.

641 respondents currently care for one or more children. Approximately half of those respondents (47%) have a child over the age of 5.

94% need childcare on weekdays. Almost one-third report needing it on weekends as well.

81% of the people who needed childcare stated their *single greatest barrier to regularly accessing childcare is lack of funds*.

59% of them said *they could not afford any childcare in a given week.*

Of the survey respondents with children:

32% are caring for one child,

28% are caring for two children,

22% are caring for three or more children, and

17% are caring for four or more children.

Pilot Details

In collaboration with DHS & Pre–K4SA

Program Objective

To combat the challenge of finding quality childcare for working parents, Ready to work is providing $1M of funding ($50K for DHS administration/ $950K for direct scholarships).

This pilot anticipates to serve 230–250 children of SA Ready to Work participants with 8 months of quality childcare to help keep RTW parents on plan to completion.

Childcare Program

1. **Confirm client is eligible and actively participating in SA Ready to Work**

2. **Assess client's basic need for childcare and consider additional CCS eligibility requirements**
   a. Child(ren):
      i. Age under 13 years old (or under 19 with a disability);
      ii. US Citizen or Legal Resident;
   b. Each parent/caretaker works, attends school or workforce training at least 25 hours per week on average; and
   c. Gross monthly household income does not exceed 85% state median income for family size (see the Texas Rising Star Providers Sliding Fee Scale).

3. **Provide client link to apply to CCS if not already on waitlist.**
   a. Apply online:
      i. English – cognitoforms.com/WSAChildCare/waitlist; or
      ii. Spanish – cognitoforms.com/WSAChildCare/waitlistspanish.
   b. Call by phone:
      i. (800) 204–7905 or (210) 230–6300

4. **Refer client to Pre-K 4 SA Navigator using designated email box.**

Childcare Program

5. PreK Navigators will:

a. Receive referral and acknowledge receipt;

b. Assist clients with applying for CCS if needed;

c. Identify available childcare providers and assist client with selecting provider; and

d. Refer pilot families to DHS using DHSRTW@sanantonio.gov.

6. DHS Counselors will:

a. Receive referral and acknowledge receipt

b. Verify that client is on CCS waitlist

c. Enroll client in Our City Cares / Ready to Work Childcare Pilot program d. Process payments for vendors

7. Set calendar for client to update waitlist status every 90 days.

Questions?

readytoworksa.com
RTW.Help@sanantonio.gov
210-207-JOBS

READY TO WORK!™

Early Matters

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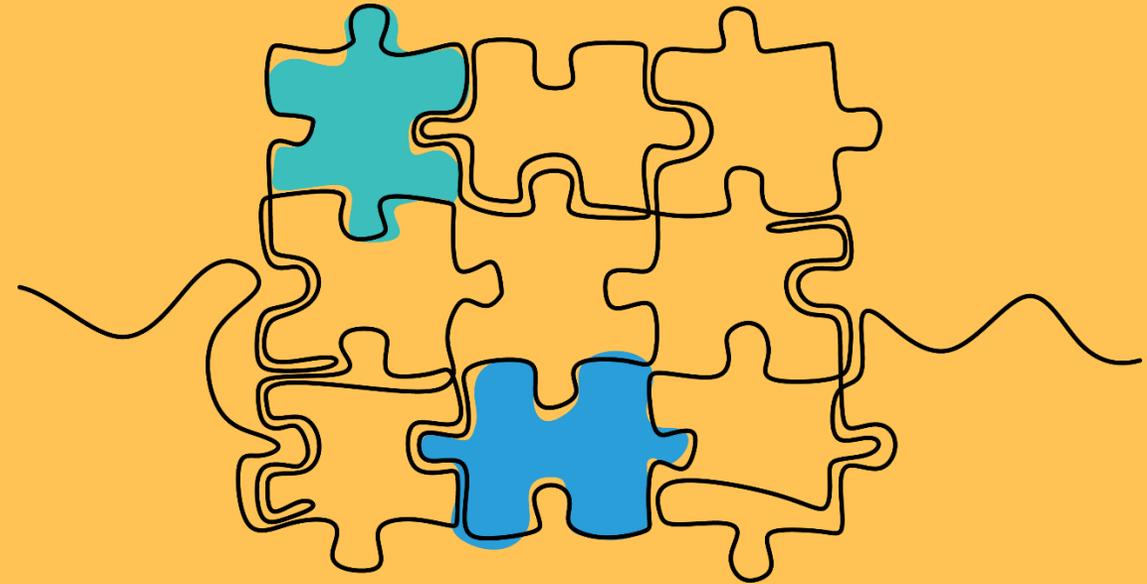
Policy and Legislative Session Update

ECE Workforce – SB 462

- Childcare Workers Receive Priority Access to Childcare Scholarships by Kolkhorst and Harris Davila shores up childcare capacity for all working families by giving childcare workers priority to access scholarships for their own children without waiting months on a waitlist.

Improving Texas' Childcare Data Systems

- HB 3963 by Capriglione and Paxton improves cross-agency data sharing about early childhood programs, allowing policymakers to prioritize ROI while safeguarding privacy and security and empower communities to make informed improvements (ECIDS bill).

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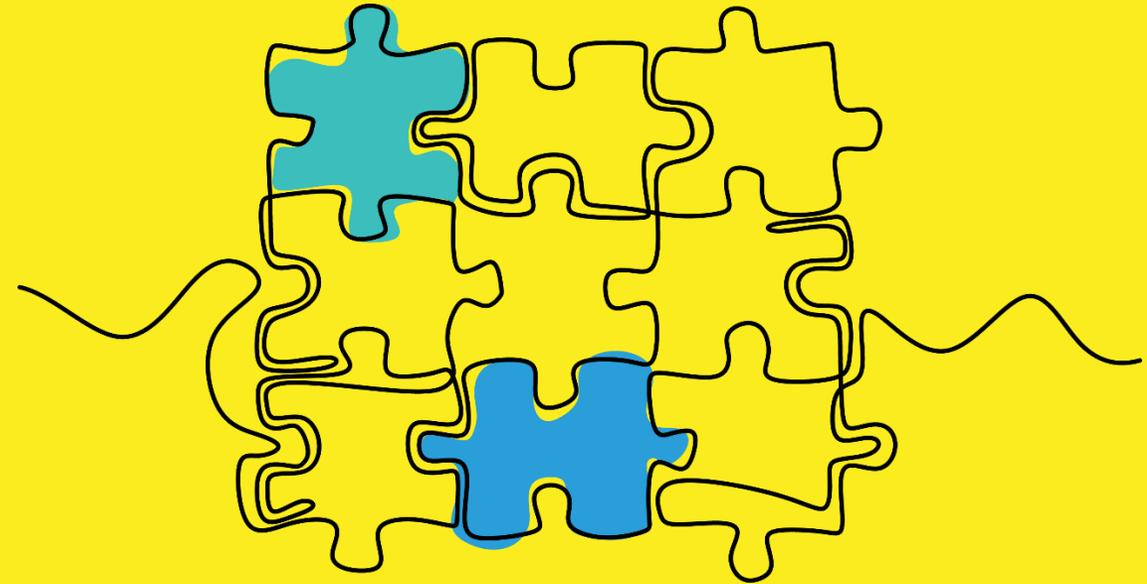
Governor Task Force on the Governance of Early Childhood Education and Care

- HB 117 by Schoolcraft and Campbell creates the Governor's Task Force on the Governance of Early Childhood Education and Care, to conduct a review of the existing state and federal systems that oversee and regulate birth - age 8 education.
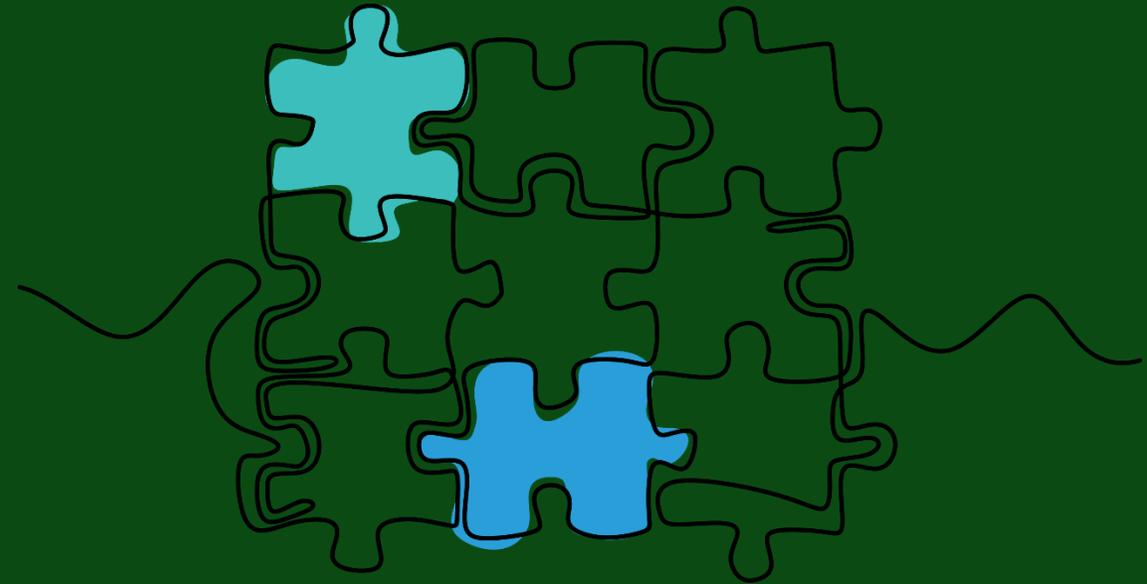
Removing Burdensome Regulation for Home-Based Childcare

- SB 599 by West preempts local regulations for state licensed and registered childcare homes.
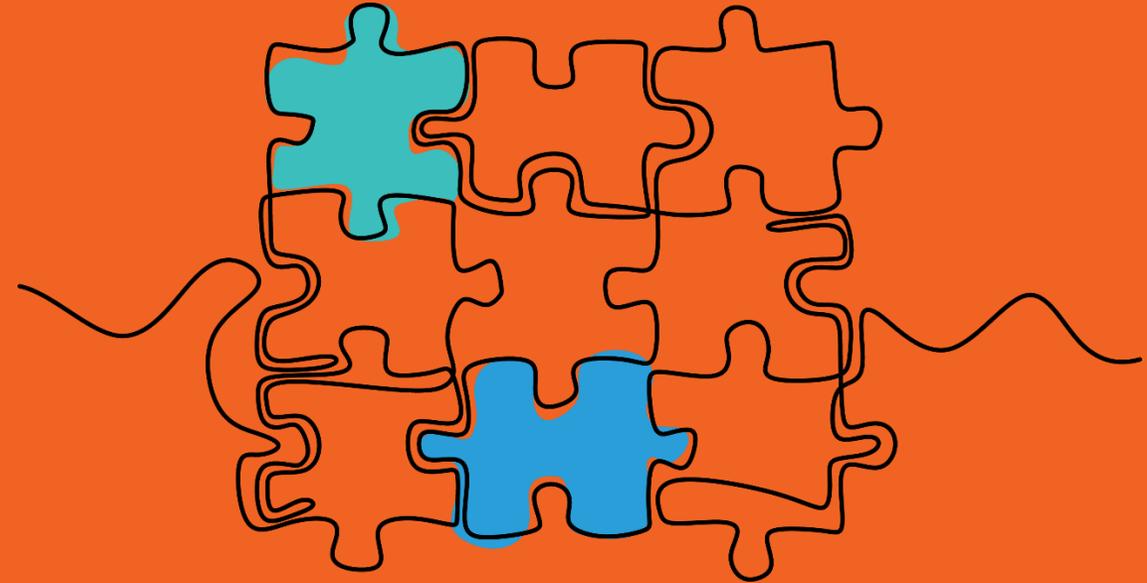
Private Childcare Providers Included in Texas Educational Savings Accounts

- SB 2 by Creighton and Buckley establishes Educational Savings Accounts (ESAs), which will allow families to use public funds for their children's education at accredited private schools, including private childcare providers serving children in prekindergarten or kindergarten.

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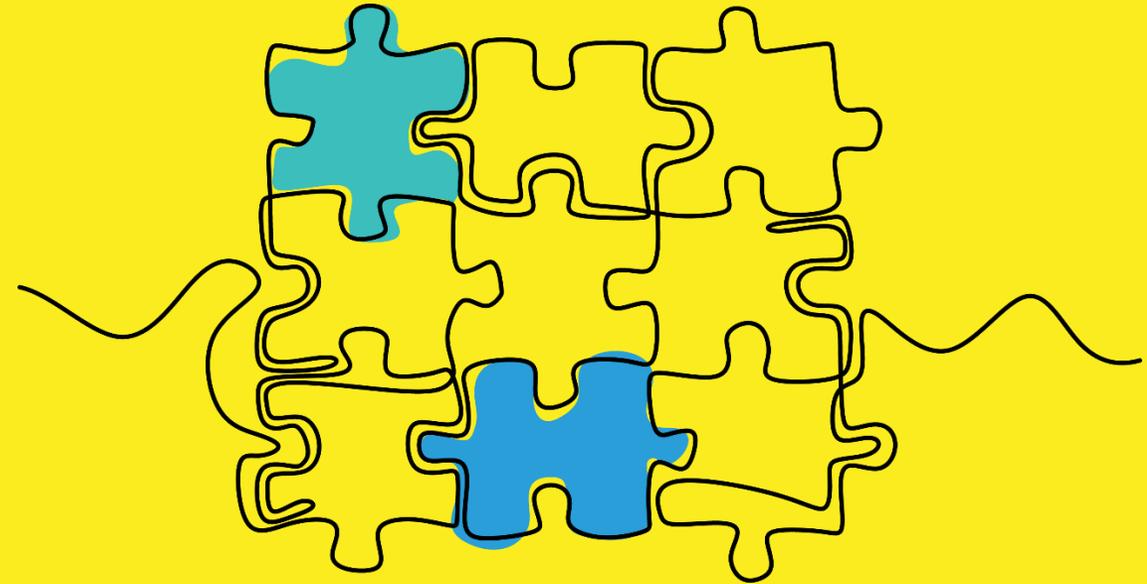
$100M for Child Care Scholarships

- The state's budget adds $100 million to serve ~10,000 additional children through the childcare scholarship program.

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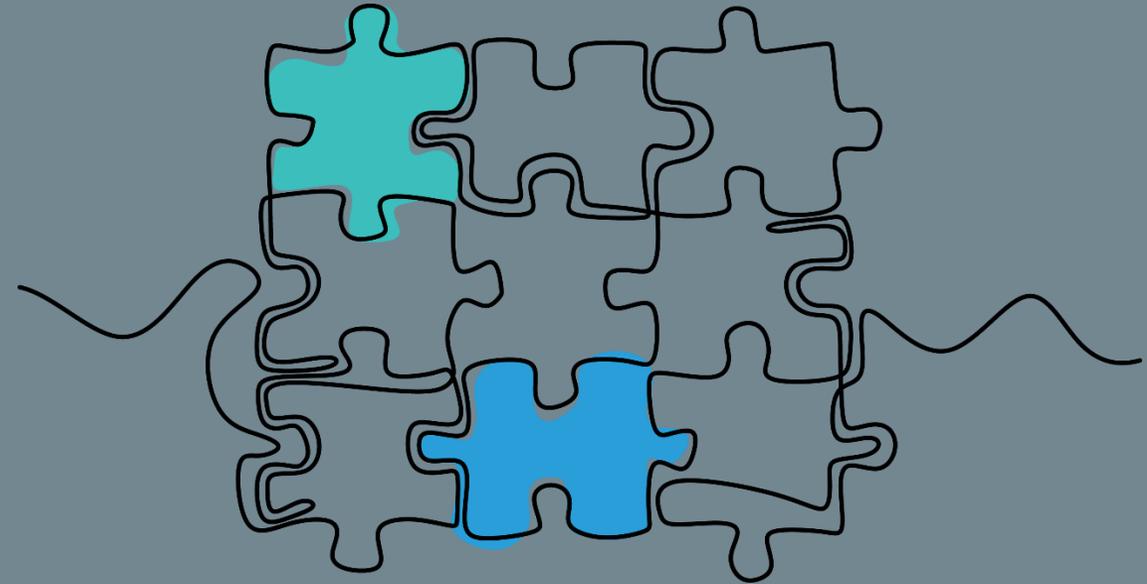
Improving Mixed Delivery Pre-Kindergarten

- HB 2 by Buckley and Creighton establishes PreK Hubs to assist school districts (ISDs) and private providers in establishing PreK Partnerships. ISDs will be required to pass through 85% of all state funds received to the providers
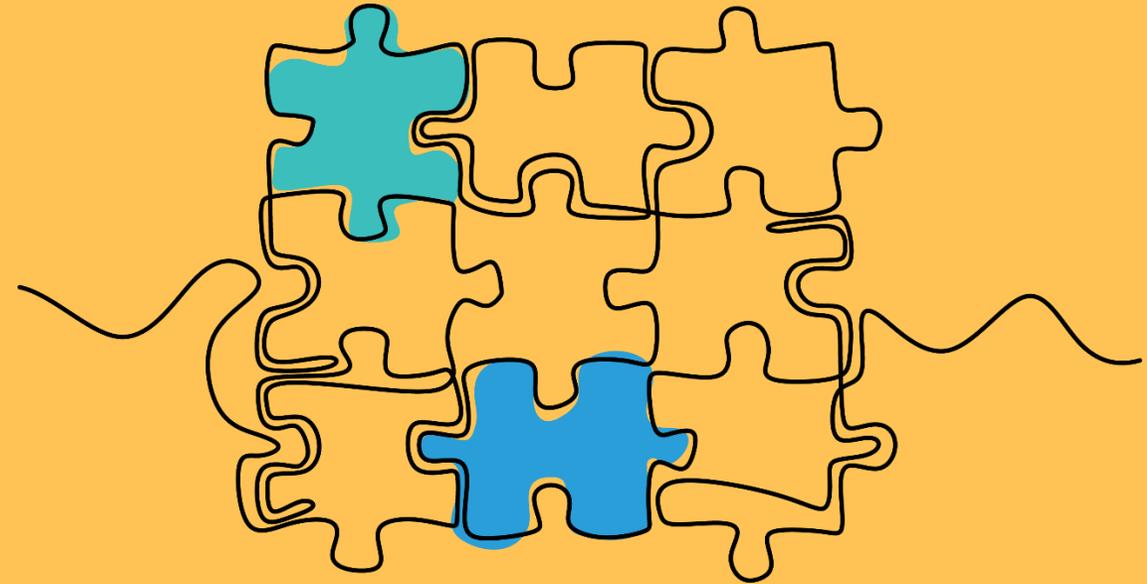
Full-day funding for 4-year-olds in Public PreK

- HB 2 redistributes Early Education Allotment funding in an amount equal to half average daily attendance (ADA) to fund all day PreK for 4-year-olds.

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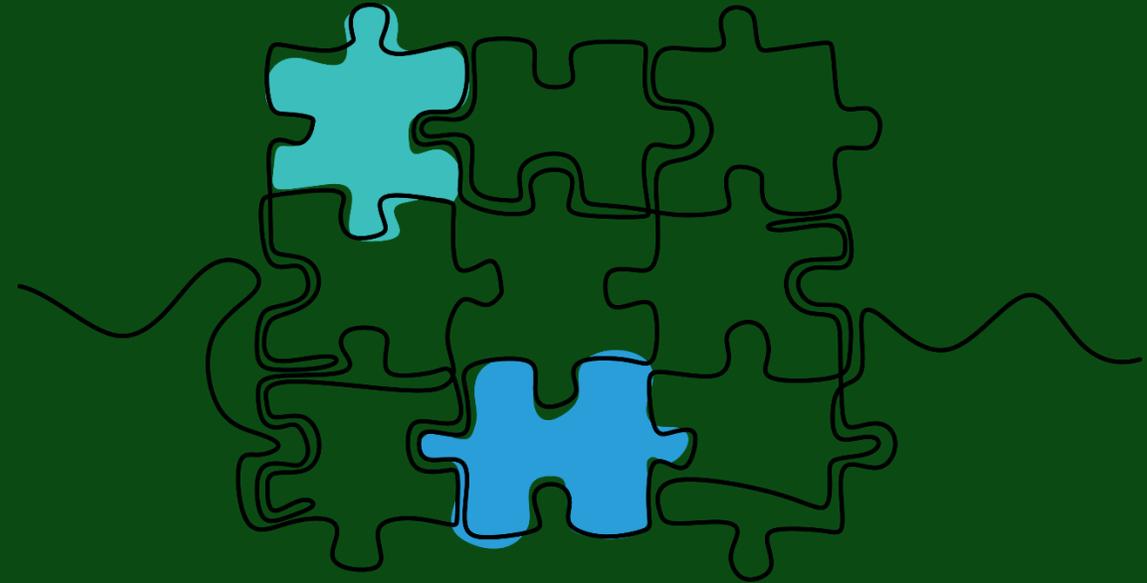
Early Elementary

- HB 2 also includes the following highlights for early elementary: allocates $8.5 billion to public schools; provides extra learning support for children as early as kindergarten, including the addition of dyslexia screeners before 3rd grade; makes ISD teachers eligible to access district PreK for their own children; and adds new restrictions to tuition-based PreK for children in public schools.
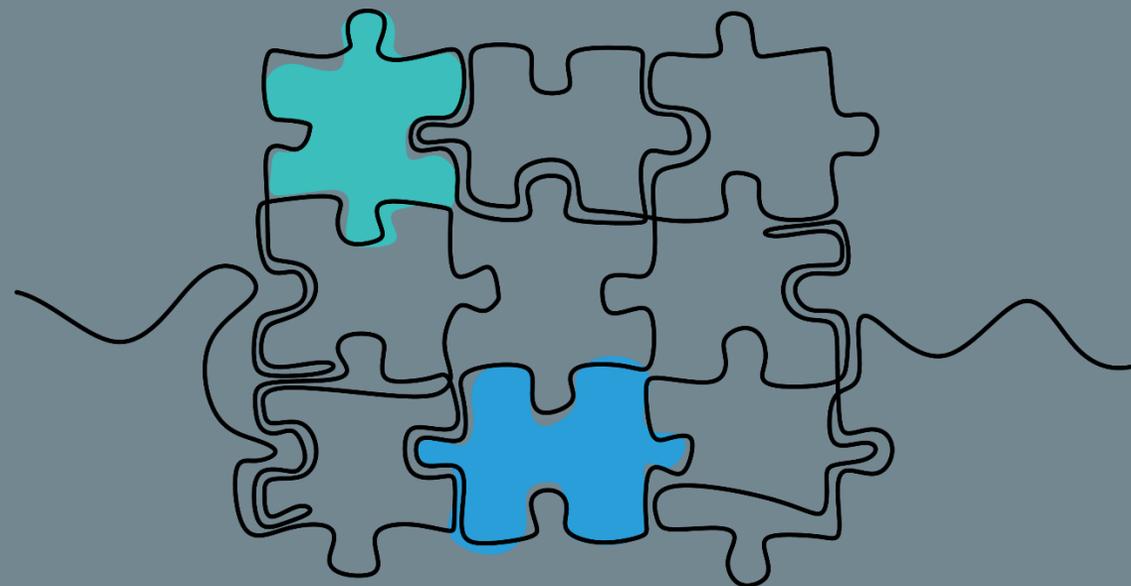
OUR BOLD PROMISE

All children in San Antonio have strong early learning and development, creating a powerful future for themselves, their families, and the community.

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Texas Readiness Levels Never Improve Beyond Kindergarten Readiness

At no point in the educational pipeline do students perform better than upon Kindergarten entry.

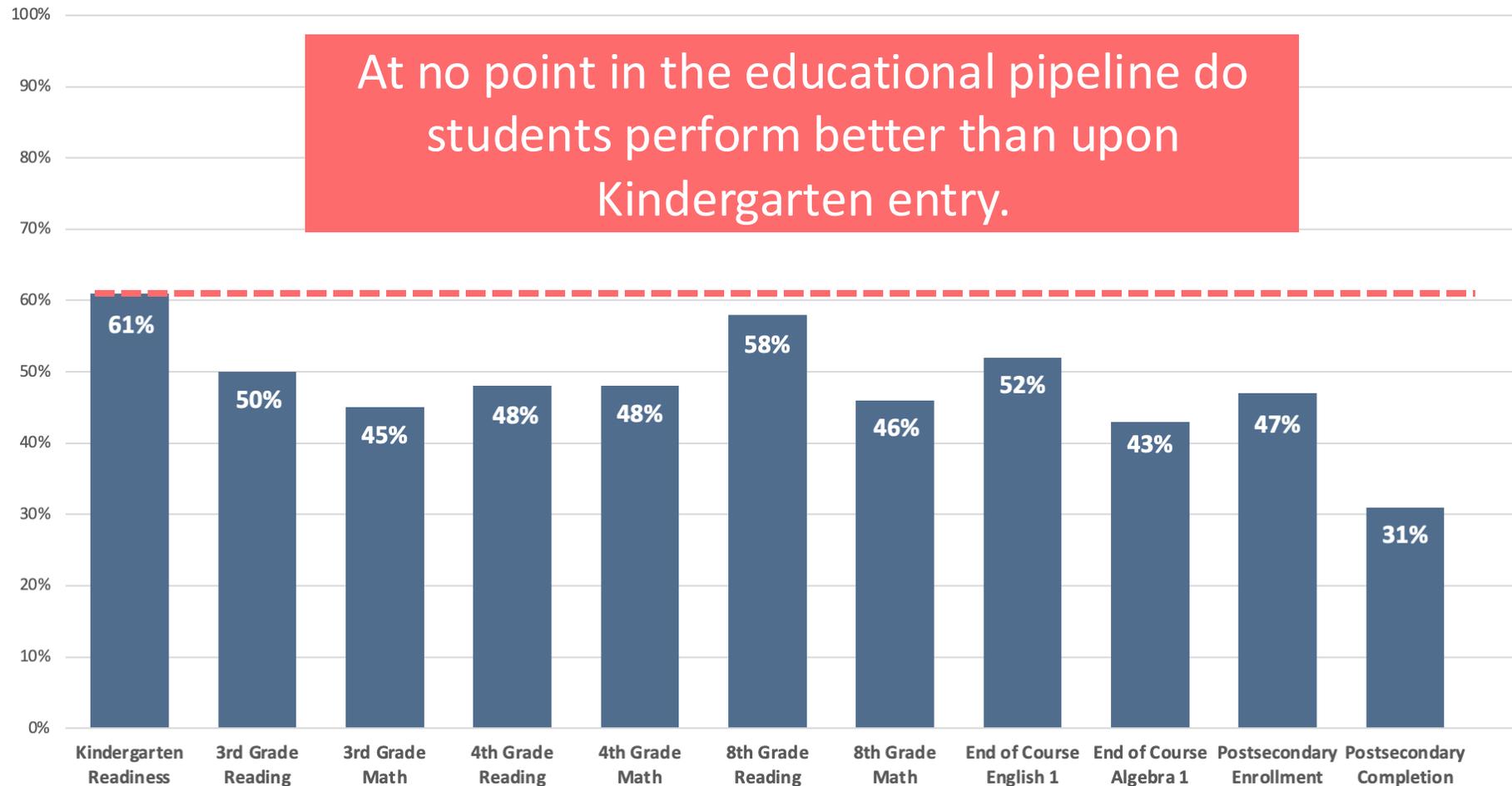| Kindergarten Readiness	3rd Grade Reading	3rd Grade Math	4th Grade Reading	4th Grade Math	8th Grade Reading	8th Grade Math	End of Course English 1	End of Course Algebra 1	Postsecondary Enrollment	Postsecondary Completion
61%	50%	45%	48%	48%	58%	46%	52%	43%	47%	31%

Note: Kindergarten readiness comes from the children enrolled in public PreK, for children not enrolled in public PreK, only 49% are considered "ready." Kindergarten Readiness is defined as students meeting or exceeding the cut-off score for a particular assessment on the Commissioner's List of Approved Assessments. Readiness is based on the literacy assessment only and does not provide comprehensive information on student readiness across all developmental domains.
Sources: Data comes from 2022-2023 TAPR, 2022-2023 TPEIR, and THECB 2023 reports.

Bexar County Kindergarten–Ready

Bexar County Kindergarten Ready

Bar chart showing Bexar County Kindergarten-Ready percentages by school year:
- 20-21: 64%
- 21-22: 62%
- 22-23: 45%
- 23-24: 50%
- 24-25: 49%
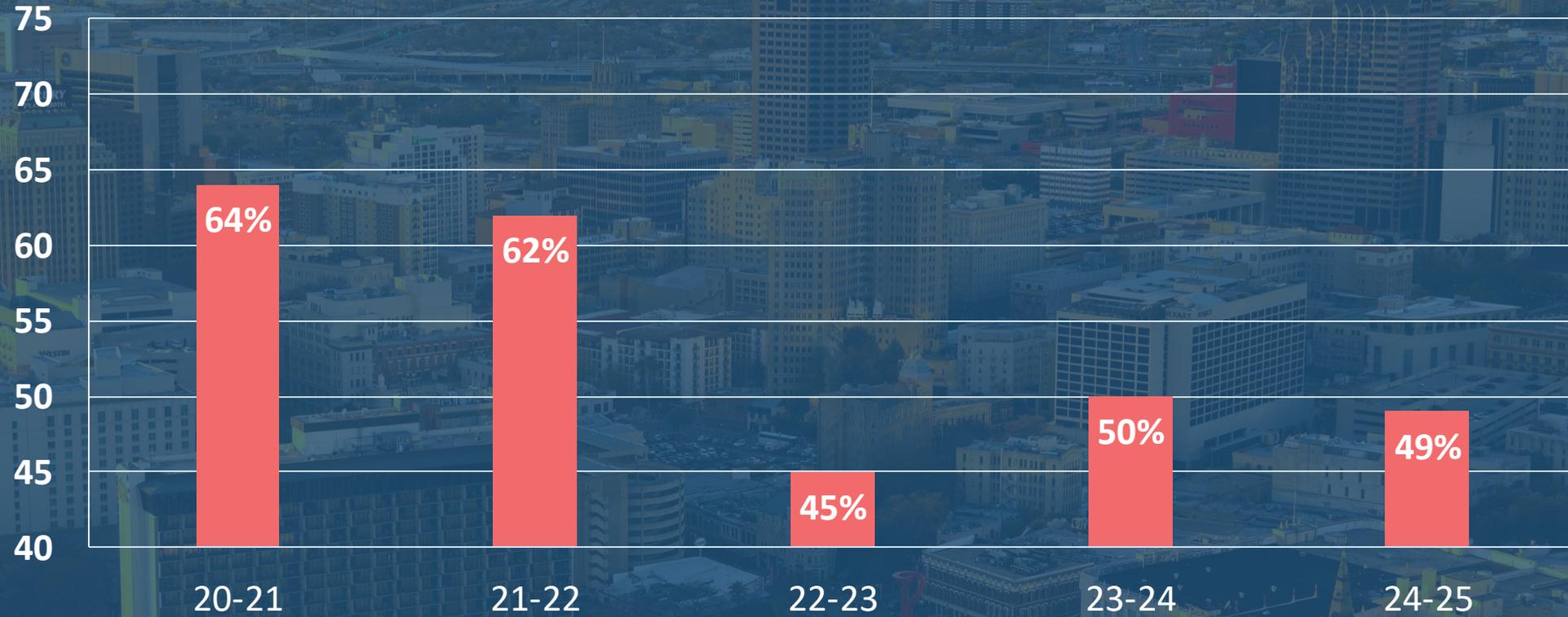
OUR HEADLINE GOAL

70% OF BEXAR COUNTY CHILDREN ARE KINDER-READY BY **2030.**

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Bexar County Kindergarten–Ready

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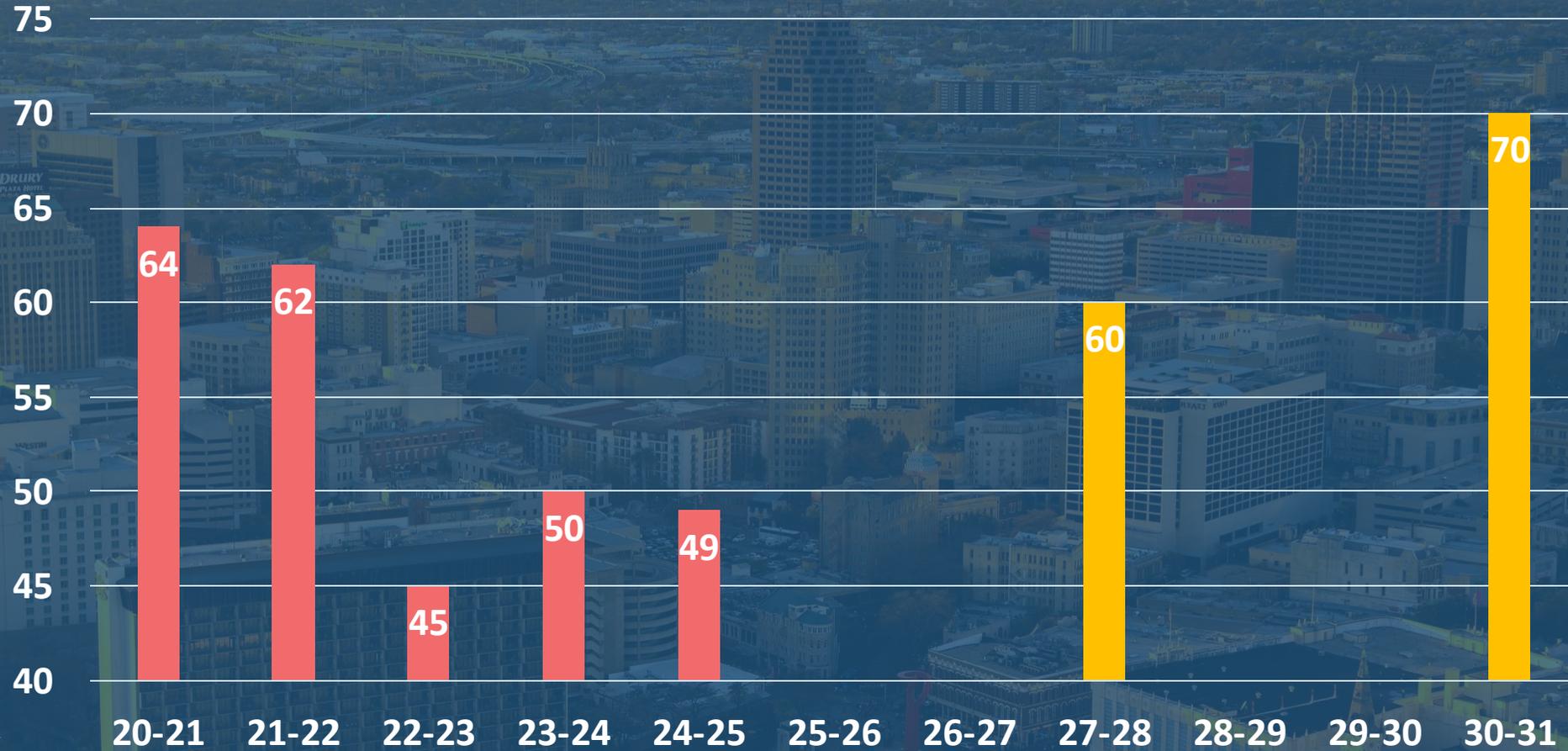
Upcoming
All Partners Meeting

Tuesday, August 26th at Region 20 ESC – 1:00-3:30 pm

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United Way

Texas A&M University San Antonio

Pre-K for SA

Youth Trade Day

Trades Day – October 8, 2025

2024 Highlights
- 70 Exhibitors: Construction Companies, Universities, Industry related organizations and partners
- 900+ Students
- 8 Student Competition Teams

2025 Needs
- Sponsors: Levels ($550 - $3,500)
- Exhibitors
- Volunteers
- Media Connections
- Dynamic Speaker
- Student Outreach

Pre-Apprenticeship Program with San Antonio Independent School District (SAISD)

Contractors Apprenticeship Trust & Education Programs

Building Skilled Careers, Empowering Communities

Program Overview & Industry Challenge

- ABC Contractors Apprenticeship Trust: DOL-registered 4-year apprenticeship program – est. 1994

- 180+ apprentices in carpentry, electrical, pipefitting, plumbing, sheet metal – 2025/ 2026 School Year

- Critical skilled labor shortage in construction – estimated 500,000+ nationwide

- ABC addresses this with structured training and credentialing

Program Features & Employer Benefits

- Structured NCCER curriculum, OSHA & technical skills
- On-the-job learning with sponsoring employers
- Journeyman certification & DOL credentials
- Diverse, inclusive, earn-while-you-learn model
- Employers benefit: lower turnover, skilled workforce, increased productivity

Facility Expansion & Pre-Apprenticeship Program

- Need for a 60,000+ sq. ft. training facility with labs/classrooms – seeking public/ private partners: renovate, repurpose, or build new facility
- High school workforce pathways with ISD partnerships
- New pre-apprenticeship program for high school students
- Credits apply to full apprenticeship program upon graduation

Expansion of existing education programs – members and community outreach

- Current Programs: leadership forums, safety training, OSHA certifications, CPR & First Aid certification, blueprint reading, advanced communication for the field, monthly lunch & learns, focus driven topics for committees include safety, technology, soft skills, financial literacy, leadership, self-protection

- Future Programs: Spanish/ English language courses, public speaking training, NCCER foreman certification

Questions

In-Person Youth Success Story: Jada Douglas

Jada Douglas – Follow-Up Success Story: Fueling Her Future, One Smile at a Time

- **Program Start:** Jada Douglas joined the Youth Empowerment Services (YES) Program in November 2023, with the homeless barrier

- **Career Achievement:** She now works full-time as a dental assistant at Sunshine Pediatric Dentistry and Orthodontics, providing care and comfort to young patients

- **Professional Growth:** Jada earned two advanced dental assistant certifications: Coronal Polishing and Monitoring of Nitrous Oxide Sedation, expanding her clinical skills and responsibilities

- **Ongoing Support:** She is receiving follow-up services phase of the YES Program and continues to receive assistance like fuel cards to support her commute

- **Overcoming Adversity:** Once facing homelessness, Jada has achieved career stability and independence through resilience and support

"I absolutely love what I get to do. Every day I get to help children feel safe, healthy, and confident. That means everything to me."

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Media, Marketing, and Communications Update

Kerrville Community Response

Media Coverage:
KSAT 12 News | Stephania Jimenez
July 29, 2025

- **Segment Length: 2:23**
- **Interview Focus**

  - 6x Increase in Kerrville Career Center Foot Traffic

  - Tourism-related industries most affected

  - Workforce One Mobile Unit

  - Disaster Unemployment Assistance (DUA)

  - Job Search and Career Support Services

Workforce Solutions providing additional supports for flood victims

Kerrville Community Response

Website | Social Media

Disaster Recovery Information & Resources

- **Dedicated Website Landing Page:**

  - Disaster Unemployment Assistance

  - SBA Disaster Assistance Loans

  - Kerr Together (Local resources)

  - Kerrville & Boerne Career Center Info.

Kerrville Community Response
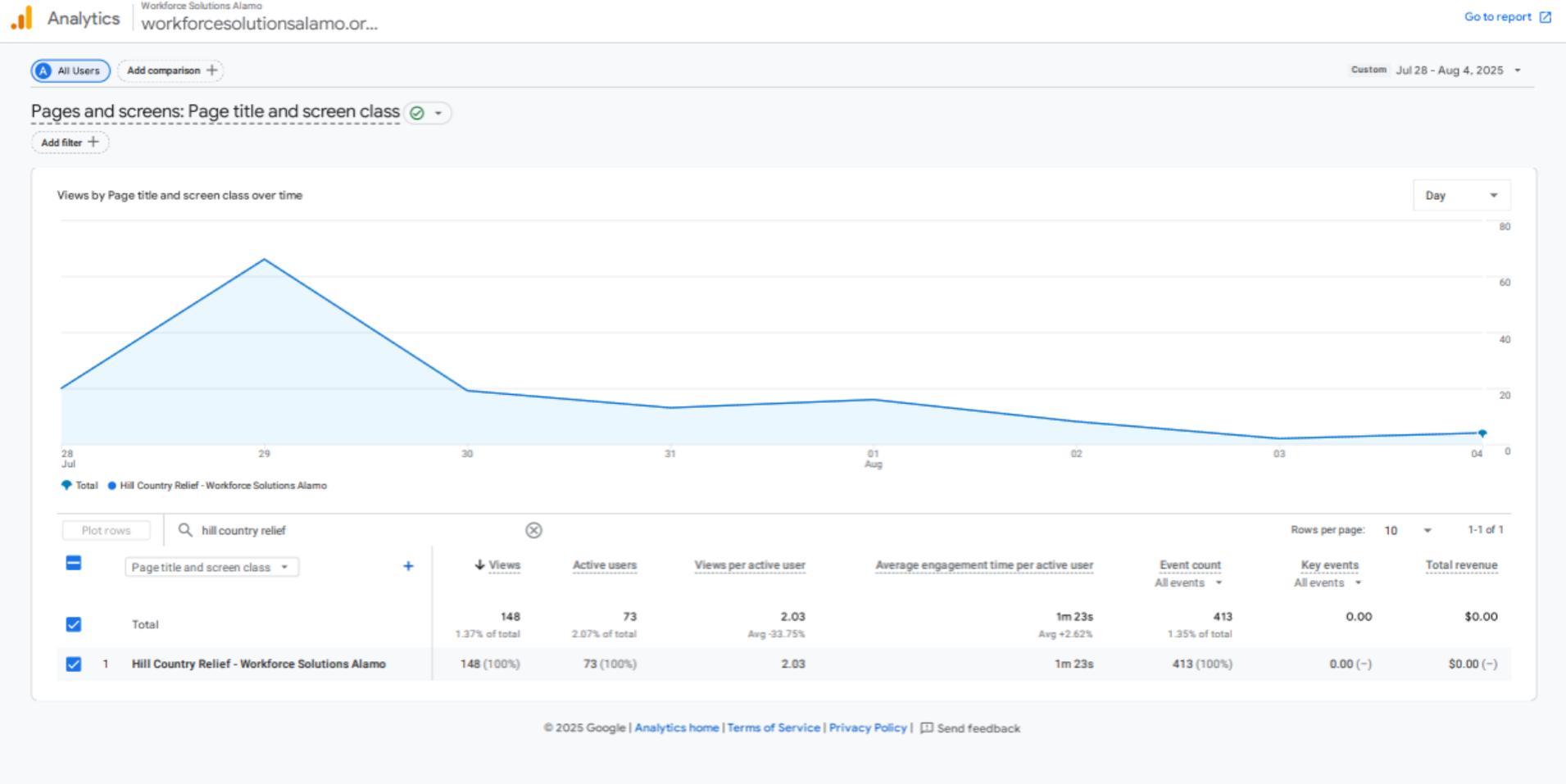
Media Coverage

Recent Media Coverage - July 2025

Media Outlet	Date	Topic
Pleasanton Express	July 1, 2025	Atascosa County Summer Interns
Hill Country Community Journal	July 18, 2025	All hands on deck responding to tragic flood event
Texas Public Radio	July 21, 2025	Labor Market Information: Dallas Fed: Texas may see 1.7% job growth in 2025
KSAT 12 News	July 29, 2025	WSA Providing Additional Supports to Flood Victims
KSAT 12 News	July 29, 2025	Fredericksburg Job Fair: Pioneer Memorial Library
KSAT 12 News	Aug. 4, 2025	Texas Veterans Commission Construction Industry Career Fair

2025 ATASCOSA COUNTY INTERNS

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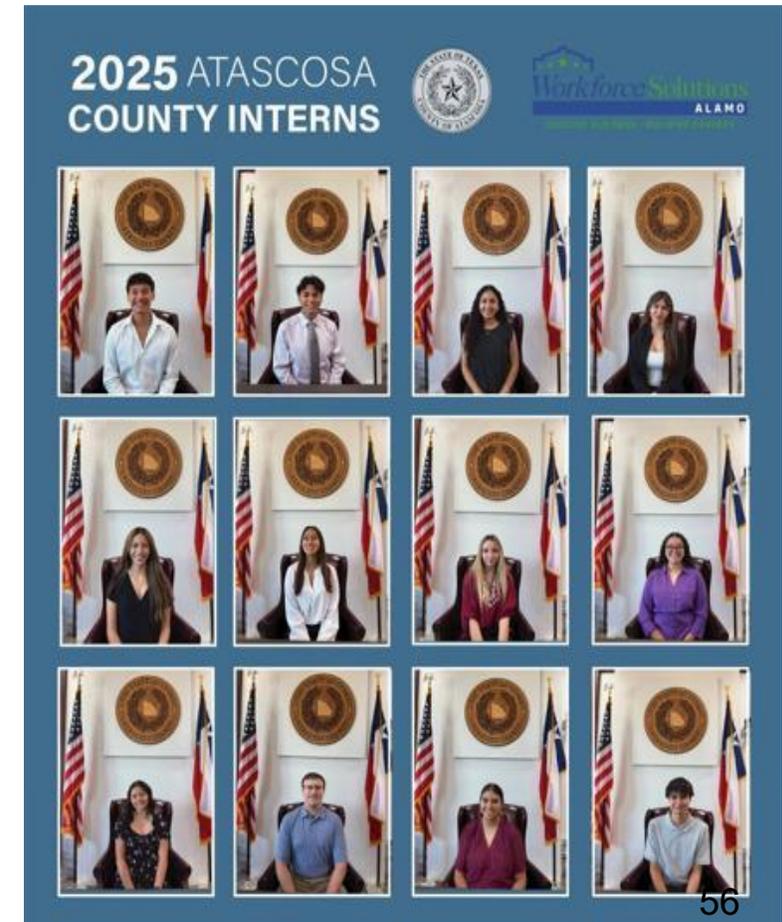
Social Media Performance

Followers

Facebook Page	**+0.4%**	**7,887**
LinkedIn Page	**+2.5%**	**3,983**
Twitter	**0%**	**1,786**
Instagram Bu…	**+0.8%**	**1,523**

Posts

Instagram Busin…	**+250%**	**28**
Facebook Page	**+100%**	**24**
LinkedIn Page	**+100%**	**24**
Twitter	**+140%**	**24**

Social Media

 Top content by views

In support of those impacted by the rece...

Sun Jul 6, 8:18pm

👁 4.4K ♥ 71
💬 4 ➹ 23

Find the right job for you with help from...

Mon Jul 21, 7:01am

👁 3.3K ♥ 12
💬 0 ➹ 11

Interns! Don't miss Intern Day SA! 2025,...

Wed Jul 16, 11:00am

👁 2K ♥ 18
💬 1 ➹ 10

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Local Plan 2025-2028 Campaign

WSA Local Plan 2025 – 2028

- **Approved plan added to website and link sent to TWC on July 31.**

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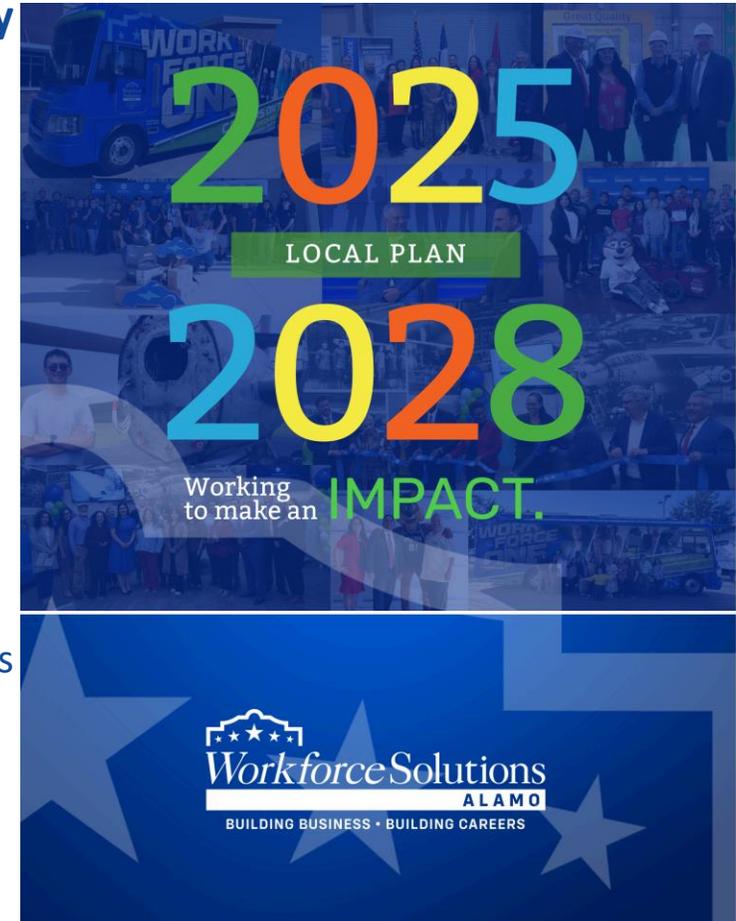
CALL TO ACTION: Share your ideas | Penny Benavidez at pbenavidez@wsalamo.org

Workforce One Utilization

Workforce One Utilization

April
- **Lackland**
- **Randolph**

June
- **RESEA Outreach**

July
- **Kerr county**
- **Fredricksburg**
- **Lackland**
- **Intern Day SA**

August
- **JBSA Career Summit**
- **BCFS Hiring Fair**

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Rules Regarding Citizenship Status

Summary

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

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

Purpose

The briefing has the following purposes:

A. To reaffirm WSA's ongoing commitment to meeting employer labor demand through the effective use of public funds in compliance with federal and state work authorization requirements for individuals.

- Ensure employer confidence that partnering with WSA will help them identify and hire workers who are both equipped with the skills to succeed on the job and legally authorized to work in the U.S.

B. To highlight a new federal directive requiring verification of temporary work authorizations in three-month intervals.

C. To brief the Board about citizenship and work authorization requirements for participants.

Background (Federal Law & Exec. Orders)

- The Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (Public Law 104-193)(PRWORA)[1] prohibits unauthorized individuals within the Nation's borders from depending on public resources to meet their needs.

- WIOA Section 188(a)(5) states that "participation in programs and activities… shall be available to citizens and nationals of the United States, lawfully admitted permanent resident aliens, refugees, asylees, and parolees, and other immigrants authorized by the Attorney General to work in the United States."

  - To that purpose, the Department of Labor issued a Training and Employment Guidance Letter (TEGL) No. 10-23, Change 2, "*Work Authorization Verification in Grant Programs Administered by the Employment and Training Administration*."

  - The guidance maintains existing work authorization verification requirements and adds a new directive for WIOA and related grants.

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

WIOA & Related Grants

- WIOA Title I Adult, Dislocated Worker, Youth, and statewide employment and training services funded by the Governor's reserve,

- WIOA National Dislocated Worker Grants (DWGs),

- Wagner-Peyser Act (W-P) Employment Service,

- Other partner programs not operated by WSA Contractors (authorized under Section 169 of WIOA):

  - Re-entry Employment Opportunities (REO),

  - YouthBuild,

  - Section 167 Migrant and Seasonal Farmworker Program, commonly referred to as the National Farmworker Jobs Program (NFJP), and

  - Senior Community Service Employment Program (SCSEP).

Participant-Level Services (federal public benefits)

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

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

Required Actions

Federal law ratifies existing work authorization verification requirements:

- Verify and document work authorization before delivering participant-level services to eligible participants.

- WSA uses the *WIOA Citizenship/Eligible Non-Citizenship Status Authorization to Work* form (attached).

- *Temporary Work Authorizations (new requirement)*: Temporary work authorizations must be reviewed at a reasonable interval, but no less than every three months (requiring Exit and discontinuation of services, should the work authorization expire or be revoked outside the 3-month check).

Grants for Which WSA Does Not Validate Work Authorization Status

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

- TANF/Choices and SNAP E&T: HHSC.

- Non-Custodial Parent (NCP): The Office of the Attorney General (OAG).

- Trade Adjustment Assistance (TAA): TWC's TAA Unit.

- SEAL: TWC's Vocational Rehabilitation.

Staff Recommendations

- Ensure policies and procedures accurately reflect requirements.

- Develop and provide staff training and, as needed, technical assistance.

- Maintain internal controls to validate authorization to work requirements for WIOA and related grant participants.

- Immediately uploading work authorization verification and supporting documentation into Cabinet to be ready for submission in response to any potential federal or state agency requests.

Financial Impact

- As approved by the Board, WSA covers costs associated with the work status verification using budget allocations for the Contractors (e.g., as part of Operations).

- Cabinet, the electronic document repository of participant records, is already in place, and the expense is already allocated (WSA began digitizing all participant records in August 2023).

- Services provided to non-authorized individuals may incur disallowed costs.

Performance

Progress

Performance Targets for BCY 2024   October, November, December:

- Adult Employed Q4

- Adult Credential

- DW Credential

- C&T Employed Q2

- C&T Credential

Performance from May:
- DW Credential
- C&T Credential

May MPR

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

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

Next Steps

- Review TAP progress every two weeks to foster collaboration between contract and board staff.
- Continue using predictive reports for youth measures until TWC provides an accurate MPR.

RTW Financial Analysis

2022-2025 Budget and Expenditures

3-Year Contract Budget	Expenditures	Budget Balance
$65,554,565.00	$36,640,450	$28,914,115

Ready to Work Rollforward			
	Year 1	Year 2	Year 3
BOARD COST			
Revenue Fees Earned	$ 628,967	$ 1,323,365	$ 1,809,487
Expenditures	$ 575,735	$ 1,181,098	$ 1,691,978
Operational Reserve	**$ 53,232**	**$ 142,267**	**$ 117,509**
SUBRECIPIENT COST			
Intake Fees	$ 1,313,938	$ 2,229,832	$ 3,123,036
Case Management	$ 3,678,274	$ 8,484,394	$ 11,380,413
Net	**$ 4,992,212**	**$ 10,714,226**	**$ 14,503,449**
CLIENT COST			
Tuition	$ 6,526,743	$ 12,658,969	$ 19,907,535
Emergency Services	$ 122,432	$ 352,557	$ 537,488
Net	**$ 6,649,174.64**	**$ 13,011,525.60**	**$ 20,445,022.75**
Overall RTW Expenditures	**$ 12,217,121.06**	**$ 24,906,849.39**	**$ 36,640,450**

2022-2025 Cashflow
As of June 2025

Ready to Work 3-Year Contract

Estimated Cash

Cash on Hand as of June 30, 2025	$407,597	
Accounts Receivable - COSA	$3,962,724	
Accounts Receivable - Subcontractors	$558,395	
WSA Projected Reserves - May 31, 2025	$117,509	
Pending Obligations to be Billed	$777,302	
Projection of Cash on Hand		**$5,823,527**

Pending Obligations

Intake/Case Mgmt Accounts Payable - Subs	(980,802)	
Tuition - Accounts Payable	(3,880,524)	

Obligations through Program Completion

Tuition	($844,692)	
		($5,706,018)

WSA Reserves for Unforeseen Expenditures		**$117,509**

RTW Updates

WSA received a contract renewal notification at the beginning of July that would start retroactively in June 2025. WSA was not aware of the start date as there was a 90-day extension where the contract expected to start in August 2025. WSA Staff and subcontractors continued to serve and expend the 3-year contract term which caused allocations adjustments, contract amendments, and new funding requirements.

With a one-month delay, WSA has been finalizing contract negotiations with subrecipients in August which causes delays in payment of 2 months of the new year contract. WSA has offered an advance to all subrecipients to cover their cost.

Fee structure for the new contract year includes a 70/30 Case Management payment. 30% of the Case Management Fee will be paid once a participant is placed on a job. WSA will be working with the subrecipients as we finalize the contracts for new required billing.

Client Expenditure Analysis

Client Expenditures

TWC Funding

Client Expenditure Comparison - TWC Programs as of June 2025				
Category	FY24	FY24 Allocation %	FY25 Year-to-Date	FY25 Allocation %
Work Related	$ 30,205	5.59%	$ 76,825	12.28%
Rent	$ 201,270	37.27%	$ 269,391	43.06%
Utilities	$ 31,049	5.75%	$ 43,992	7.03%
Transportation	$ 194,106	35.95%	$ 173,899	27.80%
Incentives	$ 45,056	8.34%	$ 38,700	6.19%
Youth - Support Services	$ 38,313	7.10%	$ 22,759	3.64%
TOTAL:	$ 539,999	100.00%	$ 625,566	100.00%

Client Expenditures

Ready to Work Funding

Client Expenditure Comparison- Ready to Work as of June 2025				
Category	FY24	FY24 Allocation %	FY25 Year-to-Date	FY25 Allocation %
Rent	$ 121,209	52.67%	$ 47,959	25.97%
Utilities	$ 52,095	22.64%	$ 65,854	35.67%
Transporation	$ 15,123	6.57%	$ 22,336	12.10%
Laptops/Computers	$ 28,019	12.18%	$ 20,933	11.34%
Training Related	$ 2,113	0.92%	$ 5,556	3.01%
Other: Medical, Legal, Food, Daycare	$ 11,565	5.03%	$ 22,002	11.92%
TOTAL:	$ 230,125	100.00%	$ 184,641	100.00%

County by County Expenditure Analysis

County by County Comparison

TWC Programs

County	Annual Budget		Straight-line Budget		YTD Expenditures		
	Amount	%	Amount	%	Amount	%	Over/Under Budget
Atascosa	$ 646,734	2.54%	$ 485,051	2.54%	$ 514,917	3.44%	$ 131,817
Bandera	$ 283,365	1.11%	$ 212,524	1.11%	$ 232,349	1.55%	$ 51,016
Bexar	$ 19,138,175	75.21%	$ 14,353,631	75.21%	$ 10,983,397	73.48%	$ 8,154,778
Comal	$ 1,228,555	4.83%	$ 921,416	4.83%	$ 1,101,276	7.37%	$ 127,278
Frio	$ 432,720	1.70%	$ 324,540	1.70%	$ 413,883	2.77%	$ 18,837
Gillespie	$ 250,973	0.99%	$ 188,230	0.99%	$ 189,392	1.27%	$ 61,581
Guadalupe	$ 1,253,836	4.93%	$ 940,377	4.93%	$ 362,785	2.43%	$ 891,052
Karnes	$ 323,219	1.27%	$ 242,415	1.27%	$ 157,270	1.05%	$ 165,950
Kendall	$ 542,467	2.13%	$ 406,850	2.13%	$ 236,502	1.58%	$ 305,966
Kerr	$ 445,278	1.75%	$ 333,959	1.75%	$ 333,622	2.23%	$ 111,656
McMullen	$ 82,194	0.32%	$ 61,645	0.32%	$ 10,524	0.07%	$ 71,670
Medina	$ 390,384	1.53%	$ 292,788	1.53%	$ 178,268	1.19%	$ 212,116
Wilson	$ 426,780	1.68%	$ 320,085	1.68%	$ 232,829	1.56%	$ 193,952
TOTAL	$ 25,444,682	100.00%	$ 19,083,511	100.00%	$ 14,947,014	100.00%	$ 10,497,668

	Budget	Actual
Urban	75%	73%
Rural	25%	27%

County by County Comparison

Childcare

County	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Atascosa	$ 2,335,161	1.79%	$ 1,751,371	1.79%	$ 2,394,055	2.21%	$ (58,894)
Bandera	$ 543,644	0.42%	$ 407,733	0.42%	$ 475,151	0.44%	$ 68,493
Bexar	$ 108,678,085	83.40%	$ 81,508,564	83.40%	$ 90,611,400	83.64%	$ 18,066,685
Comal	$ 3,298,186	2.53%	$ 2,473,639	2.53%	$ 3,269,236	3.02%	$ 28,950
Frio	$ 1,100,983	0.84%	$ 825,737	0.84%	$ 1,015,017	0.94%	$ 85,965
Gillespie	$ 829,561	0.64%	$ 622,171	0.64%	$ 502,332	0.46%	$ 327,229
Guadalupe	$ 6,155,146	4.72%	$ 4,616,359	4.72%	$ 4,541,782	4.19%	$ 1,613,363
Karnes	$ 865,247	0.66%	$ 648,935	0.66%	$ 281,938	0.26%	$ 583,309
Kendall	$ 1,038,310	0.80%	$ 778,733	0.80%	$ 768,661	0.71%	$ 269,649
Kerr	$ 2,432,830	1.87%	$ 1,824,622	1.87%	$ 1,452,147	1.34%	$ 980,683
McMullen	$ 42,772	0.03%	$ 32,079	0.03%	$ -	0.00%	$ 42,772
Medina	$ 1,865,221	1.43%	$ 1,398,916	1.43%	$ 2,036,615	1.88%	$ (171,394)
Wilson	$ 1,119,496	0.86%	$ 839,622	0.86%	$ 991,772	0.92%	$ 127,725
TOTAL	$ 130,304,641	100.00%	$ 97,728,481	100.00%	$ 108,340,106	100.00%	$ 21,964,535

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

County by County Comparison

Other Funding

County	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Atascosa	$ 80,456	1.96%	$ 60,342	1.96%	$ 22,344	0.78%	$ 58,111
Bandera	$ 47,473	1.15%	$ 35,605	1.15%	$ 16,380	0.57%	$ 31,093
Bexar	$ 3,136,071	76.29%	$ 2,352,053	76.29%	$ 2,421,236	84.04%	$ 714,835
Comal	$ 208,528	5.07%	$ 156,396	5.07%	$ 124,296	4.31%	$ 84,231
Frio	$ 48,882	1.19%	$ 36,661	1.19%	$ 25,853	0.90%	$ 23,029
Gillespie	$ 45,240	1.10%	$ 33,930	1.10%	$ (556)	-0.02%	$ 45,796
Guadalupe	$ 184,449	4.49%	$ 138,337	4.49%	$ 111,632	3.87%	$ 72,817
Karnes	$ 41,995	1.02%	$ 31,497	1.02%	$ 598	0.02%	$ 41,397
Kendall	$ 84,958	2.07%	$ 63,718	2.07%	$ 32,038	1.11%	$ 52,920
Kerr	$ 69,523	1.69%	$ 52,142	1.69%	$ 71,372	2.48%	$ (1,849)
McMullen	$ 16,593	0.40%	$ 12,445	0.40%	$ -	0.00%	$ 16,593
Medina	$ 69,766	1.70%	$ 52,325	1.70%	$ 25,342	0.88%	$ 44,424
Wilson	$ 76,846	1.87%	$ 57,634	1.87%	$ 30,598	1.06%	$ 46,248
TOTAL	$ 4,110,779	100.00%	$ 3,083,084	100.00%	$ 2,881,133	100.00%	$ 1,229,646

	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.

Letters of Support; Grant Applications; Funding Secured

End of Consent Agenda

Early Care & Education Committee

September 12, 2025

Texas Rising Star
Business Coach Update

Bexar County Collaborative Partnership Agreements

Bexar County 76/333 — 22

% of Collaborative Agreements in Bexar County

Rural Collaborative Partnership Agreements

County	%
Atascosa 11/12	92
Medina 5/5	100
Gillespie 4/6	66
Kendall 3/5	60
Guadalupe 12/20	55
Kerr 7/8	88
Karnes 2/2	100
Bandera 3/3	100
Frio 4/7	57
Comal 10/19	48
Wilson 5/12	42
Total 66/99	66

% of Collaborative Agreements in Rural Counties
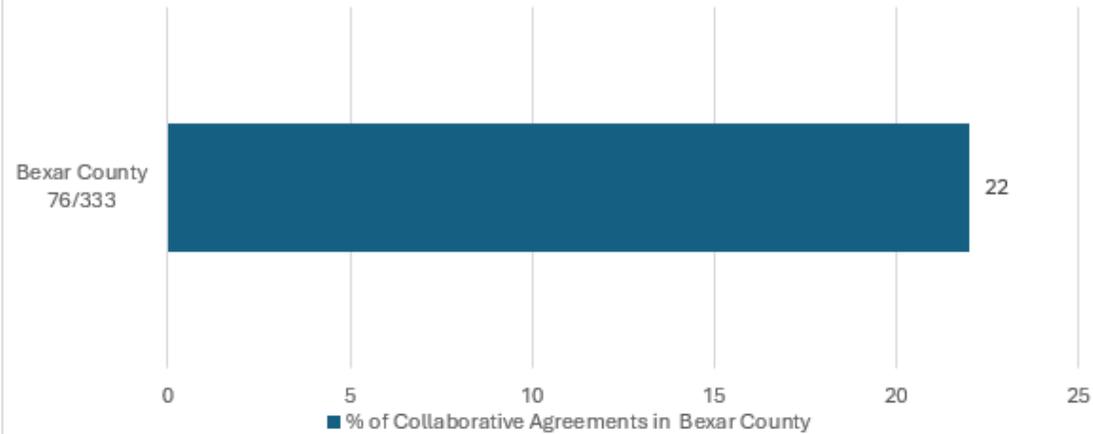
⭐ The Business Coach signs a collaborative agreement to implement and establish a strong foundation for partnership with a childcare provider.

This agreement outlines the role of a Business Coach in supporting the provider's growth and development.

⭐ After a collaborative agreement is signed on the following visit resources and a SMART goal is put together to assist the childcare on the immediate financial need identified to assist in the overall success of program.

92
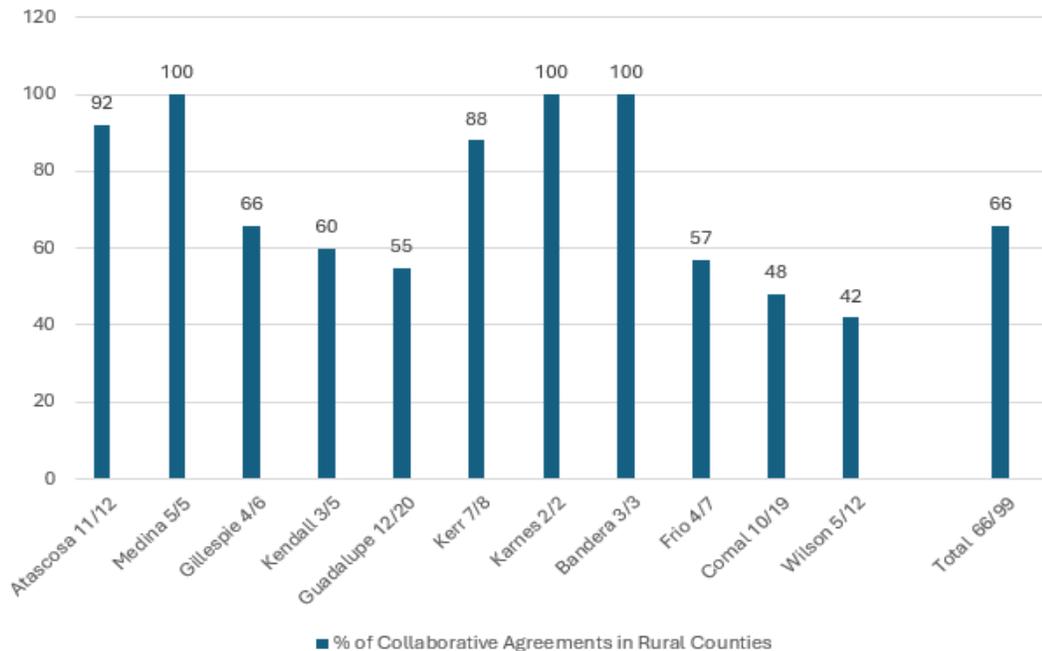
SMART GOALS & POTENTIAL CENTER FISCAL IMPACT(S)

- SMART Goals: The figures presented in the table on the right, represent the **_Estimated Fiscal Impact_** derived from collaborative SMART goal development with individual Childcare Directors / Owners during Business Coaching sessions.

- These projections are tailored to meet the unique needs of each center, encompassing a diverse range of strategic objectives.

- Goals include facility expansion, participation in food programs to recoup expenses, adding afterschool programs, and targeted initiatives designed to drive overall business growth and success.

- The estimated figures reflect potential financial outcomes based on the successful implementation of their personalized SMART goals.

- Ongoing Business Coaching sessions are conducted to monitor the implementation of the SMART Goals, provide continuous review, and offer supplementary resources or strategic adjustments as needed.

**Estimated Fiscal Impact SMART GOAL Totals
Bexar and Rural Counties June, 2025**

County	Estimated Fiscal Impact
Bexar	1,096,600.00
Frio	153,000.00
Kerr	635,000.00
Atascosa	898,600.00
Wilson	
Gillespie	827,190.00
Guadalupe	176,000.00
Bandera	161,280.00
Medina	405,700.00
Karnes	416,800.00
Comal	1,394,000.00
Kendall	182,250.00
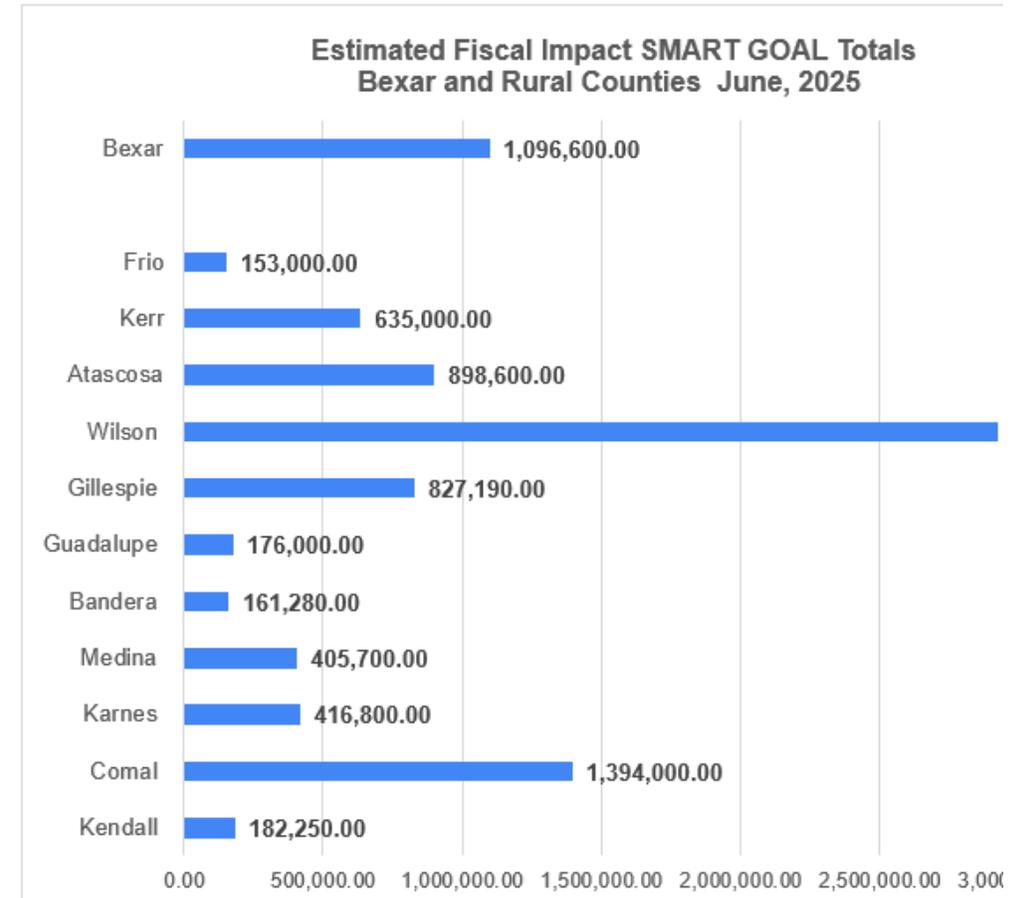
Empowering Childcare: Growth, Resources, and Partnerships

Program Reach: 144:   *
66 Rural and 76 Bexar

Resource Dissemination: Weekly Business Training Updates and resources are distributed to an average of 575 childcare center director's owners.

UTSA-SBDC partnership facilitation between childcare centers to access valuable resources for business planning, marketing support, expansion, etc.

Community Survey – was provided to the Karnes, Wilson and Medina County to complete and provide information regarding childcare community needs.

New Business Coach Ms. Cecilia Ibarra On- Boarding Training

Workforce Solution Alamo CCQ– Attended Childcare Quarterly Meeting, June 5th

TEA- Pre-k Partnership Meeting- to discuss upcoming changes ISD partnership opportunities

Business Service Meeting- partnering with additional services from WSA (WIOA, Workforce Innovation Opportunity Act, Ready to Work program, Quest program etc.)

United Way Food Bank Training (Fill Your Cup) - attended and assisted participants on CACFP, Partnering with Food Bank, and the importance of wellness for Directors.

Lift Training – Prep and Train for providers on Saturday, June 28, 2025, currently 40 providers registered.

Bi-Annual Survey Data Review and Contacted Childcare Centers who did not complete survey, Captured an Average of 165 provider responses to a 50-question survey.

Alamo Quality Pathway Meeting collaborated with United Way, Region 20, TRS Directors, and community partners.

Connected with the Chamber of Commerce in Karnes City, discussed Membership information and Childcare Provider membership.

Inter-Agency Meetings – Comal, Karnes, Bandera, Wilson gathered resources to share out with providers to assist them with Business Resources from their community.

Trauma-Informed Contract for Centers: Update on progress and next steps

AQP Pathway: Counseling and Health Support for Trauma Informed Services for Early Learning Programs

- Workforce Solutions Alamo issued an RFP for providers to deliver Counseling and Health Support for Trauma-Informed Services to Early Learning Programs located in Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr. McMullen, Medina and Wilson.
- Early Learning Programs include but are not limited to Licensed Child Care Centers, Licensed Child Care Homes and Registered Child Care Homes.
- The goal is to ensure that the early learning environments are supportive of the mental and emotional well-being of young children, their families and early childhood educators, who may have experienced trauma. The services are aimed to promote resilience, social-emotional development, and overall well-being. The Ecumenical Center has been awarded the contract and below are the outlined services that will be available to Early Learning Centers:

Item
Trauma Informed Care Certification
Trauma- Informed Advocate Certificate Program
Staff Wellness Group Therapy
Individual Counseling Services
Support Groups
Crisis Response Services

- *Processes have been established between WSA and the Ecumenical Center for providing services requested or needed by Early Care Centers.*

- *(15) Centers have already expressed interest in or have expressed need of one or more of the following services:*

- **Trauma Informed Care Certification**

- **Trauma Informed Advocate Certificate**

- **Crisis Response**

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Co-Op Updates: Review of ongoing cooperative research/surveys/initiatives

BIANNUAL SURVEY

THE STORY

RESULTS

The table below captures the top needs shared by child care programs based on the survey results.

Distribution of Child Care Providers by Greatest Need for the Center (n=151)

Greatest Need	Number	Percent
Funding/Staffing	37	24.5
Curriculum/Classroom and Childcare Materials	33	21.9
Enrollment/Expansion	30	19.9
N/A	17	11.3
Training	15	9.9
Multiple Resources Need	13	8.6
Partnerships/Marketing	6	4.0
Total	151	100

COMING SOON...

Child Care Community Needs Assessment

13	2	11
Surveys Submitted	Counties	Pending Counties

BIANNUAL SURVEY

ISSUED MARCH 2025

PURPOSE OF THE SURVEY

Workforce Solutions Alamo requested the participation from child care programs with active CCS agreement, in a biannual survey aimed at gathering feedback. This survey focused on understanding the needs and priorities of our early learning community to guide strategic planning and investments that could enhance our early learning landscape and to further investigate the need or opportunities for a co-op in the rural areas.

TIMEFRAME

The survey was distributed through email to child care programs with an active CCS agreement from their Texas Rising Star Mentor requesting their participation in the survey.

- **March 13th, 2025**- Email sent to Early Learning Programs with survey included
- **March 28th, 2025**- Survey submission deadline
- **April 3rd, 2025**- WSA Data team was provided the survey
- **April 3rd, 2025**- Preliminary results
- **April 17th, 2025**- Data clean up by Child Care staff
- **April 29th, 2025**- Staff asked to reach out to Providers to clarify "NA" responses
- **May 12th to May 16th**- Mentor phone outreach
- **May 16th, 2025**- Submitted gathered data to Data team
- **June 20th, 2025**- Survey results completed by Data team

38 Focused questions were asked to guide WSA Child Care strategic plan for investments and co-op.
Topic areas included:

Program Capacity
Enrollment/Waiting List
Staffing
Business Needs
Professional Development Need
Partnerships and Resources

562
SURVEYED

151
RESPONDED

26%
REPORT

Questions

Youth Committee

September 12, 2025

Youth Program Briefing and Performance

Performance Accountability

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

MPR
Percent of Target

Employed / Enrolled Q2 Post-

Measurable Skills Gains

Employed / Enrolled Q4

Credential Rate

Median Earnings Q2 %

Projected End-of-Year Performance

* TWC is currently developing youth measures data, which have not yet been included in this program year's MPR report.
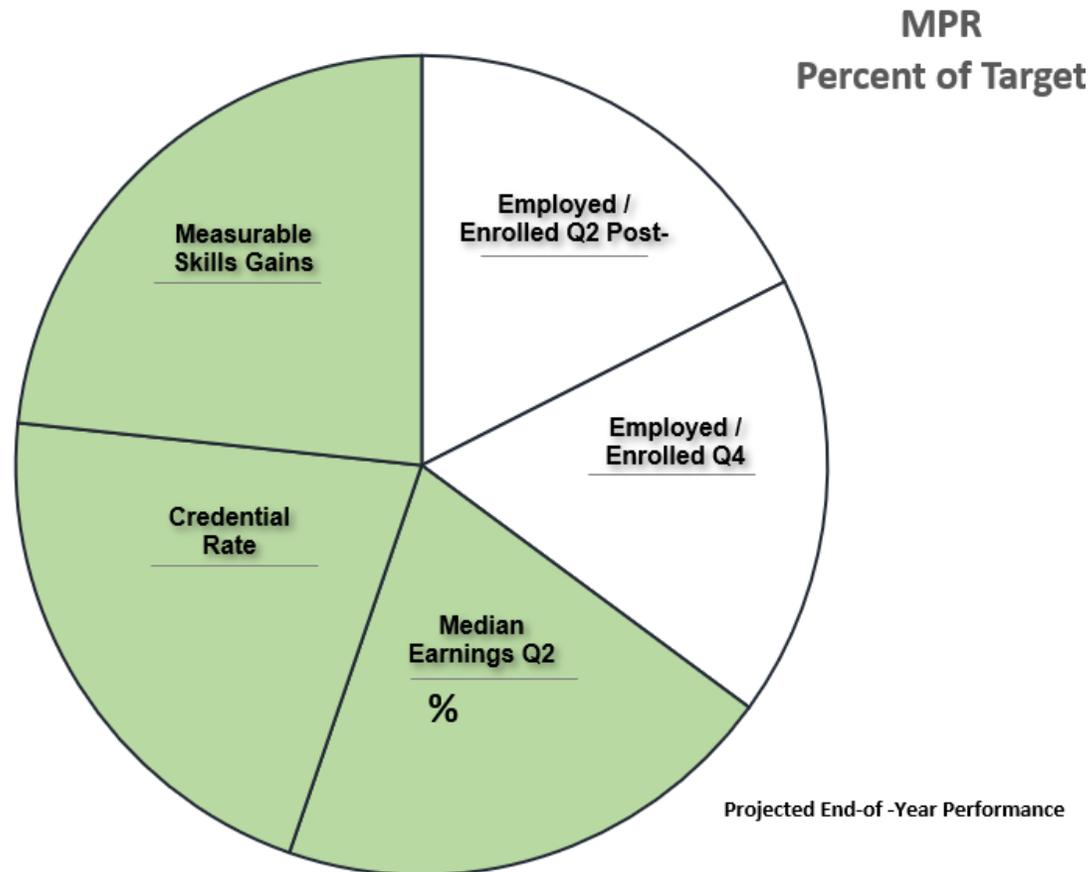
WIOA YOUTH PERFORMANCE MEASURES:

Q2 & Q4 Employed/Enrolled: % of youth in education, training, or unsubsidized employment 2nd and 4th quarters after exit

Measurable Skill Gains: % of youth making progress toward a credential or employment during the program year

Median Earnings: Median wages of participants in unsubsidized employment after program exit

Credential Attainment: % earning a postsecondary diploma or equivalent during or within one year after program exit

Grants and Initiatives

Externship for Teachers

The Externships for Teachers program provides middle and high school STEM, CTE, math, science teachers, counselors, and administrators with a five-day experience—both on-site and virtual—with local businesses in the Alamo region. Designed to strengthen educators' understanding of workforce needs and STEM career pathways, the program helps connect classroom learning to real-world applications. Educators receive a $500 stipend upon successful completion.

Industries:
- **Advanced Manufacturing**
- **Architecture**
- **Construction, and Engineering**
- **Health Sciences**
- **Aviation**
- **Culinary, Food Science**

# Teachers Enrolled in Cognito: 132	# Teachers that completed the cohorts: 96	# Districts Participating: 17	# Schools Represented: 40	# Employers Participated: 21

Grants and Initiatives

Summer Earn and Learn (SEAL)

No-cost program for students 16-22 with disabilities in the 13 County Workforce Solutions Alamo area. Offers paid, on-the-job, workplace readiness training, work experience, and transferable skills learning opportunities for students 5- 8 weeks at $13.50/hr.

181 enrolled into SEAL → 114 job placements → WRT – 78 participants completed. → 108 actively working → 46 completed 5 weeks.
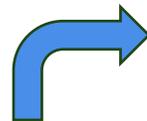
Sea World SEAL Participant's – 1st Day

Career Exploration Events

Fiesta of Opportunities – April 25, 2025

- 102 Youth Attendees
- 16 Employers & 9 Resources
- Work in Texas Registration Assistance
- YES! Program Presentation
- Career Fair
- Financial Wealth Session
- Mental Health Session

World of Work Event - May 8, 2025

World Of Work

WOW Youth Expo

May 8, 2025
10 AM - 2 PM
Devine Community Center

EXPLORE. TRAIN. EARN.

- 123 High School Students
  - **Dilley High School,**
  - **Natalia High School,**
  - **Devine High School, and**
  - **Pearsall High School**
- 10 Employers & 4 Resources
- TX Fame presentation
- HR Panel
- Youth Fashion Show

Intern Day SA!

Career Readiness Session →	**Digital Credentialing Session**
Mock Interviews →	**On-the-Spot Interviews**
Professional Headshots →	**Photo Opportunities w/special guest appearance from the Spurs Coyote**
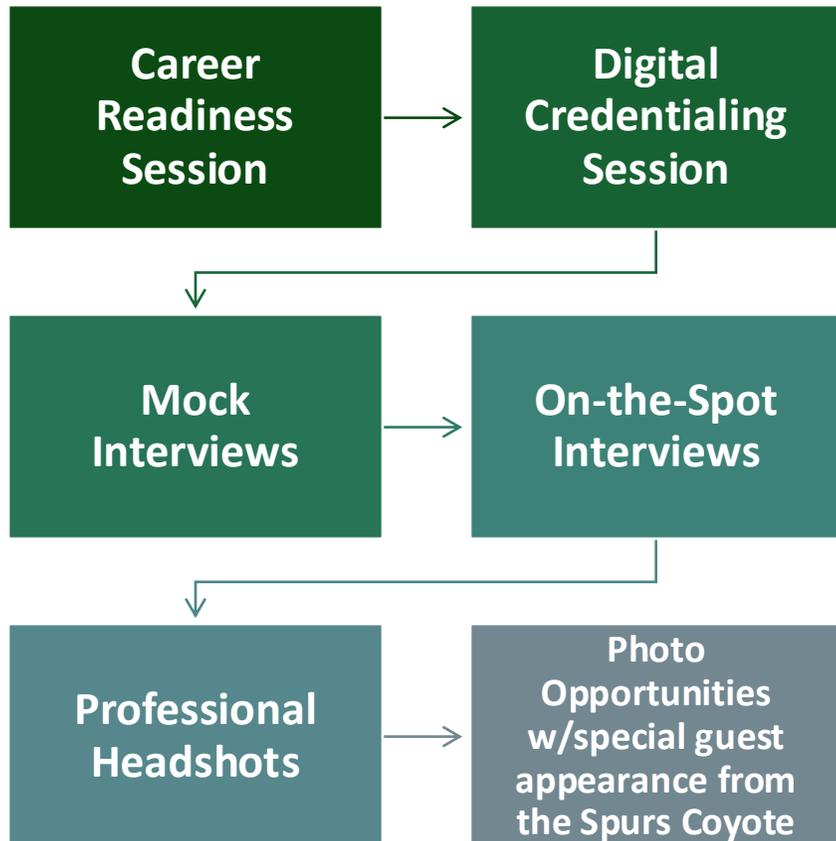
Intern Day SA! 2025

July 31, 2025
9:30 a.m. - 2:00 p.m.
San Antonio Food Bank

Networking Opportunities
Employer Panels
Career Fair

Youth Model Update

KEY MESSAGE:

Pathways. Opportunities. Possibilities.

YOUTH MODEL
Workforce Solutions
ALAMO
BUILDING BUSINESS • BUILDING CAREERS

Pathways: Explore multiple routes to success — from apprenticeships and internships to certifications and hands-on job training.

Opportunities: Connect with local employers, training providers, and mentors who are ready to invest in your future.

Possibilities: Discover careers you may not have known existed and envision a future full of promise.

Tailored Presentations

WORKFORCE SOLUTIONS ALAMO YOUTH MODEL

Presentation for Parents

WORKFORCE SOLUTIONS ALAMO YOUTH MODEL

Presentation for Schools

WORKFORCE SOLUTIONS ALAMO YOUTH MODEL

Presentation for Youth

WORKFORCE SOLUTIONS ALAMO YOUTH MODEL

Presentation for Community Organizations

WORKFORCE SOLUTIONS ALAMO YOUTH MODEL

Presentation for Employers

Timeline

MAY 2025

Update and Revamping of Model

JUNE 2025

Presentation of updated Model

JULY 2025

Pilot Schools Selection

AUGUST 2025

Implement Community and Stakeholder Presentations

SEPTEMBER 2025

Teacher & Parent Showcases

OCTOBER 2025

Integrate into Schools/Organizations

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NEXT STEPS

Community Org & Employer Pilot
- Communities in Schools
- Toyotetsu

AUGUST

Integrate into schools and & organizations

Survey schools for interest inventory

OCTOBER

Pilot Schools Selection
- Harlandale ISD
- Poteet ISD

JULY

Teacher & Parent Showcase
- Teacher Externship Volunteer
- Parent of YES! Participant

SEPTEMBER

114

Questions

Strategic Committee

September 12, 2025

Department of Labor (DOL) Infrastructure Grant

May 2025 Establish Budget
Determine Partners
MOUs
Possible Contract amendments

June 2025 Determine training schedules

July – August 2025
Outreaching to potential employers interested in accepting newly trained individuals and interested in having incumbent workers trained for possible promotions

Occupations

- Fiber Optics
- Electrical
- Welding
- Information Technology
- Quality Assurance Analysts & Testers
- Energy Vehicles

Training can be in any occupation as long as employment is related to RENEWABLE ENERGY, TRANSPORTATION and/or BROADBAND.

TX FAME

TX FAME AMT Open House Recap

AMT Signing Day

May 22, 2025

August 2025

February 22, 2025

August 13, 2025

FAME National Conference

Fall Semester Start

Teacher Externship

Approximately 100 teachers will participate in five-day externships, both on-site and virtually, with 15–20 local businesses. The experience will help teachers align classroom instruction with real-world applications, ultimately better preparing students for future careers.

Accomplishments
- 96 teachers in 5-day externships
- Bridged classroom learning with real-world workforce needs
- 96 new WSA Ambassadors

Apply for 2026 Externship

Incorporate CREW Teacher Apprenticeship

Add Alamo Colleges tour

Questions

Oversight Committee

September 12, 2025

Workforce Solutions
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TWC Annual Monitoring Update

TWC Audit Resolution

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

- This involved outstanding checks associated with bank reconciliations, for which:

  - Staff updated procedures, developed and provided staff training, and incorporated internal reviews.

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

- TWC reports that WSA's corrective actions adequately resolved the finding,

- TWC stated the Board has adequate controls to ensure accountability of public funds, and

- That all outstanding checks are reconciled according to state and local requirements and guidelines.

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

TWC Annual Monitoring

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

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

Staff Recommendations

- Hold meetings with Board and Contractor staff in preparation for the monitoring.

- Set up the technical aspects for the review (i.e., TEAMS channels, TWC Auditors' VPN access).

- Coordinate each phase with WSA departments and Contractors, including staff assignments, deadlines and document submission, ensuring responsiveness and promptly addressing each item that may arise.

Quality Assurance Briefing

External Monitoring (Ms. Nguyen, CPA)

- *WIOA Adult – C2 GPS:* 100% complete, with 93.81% accuracy rate and four items for continuous quality improvement:
  - Documenting the availability of other resources before issuing support services (89.66% accuracy).

  - Performance Credential Outcomes data entry accuracy (88.89% accuracy).

  - Employment verification at program entry and documenting unemployment status for 27 or more consecutive weeks (83.33% accuracy).

  - Monthly contact documentation, including two attempts per month (63.33% accuracy).

External Monitoring (Ms. Nguyen, CPA) cont.

- ***WIOA Dislocated Worker – C2 GPS:*** 100% complete with 91.62% accuracy rate, and five items for continuous quality improvement:
  - Documenting the availability of other resources before issuing support services (79.16% accuracy).

  - Support services case notes and WIT Activities ribbon (80.95% accuracy).

  - Performance Measurable Skills Gains Outcomes data entry accuracy (85.71% accuracy).

  - Service activity codes, and open and closed service dates (87.50% accuracy).

  - Monthly contact documentation, including two attempts per month (50.00% accuracy).

- ***Non-Custodial Parent Choices (NCP) – C2 GPS:*** 100% complete. Currently working on the Final Report.
- ***WIOA Youth - SERCO:*** 49% complete.

Internal Monitoring Activities

- ***Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) – C2 GPS:*** 100% complete.

  - The testing resulted in a "Phase I" report with eight (8) attributes needing continuous improvement efforts.

    - Phase I reviews provide the contractor the opportunity to address the issues and demonstrate improvement within a two to three-month period. This includes intensified internal controls/monitoring, staff training, and procedural reviews.

    - The results will then be reported with a Phase II review.

Internal Monitoring Activities cont.

- *Contractor QA (Contractor Internal Monitoring) Review (C2 GPS, SERCO, and COSA):* 58% complete.

    - QA is reviewing the contractors' internal monitoring, which includes several elements that we'll use for feedback and strengthening of the systems, including:

        - Comparing the attributes they test with ours and TWC's.

        - Comparing the score results from their testing with ours and TWC's.

        - Reviewing potential causes for any variation in outcomes (e.g., staffing, methods, frequency, etc.).

Other Activities

- Some of the additional activities performed by QA include, but are not limited to, the following:

  - Initiating WSA staff training.

  - Developing 2025-2026 performance targets for Adults and Youth.

  - Assisting with the agency's risk assessment.

  - Reviewing and providing guidance on varied policy-related items.

Staff Recommendations

- To track progress of actions, QA continues performing informal testing of attributes with accuracy rates below the 90% threshold.

- Staff focus on the most critical items, such as repeat findings or those impacting performance and funding.

- The continuous improvement system includes a feedback mechanism that enables collaboration among Operations, our contractor partners, and QA to drive progress.

Update on Enterprise Risk Assessment Tool

Purpose of Today's Briefing

- Present WSA's ERM framework and supporting tool.

- Explain how the system strengthens operational resilience, audit defensibility, and strategic foresight.

- Discuss three-tool implementation approach across departments.

Why ERM? Why Now?

- WSA has no centralized system for identifying, evaluating, or monitoring organizational risk.

- Existing efforts are fragmented across departments (QA, IT, Procurement) TWC IT assessment specifically calls for a formal risk registry with documentation protocols

- Current risk practices are reactive, inconsistent, and fragmented.

- WSA leadership identified need for risk assessment beyond annual TWC monitoring to provide secondary mechanism to minimize agency exposure.

What ERM Is — and Isn't

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

Core Framework Elements

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

Agency Risk Appetite Statement

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

Risk Management Thresholds:

- **Low Risk (below 55):** Routine monitoring through quarterly review processes

- **Moderate Risk (55-110):** Active monitoring with formal mitigation planning required

- **High Risk (above 110):** Immediate attention with escalation and emergency response protocols

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

The Tool – WSA Risk Registry (Cognito)

❖ Web-based application built on Cognito Forms platform - existing WSA infrastructure

❖ Three separate tools with same functionality and format, variations in questions used for each operational area

❖ Fields include Employee Name, Department, Project Name, Risk Categories, Automated Scoring

❖ Designed for agency-wide use and requires no advanced technical skill

❖ No additional resources needed - leverages current technology infrastructure

❖ Eliminates need for spreadsheets while maintaining analytical sophistication

The Tool – WSA ERM Tool (Part 1)

Utilizes weighted scoring matrix with between 12 to 16 Questions

Enterprise Risk Management
WSA Risk Assessment & Evaluation Tool

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

Assessment Progress   1/13 Categories Complete

Risk Assessment Categories

Mission Impact Level Weight: 5
Show Definition

○ **Low** 1 pts
Minimal impact on mission delivery

○ **Medium** 3 pts
Moderate impact with manageable disruption

● **High** 5 pts
Significant threat to mission accomplishment

13 Categories Assessment

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

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The Tool – WSA ERM Tool (Part 2)

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

Board Approval Required

Show Definition

- ○ **No**
  No special approval required

- ● **CEO Level**
  Senior executive approval needed

- ○ **Board Required**
  Board-level approval and oversight required

Assessment Complete

120	**High**	**13**	**100%**
Total Risk Score	Risk Level	Categories Assessed	Assessment Complete

Assessment Details:

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

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

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

Enterprise Risk Management

WSA Risk Assessment & Evaluation Tool

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

Assessment Progress   13/13 Categories Complete

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

Risk Assessment Categories

Mission Impact Level

Show Definition

- ○ **Low**
  Minimal impact on mission delivery

- ○ **Medium**
  Moderate impact with manageable disruption

Example Entries (Live Risk Registry)

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

Strategic Value + Limitations

Expected Benefits:

- Improve visibility of cross-departmental and enterprise-level risks

- Increase documentation and defensibility for audits and compliance reviews

- Provide structured way to track mitigation efforts and emerging threats

- Foster accountability among leadership and mid-level management

- Guide staff in carefully considering projects and initiatives more thoroughly

Acknowledged Limitations:

- Tool depends on active participation from Directors and Managers

- Initial engagement may vary by department (WSA's first formal risk management initiative)

- Three-tool approach requires coordination across operational areas

- Framework will evolve as organizational risk management matures

WSA's Implementation Approach

- **Deadline:** September 15, 2025

- **Three-Tool Strategy:** Separate ERM tools tailored to Programmatic Operations, Fiscal & Procurement Management, and Strategic Organizational Initiatives

- **Governance:** QA Division partners with CPO office to coordinate implementation and quarterly reviews

- **Ownership:** Directors and Managers responsible for maintaining and updating risk entries in their functional areas

- **Technology:** Built on existing Cognito Forms platform, eliminating need for additional resources

- **Timeline:** Currently in August 2025 development phase with phased deployment planned

- **Future Development:** More robust governance structure will be developed as tool continues to evolve

Questions

Audit & Finance Committee

September 12, 2025

Workforce Solutions ALAMO
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PROCUREMENT UPDATE (DISCUSSION AND POSSIBLE ACTION)

Contract Renewal of Child Care Quality

- The services include implementing quality childcare activities, supporting TRS certification and mentoring, providing technical assistance, and fostering professional development for staff. It also offers incentives, consumer education, and resources for parents and children, along with other quality improvement initiatives

- **Contractor**: City of San Antonio (COSA)

- **Amount**: Estimated Annual Budget for this contract is $7,756,440

- **Term**: The renewal term is effective from October 1, 2025, to September 30, 2026. This contract renewal would exercise the first of four (4) one-year renewal options in the procurement cycle.

- Recommendation to approve the contract renewal for the Child Care Quality Services with City of San Antonio Effective October 1, 2025, in the estimated amount of $7,756,440.

Contract Renewal of Management and Operations of Adult Services

- The scope of services required by the Workforce Solutions Alamo Board includes comprehensive management and operations to effectively deliver services across the 13-county region, ensuring sufficient staffing to support service delivery, and actively engaging in collaborative efforts to foster local partnerships.

- Contractor: C2 Global Professional Services, Inc.

- **Amount**: Estimated Annual Budget for this contract is $13,390,000

- **Term**: The renewal term is effective from October 1, 2025, to September 30, 2026. This contract renewal would exercise the second of four (4) one-year renewal options in the procurement cycle.

- Recommendation to approve the contract renewal for Management and Operations of Adult Services with C2 Global Professional Service, Inc. Effective October 1, 2025, in the estimated amount of $13,390,000.

Contract Renewal of Management and Operations of Youth Services

- The scope of services encompasses the full management and operation to promote youth development and citizenship, such as leadership development through voluntary community service opportunities, adult mentoring, work experience, and enrollment in post-secondary education and employment.

- **Contractor**: SERCO of Texas, Inc.

- **Amount**: Estimated Annual Budget for this contract is $3,800,000

- **Term:** The renewal term is effective from October 1, 2025, to September 30, 2026. This contract renewal would exercise the final of four (4) one-year renewal options, no renewals remain and scheduled for re-procurement in January 2026.

- Recommendation to approve the contract renewal for the Management and Operations of Youth Services with Serco of Texas, Inc. Effective October 1, 2025, in the estimated amount of $3,800,000.

Work Readiness Training Services Contract

- **Purpose**: Work Readiness Training is designed to equip participants with the essential skills, knowledge, and behaviors needed to succeed in the workplace. The program will prepare youth, adults, and individuals with disabilities to confidently enter and retain employment, develop professional competencies, build self-confidence, receive constructive feedback, and explore diverse career pathways.

- **Contractor:** Nextgen People

- **Amount**: Estimated Aggregate amount of $240,000, with estimated annual amounts of $80,000.

- **Term**: The contract will initially span one (1) year effective from October 1, 2025, to September 30, 2026, with two (2) subsequent renewal options.

- Recommendation to approve a contract for Work Readiness Training with Nextgen People, for a one (1) year contract effective October 1, 2025, with two (2) renewal options in the amount of $240,000 with annual amounts of $80,000.

Questions

Financial Report

Budget to Actual Expenditures

	June 2025 Budget to Actual Variance Analysis				
Budget Category	FY25 Budget	FY25 Actuals	% Expensed	Straight-Line Target (75%)	YTD Variance %
Corporate Total	$ 9,716,494	$ 5,968,796	61.43%	$ 7,287,371	13.57%
Facilities	$ 5,983,010	$ 4,251,458	71.06%	$ 4,487,258	3.94%
Projects - Special Initiatives	$ 966,148	$ 537,521	55.64%	$ 724,611	19.36%
Service Delivery Total	$ 183,377,516	$ 127,965,253	69.78%	$ 137,533,137	5.22%
Reserve	$ 11,097,209	$ -	0.00%	$ 8,322,907	75.00%
Total Budget	$ 211,140,377	$ 138,723,029	65.70%	$ 158,355,283	9.30%

* Prior fiscal year expenses may change and be finalized when audit is completed.

Service Delivery Comparison – Rural vs. Urban Counties

FY25 Service Delivery Urban - Rural
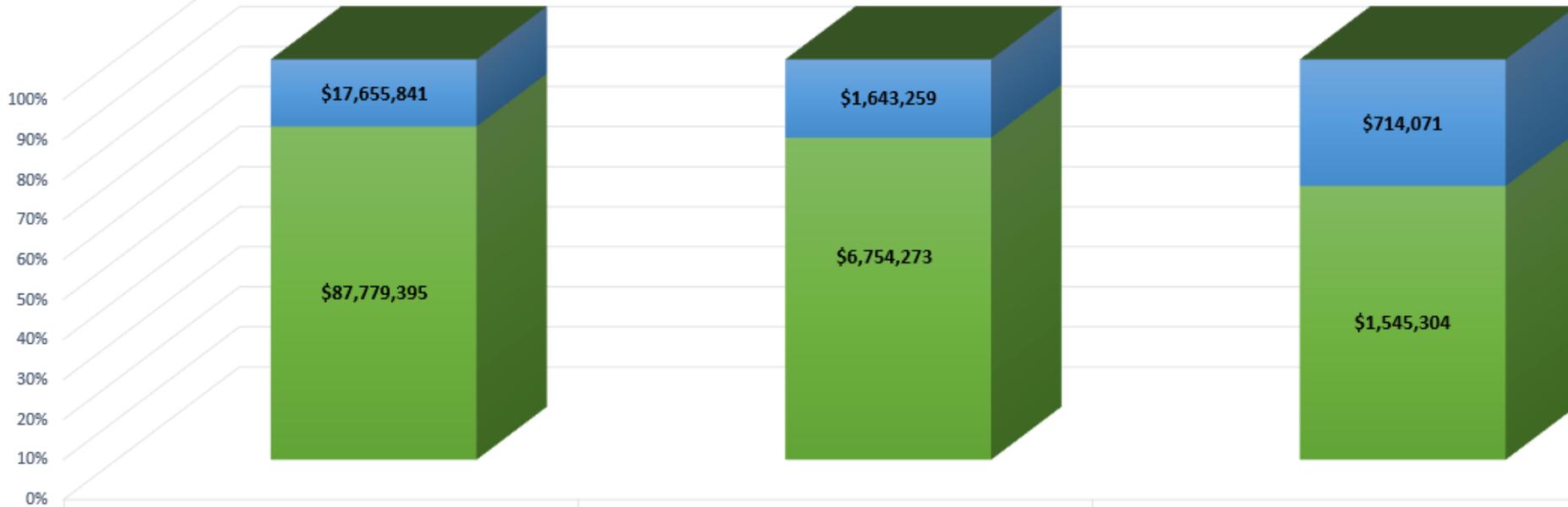
	Child Care	Adult Services	Youth
■ Rural (%)	17%	20%	32%
■ Urban (%)	83%	80%	68%
■ Rural	$17,655,841	$1,643,259	$714,071
■ Urban	$87,779,395	$6,754,273	$1,545,304

Key Variances – Childcare

Childcare Quality- Contract ends 10/31/2025 and we have expensed 39.17%.

The board expects higher expenditures within the next couple of months by purchasing supplies and materials to TRS providers.

Childcare Quality Improvement- Contract ends 10/31/2025 and we have 45.51% expensed.

The board expects expenditures up to 80% of the funds going to incentives and 20% got quality supplies and materials for quality TRS providers.

Key Variances – Childcare

Childcare Texas Dept Family Protective Services.

Contract ends 12/31/2025 and we have expensed 85.27%.

The board received additional funds in August to support childcare funds needed for the contract period.

Childcare Quality Plan -WSA

Childcare Quality Plan - COSA

Key Variances – TWC Programs

Rapid Response 100% Expensed– The board has received new grant of $51,557 for a 12-month period.

Trade Act 100%– The board has fully spent the funds and may expect to receive a new grant by 10/01/2025.

Employment Services 84.73% Expensed– The board received an additional $143,920 in July to support through the end of the grant period.

Key Variances – TWC Programs

Reemployment Services 42.91% Expensed– The board received an additional $528,000 into the grant. The board will continue to monitor expenditures to spend 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 months.

Summer Earn and Learn 13.06%– TWC has reduced the targets from 256 to 128, which reduces the expected utilization of the dollars. This grant will reflect higher expenditures within the next 2 months.

Key Variances – TWC Programs

Paid Work Experience– Grant of $187,000. The board is looking in to opportunities to spend the funds.

TANF– New 59.81% Expensed - The board continues to closely monitor expenditures to spent all funds by the end of the contract period.

Key Variances – Other Funding

DOL Building Pathways

- $2M grant received for a 4-year period ending 09/30/2029

- 1.85% Expensed

- Expenditures will start increasing in the coming months.

Ready to Work

- 3- Year Contract: 53.32% 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 3.75% 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.

Childcare System Update

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.

Updates from TWC 07/21/2025

Description	Status
Unit issues on 245 (incorrect number of units displaying on 245 related to adjustments) –New report (240) in to address this issue and address performance management needs	KinderSystems is proposing a new report that with units adjusted. Report mock-up provided to TWC 4/17/2025 was incomplete. TWC working with KinderSystems to firm and finalize requirement. The KS Product team continues to work on the report design. TWC is reviewing report design and mock-up and soliciting input from Board users before finalizing. Scheduled for 4.31 release 7/25/2025.
Waiting List enhancements: Ability to edit priority groups Ability to view/report at child-level	Deployment date TBD. Meeting held 3/25 to refine design. KinderSystems completing design for TWC review/approval. KinderSystems provided feature design documents for TWC approval 4/14/2025. CC&EL identified missing requirements. Targeted deployment date pending revised/approved design. This issue has been escalated as critical. Additional requirements refinement held 5/6/2025 and 5/14. KinderSystems is finalizing the design documents for TWC review. Fix to be scheduled.
Missing homeless priority (did not convert as a priority category from TWIST)	KinderSystems will complete a data fix to update applications. TWC initial review of data fix failed validation. TWC provided additional guidance to KinderSystems on TWIST homelessness data on 4/11/2025. Data to be corrected has passed validation. Upon implementation of the data fix, then entire waiting list will be reprioritized by the system; KS to implement the fix first in the Staging environment for TWC review prior to implementing in Production. CC&EL provided provide KS with a list of Boards/cases to exclude from adding back the priority on 5/9/2025. KS reviewing week of 5/12/2025 and will advise TWC if there are any concerns, particularly with the 6 Boards that have requested targeted/case-level data interventions. KS will apply the fix in the STG environment for TWC review prior to applying in production.

Updates from TWC 07/21/2025

Description	Status
"Spring Break" payment issue when shortening a schedule – Paid both providers for the same time frame (should have adjusted to take shortened schedule days out).	Root cause identified. KS to change provider transfer logic to handle auto adjustments for these scenarios. Scheduled for 4.31 release on 7/25/2025. NOTE: For a temporary workaround, Boards can go into each child and adjust schedules versus using the "transfer" feature.
Accessibility/JAWS reader compatibility issues	Some KinderTrack features are not accessible for screen readers such as JAWS (Alamo report). TWC is working with KinderSystems to prioritize fixes in an upcoming release. Tentatively scheduled for the 4.33 release.
NEW: Incorrect service month on 245 Report	Missing service month was added in release 4.30, but partially failed validation due to incorrect service months appearing. Fix scheduled for 4.33 release.

Fiscal Integrity Reports

Fiscal Integrity Reviews

- TWC's Financial Manual for Grants and Contracts (FMGC) requires boards to complete an annual fiscal integrity review before executing a contract renewal. The reviews are conducted by Christine Nguyen, CPA.

- The Fiscal Integrity reports for C2 GPS, COSA and SERCO have been completed. All contractors comply with the fiscal integrity requirements to administer workforce services.

Questions

CEO Report

September 5, 2025

Legislative Update

Summary of Bills Passed

House Bills: 2, 20, 120, 3260

Senate Bills: 1786, 1535

Goals & Opportunities

- Expand career training to get 60% of working age Texas a postsecondary degree

- To understand changes and respond accordingly

  - Alignment (Youth Service Delivery Model)

  - Resource Investment

  - New initiatives

House Bill: 2

Workforce Pipeline & Career Readiness

- Creation of statewide credential inventory (WSA Local Plan could be a resource)

Expanded advising and career preparation roles

- Mandates partnership between schools, higher ed, employers & workforce boards

- Advisors must be trained accordingly

House Bill: 20

Establishes the Applied Sciences Pathway

- 11th & 12th graders could earn HS diploma and industry recognized certificate

- Identifies 20 high-wage, high growth career fields

- Authorizes students to substitute a core academic course with a college level CTE course

- Aligns schools to meet skills gaps, increase employability of students and support economic vitality

House Bill: 120

Expands Career & Technical Education Access

- Universal CTE participation

- Integrates Junior ROTC as approved CTE

Enhanced Funding Mechanisms

- R-PEP (Rural Pathway Excellence Partnership); increases funding for rural district partnerships

- Expands funding for P-TECH

- Allows districts to access funds for school upgrades for CTE

House Bill: 120 continued

FAST Program Expansion

- Boosts eligibility Financial Aid for Swift Transfer (FAST) increasing access to dual-credit, credential pathways in CTE

Advising & Transition Supports

- Introduces a High School Advising Program with funding to support counseling infrastructure on college, career and military readiness

New Military Pathway Grant Program

- Establishes a state-funded $50K Military Pathway Grant

House Bill: 120 continued

Accountability & Workforce Outcome Reporting

- Updated goal of that every high school graduate have the skills and credentials to immediately enter the state's workforce

- Requires TEA to publish de-identified postsecondary outcomes, including postsecondary outcomes including student employment status, industry, wage, and county

House Bill: 3260

Expanded State Control and Independence

- Re-authorizes and expands Texas Industry-Recognized Apprenticeship Programs (IRAP)

- Transitioned oversight to Texas Workforce Commission rather than Department of Labor (grow independently)

- Authorizes state to set Texas-specific standards

House Bill: 3260 continued

Performance-Based Employer Reimbursements

- TWC is permitted to provide partial reimbursements to employers for apprentices or trainees

- Creates performance-based disbursements

Broader Qualification Criteria

- Broadens definition of qualifying apprenticeship programs for IRAP

- No longer tied to federal definitions

Senate Bill: 1786

Expanded Free Dual-Credit Access

- Broadens eligibility for tuition-free dual-credit courses under FAST (Financial Aid For Swift Transfer); now covering those identified as disadvantaged any time during current or previous four school years

Performance-Based Funding Aligned with Workforce Outcomes

- Refines community college funding under HB 8 outcomes-based model includes:

- Credential completions

- Student transfers to four-year institutions

- Completion of 15 semester hours of dual credit or dual credit

Senate Bill: 1786 Continued

Emphasizes "credentials of value"

- Provide a positive return on investment (earnings exceed high school median wages)

- Lead toward self-sufficiency wages

- Address state labor market needs especially in health care and education

Enhanced Labor Market & Academic Efficiency Tools

- Requires Texas Workforce Commission, in coordination with The Higher Education Coordinating Board, and Texas Education Agency to deliver county-and region-level labor market projections, enabling colleges to tailor programing to local industry demands

Senate Bill: 1786 Continued

Enhanced Labor Market & Academic Efficiency Tools

- Allows the Higher Education Coordinating Board to adopt policies or manuals by reference and use emergency rulemaking to better align funding with legislative appropriations

Senate Bill: 1535

Advanced Nuclear Energy Workforce

- Creates an Advanced Nuclear Energy Workforce Development Program under Texas Workforce Commission

- Administered in coordination with the Texas Education Agency, Texas Higher Coordinating Board in consultation with the Public Utility Commission

Strategic Planning & Public-Private Partnerships

- Texas Workforce Commission must develop a strategic plan addressing labor shortages and retention in nuclear energy, facilitate financial assistance via public-private partnerships

Senate Bill: 1535 continued

Strategic Planning & Public-Private Partnerships

- To promote academic programs (colleges, technical institutes, universities)

- Research and leadership development at higher education level

- Outreach to raise awareness of nuclear career pathways among K-12 students

Industry-Aligned Curriculum Development

- Requires Texas Workforce Commission to design standardized curriculum frameworks for degree and certificate programs targeting high wage occupations in:

Senate Bill: 1535 continued

Industry-Aligned Curriculum Development

- Nuclear-grade welding

- Radiological monitoring/control

- Reactor operations

- Nuclear instrumentation & control

- Engineering Tracks (nuclear, electrical, chemical, civil, environmental)

Annual Legislative Reporting

- Texas Workforce Commission is tasked with submitting annual report to legislative committees overseeing workforce development, higher ed and energy

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Questions

Chair Report

September 5, 2025

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Questions

Thank you!