



Executive Committee

March 7, 2025





Executive Committee

Consent Agenda



Meeting Minutes – November 15, 2024



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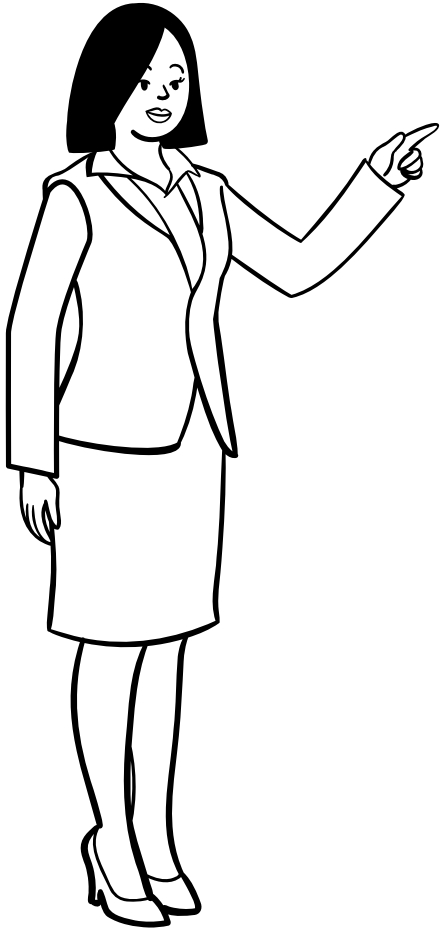
Child Care Quality Areas of Focus



Federally Allowable uses for Child Care Quality Funds

- A. **Training and Professional Development**, which includes costs associated with any training (not including infant- and toddler-specific training), professional development, and/or postsecondary education opportunities provided to Child Care provider staff
- B. **Texas Rising Star**, which includes any costs associated with Texas Rising Star recognition, maintenance, and mentor staff
- C. **Infant and Toddler Activities**, which includes any costs associated with specifically addressing infant and toddler program establishment or expansion, infant- and toddler-specific professional development, early intervention partnerships, and infant and toddler materials
- D. **Health and Safety**, which includes any costs associated with assisting early learning programs in maintaining Child Care licensing compliance or providing high-quality health and safety provisions that do not include activities specific to infants and toddlers
- E. **Evaluation**, which includes any costs associated with purchasing assessment tools that measure effective practices for child development, training staff to implement the tools, and/or conducting formal evaluation studies of quality efforts, which requires the submission of an evaluation report to TWC
- F. **National Accreditation Support**, which includes any costs associated with helping early learning programs obtain or maintain national accreditation (for example, fees and materials)
- G. **Other Allowable Activities**, *which are limited to costs for the following:*
 - Shared Services
 - Prekindergarten partnerships
 - Child care and early learning mental health supports (such as infant and early childhood mental health consultation or Child Care staff wellness resources)
- H. **Supply building activities**, including:
 - capacity expansion grants, stipends, or resources for existing providers to increase capacity (either total or for a target population, such as infants, children with disabilities, or children enrolled in the Child Care Services program); and
 - wage supports for Child Care staff, such as recruitment and retention bonuses or wage supplements.





Infant & Toddler (including professional development) \$900,000	
Infant/Toddler Curriculum, Indoor & Outdoor and Furniture	Q2 & Q3
Infant/Toddler Specific Training	Q1
Professional Development \$550,000	
Trainings for Children with Differing Abilities	Q2
Local and State Conferences	Q1
Teacher & Director Conference	Q3 & Q4
Curriculum Training and Other Training	Q1 & Q4
Texas Rising Star Quality Improvement (except PD) \$3,835,979	
TRS Maintenance Incentive	Q2
Curriculum	Q2
TRS Personnel	Q1-Q4
Indoor and Outdoor Material	Q3 & Q4
TRS Conference Reimbursement	Q4
CLASS Training for Mentors	Q3
Supporting Health & Safety Standards \$50,000	
First Aid/CPR Training Reimbursement	Q1
Evaluation & Assessment \$70,000	
ASQ SE & ASQ 3	Q1
ECERS & ITERS	Q3
Supporting National Accreditation \$19,145	
Accreditation Fees	Q1
Other Activities \$3,000,000	
TRS Retention Bonus	Q1
CCS Wage Supplement	Q4
Newly Certified Wage Supplement	Q1

Texas Workforce Commission's Child Care Connection (TX3C) System



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The Texas Workforce Commission's new case management system for Child Care Services – the Texas Child Care Connection (TX3C), went live January 13, 2025.

With the launch of the new system:

- Provider payments moved from a reimbursement model to an advance payment approach
- A new statewide parent share of cost methodology
- Parent Share of Cost is paid on a weekly basis
- Parents can check in their children via a tablet at the provider location or on their smart phones
- One statewide online application for all parents
- Staff are participating in daily 2-hour Post-Deployment meetings for TX3C.

Challenges Include:

- Production environment is different from UAT (testing) environment
- Service Now tickets are slow to get answered
- Many items brought to TWC's attention prior to launch are still not addressed
- Throughout the Child Care Network, all 28 boards are reporting issues and challenges.
- Post-Deployment requirements are unclear



Co-Ops for Childcare



Rural Co-op: Initial Stage

- ❖ The Childcare team has initiated research into the structural components of successful co-op models.
- ❖ The Business Coach has been tasked with developing a survey schedule to **assess** the needs of rural childcare providers. This schedule is currently being developed and will be shared when available.
- ❖ We are **studying** informational articles and materials to learn from existing successful co-op models and identify potential resources and support avenues.
- ❖ We are engaged in discussions with our Alamo Quality Pathway partners to ensure alignment of efforts and explore potential collaboration opportunities.
- ❖ We are actively **researching** existing community initiatives, meetings, and relevant activities to identify potential partnership opportunities for Workforce staff and determine how we can effectively contribute to ongoing efforts.



Phase 1 Exploratory	2-6 months
Idea Development & Initial Group Formation: Identifying the need for a co-op and gathering a core group of interested individuals	4- 8 weeks
Research & Study: Assessing the sustainability of the co-op by analyzing market demand, competition, and potential financial performance	8 – 24 weeks
Develop a Business Plan: Creating a detailed roadmap for the co-op, including its mission, goals, structure, operations, and financial projections	
Phase 2 Organizational Structure	6-12 months
Choose a Structure: Determining the appropriate legal framework for the co-op (e.g., consumer co-op, worker co-op, producer co-op) and registering it with the relevant authorities if needed.	4- 8 weeks
Develop Agreements: Creating documents that outline the co-op's rules, rights and responsibilities, and decision-making processes	8 - 24 weeks
Secure Funding: Exploring funding options, such as member investments, loans, grants, or other.	
Phase 3 Implementation & Launch	12-18 months
Set up Operations: Establishing the co-op's physical space, equipment, technology, and other necessary infrastructure	8 – 24 weeks
Marketing and Outreach: Promoting the co-op to potential members and customers.	ongoing

Targeted Occupation - Early Child Care workers



Request for ECE Workers to be added as a Targeted Occupation

- ❖ Child Care Team has already begun pulling information and working with other Workforce staff to research.
- ❖ The Child Care Team reached out to other workforce boards to see if other boards have placed Early Child Care workers on their local plan as a targeted occupation.
 - Out of 28 boards
 - 8 boards responded
 - ❖ 4 boards HAD added this group
 - (1 of the 4 in discussions to remove, due to criteria not meeting high demand/high wage)
 - ❖ 4 boards DID NOT have them added
 - Due to local wages not meeting self sufficiency



ONET Title: Childcare Workers

ONET Code: 39-9011.00

Occup. Code	Summary Level	Occupation Title	Estimated Employment	Mean Wage	Entry Wage	Experience Wage
27-3092	Detail	Court Reporters and Simultaneous Captioners	40	\$70,116	\$25,241	92554
31-1131	Detail	Nursing Assistants	7,520	\$35,222	\$29,305	38180
31-2011	Detail	Occupational Therapy Assistants	450	\$74,294	\$58,904	81989
31-2021	Detail	Physical Therapist Assistants	950	\$71,170	\$48,779	82366
31-9011	Detail	Massage Therapists	490	49833	28410	60545
39-9011	Detail	Childcare Workers	3,790	\$29,034	\$21,876	32613



Early Matters



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United Way



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Texas A&M University San Antonio



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Pre-K for SA



Childcare Rural Community Meetings for January 2025



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CEO Report: Child Care Rural Support

December 2024 & January 2025

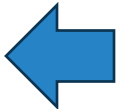
December 2024

Date	County/City
12/03/2024	Pearsall & Kerrville
12/04/2024	Floresville & Boerne
12/10/2024	Hondo & Seguin
12/11/2024	Kenedy
12/12/2024	Pleasanton & New Braunfels
12/17/2024	Pearsall & Kerrville
12/18/2024	Floresville & Fredericksburg
12/19/2024	New Braunfels



January 2025

Date	County/City
01/07/2025	Pearsall & Kerrville
01/08/2025	Floresville & Boerne
01/09/2025	Pleasanton & New Braunfels
01/14/2025	Hondo & Seguin
01/15/2025	Kenedy
01/21/2025	Pearsall & Kerrville
01/22/2025	Floresville & Fredericksburg*
01/23/2025	Pleasanton & New Braunfels
01/28/2025	Hondo & Seguin
01/29/2025	Boerne



In Person: Child Care Services Community Support

Pending location: Fredericksburg



CEO Report: Child Care Rural Support Community Events

December 2024 &
January 2025

12/03/2024: Gillespie: Connecting the Vine
Kerrville Interagency
Karnes Co. Interagency

01/07/2025: Gillespie: Connecting the Vine

01/08/2025: Wilson County Interagency

12/05/2024: ChildSafe Resource Event

01/09/2025: Atascosa/Pleasanton:
Atascosa Community Action & Pleasanton
Interagency

12/10/2024: Floresville Mini Resource Fair

12/12/2025: Pleasanton Community Meeting

01/16/2025: Wilson County Job Fair

12/17/2024: State of Child Care Summit:
Kerrville

01/21/2025: Bandera Interagency

Bandera Interagency meeting

01/27/2025: Seguin Interagency

01/28/2025: Karnes County Interagency



Facility Updates Bandera Update



Bandera Update

Opening: February 2025
Grand Opening: Mid-March 2025

- **Construction Updates:**
- Construction is 100% complete
- Ongoing Task:
 - Furniture scheduled to be delivered January 29, 2025
 - IT is assessing the network
 - Signage is currently being procured, 4-6 weeks out



Facility Updates O'Connor Update



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O'Connor Update



Soft Opening: February 2025
Grand Opening: November 2025

Construction Update:

- Construction is 99% percent complete.
- Tasks in progress include
 - Installation of new bathroom partitions, scheduled to begin on January 17th and conclude by January 31st.
 - Fiber network installation, scheduled for completion by February 6, 2025
 - Final cleaning
- VRS/C2 staff are scheduled to move in on January 22, 2025.



O'Connor (Continued)



Business Services Strategy and Industry Sector Partnership RFP



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Business Services Strategy and Industry Sector Partnership RFP

- **Objective:** Support WSA CEO in achieving strategic workforce development goals through sector-based partnerships and optimizing business services
- **Sector-Based Partnerships:**
 - Develop work plans and strategies for industry sector partnerships
 - Align sector goals with employer needs and track progress
 - Create new sector partnerships as needed
- **Optimize Business Services:**
 - Define roles and responsibilities for Board and Career Center staff
 - Research and implement private sector best practices for talent management
 - Develop partnership proposals with local Chambers of Commerce
- **Next Steps:**
 - Finalize RFP and publish solicitation
 - Evaluate proposals and award contract



Port SA Grand Opening



Postponed Port San Antonio Career Center Grand Opening



- The grand opening has been postponed.
- We understand how eagerly everyone has been anticipating this event, and we truly appreciate your patience. A new date will be announced soon, and we look forward to celebrating with you when the time is right.
- Thank you for your understanding.



PROWD Grant Press Conference



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PROWD Press Conference

**Coverage from KENS,
KABB, WOAI TV,
Spectrum News**

Approximately
\$3,000 in media
value

150,000 +
Impressions



PROWD Press Conference

Guests included representatives from:

- **Crosspoint**
- **Goodwill San Antonio**
- **Easy Expunctions**
- **U.S. Probation Office**
- **Health Collaborative**
- **Webhead**



PROWD Press Conference



DOL Grant

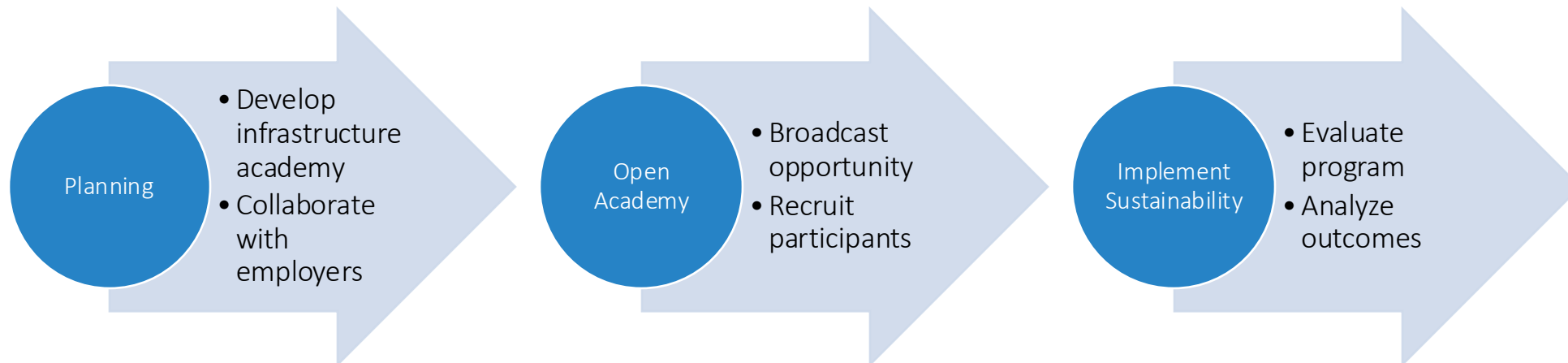


Department of Labor Grant

San Antonio Infrastructure Academy

\$2,000,000

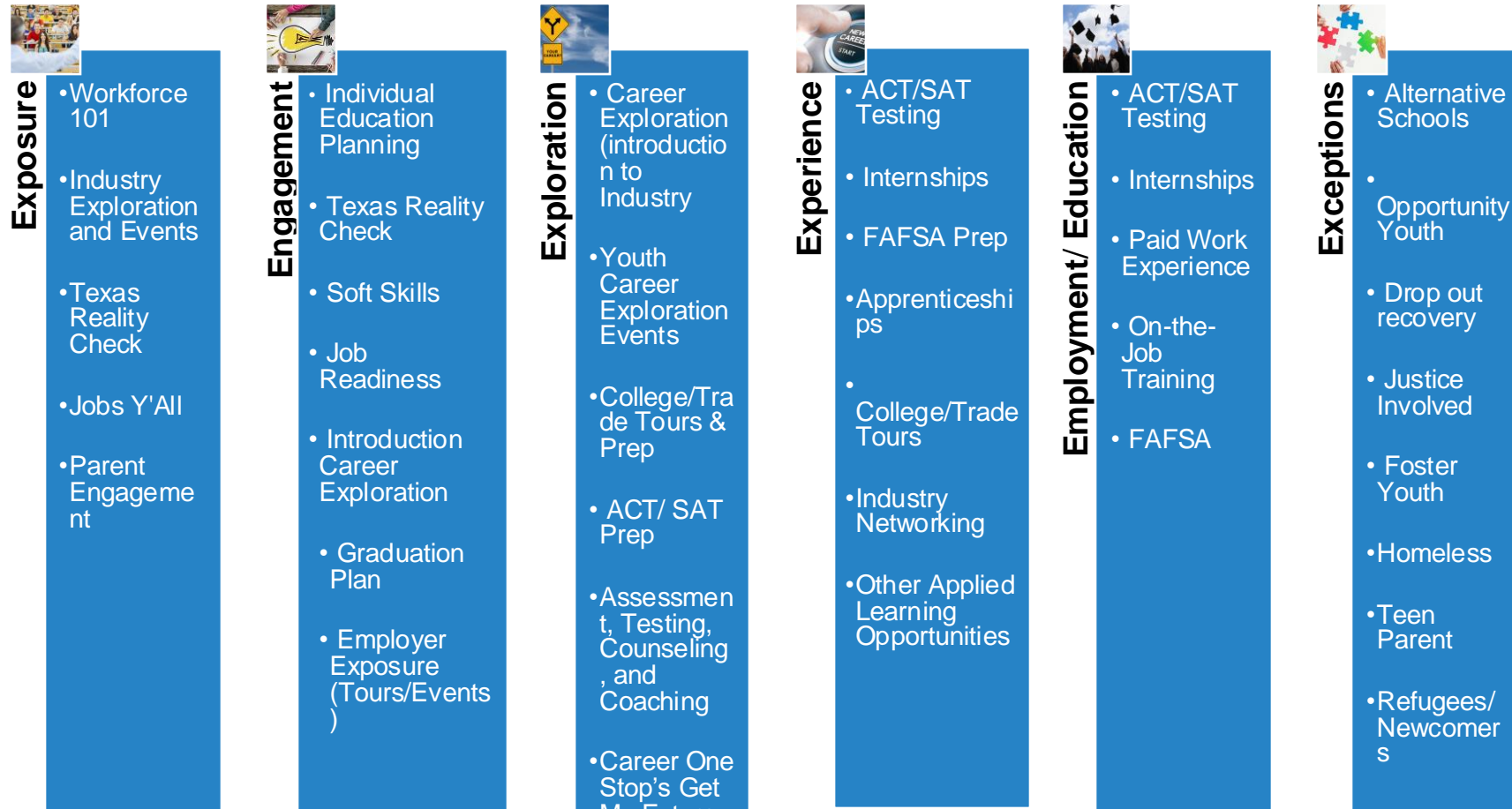
Two step approach to assessing construction industry needs and aligning committed employers to fulfilling the needs of expansion and investment in infrastructure and renewable energy projects in Alamo.



TX FAME



TX FAME



Interest & Application Stage



CTE Classes → Apply to FAME

- Project Lead the Way (PLTW) → Apply to FAME
- Interest in STEM Careers → Apply to FAME



Education & Training (2 Years / 5 Semesters)

- 1800 Hours of PAID On-the-Job Training
- Associate Degree in Advanced Manufacturing
- Lean Manufacturing Practices
- Professional Behaviors & Other Soft Skills



Career & Graduation Outcome

- Advanced Manufacturing Technician Career
- Goal: Graduate with a Job Offer & Zero College Debt



Mobile Unit Schedule



Mobile Unit Schedule

February- March

Date	Location
3-Feb	Seguin (Guadalupe)
5-Feb	Kennedy (Karnes)
5-Feb	Floresville (Wilson)
6-Feb	Pleasanton (Atascosa)
10-Feb	Pearsall (Frio)
10-Feb	Hondo (Medina)
12-Feb	Bexar (Datapoint)
13-Feb	Bexar (E. Houston)
17-Feb	Bexar (S. Flores)
18-Feb	West Avenue Compassion
19-Feb	Bexar (Port SA)
19-Feb	Bexar (Food Bank)
26-Feb	Harlandale ISD

Date	Location
20-Feb	TX FAME Open House
27-Feb	Kerrville (Kerr)
27-Feb	Bandera
27- Feb	Harlandale ISD
28-Feb	Boerne (Kendall)
1-Mar	5th Annual Trades Day
3-Mar	New Braunfels (Comal)
3-Mar	Bexar (Comal)



Update on Day Laborer Site Locations



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Update on Day Laborer Site Locations

Services

Universal Access:
Technology, job profiles,
and workshops available
without formal
enrollment.

**Eligibility-Based
Programs:** WIOA and
TANF/SNAP E&T require
verification.

Barriers

Tracking Challenges:
Transient population with
inconsistent contact
information.

Limited Access: Lack of
reliable technology and
transportation.

Legal Barriers: Restrictions
due to undocumented
status.

Solution & Benefit:

Leverage WSA mobile units
in partnership with trusted
community organizations.

Builds trust with known
organizations.

Provides services at
locations where day
laborers gather.

Increases awareness and
accessibility of employment
services.

Next Steps

Collaborate with
community partners.

Deploy mobile units to
key locations.

Promote multilingual
outreach and track
service outcomes.

Capstone Project



Capstone Intern



Project Objectives

- Develop a comprehensive asset map.
- Strengthen employer, school, and community partnerships.
- Ensure timely completion with high-quality data.

Action Plan

- Regular Meetings: Weekly check-ins & bi-weekly team updates.
- Data Collection & Analysis: Interviews, validation, and peer reviews.
- Training & Support: Guidance on data tools and reporting.
- Risk Management: Identify challenges and implement mitigation strategies.

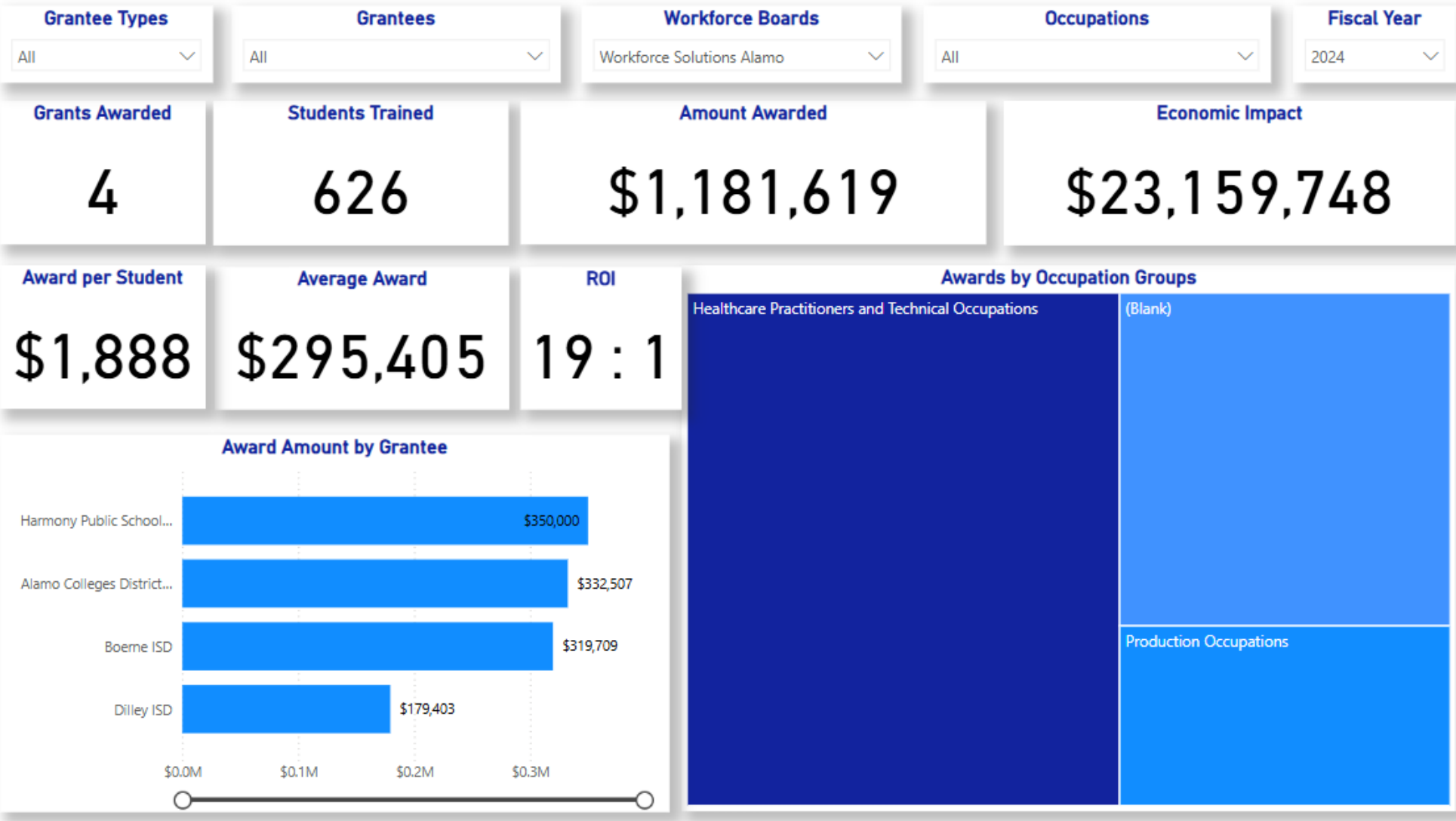
Benefits

- Clear and organized resource mapping for workforce development.
- Improved accessibility for individuals with disabilities.
- Strengthened community collaboration.

Update on Jet Grants



2024 JET GRANT AWARDS



Jet Grant Awards Alignment with WSA Local Plan Target Industries

TARGETS 2025-2028	
Clusters	Industries
Advanced Manufacturing	3361 Motor Vehicle Manufacturing 3363 Motor Vehicle Parts Manufacturing
Health	6211 Offices of Physician 6221 General Medical and Surgical Hospitals 6212 Offices of Dentists 6215 Medical and Diagnostic Laboratories
Computer Technology/IT/Cybersecurity	5416 Management/Scientific, and Technical Consulting Services 5415 Computer System Design and Related Services ** New Title 5419 Other Professional, Scientific, and Technical Services**
Construction/Utilities	2382 Building Equipment Contractors 2371 Utility System Construction
Oil & Gas Extraction/ Warehousing & Transportation/Finance/Others	5221 Depository Credit Intermediation 2111 Oil & Gas Extraction 4931 Warehousing and Storage 2131 Support Activities for Mining
Education	6111-Elementary and Secondary Schools

- Alamo Colleges District-San Antonio College: \$332,507 grant to train 250 students as software developers and software quality assurance analysts and testers – Computer Technology
- Boerne ISD: a \$319,709 grant to train 200 students as registered nurses – Health
- Dilley ISD: a \$179,403 grant to train 76 students as welders – Manufacturing
- Harmony Schools South Texas: a \$350,000 grant to train 100 students as licensed practical and licensed vocational nurses - Health



2025 Regional Jet Grant Application Support

The JET program provides grants to eligible education institutions to help fund the start up costs associated with developing career and technical education programs.

- **SAN ANTONIO ISD :** Automotive Service Technicians and Mechanics
- **SAN ANTONIO COLLEGE:** Computer and Information Systems Managers
- **PEARSALL ISD:** Welding



Update on CTE



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CTE Regional Programs of Study

Objective: Identify gaps and needs in current Career & Technical Education (CTE) programs across school districts.

Impact: Provide a clear snapshot of regional CTE offerings.

Next Steps: Conduct a comprehensive mapping analysis of CTE programs.



The Career and Technical Education (CTE) Department, within the Division of College, Career, and Military Preparation (CCMP) presents:

PROGRAM OF STUDY MAPPING APPLICATION

TWC Trade Adjustment Assistance (TAA) Monitoring Update



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TWC Trade Adjustment Assistance (TAA)

TWC Trade Adjustment Assistance (TAA): TWC issued a report on 11/25/24 for Quarters 1-2 of 2024. TWC reported a 94.6% accuracy rate (exceeding the expected 90%), with two areas recommended for continuous quality improvement. QA has reviewed the items with all parties, and follow-up actions are in place.

a.Re-employment Plan (REP) / Individual Employment Plan (IEP):

- Documenting REP/IEP amendments and recording the information in the WIT WFCMS case management system.
- Documenting breaks in the REP/IEP.

b.Benchmarks and Monthly Contact:

- Documenting 30-day contact in the WIT WFCMS.
- Documenting academic standing and training completion schedule benchmarks in the REP/IEP.



Actions & Recommendations

- As of July 2022, key components of the TAA have been suspended due to the expiration of certain statutory authorizations (e.g., new petitions are not being accepted). Because of this, participant numbers across the state have been decreasing. For example, WSA currently serves less than 10 active customers.
- In communication with TWC and to ensure the monitoring activity does not cost more than the items monitored, QA has “risked out” the grant (QA will not be testing the grant this year).
 - Because QA ‘risked out’ TAA, WSA will rely on our contractor partner to continue their internal monitoring of the grant, continuous improvement efforts for the two highlighted items, and submitting quarterly reports to WSA.
- QA has reviewed the highlighted items with all parties, and follow-up actions are in place.



Business Partner Agreement: Data-Sharing



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Summary

Briefing regarding WSA's Partner Business Agreement – Data Sharing (PBA) with the City of San Antonio for the ReadyToWork(RtW) contract.

At the CEO's and the Board of Director's discretion, this item provides the option to vote and approve:

- a. **WSA's Release of Information & Partner Business Agreement (PBA) Procedures** (attached)
- b. **WSA's and the City's PBA** (attached).

Note: Board's approval is optional.



Purpose

To establish partnerships, convene local workforce development stakeholders, and serve as primary agent by:

- brokering and leveraging expertise and resources
- to expand the workforce development system
- and offer comprehensive services to customers,
- by implementing data-sharing agreements with key partners.



PBA with the City of San Antonio (RtW)

WSA developed a PBA that meets state-required guidelines for sharing participant information, currently in review by the City. Key elements include:

Training and TA for three City users with ‘view’ access to TWC’s WFCMS (WIT) system	Access provided at our location with our equipment	RtW participants will sign a new Consent to Release of Information form authorizing WSA	The Consent includes WSA, the City’s RtW, and the option to select additional partners
The data will include wage and employment information	The data include the past six months from the date of authorization, and up to three years thereafter	The process includes a TWC “P-48” form	The PBA meets TWC’s Information Security Standards (IRIS) and other guidelines

By requiring WIT registration, the system links RtW participants with the Board’s (and TWC’s) labor exchange and American Job Center services.



Next Steps

Once WSA and the City agree on the language of the PBA, WSA will finalize the details, which involves multiple departments:

- Programs/Operations oversees the engagement,
- MIS sets up the data and information,
- IT ensures the system meets security requirements,
- Fiscal and Procurement validate the leveraging of resources,
- QA helps will continue providing technical assistance as well as help maintain internal controls to minimize risk.



Staff Recommendations

The Partner Business Agreement supports WSA's efforts to leverage resources and expertise to expand our customer base and provide comprehensive services through data-sharing.

- Staff recommend the Board's support in implementing WSA's *Release of Information and Partner Business Agreement (PBA) Procedures*.
- Staff recommend the Board's support towards leveraging local area resources and expertise with the *Partner Business Agreement* for the City of San Antonio for the RtW contract.

At the Board's discretion, the items are optionally available for approval.



Update: Ready to Work



Agenda

1. Updates:

- ❖ Ready-to-Work (RTW) Analysis Presentation
- ❖ RTW Scope of Service Change Requests
- ❖ WSA & COSA Budget

2. Data Collection & Analysis Methodology

3. Program Performance Overview

4. Operational Challenges & Process Capability

5. Strategic Recommendation:

- ❖ Compliance Requirement
- ❖ Communication & System Enhancements
- ❖ Third-party Cost Benefit Analysis
- ❖ Third-party Process Analysis & Mediation



Updates

1. WSA Presented its Ready-to-Work Analysis to the RTW Consortium

- Meeting was held on **December 16, 2024**, with more than 50+ individuals in attendance.
- WSA Ready-to-Work Analysis has been updated.
 - Updated language and revised performance metrics based on new data.
 - One additional recommendation.

2. Scope of Service Change Requests

- COSA requested all Primes mutually agree upon any requested changes to the online Scope of Service document by January 31, 2025.
- WSA held four (4) meetings with all four (4) Prime Agencies and WSA Sub-prime agencies
- All prime agencies request changes to the Scope of Service along with additional request to improve the program.

3. WSA is currently in budget negotiations with COSA :

- Ready-to-Work and Fiscal teams will provide programmatic and fiscal updates in the coming weeks.



Data Collection & Analysis Methodology

Analysis Context:

- ❖ Examining system-level challenges in data entry, payment processing, and compliance framework used by COSA
- ❖ Focus on WSA's long-term program sustainability
- ❖ Assessment of operational barriers to scale

Methodological Approach:

- ❖ Cross-functional analysis team: Chief Process Officer, RTW & Data Board Staff, Subprime partner (C2).
- ❖ Data collection through multiple micro-projects
- ❖ Integration of Lean, Six Sigma, Agile, and Change Management principles
- ❖ Field interviews and direct observation with board and subprime staff
- ❖ Analysis of COSA dashboard and operational data

Note: slight variations may exist in the performance data due to variable collection periods.



Program Performance Overview

The analysis reveals significant systemic barriers limiting program effectiveness. The data shows concerning gaps between investment and outcomes

Performance:

- ❖ **Unique applicants interviewed: 73%** (7,273 of 10,033 target)*
- ❖ **Training enrollment goals: 75%** (4,713 of 6,268 target)*
- ❖ **Training completion rate: 32.7%** (1,545 completions out of 4,713 enrolled)
- ❖ **Job Placement Rate: 37.5%** (549 employers hiring RTW graduates out of 1,545 completions)

*Target Numbers were adjusted within the last six (6) months.

Employment Barriers:

- ❖ **Age 45+: 38.7%** quality job rate **vs. 44.3%** (ages 25-44).
- ❖ **Justice-Involved: 29%** quality job rate **vs. 44.6%** (non-involved).
- ❖ **With Disabilities: 24.2%** quality job rate **vs. 44%** (no disability).
- ❖ **Education Level: 36%** quality job rate for those with a high school diploma or less.

Insight: Significant gaps remain in program performance, particularly in training completion and job placement rates. Employment barriers—including age, prior justice involvement, and disabilities—exert a disproportionate influence on participant outcomes, necessitating a need for more targeted interventions to enhance equitable access to quality job opportunities.



Operational Challenges & Process Capability

Process Efficiency:

- ❖ **Takt Time:** 160 minutes per assessment (under maximum workload conditions).
- ❖ **Cycle Time:** 90 minutes per assessment (initial time, excluding additional tasks).
- ❖ **Cpk (Process Capability Index):** 1.00 (no buffer for variability, below ideal target of 1.33).
- ❖ **VAR (Value Added Ratio):** 80% of case managers' time spent on required tasks.

Key Challenges:

- ❖ **SYNC System Complexity:**
 - 150+ fields (37 critical for invoicing) create administrative burden.
 - Frequent updates and poor communication increase inefficiencies.
- ❖ **Case Management Overload:**
 - 1:300-350 participant-to-case manager ratio limits engagement.
 - 69% of case managers' time spent on SYNC data entry, reducing participant support.
- ❖ **Invoice Processing:**
 - 63.6% revision rate (only 36.3% processed correctly on first attempt).
 - Monthly cost of revisions: \$41,047.85.

Insight: Operational inefficiencies, particularly in data management and case management, are straining resources and reducing program effectiveness. Addressing these challenges is critical to improving participant outcomes and program sustainability.



Strategic Recommendation #1

COSA Compliance Requirements

Rationale: Current operational model shows significant process inefficiencies affecting both WSA and partner organizations.

- Negotiate tiered compliance system
- Maintain 100% compliance for critical data only
- Allow flexibility for less crucial elements (5-10% error allowance)
- Reduce partner burden while maintaining accountability



Strategic Recommendation #2

Communication & System Enhancements

Rationale: Address challenges from complex reporting requirements and frequent guideline changes

- Enhance SYNC platform usability (required fields)
- Implement quarterly update cycle
- Implement 30-day notice for major changes
- Require consortium agreement for off-cycle changes
- Minimum 21-day notice for rapid changes



Strategic Recommendation #3

Third-party Cost Benefit Analysis

Rationale: address operational costs and ensure long-term program sustainability

- Determine equitable compensation structure
- Engage third-party professional service
- Evaluate program delivery costs
- Assess reimbursement model



Strategic Recommendation #4

Third-party Process Analysis & Mediation

Rationale: Operational challenges stem from balancing strict compliance requirements with performance objectives, creating gaps between COSA's procedural mandates and operational realities.

❖ Engage Impartial Third-Party Mediator:

- Conduct a comprehensive evaluation of RTW program processes.
- Harmonize compliance mechanisms and performance standards.

❖ Streamline Processes:

- Identify opportunities to reduce inefficiencies while maintaining oversight.

❖ Develop Balanced Framework:

- Create operational protocols that optimize both compliance and performance.



Client Expenditure Analysis



Client Expenditures

TWC Funding

Client Expenditure Analysis - TWC Programs as of December 2024 (6 Months)		
Category	YTD Actuals	%
Work Related	\$ 110,584	10.60%
Rent	\$ 376,140	36.05%
Utilities	\$ 60,134	5.76%
Transportation	\$ 358,036	34.32%
Incentives	\$ 91,256	8.75%
Youth - Support Services	\$ 47,185	4.52%
TOTAL:	\$ 1,043,335	100.00%

Ready to Work Funding

Client Expenditure Analysis - Ready to Work as of December 2024 (6 Months)		
Category	YTD Actuals	%
Rent	\$ 134,743	49.00%
Utilities	\$ 68,518	24.92%
Transportation	\$ 19,380	7.05%
Laptops/Computers	\$ 30,766	11.19%
Training Related	\$ 2,202	0.80%
Other	\$ 19,387	7.05%
TOTAL:	\$ 274,996	100.00%



Client Expenditures

- A total of **\$1M** has been expensed for support services to assist our clients.
- Overall TWC programs support service expenditures increased \$239,827 from the last 8 months.
- **49%** of the overall support services expenditures has been for **rent assistance** for RTW participants



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%	\$ 161,684	2.54%	\$ 153,316	3.13%	\$ 493,418
Bandera	\$ 283,365	1.11%	\$ 70,841	1.11%	\$ 62,316	1.27%	\$ 221,049
Bexar	\$ 19,138,175	75.21%	\$ 4,784,544	75.21%	\$ 3,754,447	76.56%	\$ 15,383,728
Comal	\$ 1,228,555	4.83%	\$ 307,139	4.83%	\$ 327,867	6.69%	\$ 900,688
Frio	\$ 432,720	1.70%	\$ 108,180	1.70%	\$ 144,026	2.94%	\$ 288,694
Gillespie	\$ 250,973	0.99%	\$ 62,743	0.99%	\$ 55,595	1.13%	\$ 195,378
Guadalupe	\$ 1,253,836	4.93%	\$ 313,459	4.93%	\$ 12,470	0.25%	\$ 1,241,367
Karnes	\$ 323,219	1.27%	\$ 80,805	1.27%	\$ 49,731	1.01%	\$ 273,489
Kendall	\$ 542,467	2.13%	\$ 135,617	2.13%	\$ 82,660	1.69%	\$ 459,807
Kerr	\$ 445,278	1.75%	\$ 111,320	1.75%	\$ 118,114	2.41%	\$ 327,165
McMullen	\$ 82,194	0.32%	\$ 20,548	0.32%	\$ 3,473	0.07%	\$ 78,721
Medina	\$ 390,384	1.53%	\$ 97,596	1.53%	\$ 44,425	0.91%	\$ 345,959
Wilson	\$ 426,780	1.68%	\$ 106,695	1.68%	\$ 95,300	1.94%	\$ 331,480
TOTAL	\$ 25,444,682	100.00%	\$ 6,361,170	100.00%	\$ 4,903,740	100.00%	\$ 20,540,942

	Budget	Actual
Urban	75%	77%
Rural	25%	23%



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%	\$ 583,790	1.79%	\$ 784,581	2.25%	\$ 1,550,580
Bandera	\$ 543,644	0.42%	\$ 135,911	0.42%	\$ 107,605	0.31%	\$ 436,039
Bexar	\$ 108,678,085	83.40%	\$ 27,169,521	83.40%	\$ 29,267,611	83.84%	\$ 79,410,474
Comal	\$ 3,298,186	2.53%	\$ 824,546	2.53%	\$ 1,077,068	3.09%	\$ 2,221,118
Frio	\$ 1,100,983	0.84%	\$ 275,246	0.84%	\$ 320,853	0.92%	\$ 780,129
Gillespie	\$ 829,561	0.64%	\$ 207,390	0.64%	\$ 153,616	0.44%	\$ 675,945
Guadalupe	\$ 6,155,146	4.72%	\$ 1,538,786	4.72%	\$ 1,465,930	4.20%	\$ 4,689,215
Karnes	\$ 865,247	0.66%	\$ 216,312	0.66%	\$ 84,740	0.24%	\$ 780,508
Kendall	\$ 1,038,310	0.80%	\$ 259,578	0.80%	\$ 257,871	0.74%	\$ 780,439
Kerr	\$ 2,432,830	1.87%	\$ 608,207	1.87%	\$ 470,412	1.35%	\$ 1,962,417
McMullen	\$ 42,772	0.03%	\$ 10,693	0.03%	\$ -	0.00%	\$ 42,772
Medina	\$ 1,865,221	1.43%	\$ 466,305	1.43%	\$ 620,557	1.78%	\$ 1,244,664
Wilson	\$ 1,119,496	0.86%	\$ 279,874	0.86%	\$ 296,628	0.85%	\$ 822,869
TOTAL	\$ 130,304,641	100.00%	\$ 32,576,160	100.00%	\$ 34,907,471	100.00%	\$ 95,397,170

	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%	\$ 20,114	1.96%	\$ 5,953	0.95%	\$ 74,503
Bandera	\$ 47,473	1.15%	\$ 11,868	1.15%	\$ 2,571	0.41%	\$ 44,902
Bexar	\$ 3,136,071	76.29%	\$ 784,018	76.29%	\$ 500,295	79.64%	\$ 2,635,776
Comal	\$ 208,528	5.07%	\$ 52,132	5.07%	\$ 42,735	6.80%	\$ 165,792
Frio	\$ 48,882	1.19%	\$ 12,220	1.19%	\$ 8,289	1.32%	\$ 40,593
Gillespie	\$ 45,240	1.10%	\$ 11,310	1.10%	\$ -	0.00%	\$ 45,240
Guadalupe	\$ 184,449	4.49%	\$ 46,112	4.49%	\$ 26,922	4.29%	\$ 157,527
Karnes	\$ 41,995	1.02%	\$ 10,499	1.02%	\$ -	0.00%	\$ 41,995
Kendall	\$ 84,958	2.07%	\$ 21,239	2.07%	\$ 9,593	1.53%	\$ 75,364
Kerr	\$ 69,523	1.69%	\$ 17,381	1.69%	\$ 23,101	3.68%	\$ 46,422
McMullen	\$ 16,593	0.40%	\$ 4,148	0.40%	\$ -	0.00%	\$ 16,593
Medina	\$ 69,766	1.70%	\$ 17,442	1.70%	\$ 8,776	1.40%	\$ 60,990
Wilson	\$ 76,846	1.87%	\$ 19,211	1.87%	\$ -	0.00%	\$ 76,846
TOTAL	\$ 4,110,779	100.00%	\$ 1,027,695	100.00%	\$ 628,235	100.00%	\$ 3,482,544

	Budget	Actual
Urban	76%	80%
Rural	24%	20%

**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.*



New Grants



Teacher Externship Grant

The Externships for Teachers program aims to enhance educators' knowledge of workforce topics, especially STEM careers in the Alamo region. By providing five days of on-site and virtual externships with 15-20 local businesses and industries, the program will equip approximately 100 teachers with practical insights into real-world applications of classroom content.

Grant Award - \$200,000





End of Consent Agenda





Early Care & Education Committee

Committee Report

March 7, 2025

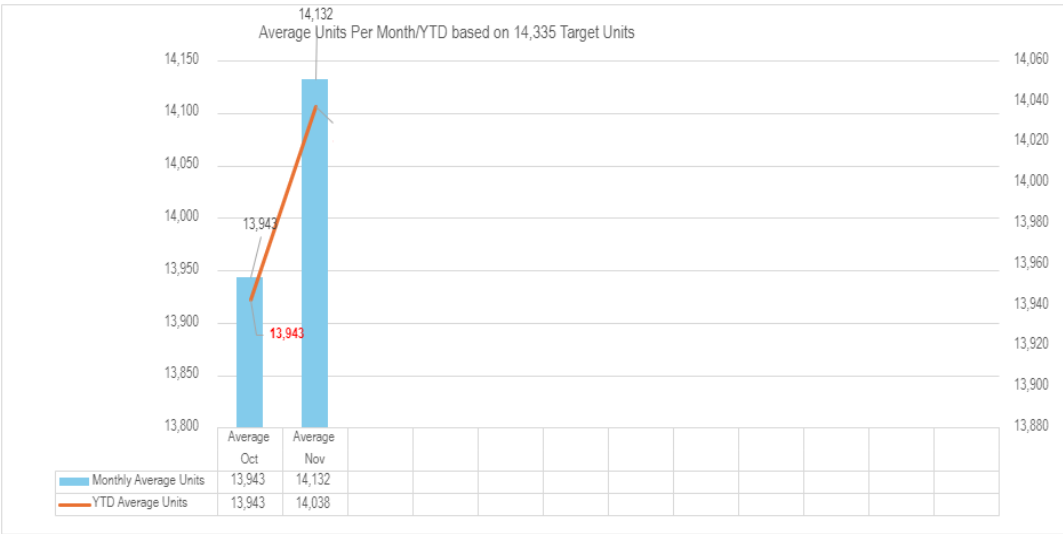


Childcare Performance Briefing



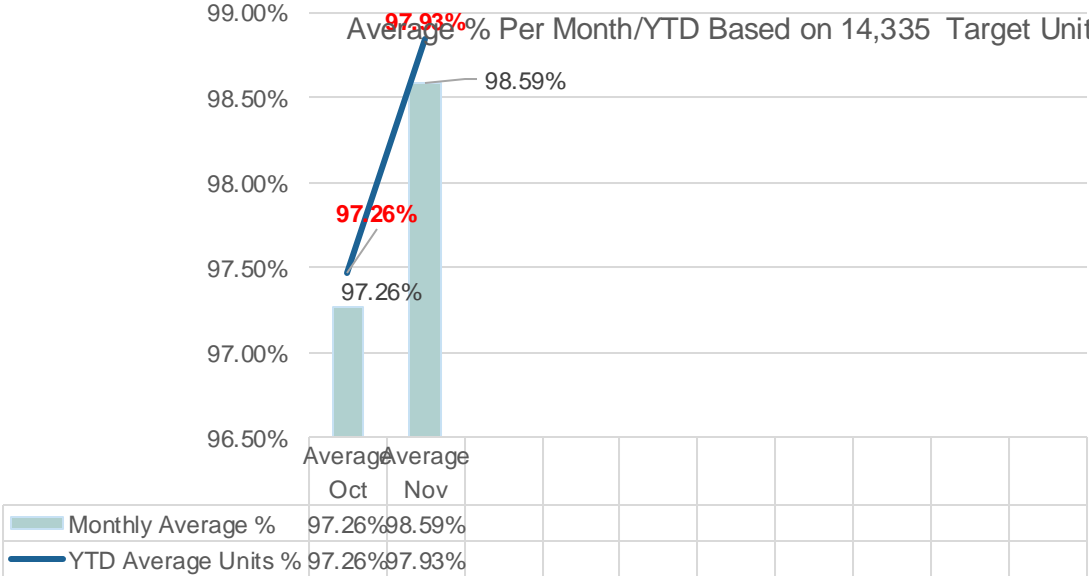
Childcare Performance Briefing FY 2025

**information pulled 01/08/2025*



	Oct Average	Nov Average
Monthly Average	97.26%	98.59%
YTD Average Unit	97.26%	97.93%

	Oct Average	Nov Average
Choices	182	164
Low Income	12,806	13,004
Former DFPS	736	734
Homeless	219	231
Monthly Average	13,943	14,132
Monthly % Average	97.26%	98.59%
YTD Average Unit	13,943	14,038
YTD % Average	97.26%	97.93%
TWC Target	14,335	14,335



WSA's unofficial YTD avg for FY 2025 is 97.93%

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



Childcare Performance Briefing FY 2025

**information pulled 01/08/2025*



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	Average	Average
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Questions



Texas Rising Star Assessment Update



AmericanJobCenter®



Texas Rising Star Centers

Total # of Currently Certified Centers

303

* Report(s) pulled: 01/09/2025



2 Star	22
3 Star	102
4 Star	180



Percentage of TRS/CCS

County	TRS Capacity
Atascosa	371
Bandera	119
Bexar	29645
Comal	789
Frio	225
Gillespie	258
Guadalupe	2166
Kendall	135
Kerr	350
Medina	558
Wilson	255
Grand Total	34871

Location	Programs	CCS Programs	TRS Programs	Percentage TRS of CCS Programs
Bexar Early Learning Programs	839	475	251	52.8%
Rural Early Learning Programs	312	131	51	38.9%
Total	1151	606	302	49.8%

* Report pulled 01/08/2025

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.



Questions





Strategic Committee

Committee Report

March 7, 2025



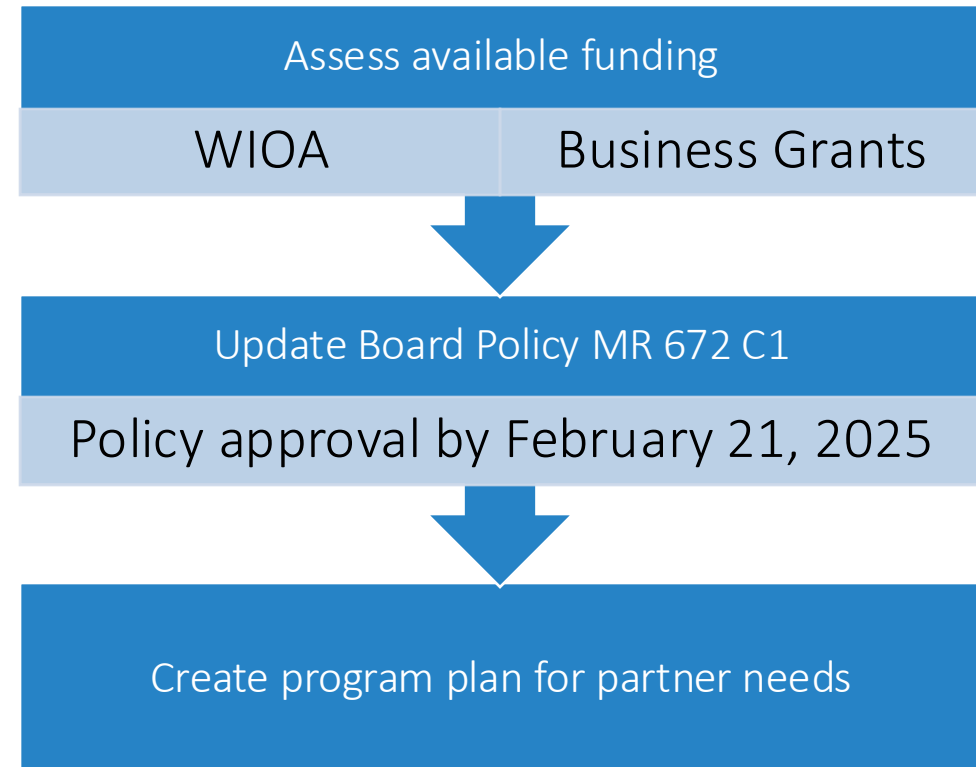
Incumbent Worker Funding



Incumbent Worker Funding

Funding:

- **WIOA Funds:** Traditional funding source for workforce training.
 - **Employers:** Must have a TWC Tax Account Number and WorkInTexas.com account.
 - **Workers:** Must be employed for at least six months; WIOA eligibility not required.
- **Skills for Small Business:** Supports training for employees in small businesses.
- **Skills Development Fund:** Employer-training institution collaborations.
- **Self-Sufficiency Fund:** Focuses on wage growth and self-sufficiency.
- **High Demand Job Training Program:** Targets high-demand occupations.





Questions





Youth Committee

Committee Report

March 7, 2025



Career Exploration Events



PY25 Career Exploration Youth Events

PY25 Career Exploration Youth Events



24
FEB
2025

CTE Showcase

- Education Service Center (ESC-20)
- 400 Middle School Students
- 15 CTE Programs/10 Community Orgs

23
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Alamo Future Fest

- Westside Education & Training Center
- Collaboration with NXT Level
- Target Audience: Opportunity Youth

7
MAY
2025

World of Work Youth Apprenticeship Week

- Location TBD

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JULY
2025

Interns Unite! National Intern Day

- Location TBD

OVERALL STRATEGIC GOALS:



Inspire Youth: Educate about diverse career options locally and globally



Remove Barriers: Promote YES! Program that addresses employment obstacles



Align with Local Plan: Ensure events meet community workforce needs



Energy, Engagement, Empowerment!



Upcoming Youth Outreach Opportunities



2025 Stock Show and Rodeo
Ag-Mechanics Hall
February 21st and 22nd

Freeman Coliseum
9:00 AM – 2:00 PM



BOYS & GIRLS CLUBS
OF SAN ANTONIO

5th Annual Trades
Discovery Day
Saturday, March 1st

Eastside Clubhouse
10:00 AM – 3:00 PM



ACE RACE UPDATES



**EVENT
SPONSORS &
VOLUNTEERS
NEEDED!**



Date and Time:
Saturday, April 12, 2025
8:00 AM – 5:00 PM



**Location: San Antonio
Police Academy**



**Fees/Admission: This
event is free to the
public**



Alamo Helping Hands

- On February 6, 2025
- Hosted Northside, Edgewood, Harlandale, SAISD, and South San School Districts at Pre-K 4 SA
- Increased awareness of available disability services, provide career and education resources, and foster inclusive employment opportunities.
- This event will empowers individuals by offering valuable information on education, employment, and community support, helping them achieve greater independence and career success.





Questions



Youth Program Briefing and Performance



AmericanJobCenter®

Planned Participant Summary

PPS WIOA YOUTH 2024-2025	NEW			Q4 JUL-SEP'25	YEAR END GOAL	YEAR END GOAL %
	Q1 OCT- DEC'24	Q2 JAN- MAR'25	Q3 APR- JUN'25			
Urban Participants Planned	89	178	267		356	
Actual Participants Served	194				194	54%
Rural Participants Planned	52	105	157		210	
Actual Participants Served	88				88	42%
Work Experience Career Opportunities Planned	50	101	150		201	
Actual	43				43	21%
Education/Training Planned	15	29	43		57	
Actual	26				26	46%
Supportive Services Planned	67	135	202		269	
Actual	221				221	82%

As of December 31, 2024



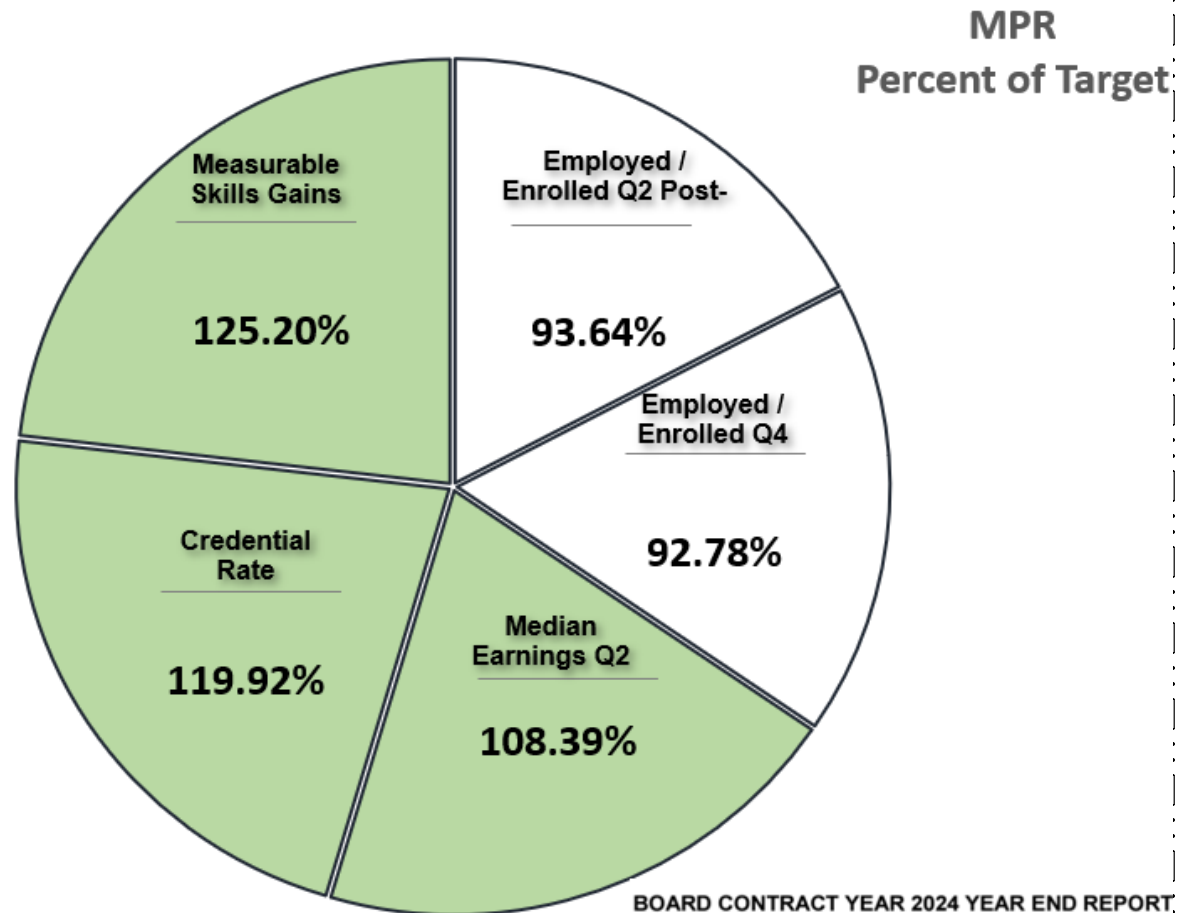
IN-SCHOOL & OUT-OF SCHOOL YOUTH

Actual Urban Participants Served	60 ISY	134 OSY
Actual Rural Participants Served	45 ISY	43 OSY



Performance Accountability

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



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.





Questions





Oversight Committee

Committee Report

March 7, 2025



Quality Assurance Briefing



External Monitoring (Ms. Nguyen, CPA)

Program Year 2023-2024:

- ***Ready to Work (RtW) - Multiple Partners:*** 100% complete. For the RtW, we follow a 'quality control' approach (as opposed to 'quality assurance'). Our consultant tests, and we send the information to staff for action as may be needed. The process helps ensure we meet City standards.

Program Year 2024-2025:

- ***Child Care Services – COSA:*** 54% complete.
- ***Child Care Quality Improvement Activities – COSA:*** 38% complete.



Internal Monitoring Activities

- ***Summer Earn & Learn (SEAL) – C2 GPS:*** 100% complete, with a 100% accuracy rate.
- ***Re-employment Services and Eligibility Assessment (RESEA) – C2 GPS:*** 100% complete with a 99.2% overall accuracy rate (exceeding the expected 90%), with one attribute for continuous improvement:
 - Data Entry Timeliness- WIT Services (95.8%). Although this attribute did meet the 90% accuracy rate, it is a critical instance that could affect an unemployment claimant's benefits and therefore was highlighted in the report.
- ***Informal testing –All Grants:*** We informally test the progress of items with <90% accuracy, 57% complete.



Other Activities

- ***Data Sharing Agreements:*** QA is reporting this item separately.
- **Risk Assessment:** Completed for 2024-2025. We “risked out” TAA due to the low number of active cases.
- ***Contractor Profits:*** We calculated and approved contractor profits for 2023-2024.



Staff Recommendations

- To track the progress of continuous improvement 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 where Programs/Operations, our contractor partners and QA work together to achieve progress.
- Continuous improvement actions are underway for the items reported for TAA and RESEA.





Questions



TWC Annual Monitoring Update



TWC Monitoring – Outcomes

The testing phase of the ‘performance audit’ began on 08/12/2024 and ended with an Exit Conference on 10/15/2024.

The ***Exit Conference Report*** identified zero disallowed costs and two potential issues:

- a. **Cash Management:** The Board did not follow bank reconciliation and outstanding check policy, with 30 checks outstanding over ninety (90) days.
- b. **Automation:** The Board did not revoke TWIST access for two (2) employees upon termination within 24 hours (15% error rate, or 2 of 13).

Board’s Monitoring Certification: TWC reported they are recertifying WSA’s monitoring staff, work, and procedures (except for TAA, due to the low number of participants).



TWC Monitoring – Center Walkthroughs

TWC tested PII, Priority of Service, and Cash Equivalents at Datapoint and Boerne.

- a. **Two instances involving PII:** TWC may not include these in the final report due to the strength of our internal PII control system.
- b. **Paper Records:** TWC recommended eliminating paper records in the reception area, ensuring the VOS system is working properly or using an alternate electronic system.
- c. **Records Retention:** Ensure centers process paper documents for shredding/destruction according to records retention schedules.
- d. **Priority of Service:** TWC recommended larger/multiple notices in reception areas.



TWC Monitoring – Next Steps

Not much has changed since the last report. We are still waiting for the TWC monitoring reports. TWC auditors completed the ‘performance audit’ with an Exit Conference on 10/15/2024 and we include the next steps below.

- a. **TWC’s ‘Embargoed’ Report:** TWC will issue an informational (non-public) copy of the report to the CEO five business days before issuing the final report (around February). The report allows WSA to respond to each finding, if any.
- b. **Monitoring Letter:** If there are no issues, TWC will issue a letter (otherwise, they issue a report).
- c. **Monitoring Report:** TWC will issue the final report via e-mail to the Board Chair, Board Executive Director, designated representatives of the US Dept of Health and Human Services, Dept of Labor, TWC, and other TWC executive staff.
- d. **Audit Resolution:** Findings from the report, if any, go to TWC’s Audit Resolution, which provides the Board with 45 days to resolve the items.



Other Monitoring Activities

- ***Equal Opportunity:*** On Tuesday, WSA received a letter from TWC with a clean report for the review.
- We will provide the details during the next Committee meeting so that we can add it as a separate agenda item.
- Staff will include a copy of the letter and additional background about the review.



Recommendations

- **Cash Management:** Fiscal has updated cash management procedures to align with policy and is reconciling outstanding checks.
- **Automation:** MIS has increased staff responsible for ensuring WSA promptly discontinues user access.
- **Center Walkthroughs:**
 - **PII:** QA, Program/Operations, and partners at the Centers will continue the walkthrough system that we implemented and which TWC has validated.
 - **Paper Records:** The staff is automating documents and ensuring that everything is electronic, and they are implementing procedures so that the documents received at the front are immediately routed to the secured area.
 - **Records Retention:** WSA staff are currently processing the files for Safesite storage and disposal.
 - **Priority of Service:** Marketing is currently working on printing the notices.





Questions



Ready to Work Monitoring



Ready to Work Monitoring

Technical Assistance Review Update July 2024 - January 2025

Area of Review; Intake, case management, placements and program performance.

Samples were collected from all subagencies, including AVANCE, C2 Global Professional Services, Chrysalis, Family Service Association, San Antonio Food Bank, TAMUSA and YWCA.

Recommendation: monitor subagencies to ensure they make contact within 48 hours of receiving a new referral from 311 portal.

- No Performance Improvement Plan
- No disallowed cost





Questions

Program Briefing



Grants and Initiatives

Summer Earn and Learn (SEAL)

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



Externship for Teachers

The Externships for Teachers program aims to enhance educators' knowledge of workforce topics, especially STEM careers in the Alamo region. By providing five days of on-site and virtual externships with 15-20 local businesses and industries, the program will equip approximately 100 teachers with practical insights into real-world applications of classroom content.



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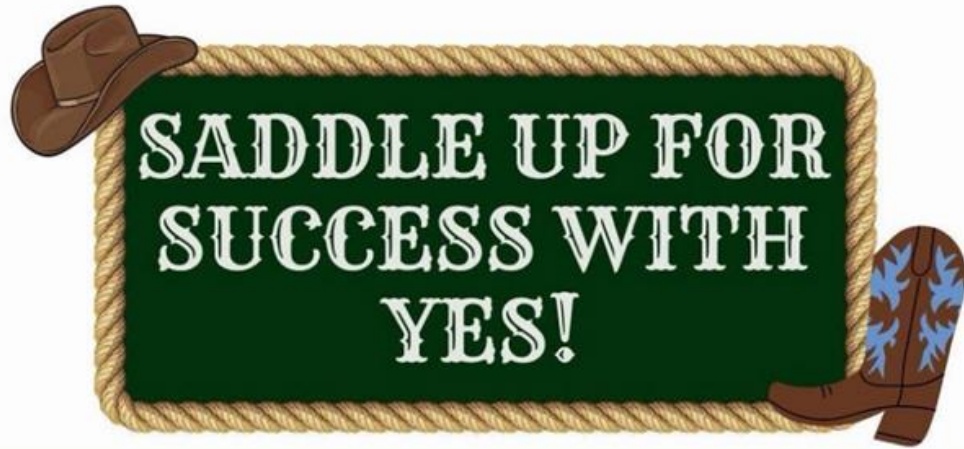
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- Increased awareness of available disability services, provide career and education resources, and foster inclusive employment opportunities.
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Questions



End of Year Performance Report and Next Steps



EOY Measures Not Met

- **Employed Quarter 4 Post Exit Adult/DW-** The percentage of program participants who are employed or enrolled in education/training in the 2nd quarter after exiting and continue to be employed or enrolled in education/training in both the 3rd and 4th quarters after exiting (WIOA 116).
- **Credential Rate Adult/DW-** The percentage of program participants who completed training or education (excluding On-the-Job Training or Employer Customized Training) and earned a recognized credential within one year after exiting the program (WIOA 116).
- **Credential Rate C&T Participants-** All Career & Training Participants was selected to be contracted because the state provides support for training and education through a variety of other programs.



Customers Needed to Meet Measure

	TWC-Contracted Performance		EOY
a d u l t	Employed Q2 Post Exit – Adult (DOL)		MP
	Employed Q4 Post Exit – Adult (DOL)		-P
	Median Earnings Q2 Post Exit – Adult (DOL)		MP
	Credential Rate – Adult (DOL)		-P
	Measurable Skills Gains - Adult (DOL)		+P
d w i r s k l r	Employed Q2 Post Exit – DW (DOL)		MP
	Employed Q4 Post Exit – DW (DOL)		-P
	Median Earnings Q2 Post Exit – DW (DOL)		MP
	Credential Rate – DW (DOL)		-P
	Measurable Skills Gains - DW (DOL)		MP
y o u t h	Employed/Enrolled Q2 Post Exit – Youth (DOL)		MP
	Employed/Enrolled Q4 Post Exit – Youth (DOL)		MP
	Median Earnings Q2 Post Exit – Youth (DOL)		MP
	Credential Rate – Youth (DOL)		+P
	Measurable Skills Gains - Youth (DOL)		+P
c & t	Employed/Enrolled Q2 Post Exit – C&T Participants		MP
	Employed/Enrolled Q2-Q4 Post Exit – C&T Participants		MP
	Credential Rate – C&T Participants		-P



Customers Needed to Meet Measure

TWC-Contracted Performance	EOY
Employed Q2 Post Exit – Adult (DOL)	48
Employed Q4 Post Exit – Adult (DOL)	-6
Median Earnings Q2 Post Exit – Adult (DOL)	\$55.69
Credential Rate – Adult (DOL)	-9
Measurable Skills Gains - Adult (DOL)	17
Employed Q2 Post Exit – DW (DOL)	26
Employed Q4 Post Exit – DW (DOL)	-2
Median Earnings Q2 Post Exit – DW (DOL)	\$1,449.37
Credential Rate – DW (DOL)	-4
Measurable Skills Gains - DW (DOL)	7
Employed/Enrolled Q2 Post Exit – Youth (DOL)	9
Employed/Enrolled Q4 Post Exit – Youth (DOL)	7
Median Earnings Q2 Post Exit – Youth (DOL)	\$753.99
Credential Rate – Youth (DOL)	21
Measurable Skills Gains - Youth (DOL)	56
Employed/Enrolled Q2 Post Exit – C&T Participants	614
Employed/Enrolled Q2-Q4 Post Exit – C&T Participants	653
Credential Rate – C&T Participants	-17



Target Change

Performance Target Changes	Absolute Chg	
	EOY23-Sep 23	Dec23- EOY
Employed Q2 Post Exit – Adult (DOL)	1.80%	-0.90%
Employed Q4 Post Exit – Adult (DOL)	-4.30%	1.70%
Median Earnings Q2 Post Exit – Adult (DOL)	\$700.00	-\$1,160.00
Credential Rate – Adult (DOL)	9.20%	-\$0.09
Measurable Skills Gains - Adult (DOL)	-0.60%	-\$0.03
Employed Q2 Post Exit – DW (DOL)	-5.10%	4.80%
Employed Q4 Post Exit – DW (DOL)	0.00%	1.50%
Median Earnings Q2 Post Exit – DW (DOL)	-\$700.00	-\$325.00
Credential Rate – DW (DOL)	9.40%	\$0.00
Measurable Skills Gains - DW (DOL)	-2.00%	\$0.02
Employed/Enrolled Q2 Post Exit – Youth (DOL)	8.30%	-6.10%
Employed/Enrolled Q4 Post Exit – Youth (DOL)	6.40%	-8.20%
Median Earnings Q2 Post Exit – Youth (DOL)	\$200.00	\$200.00
Credential Rate – Youth (DOL)	9.00%	-\$0.26
Measurable Skills Gains - Youth (DOL)	-0.50%	-\$0.18
Employed/Enrolled Q2 Post Exit – C&T Participants	0.00%	0.00%
Employed/Enrolled Q2-Q4 Post Exit – C&T Participants	0.00%	0.00%
Credential Rate – C&T Participants	0.00%	0.00%
Claimant Reemployment within 10 Weeks	34.00%	-33.89%
Employers Receiving Texas Talent Assistance	na	2,303

*Finalized 7/25/24



Next Steps

- Meet with contract staff to review factors that negatively impacted performance.
- Conduct data validation at both the Board and contractor levels.
- Communicate findings with TWC.
- Continue providing technical assistance training to contractors.





Questions





Audit & Finance Committee

Committee Report

March 7, 2025



New Lease for Kenedy Workforce Center Facility



AmericanJobCenter®

Kenedy Lease

New facility lease for the Kenedy Workforce Center

- **Recommendation:** Approval of Facility Lease at 491 N. Sunset Strip, Suite 108, Kenedy, TX
- **Fiscal Impact:**
 - Projected Annual estimated rent is \$25,800
 - Estimated Term Rent: \$77,400 (including maintenance, utilities, taxes, insurance)
- **Term:** Initial term 3 years with two (2) three (3) year renewal options.
- **Next steps:** Finalize negotiations and execute lease.





Questions



Marketing and Outreach Contract



Marketing/Outreach Services Contract

- **Purpose:** To provide Workforce Solutions Alamo (WSA) with comprehensive marketing and outreach services on an as-needed basis.
- **Scope of Work:** Contractor will work with board staff to;
 - Creation of Marketing Materials
 - Sector-Specific Marketing
 - Public Relations Support
- **Contractor:** Texas Creative
- **Amount:** Estimated aggregate amount of \$800,000 with annual amounts of \$200,000.
- **Term:** The contract will initially span one (1) year with the option of three (3) renewals, effective March 15, 2025.





Questions



Financials



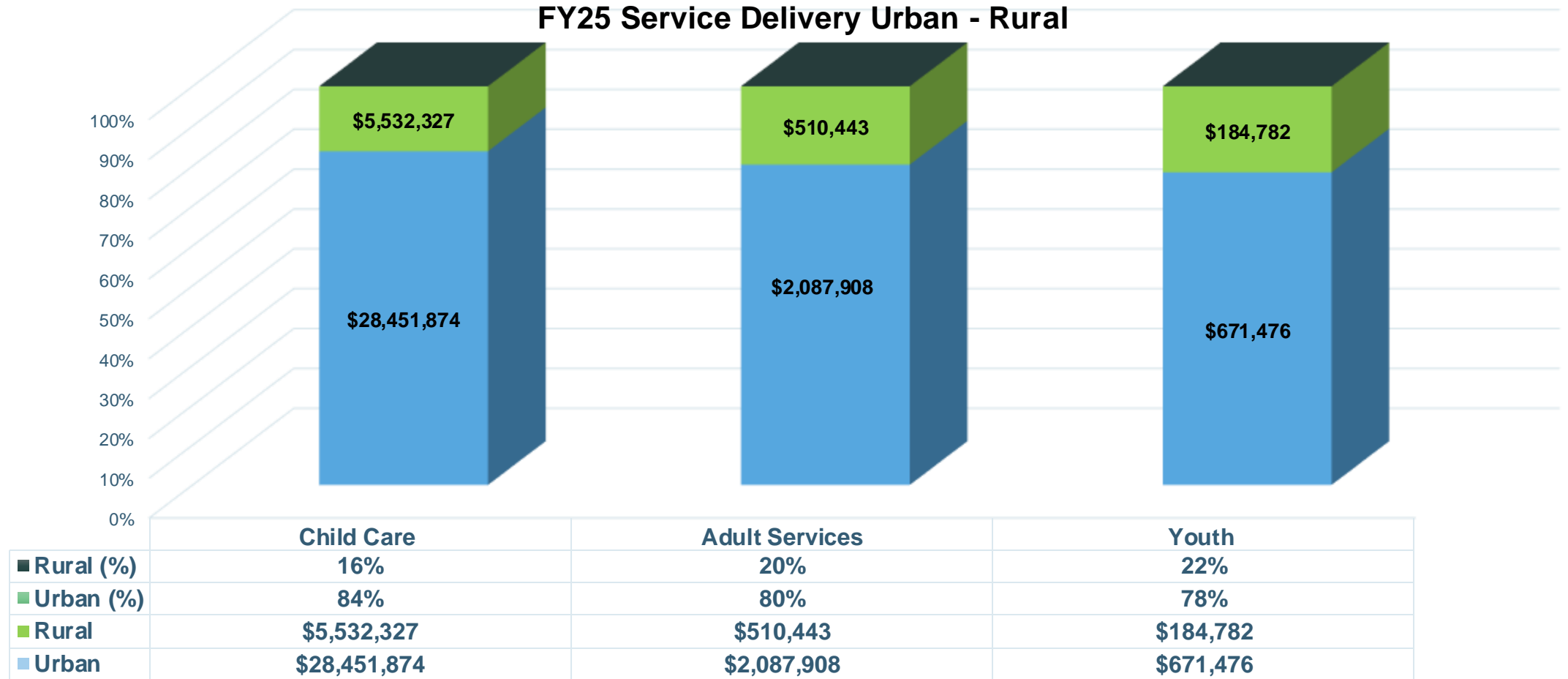
Budget to Actual Expenditures

December 2024 Budget to Actual Variance Analysis					
Budget Category	FY25 Budget	FY25 Actuals	% Expensed	Straight-Line Target (25%)	YTD Variance %
Corporate Total	\$ 9,716,494.00	\$ 1,891,444.00	19.47%	\$ 2,429,123.50	5.53%
Facilities	\$ 6,452,970.00	\$ 1,267,389.00	19.64%	\$ 1,613,242.50	5.36%
Projects - Special Initiatives	\$ 450,857.00	\$ 53,337.62	11.83%	\$ 112,714.25	13.17%
Service Delivery Total	\$ 150,554,646.13	\$ 41,306,253.03	27.44%	\$ 37,638,661.53	-2.44%
Reserve	\$ 14,812,892.74	\$ -	0.00%	\$ 3,703,223.19	25.00%
Total Budget	\$ 181,987,860	\$ 44,518,424	24.46%	\$ 45,496,965	0.54%

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



Service Delivery Comparison – Rural vs. Urban Counties



Key Variances – Childcare

Childcare Quality- Contract ends 10/31/2025 and we have 9.28% expensed.

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



Key Variances – TWC Programs

Rapid Response— The board is monitoring any critical changes in layoffs that may affect our current funds. We will request additional funds if needed based on ongoing projections.

Trade Act— The board was awarded \$22,000 less than historical funding. We are monitoring expenditures to provide service delivery to our current clients.

Employment Services— The board has received a two-month extension, and we **received** additional funds to cover our projected cost. The new grant is expected to start February 1, 2025, and we are waiting for the TWC award letter.



Rapid Response Comparison: 2023-2024 vs. 2024-2025

2023-2024

- Layoff Total: 1,595 employees
- 23 Companies
- **Major Layoffs :**
 - CoreCivic - 433 Staff
 - ABM Industries – 176 Staff
 - Joyson Safety Systems - 108 Staff

2024-2025

- Current Layoff Total: 972 employees
- 15 Companies
- **Major Layoffs :**
 - SDH Service East – 166 Staff
 - BIMBO Bakeries USA, INC- 138 Staff
 - STG International, Inc. - 107 Staff



Key Variances – TWC Programs

Reemployment Services— This grant was extended from 9/30/24 to 2/28/25 and added \$137,500 to the contract. The board is expected to expend funds by the end of the contract.

Military Family Support— The contract has ended and **the board has expended all funds**. The board will not be receiving a new contract for Military Family Support as the program has sufficed. We will continue to monitor other funding opportunities to support these individuals.

PROWD Grant— This is a multi-year grant, and expenditures are expected to increase in the calendar year 2025.



PROWD

As of February 24, 2025, WSA has enrolled 45 participants in the PROWD (Partners for Reentry Opportunities in Workforce Development) program.

- **45** participants have completed workforce readiness training.
- **6** participants have received staff-assisted job search support.
- **23** participants have completed training in:
- MSSC Certified Logistics (13 participants)
- NCCER Core Curriculum (10 participants)
- **23** participants have achieved a measurable skills gain in skills progression.

13 participants have been placed at job sites, including:

- Amazon
- Arvin Sango, Inc.
- Stewart Services



Key Variances – Other Funding

Toyota Grant

- Grant was extended through February 2025.
- Incentives for RTW participants who are successful in job placement.
- The grant is expected to be fully expended.

Area Foundation Grants

- Grants were extended through December 2024.
- Funds are utilized for Workforce Academy and staff capacity building.
- The board has requested an extension to utilize the remaining funds, otherwise we expect to return \$12,995





Questions



Financial Monitoring & Fiscal Integrity Reviews for Subrecipients



AmericanJobCenter®

Status Update

City of San Antonio – June 2023 through May 2024

- Closeout completed

SERCO – March 2023 through May 2024

- Closeout completed

C2GPS – March 2023 through April 2024

- Under staff review





Questions





CEO Report

Adrian Lopez
Chief Executive Officer



Local Plan



AmericanJobCenter®

Local Plan 2025-2028

- The Workforce Innovation and Opportunity Act (WIOA) requires that Boards set priorities for and oversee the local workforce development area (workforce area) in their region.



Components of the Local Plan

Board Vision and Goals

- Promoting regional economic growth, economic self-sufficiency, through Sector-Based workforce system that fully aligns efforts of local partners and communities....
- Alignment with State level strategic efforts
- A shared prosperity through inclusive growth



Components of the Local Plan

Economic and Workforce Analysis (SOLICITING INPUT)

- Existing In-Demand Industry Sectors
- Economic Indicators within each County
- Changes in Employment, Wages, Establishments and Firms
- Employment Projections
- Alignment of Target Industries by Regional Partners, Governor's Industry Clusters



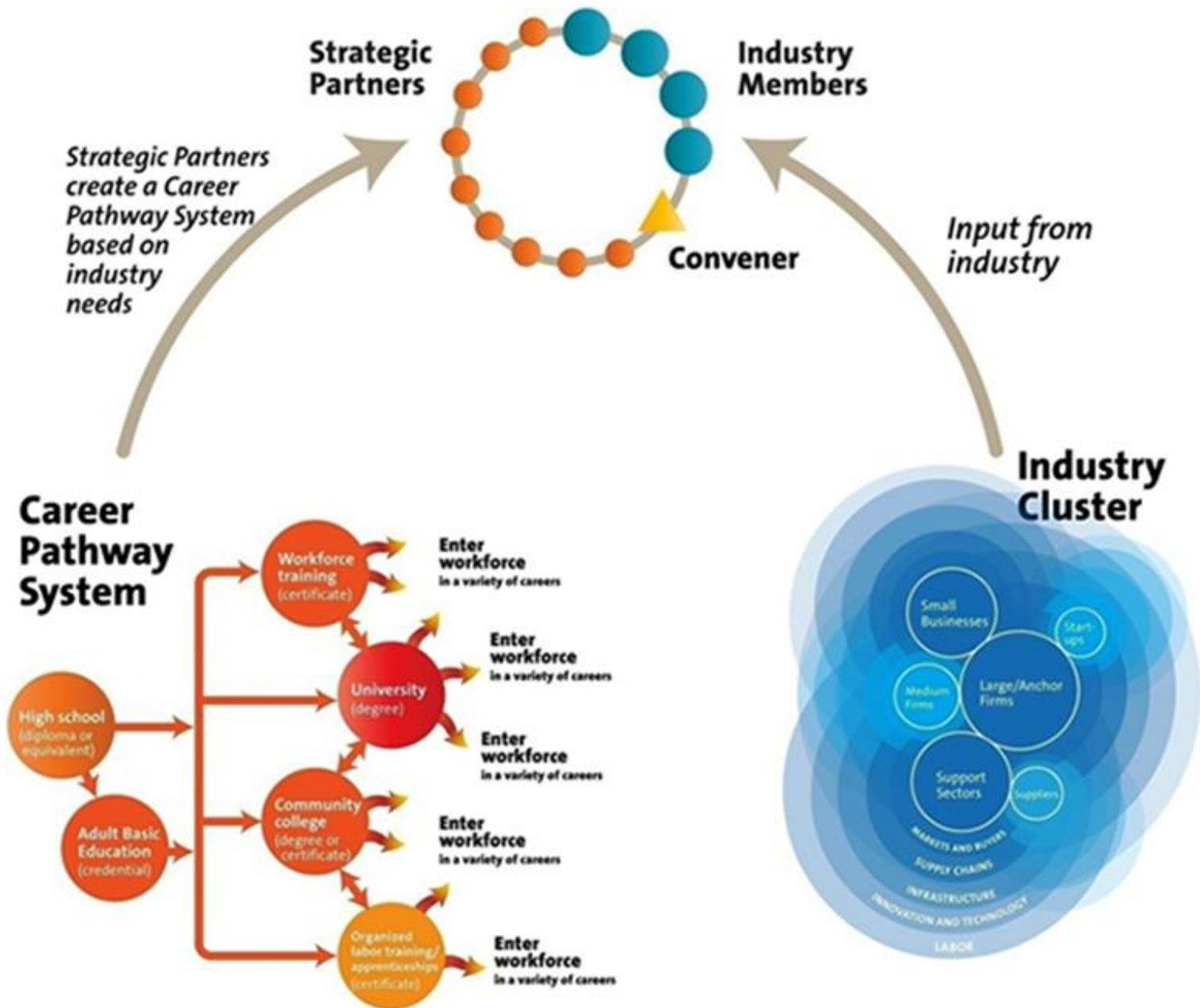
Components of the Local Plan

Core Programs and One-Stop Service Delivery

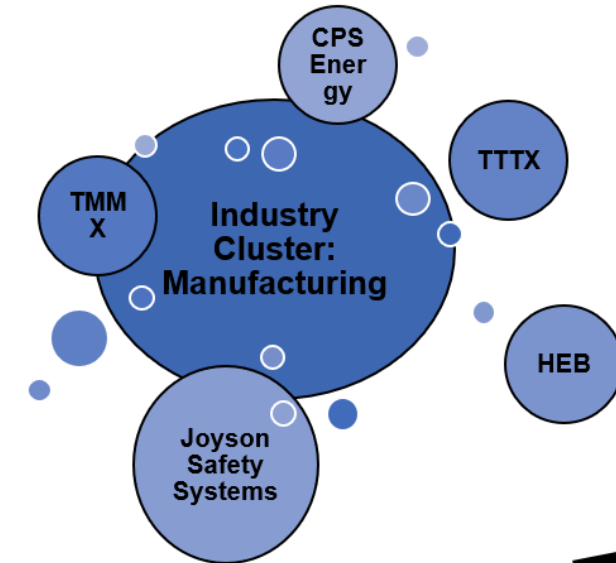
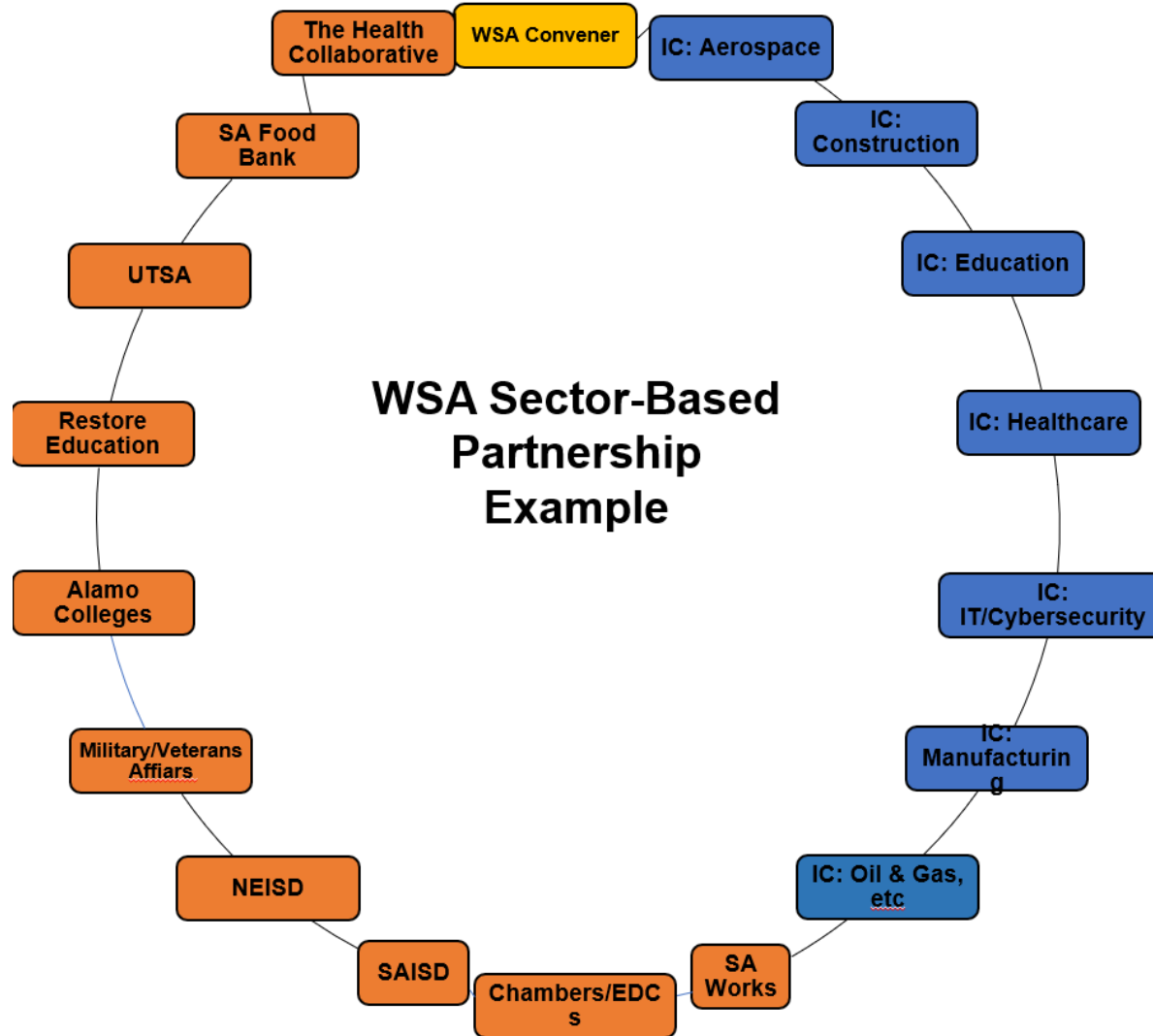
- 30 different funding sources
- Workforce Investment and Opportunity Act (WIOA)
- CHOICES Non-Custodial Parents (NCP)
- Supplemental Nutrition Assistance Program Employment & Training (SNAP)
- Trade Adjustment Assistance Act (TAA)
- Rehabilitation ActWagner-Peyser Employment Services
- Veteran's Commission
- 16 Career Centers



Sector Partnership



WSA Sector-Based Partnership Example



Components of the Local Plan

Individualized Career Services (Seeking collaboration/referrals)

- Informational Services: orientations, career guidance, referrals
- Outreach and Eligibility Determination: target populations
- Assessment and Planning: assessments, employability development plans, group counseling, ONET assessments, job search assessment, Reemployment Services



Components of the Local Plan

Individualized Services (cont.)

- Case Management: tracking and reporting of training, and educational outcomes by other entities/agencies for job seekers, where WSA has provided supportive services
- Job Search: job search assistance, supervised job-search, computer workstation usage, counseling, labor market/information, resume/application/interview preparation, job development, self-service career guidance, self-service labor market information
- Life Skills: mentoring (CHOICES, NCP, Youth) and leadership development (youth)



Components of the Local Plan

Individualized Services (cont.)

- Pre-employment Activities: job readiness/employment skills, bonding assistance, and Work Opportunity Tax Credit eligibility
- Work Readiness: short-term work readiness services (CHOICES, NCP, and WIOA)

Employment Services (Seeking Employers)

- Unsubsidized Self-Employment: income-producing enterprise to promote a clear pathway to self-sufficiency
- Unsubsidized Employment/Employment Entry: full or part-time employment



Components of the Local Plan

Employment Services (cont.)

- Community Service: Community Service opportunities with non-profit agencies (only for TANF/CHOICES and NCP)
- Subsidized Employment: full or part-time employment (only for TANF/CHOICES and NCP)
- Unpaid Public/Non-Profit/For Profit Work Experience: unpaid work experience, time limited training in public, non-profit, or for profit agencies
- Subsidized Work Experience: paid work experience, time-limited training in non-profit, for profit or public sector
- Workfare: improve employability for SNAP recipients



Components of the Local Plan

Employment Services (cont.)

- Summer Employment-Work Experience: time limited work experience for youth

Training Programs (Seeking Training Providers)

- Occupational/Vocational Training: training conducted in an institutional setting addressing technical skills and knowledge required for work resulting in attainment of a certificate
- On-the-Job Training: employee training at the place of work; could be supported by classroom training
- Apprenticeship Training: registered training programs; combination of employment, instruction and on-the-job training



Components of the Local Plan

Training Programs (cont.)

- Internships: WIOA participants receive supervised practical training in job setting
- Entrepreneurial Training: training for job seekers to achieve self-sufficiency through running their own business
- Customized Training: Trade Adjustment and Dislocated Workers training designed to meet specific requirements of employer/employers group
- Private Sector Training/Upgrade/Retrain: incumbent worker training to upgrade skills



Components of the Local Plan

Training Programs (cont.)

- Prerequisite Training: coursework required by a training provider prior to acceptance into specific training program
- Skills/Self Grant: training provided through a Skills Development or Self-Sufficiency Grant

Educational Services (Seeking Partners and Strategies)

- Basic Educational Skills/ABE: training to enhance employability by upgrading basic skills
- English as a Second Language: training to enhance English-speaking ability



Components of the Local Plan

Educational Services cont.

- High School: for TANF/Choices clients for teen heads of household without high school diploma/GED
- GED: clients lacking high school degree or GED who are attending classes to pass the GED exam
- Tutoring/Study Skills/Instruction: communication of knowledge, ideas, and facts to help youth
- Alternative Secondary School: enrollment in non-traditional schools to complete high school, GED, or high school equivalency
- Short-term Educational Services: prepare clients for unsubsidized employment to increase employability



Components of the Local Plan

Educational Services cont.

- Work-based Literacy: work-based literacy training
- Middle School: services offered to teen heads of households and adults without high school diploma or GED
- High School: tracking and supporting High School attendance and completion

Support Services

- Healthcare, Family/Childcare, Transportation, Housing/Rental Assistance, Counseling, Needs-Related payments, Substance Abuse Treatment, Wheels to Work, GED Test Payments,



Components of the Local Plan

Support Services (cont.)

- Work Related Expenses, Financial Planning Assistance, Incentives, Job Search and Relocation Allowance

Additional Services

- Follow-up Services for a minimum of 12 months
- Referrals to local non-profit network, churches, food banks, etc
- Unemployment Insurance Claims
- Benefits Enrollment: TANF, SNAP, others
- Adult Education and Literacy



Components of the Local Plan

Employer Services (Seeking partnership)

- Hiring Fairs
- Recruitment Assistance
- Workforce Planning
- Tax Credits
- Fidelity bonding
- Labor Market Information
- Dedicated Business Development Professionals



Components of the Local Plan

Workforce Investment Initiatives (Seeking Innovation)

- Teacher Externship Program: over 700 teachers have participated
- Workforce Ambassador Program: over 600 Ambassadors
- Texas FAME: partnering with over 15 advanced manufacturing employers to promote employment and career opportunities
- Alamo Workforce Consortium: network of community-based agencies and a major university to collaborate on Ready To Work
- ACE Race: Collaboration with South Texas Business Partnership and regional school districts to expose high school students to engineering
- Workforce One: Unit to provide mobile career center



Components of the Local Plan

Fiscal Agent, Grants, and Contracts

- WSA has administered nearly \$1 billion during the last 4 years
- 4 Major Contractors
- Conduit for other funding; over \$30 million for partners
- Secured over \$100 million in other funding for the region

Performance

- Largely associated with TWC and other funders contracted metrics



Local Plan Targets 2020-2024

2020-2022

- \$15.00 Target Avg. Wage
- 6 Clusters
- 11 Industry Sectors
- 22 In-Demand Industries
- 62 Target Demand Occupations



2022-2024

- \$17.00 Target Avg. Wage
- 6 Clusters
- 8 Industry Sectors
- 16 In-Demand Industries
- 57 Target Demand Occupations

Local Plan Proposed Targets 2025-2028

- \$19.00 Target Avg. Wage
- 6 Clusters
- 8 Industry Sectors
- 16 In-Demand Industries
- 55 Target Demand Occupations

In-Demand Industries

TWC recommends listing 10–15 in-demand industries.

- Proposing 16 in-demand industries
- Industries that have a substantial and current or potential impact on the local economy
- Contribution to the growth and/or stability of other supporting businesses or industry sectors.

Source: TWC
• Include jobs that lead to economic self-sufficiency and opportunities for



Industry Research Processes

- ☐ Reviewed Industry Historical Trends
- ☐ Analyze Industry Projections for 2022-2032
- ☐ Collapsed NAICS based on WSA primary & secondary Data Targets
- ☐ Stakeholder Input



Alamo WIOA In-Demand Industries List 2025-2028

(NAICS) Code (4-digit)	NAICS Industry Title (Name)	Annual Average Employment Growth 2022-2032	Percent Growth 2022-2032	Average Hourly Wage
Aerospace/Manufacturing				
3361	Motor vehicle manufacturing **	3,218	62%	\$48.07
3363	Motor Vehicle Parts Manufacturing	1,291	21.5	\$31.20
Health				
6211	Offices of Physicians	4,520	17.9	\$51.81
6212	Offices of Dentists	1,438	17.8	\$29.40
6215	Medical and Diagnostic Laboratories	451	20.4	\$38.08
6221	General Medical and Surgical Hospitals	5,841	16.6	\$32.56
Information-Computer Technology/Cybersecurity				
5415	Computer Systems Design and Related Services	5,965	51.9	\$49.18
5416	Management, Scientific, and Technical Consulting Services	5,340	46.4	\$41.79
5419	Other Professional, Scientific, and Technical Services	2,547	41.9	\$29.30
Construction/Utilities				
2371	Utility System Construction	800	13.4	\$37.03
2382	Building Equipment Contractors	3,007	15.2	\$35.38
Oil & Gas/ Warehousing & Transportation/Finance/Others				
2111	Oil and Gas Extraction	690	37.8	\$81.75
2131	Support Activities for Mining	1,415	24.9	\$44.77
4931	Warehousing and Storage	9,283	50.6	\$23.90
5221	Depository Credit Intermediation	4,490	15.9	\$39.93
Education				
6111	Elementary and Secondary Schools	10,807	13.8	\$24.73

Source: TWC/LMCI 2020-2032 Projections **Lightcast





Target Industries by Partners

Clusters	SA Tomorrow Growth	SAEDF/Greater SATX	AACOG (CEDs)	WSA	Port San Antonio	Ready to Work
Healthcare/Bioscience	●	●	●	●		●
Aerospace	●	●	●	●	●	●
Manufacturing	●	●	●	●	●	●
IT/Cybersecurity	●	●	●	●	●	●
Finance		●	●	●		●
Oil and Gas/ New Energy	●		●	●		●
Warehousing & Transportation			●	●	●	●
Construction/Utilities				●		●
Creative Industry/Tourism			●			



Alignment to Governors Clusters:

NAICS 2111 Oil & Gas Extraction

NAICS 2371 Utility System Construction

NAICS 3361 Motor Vehicle Manufacturing

NAICS 3363 Motor Vehicle Parts Manufacturing

NAICS 5415 Computer Systems Design

NAICS 5416 Management, Scientific, and Technical Consulting Services

NAICS 5419 Other Professional, Scientific, and Technical Services

NAICS 6215 Medical and Diagnostic Laboratories

WSA identified in-demand industries that align with the Governor's Industry Clusters which positions the region to capitalize on state investments.



Research Process for Occupations

Matched industries (NAICS) to occupations (SOC codes) using Staffing Patterns.

Primary Data Targets

- Texas Workforce Commission 2022-2032 Occupational Growth Projections
- % Growth (% change) \geq or 15.6%
- and/or number change (absolute) \geq 500
- Mean Wages for 2022-2032 Target Wage was Mean Wage \geq \$19.00 hourly (\$39,520 annual).
- Educational requirement: Minimum High School Diploma, but less than or equal to Bachelors Degree

Secondary Data Targets

- Employment change due to growth (not exits) \geq 50
- Entry Wage \geq \$17.00 hourly
- Location Quotient (LQ) \geq 1.00 (2028 Projection EMSI)
 - LQ is a statistical measurement comparing the concentration of an industry or occupation in a region to its concentration in a larger geographic area, usually the nation.
- Help Wanted Online (HWOL) postings \geq 300 Help Wanted Ads - 2nd Qtr. 2023
- STEM related
- Mid Skill Job Related
- Top 25 Current Employment
- Occupations identified as Adding the most jobs, Most Job Openings or Fastest growing
- Local targets for investment
- Stakeholder input, local wisdom



55 Proposed Target Occupations 2025-2028

Number	SOC Code	SOC Title
Construction/Utilities		
1	11-9021	Construction Managers
2	47-1011	First-Line Supervisors of Construction Trades and Extraction Workers
3	47-2111	Electricians
4	47-2152	Plumbers, Pipefitters, and Steamfitters
5	49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers
6	49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers
Manufacturing		
7	17-2112	Industrial Engineers
8	17-2141	Mechanical Engineers
9	17-3029	Engineering Technologists and Technicians, Except Drafters, All Other *New
10	19-4042	Environmental Science and Protection Technicians, Including Health *New
11	49-9041	Industrial Machinery Mechanics
12	51-9162	Computer Numerically Controlled Tool Programmers
13	53-3032	Heavy and Tractor-Trailer Truck Drivers

Source: TWC/LMCI/Occupations Projections 2022-2032

***New Occupations Added, not on 2021-2024 Target Occupation List**



55 Proposed Target Occupations 2025-2028

Number	SOC Code	SOC Title
Health		
14	29-1126	Respiratory Therapists
15	29-1141	Registered Nurses
16	29-1292	Dental Hygienists
17	29-2032	Diagnostic Medical Sonographers
18	29-2034	Radiologic Technologists and Technicians
19	29-2035	Magnetic Resonance Imaging Technologists *New
20	29-2052	Pharmacy Technicians
21	29-2055	Surgical Technologists
22	29-2061	Licensed Practical and Licensed Vocational Nurses
23	31-2011	Occupational Therapy Assistants
24	31-2021	Physical Therapist Assistants
25	31-9091	Dental Assistants
Computer and Cybersecurity		
26	11-3021	Computer and Information Systems Managers
27	15-1211	Computer Systems Analysts
28	15-1212	Information Security Analysts
29	15-1231	Computer Network Support Specialists
30	15-1232	Computer User Support Specialists
31	15-1242	Database Administrators
32	15-1244	Network and Computer Systems Administrators
33	15-1252	Software Developers
34	15-1253	Software Quality Assurance Analysts and Testers
35	15-1254	Web Developers
36	15-1299	Computer Occupations, All Other
37	15-2031	Operations Research Analysts
38	15-2051	Data Scientists * New

55 Proposed Target Occupations 2025-2028

Number	SOC Code	SOC Title
Oli & Gas/Warehousing & Transportation/Finance/Others		
39	49-3023	Automotive Service Technicians and Mechanics
40	11-1021	General and Operations Managers
41	13-1071	Human Resources Specialists
42	13-1081	Logisticians
43	13-1082	Project Management Specialists
44	13-1111	Management Analysts
45	13-1161	Market Research Analysts and Marketing Specialists *New
46	13-2011	Accountants and Auditors
47	41-3031	Securities, Commodities, and Financial Services Sales Agents * New
48	43-3031	Bookkeeping, Accounting, and Auditing Clerks
49	53-1047	Suprs of Trans & Material Moving Wkrs, Ex Aircraft Cargo Handling Suprs *New
Education		
50	11-9051	Food Service Managers
51	25-2011	Preschool Teachers, Except Special Education * New
52	25-2021	Elementary School Teachers, Except Special Education
53	25-2022	Middle School Teachers, Except Special and Career/Technical Education
54	25-2031	Secondary School Teachers, Except Special and Career/Technical Education
55	33-3051	Police and Sheriff's Patrol Officers
TWC/LMCI/Projections 2022-2032/Detail Report/LMI Tools		
*New Occupations Added, not on 2021-2024 Target Occupation List		



Targets for Investments

- Data validation process includes obtaining feedback from partners on industries, occupations that are targets for investment.
- Please submit information to: localplan@wsalamo.org



Next Steps

- ☐ Feedback - Review, Analyze, and Resolve
- ☐ Strategic Committee – January 31, 2025 - Local Plan Open for Comment
- ☐ Final Draft 2 – February 7, 2025
- ☐ Final Draft 3 - February 18, 2025
- ☐ Board Meeting – March 14, 2025 - Local Plan Approval
- ☐ Committee of Six, Area Judges, Bexar County, and City of San Antonio approvals – TBD
- ☐ Due to TWC March 21, 2025



Local Plan Email & Listening Session Responses

Date	Comment	Request	Response	Results
December 18, 2024	Richard Davidson Chief Operating Officer Family Service	Comment sent to Local Plan: Email to WSA to consider including PreK in the Education target demand occupations list. PreK Education as a high demand occupation and growing field.	Response with comment received- and included the draft target occupation list for 2024-2028- including "Preschool Teachers" in the target occupations list.	Response complete
January 6, 2025	Jayden Hednri EcoCare Commercial/Janitorial Services	Inquiry sent to Local Plan Email: Email is inquiring if WSA is open to receiving a janitorial service estimate. Offering to schedule a meeting for a walk-through of the facility to provide an estimate. The sender also requests details about the frequency of service and the approximate square footage.	Email has been forwarded to Procurement for response.	WSA Procurement Staff pending response.



Local Plan Email & Listening Session Responses Cont.

January 8, 2025	Javier Uribe CTE Director	Inquiring from the Local Plan Presentation: 1. Where can we obtain the Local Plan? 2. Question: Who are the Major Partners? 3. Question in Local Plan Presentation: For the Clusters how are those determined?	1. Adrian Lopez responds with a link to be sent to locate the plan. 2. CEO Adrian Lopez responded to question with response on current contracts: C2 Global, Serco, City of San Antonio. 3. CEO Adrian Lopez response: Based on methodology and research the clusters were identified based on high demand, high growth, high wage or on opportunities. Which encourages our training providers, K-12, job seekers, and our employers to be able to decide where to make investments in.	1. Link sent- Response complete. 2. Response complete. 3. Response complete.
January 9, 2025	Ana Dehoyos Oconnor Early Child Care Committee Chairwoman	Chairwoman Dehoyos O'Connor has requested Early Childcare Workers be included in the local plan and be added to the target occupations.	The request has been added to the "Requested Occupations List" pending review and determination with occupation code 39-9011.00 Childcare Workers.	Requested Occupation are pending review and determination.



Local Plan Email & Listening Session Responses Cont.

January 13, 2025	Hugo C Hernandez Program Manager Project QUEST	<ol style="list-style-type: none"> 1. Email was sent to local plan inquiring about the following session for the Local Plan Presentation. 2. Confirmation of the Listening Sessions providing an opportunity for community input. 3. Confirmation of Medical Assistants not included in the proposed 2025-2028 local plan. 	<ol style="list-style-type: none"> 1. The inquiry was answered by Email from WSA James Keith with the following dates and times for the upcoming Local Plan Presentations. 2. Email has been sent with response. 3. Email has been sent with response. 	<ol style="list-style-type: none"> 1. Response complete. 2. Response complete. 3. Response complete.
January 16, 2024	Michelle Madson President & CEO SA Hotel & Lodging Association	Email sent to Local Plan: Request to add several occupations for review.	Response with the addition of occupation to be added for review: <ul style="list-style-type: none"> • Lodging Manager • Food Service Manager- Currently on proposed Target Occupation List • Chefs and Head Cooks • Meeting, Convention, and Event Planner • Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel 	Requested Occupations are pending review and determination.



Target Occupation Request- Hospitality

SOC	SOC Title	Current Employment (2023)	Education	Entry Level Wage (as of 2023)	Experienced Level Wage (as of 2023)	Change in employment 2022 - 2023	2023 Mean Hourly Wage	2023 Mean Annual Wage	Primary Data Targets	Fastest Growing, Adding the most jobs, MJO, TWC	Top 25 by Current Emp	Related CIP	Notes
Hotel & Lodging Association													
11-9081	Lodging Manager * Add to Target List	400	High-School Diploma or Equivalent	\$42,976	\$79,513	99	\$32.37	\$ 67,329.6	Yes	No	No	Yes	Do not meet numerical change requirement
11-9051	Food Service Managers * On Target Occupation List	1880	High-School Diploma or Equivalent	\$44,812	\$71,396	421	\$30.06	\$ 62,524.8	Yes	No	No	Yes	Do not meet numerical change requirement
35-1011	Chef and Head Cooks * Add to Target List	1510	High-School Diploma or Equivalent	\$29,243	\$60,851	382	\$24.19	\$ 50,315.2	Yes	No	No	Yes	Do not meet numerical change requirement
13-1121	Meeting Convention, and Event Planner * Add to Target List	910	Bachelor's Degree	\$27,306	\$58,424	204	\$23.10	\$ 48,048.0	Yes	No	No	Yes	Do not meet numerical change requirement
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel * Add to Target List	8290	High-School Diploma or Equivalent	\$35,527	\$78,327	1325	\$30.80	\$ 64,064.0	Yes	No	Yes	Yes	Meets 4 primary targets



Target Occupation Request- Education

SOC	SOC Title	Current Employment (2023)	Education	Entry Level Wage (as of 2023)	Experienced Level Wage (as of 2023)	Change in employment 2032 - 2022	Percent age Change	2023 Mean Hourly Wage	2023 Mean Annual Wage	Primary Data Targets	Fastest Growing, Adding the most jobs ,MJO, TWC	Top 25 by Current Emp	Related CIP	Other Second ary	Notes
39-9011	Childcare Workers * Add to Target List	3790	High-School Diploma or Equivalent	\$21,876	\$32,613	865	11.37	\$ 13.96	\$ 29,036.8	Yes	No	No	Yes	Yes	Do not meet wage requirement, nor percent change requirement



Please Email [Workforce Solutions Alamo](mailto:localplan@wsalamo.org) for Questions

localplan@wsalamo.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. This document contains vital information about requirements, rights, determinations, and/or responsibilities for accessing workforce system services. Language services, including the interpretation/translation of this document, are available free of charge upon request. Este documento contiene información importante sobre los requisitos, los derechos, las determinaciones y las responsabilidades del acceso a los servicios del sistema de la fuerza laboral. Hay disponibles servicios de idioma, incluida la interpretación y la traducción de documentos, sin ningún costo y a solicitud.





Questions

Employee Handbook Update

Karen Monsen, Caldwell Clark

Fanucchi & Finlayson PLLC



AmericanJobCenter®

Employee Handbook Update 2025



NEW	REASON
1.4 - Reasonable Accommodations, p.10	To add accommodations for pregnancy and religion
1.6 - Whistleblower Policy, p.12	To comply with law
2.4 - Long-Distance Remote Work	New policy previously adopted by the Board
3.3 – Timekeeping	Consolidated from other policies to follow best practices
4.6 - Personal Day	To address current practice
6.7 - Emergency Evacuation Leave, p.44	To comply with Texas law
7.2.4 – Lactation Breaks, p.46	Added to comply with federal law (PUMP Act)
7.14 – Prohibited Technologies, p.61	Added to comply with the state and federal law and TWC regulations
7.16 – References	To follow best practices

SUBSTANTIVE REVISIONS		REASON
FROM 2021	TO 2025	
1.3 – Equal Employment Opportunity	1.2 – Equal Employment Opportunity	List of protected classes updated
1.4 – Harassment & Sexual Harassment	1.4 – Harassment & Sexual Harassment	Hotline contacts added
1.5 – Drugs and Alcohol	7.7 – Drugs and Alcohol	Language added to identify the occasions when WSA may test for drugs and alcohol
1.8 - Customer Relations	1.9 – Partner Relations	Renamed and rewritten for accuracy
2.2 - Application for Employment and Background Investigation	2.2 – Job Application and Assessment Process	Background Investigations are a standard procedure rather than policy; revised to reflect actual practice



2.3.4 – Interim Appointments	2.2.10 – Interim Appointments	Individuals may or may not receive a wage adjustment when appointed on interim basis
3.6 – Pay Deductions	3.2 – Pay Deductions	Revised to include permissible deductions for exempt employees in accordance with federal law
4.3 – Paid Time Off	4.3 – Paid Time Off	Revised to provide PTO only to full-time employees (and not part-time employees)
4.3 – Paid Time Off	4.3 – Paid Time Off	Black-out dates for consecutive leave during critical operations
4.3 – Paid Time Off	4.3 – Paid Time Off	Provided payout of accrued, unused PTO for death of an employee
4.3 – Paid Time Off	4.3 – Paid Time Off	For employees who resign to be entitled to payout of accrued, unused PTO, they must work during the notice period to ensure a smooth transition
4.7 – Emergency Leave Pool	4.5 – Leave Sharing for Medical Emergencies	Renamed & updated with best practices
5.4 – Security of Personal Property	7.7 – Security of Personal Property	Updated to state that employees do not have a right of privacy in WSA desks and work areas
7.3.7 – Attendance and Tardies	7.3.5 – Consequences of Excessive Absences	Voluntary resignation changed from 3 days to 2 days for no-call, no-show
7.8 – Non-Smoking Policy	7.6 – Non-Smoking/No-Vaping Policy	Vaping added to prohibited activity
7.9 – Political Activities	7.8 – Political Activities	Updated for best practices
7.10 – Social Media Policy	7.9 Social Media and Blogging Policy	Updated to prohibit the use of TikTok and for best practices
7.13 – Use of Computer Resources	7.13 – Use of Computer Resources	Expanded to reflect best practices, i.e., prohibiting conduct violating fair employment laws
7.20 – Weapons Policy	5.3 – Weapons Policy	Updated to comply with Texas law on keeping firearms in parking areas
7.21 – Use of Agency-Owned or Leased Vehicles and Driving for Agency Business	7.20 – Use of Agency-Owned or Leased Vehicles and Driving for Agency Business	Updated for best practices



8.1 – Standards of Conduct and Disciplinary Process	8.3 – Disciplinary Process	Section added to make individuals currently subject to discipline ineligible for pay increases or bonuses for specified period of time
8.2 - Grievance	1.7 - Workforce Innovation and Opportunity Act Grievance Procedure	Revised to comply with state and federal regulations

REMOVED	REASON
1.1 - Definitions	Definitions inserted into relevant sections
1.10 – Equal Opportunity Officer	Unrelated to employment policies
2.6 - Promotions	To increase CEO flexibility to fill positions
2.7 - Transfers	To increase CEO flexibility to fill positions
2.8 - Demotions	To increase CEO flexibility to fill positions
2.11 – Supervisory Policy	Represents a standard of procedure rather than a policy
4.1 - Medical and Health Insurance	Consolidated with other benefits and reference to plan documents
4.2 - Life and Disability Insurance	Consolidated with other benefits and reference to plan documents
4.3 - Retirement – Defined Contribution Plan	Consolidated with other benefits and reference to plan documents
4.10 – Worker’s Compensation Insurance	Limited applicability
4.11 - Consolidated Omnibus Budget Reconciliation Act (COBRA)	Limited applicability
4.14 - Direct Deposit	Incorporated into Payroll Schedule
4.15 – Alternative Work Schedules	Replaced with Telecommuting and Long-Distance Remote Work policies
6.3 – Jury/Witness Duty	Witness duty removed



7.17 – Employees with Serious Diseases	Limited applicability
7.19 – Agency-Issued Cellular Phone Usage	Incorporated into other policies
9.2 – Reduction in Force	Limited applicability
9.3 – Exit Interviews	Represents a standard of procedure rather than a policy

MOVED TO NEW SECTIONS		REASON
FROM 2021	TO 2025	
1.5 - Drugs and Alcohol	7.7 - Drugs and Alcohol	Moved to General Work Rules
1.6 - Confidential Information	7.11 - Confidential Information	Moved to General Work Rules
1.11 – Violence in the Workplace	5.2 - Violence in the Workplace	Moved to Safety and Security
2.4 – Expectations for Employee Behavior	8.1 – Expectations for Employee Behavior	Moved to Rules of Conduct
2.9 - Immigration Law Compliance	1.2.2 – Immigration Law Compliance	Moved to General Provisions/Equal Employment Opportunity
3.7 – Final Wage Payments	9.2 – Final Wage Payments	Moved to Separation of Employment
4.5 – Travel Expenses	3.6 – Travel Expenses	Moved to Compensation where reimbursements are addressed
4.8 – Administrative Leave	6.4 – Administrative Leave	Moved to Leaves of Absence
7.4 – Telecommuting	2.3 - Telecommuting	Moved to Employment
7.7 – Security of Personal Property	5.4 – Security of Personal Property	Moved to Safety and Security
7.11 – Personal Behavior Expectations	8.1 – Expectations for Employee Behavior	Moved to Rules of Conduct
7.20 – Weapons Policy	5.3 – Weapons Policy	Moved to Safety and Security





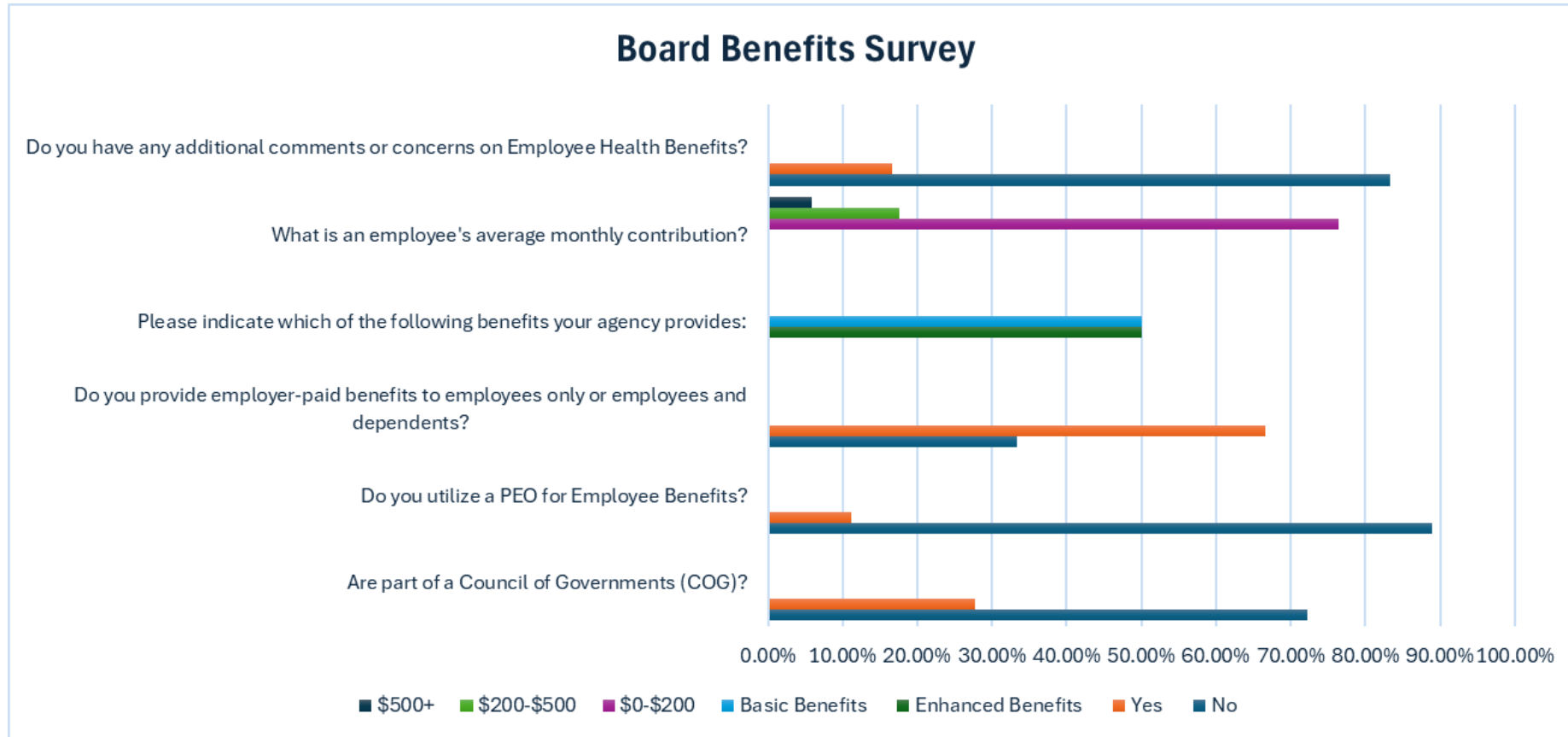
Questions



Employee Benefits Analysis



Board Benefits Survey





Questions





Chair Report

Leslie Cantu
Committee Chair





Questions



Thank you!

