



## **BOARD OF DIRECTORS MEETING**

Workforce Solutions Alamo  
100 N Santa Rosa Ave  
San Antonio, TX 78207  
December 28, 2020  
1:00 PM

*Agenda items may not be considered in the order they appear.*

Citizens may appear before the Board to speak for or against any item on the Agenda in accordance with procedural rules governing meetings. Speakers are limited to three (3) minutes on each topic (6 minutes if translation is needed) if they register at the beginning of meeting. Questions relating to these rules may be directed to Linda G. Martinez at (210) 581-1093.

To protect the health of the public and limit the potential spread of COVID 19 as directed by Governor of Texas, Bexar County and City of San Antonio, WSA will hold this meeting via videoconferencing. The meeting will be held in compliance with the suspended provisions of the Texas Open Meetings Act. For those members of the public that would like to participate, please call toll-free 1-877-858-6860, which will provide two-way communications through a speaker phone. For additional information, please call Linda G. Martinez, (210) 581-1093.

### **I. Call to Order and Quorum Determination**

Presenter: Chair Solis

### **II. Declarations of Conflict of Interest**

Presenter: Chair Solis

### **III. Public Comment**

Presenter: Chair Solis

### **IV. Alamo Academies**

Presenter: Katherine Sanchez-Rocha, Executive Director

3

### **V. Consent Agenda: (Discussion and Possible Action)**

Presenter: Chair Solis

- a. Board Meeting December 04, 2020 Minutes
- b. Board/Committee Meeting Dates
- c. Dream Proposal Funds Allocations to Service Providers

### **VI. Procurement (Discussion and Possible Action)**

- a. Approval of the Month to Month Lease of Floresville – Floresville, Texas Service Center
- b. Cleaning Contract - \$188,160
- c. Professional Employer Organization (PEO) RFP/Contract

15

45

*Workforce Solutions Alamo is an equal opportunity employer/program. Persons with disabilities who plan to attend this meeting and who may need auxiliary aids, services, or special accommodations should contact Linda Martinez at (210) 581-1093 at least two (2) working days prior to the meeting, so that appropriate arrangements can be made. Relay Texas: 1-800-735-2989 (TDD) or 1-800-735-2988 (Voice).*

d. Update: Child Care Quality (CCQ) Contracts

VII. Child Care Committee (Discussion and Possible Action)

60

Presenter: Jessica Villarreal, Childcare Services Director

- a. Briefing: Child Care Services (CCS) Maximum Reimbursement Rates
- b. Texas Rising Star (TRS) Discount

VIII. Local Plan

69

Presenter: Dr. Andrea Guerrero Guajardo, CIO

IX. CEO Report

Presenter: Adrian Lopez

- a. Contractor Work Session

X. Chair Report

Presenter: Chair Solis

XI. Next Meeting: January 22, 2021

XII. Executive Session: Pursuant to Chapter 551 of the Texas Open Meetings Act, the Board may recess into Executive Session for discussion on any issue for which there is an exception to the Act as set out in section 551.071 et. seq. including, but not limited to, the following:

- a. Government Code §551.072 – Discussions Regarding Purchase, Exchange, Lease, or Value of Real Property if Deliberation in an Open Meeting Would Have a Detrimental Effect on the Position of Workforce Solutions Alamo in Negotiations with a Third Party;
- b. Government Code §551.071 - All Matters Where Workforce Solutions Alamo Seeks the Advice of its Attorney as Privileged Communications under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas;
- c. Pending or Contemplated Litigation; and
- d. Government Code §551.074- Personnel Matters involving Senior Executive Staff and Employees of Workforce Solutions Alamo.

XIII. Adjournment

Presenter: Chair Solis



# **Alamo Academies 2.0**

---

**Katherine Sanchez-Rocha**  
**Executive Director**

# Looking Back

2001 Aerospace Academy

2002 IT & Security Academy

2004 Adv Technology &  
Manufacturing Academy

2009 Health Professions  
Academy

2014 Diesel Technology  
Academy

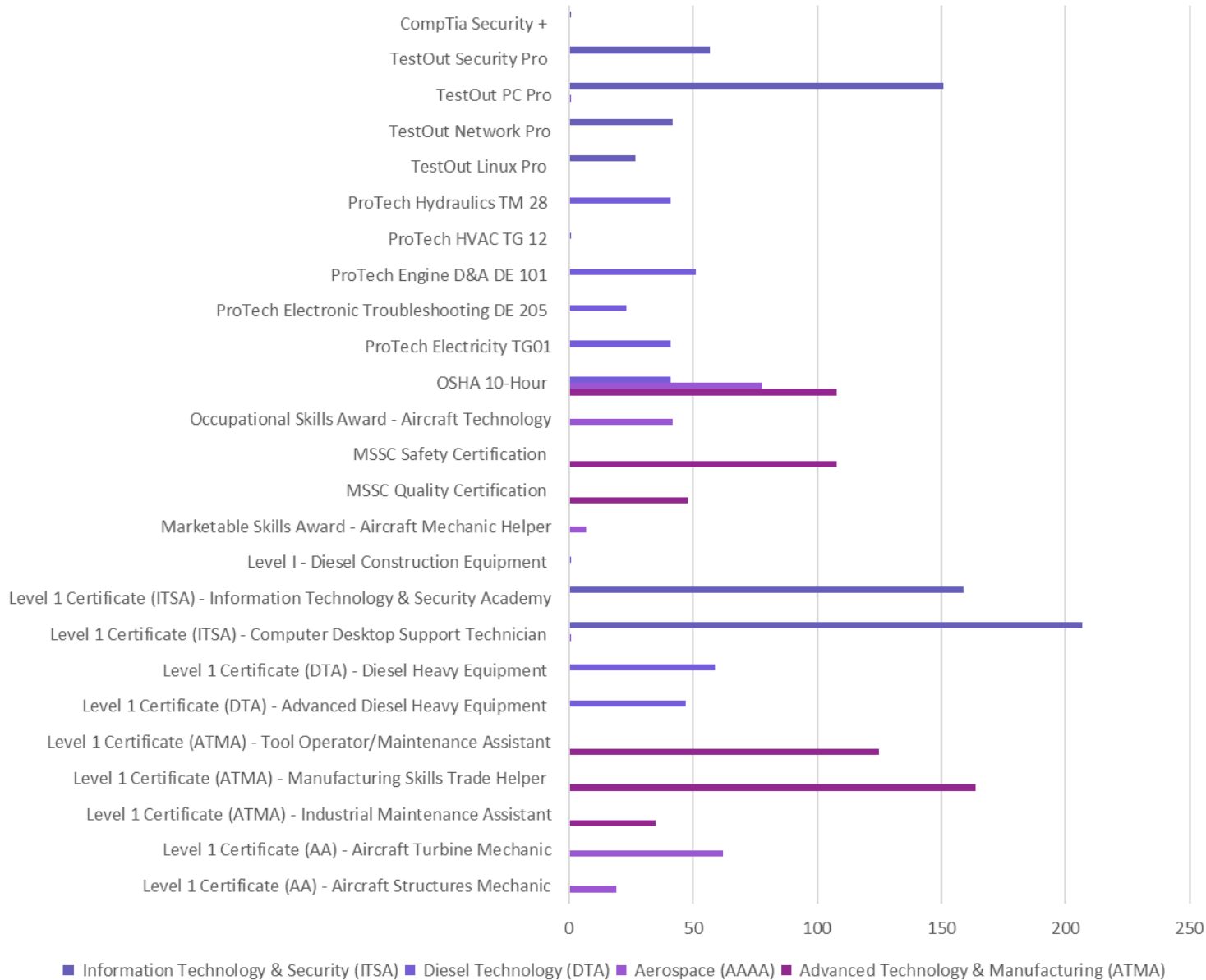


1,819  
Completers



3,900+ Level I &  
certificates earned

Certificates Earned 2014-2020



**1,745**  
**Certificates**  
**Earned**  
**2014-2020**

# Partnering ISD's

Alamo Heights ISD

Boerne ISD

Charter School

Comal ISD

East Central ISD

Edgewood ISD

Floresville ISD

Ft Sam ISD

Harlandale ISD

Home School

Jourdanton ISD

Judson ISD

La Vernia ISD

Lackland ISD

Marion ISD

Navarro ISD

New Braunfels ISD

North East ISD

Northside ISD

Other

Private School

San Antonio ISD

Schertz-Cibolo-Universal City ISD

Seguin ISD

Somerset ISD

South San Antonio ISD

Southside ISD

Southwest ISD



# Industry Partners

(2018-2020)

Accenture Federal  
Alamo Colleges District  
Alamo Heights ISD  
ASCO  
Bario Aviation  
Boeing  
Chromalloy  
City of San Antonio  
Closner  
Cox Manufacturing  
CPS Energy  
East Central ISD  
Floresville ISD  
Franks Manufacturing  
GW Plastics  
HEB

Helmy Associates & Co  
HoltCat  
Joyson  
M2 Global  
Martin Marietta  
PSI  
RAFB 12th  
RDO  
ROMCO  
Seguin Machining & Supply  
StandardAero  
Toyota MMTX  
University Hospital Systems  
Valero  
VIA  
VT San Antonio

# Alamo Academies 2.0

## Reconnect with Industry Needs



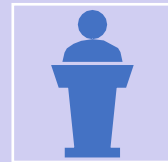
Expand  
instructional  
providers



Diversified &  
robust funding



Curriculum overhaul to  
enhance experiential  
learning & internships



Industry-driven to  
Industry-led



## Current Model

## New Model

Funding

Interlocal  
Agreement

Multi-Source  
Funding

ISD  
Partners

Single Model

Multi-Model

Instructional  
Provider

Single Provider

Multi-Provider

Industry

Moderate  
Engagement

Intensive  
Leadership

# The Transition

# Win-Wins

## STUDENTS/PARENTS

DUAL CREDIT  
CERTIFICATES  
CAREER EXPLORATION  
WORKPLACE EXPERIENCE TO  
INCLUDE DIRECT INTERACTION  
WITH COMPANIES

## ISD

REIMBURSEMENT FOR  
ATTENDANCE, TRAVEL, &  
CERTIFICATES  
EXPANDED PATHWAYS  
CTE CREDITS

## INSTRUCTIONAL PARTNERS

MOMENTUM POINTS  
CONTACT HOUR REIMBURSEMENT  
DEGREE COMPLETION

## INDUSTRY

TALENT PIPELINE  
FUTURE EMPLOYEES'  
INDUSTRY CERTIFIED  
WORKFORCE READY

# Multiple Providers & Pathways for Student Success



## AEROSPACE



## IT & SECURITY



## MANUFACTURING



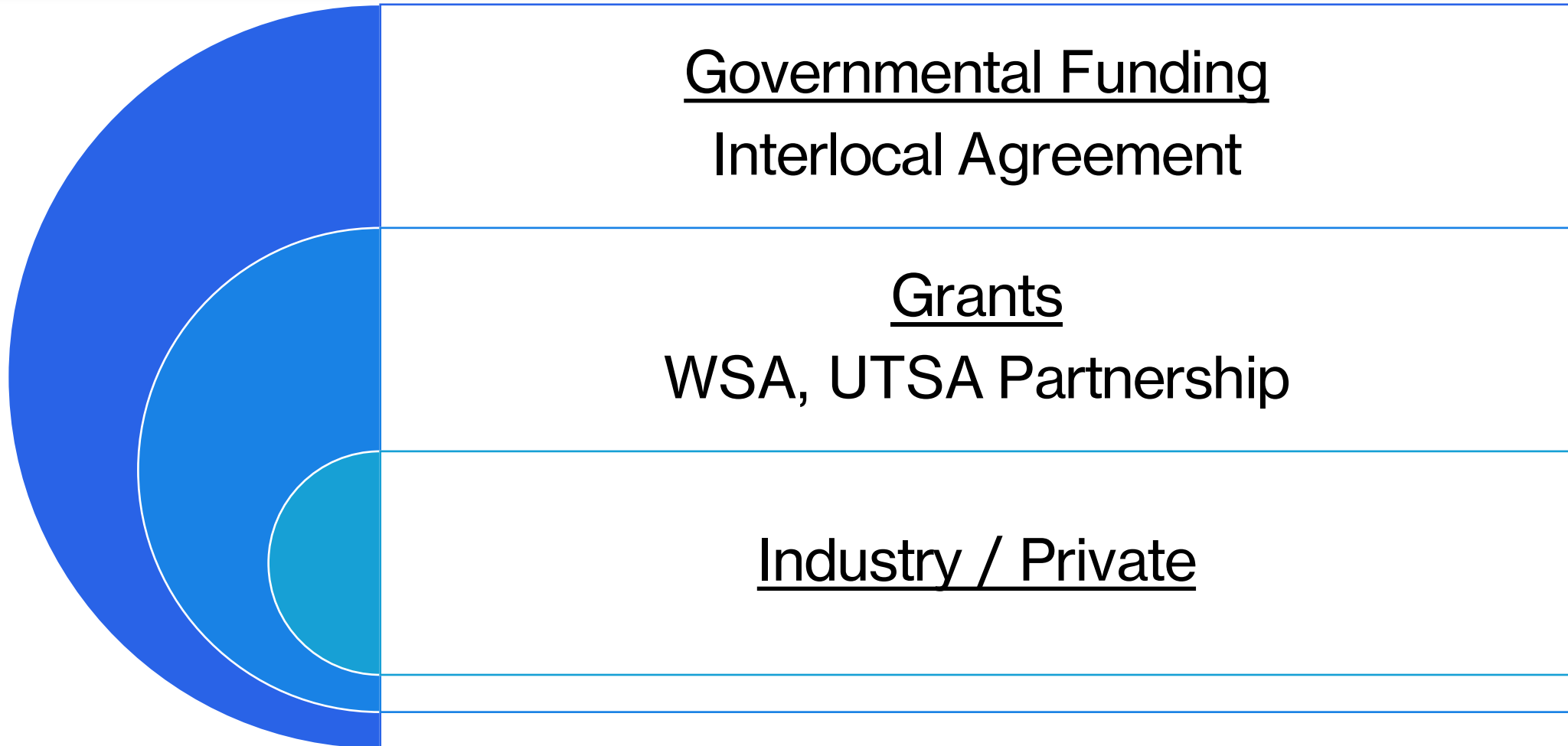
## HEALTH PROFESSIONS



## DIESEL TECHNOLOGY

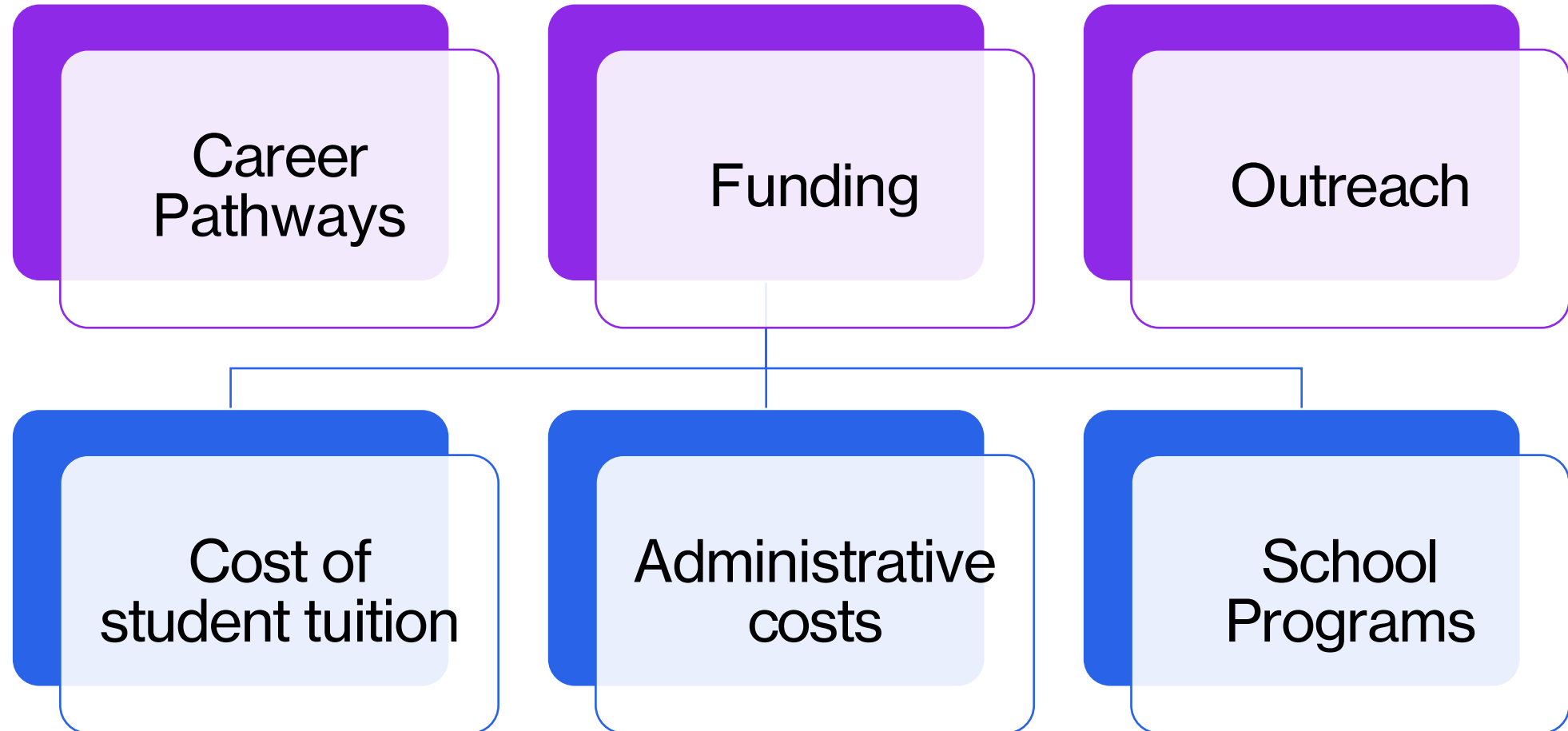


# Funding



# Support

---





# Questions

---



## **Workforce Solutions Alamo**

### **BOARD MEETING MINUTES**

100 N. Santa Rosa, Suite 120

San Antonio, TX 78207

**December 4, 2020**

10:00 A.M

**Attendees:** Juan Solis (Chair), Leslie Cantu (Vice Chair), John T. Blaylock (Secretary), Mary Batch, (10:05AM) Eric Cooper, Frank Crowder, Jamie Allen, Yousef Kassim, Carolyn King, Johnette Lee (10:05AM), Elizabeth Lutz, Betty Munoz, Dr. Mark Niederauer, Ben Peavy, Doug Watson, Dawn Vernon, Diana Kenny, Polo Leal, Tammy Trevino, Mitchell Shane Denn, Angelique De Oliveira, Dr. Sammi Morrill, Dr. Burnie Roper, Kelli Rhodes, Lindsay Dennis

**Partners:** Diane Rath, Pooja Tripathi, Ruben Davila

**WSA Counsel:** Frank Burney

**Staff:** Adrian Lopez, Louis Tatum, Linda Martinez, Mark Milton, Dr. Andrea Guerrero-Guajardo, LaVonja Horne-Williams, Elizabeth Eberhardt, Miguel Ugues, Ricardo Ramirez, Roberto Corral, Gabriela Horbach, Vickie Reece, Melissa Sadler-Nitu, Aaron Smith, Chuck Agwuegbo, Jessica Villarreal, Brenda Garcia, Angela Bush, Trema Cote, Michael DeFrees

**Guests:** Daniel Gostylo, WSA Realtor for centers, Rudy Vela

I. Call to Order and Quorum Determination

At 10:01 a.m., Chair Solis called the meeting to order. The roll was called, and a quorum was declared present.

II. Declarations of Conflict of Interest

Presenter: Chair Solis

None

III. Public Comment

Presenter: Chair Solis

None

IV. Consent Agenda:

Presenter: Chair Solis

Upon motion by Director Cantu and second by Dr. Roper, the Board unanimously approved the following:

- a. Special Board Meeting Minutes August 21, 2020
- b. Child Care Quality (CCQ) RFP Update
- c. Unemployment Claims and Responses
- d. Procurement Reports
- e. Leasing Renovation Update
- f. Child Care Guidelines
- g. Quality Assurance
- h. Monitoring Report

V. Nominations Committee:

Presenter: Carolyn King, Chair

Nomination Slate for Chairperson, Vice Chair, and Secretary

- Chair Carolyn King briefed the Board of the nomination process. Chair Solis announced that he could not be nominated for the Chair position considering not being re-appointed to the Board by the Committee of Six.
- Director Jamie Allen, who served on the Nominations Committee, introduced a letter requesting an explanation from the Committee of Six regarding the lack of the reappoint of Mr. Juan Solis as a WSA Board of Director member. Chair Solis was recommended as part of the Slate of Officers for Chair position but can no longer be a candidate since his term will expire Dec. 31, 2020.
- The Board offered these comments on the proposed letter:
  - o Director Morrill suggested adding language to the letter that would indicate the increase in grants/programs during the last year. Suggestion was made to attach to the letter a summary of financial programs.
  - o Director Peavy expressed his support for the letter, as did other Directors.
  - o Director Vernon commented that she believes Chair Solis was unfairly blamed for prior failures of WSA.
  - o Ms. Rath was asked what was the reason the Committee of Six didn't reappoint Chair Solis. Ms. Rath explained that she could not speak on behalf of the Committee of Six, but she expressed that this action was not "unprecedented" since a prior Chair had not been reappointed. She stated that C of 6 had confidence in CEO Lopez's performance.
  - o Director Roper asked if any Chair had been asked if he/she would be reappointed if they agreed to not run as Chair.
  - o Director Munoz expressed her support of the letter but also asked for a meeting with C of 6 to hear its response to the Board's questions.
  - o Director Blaylock voiced his opinion that C of 6 does not communicate well on its expectations and voiced his frustration on the failure to reappoint.
  - o Director Lee voiced her support of Director Blaylock's statements and advocated for change of governing structure to allow WSA more independence.
  - o Director Crowder asked why if there were performance issues, and stated that they did not communicate those to WSA. Director King seconded those comments and expressed her confidence in Solis' performance.



- Chair Solis expressed his desire that WSA move forward and not let this issue interfere with the mission of WSA. He expressed his appreciation for Board support. He added that he hopes WSA continues to serve regardless of C of 6 issues.

**Upon motion by Director Allen and second by Director Peavy, the Board directed staff to send letter to C of 6 as discussed with one opposition by Director Mary Batch and one abstention by Dr. Mark Niederauer.**

Nominees for Chair: Due to non-reappointment, Mr. Juan Solis was not able to accept the nomination for Chair. Ben Peavy also declined the nomination for Chair due to current position responsibility. Leslie Cantu was nominated for Chair and upon motion by Director Mitchell Shane Denn Director and 2<sup>nd</sup> by Director Betty Munoz, the Board unanimously elected Ms. Leslie Cantu as Chair.

Nominees for Vice-Chair: Director Jamie Allen. Upon motion by Director Frank Crowder and second by Director Tammye Trevino, Ms. Jamie Allen was unanimously elected as Vice-Chair.

Nominees for Secretary: Frank Crowder. Upon motion by Director John Blaylock and second by Director Mary Batch, Mr. Crowder was unanimously elected as Secretary.

VI. Audit and Finance Committee Report:

Presenter: Mary Batch

- a. Budget Amendment #1
- b. Financial Reports
- c. Audit RFQ
- Mr. Tatum briefed the Board on the proposed Budget Amendment #1. Upon motion by Director Cantu and second by Director Watson, the Budget Amendment was unanimously approved by the Board.
- Mr. Tatum provided financial reports. Ms. Horne-Williams provided update on Audit RFQ.
- CEO Lopez committed to a policy for encouraging local and minority participation in all procurements by the second quarter of 2021.

VII. Child Care Committee Report

Presenter: Doug Watson

- a. TRS Stipend Plan
- Chair Watson reported on the effects of COVID on childcare centers, some of which have been forced to close.

**Upon motion by Director Allen and second by Director Batch, the stipends (\$258,000 to 35 centers) for childcare centers were unanimously ratified by the Board.**

VIII. Human Resources Committee Report:  
Presenter: Leslie Cantu

- a. Evaluation of CEO 1<sup>st</sup> Year Performance
- b. PEO Update

- Chair Cantu updated Board on annual evaluation of CEO, which forms will be provided to Board in the next few days. She also provided update on PEO RFQ, which recommendation is expected to be provided to Board at the end of the year at a special Board meeting on 12/28/20.

IX. Strategic Committee:  
Presenter: Eric Cooper, Chair

- a. Floresville Center Location/Relocation
- b. Local Plan 2021-2024

- Ms. Horne-Williams briefed the Board on the Floresville center location.
- Dr. Guerrero-Guajardo reported on revised Local Plan and the schedule for public meetings. Local Plan should align with TWC strategic goals. Focus now is on partnerships being created by WSA. Deadline to TWC by March 1, 2021. Director Peavy inquired as to whether meetings could be scheduled with C of 6 to discuss strategic goals.

X. Oversight Committee Report:  
Presenter: Dr. Mark Niederauer

- a. Monthly Performance Reports

- Mr. Milton reported on performance measures. WSA is only Board that ranks at top of all TWC areas in all categories. He also reported on CARES Act contracts with COSA and BC (long-term training is a high priority). All centers are open and have measures to prevent the spread of COVID. Finally, he highlighted some of the special grants and projects both in urban and rural areas.
- Director Jamie Allen requested to have a more user-friendly website to post jobs on the Work In Texas and other TWC resources.

XI. CEO Report:  
Presenter: Adrian Lopez

CEO Lopez provided an update on highlights of WSA performance. It includes final audit for TWC; new staff (15 new members out of 45, including IT and Child Care Directors); public relations (15 recent media interviews); special events such as job fairs.

XII. Chair Report:  
Presenter: Chair Solis

- Chair Solis expressed his appreciation to retiring Directors Lee, Blaylock, and Trevino.

- He also informed the Board of the recommendation of Nominations Committee to waive all attendance requirements for 2020 due to COVID.

**Upon motion by Director Watson and second by Director Allen, the waiver of all Board attendance requirements (due to COVID) for 2020 was unanimously approved by the Board.**

- CEO and Board presented a token of appreciation to Chair Solis for his service to the Board and WSA. CEO also presented plaque awards to Director Johnette Lee, Director John Blaylock and Director Tammye Trevino for their service and support of WSA.

XIII. Next Meeting: Special Board Meeting – December 28, 2020

- a. To Discuss and Possible Action on Child Care Quality Procurement
- b. Auditor RFQ
- c. PEO

XIV. **Executive Session: Pursuant to Chapter 551 of the Texas Open Meetings Act, the Board may recess into Executive Session for discussion on any issue for which there is an exception to the Act as set out in section 551.071 et. seq. including, but not limited to, the following:**

- a. **Government Code §551.072 – Discussions Regarding Purchase, Exchange, Lease, or Value of Real Property if Deliberation in an Open Meeting Would Have a Detrimental Effect on the Position of Workforce Solutions Alamo in Negotiations with a Third Party;**
- b. **Government Code §551.071 - All Matters Where Workforce Solutions Alamo Seeks the Advice of its Attorney as Privileged Communications under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas:**
- c. **Pending or Contemplated Litigation; and**
- d. **Government Code §551.074- Personnel Matters involving Senior Executive Staff and Employees of Workforce Solutions Alamo; and**
- e. **Government Code Sections 551.089 – Discussions regarding Security Devices for Audits.**

**The Board adjourned into Executive Session at 12:14 p.m. and returned to Open Session at 12: 24 p.m . No action was taken in Executive Session.**

XV. Adjournment  
Presenter: Chair Solis

**There being no further business, a motion was made by Director Allen and second by Director King that the meeting adjourn. The motion carried unanimously. The meeting adjourned at 12:26 p.m.**

Enclosures

- Certificate of Executive Session

N:\CORP\FBB\WSA\MINUTES\Board\Board mm\|Mins 12 4 2020.docx



## **Board of Directors Proposed Meeting Dates for 2021**

## Board of Directors Proposed Meeting Dates for 2021

### 2019-2020 BOD Meeting Dates

|               |
|---------------|
| FEB. 21, 2020 |
| 12-Jun-20     |
| AUG. 21, 2020 |
| DEC. 4, 2020  |

### 2021 BOD Meeting Dates

|                 |
|-----------------|
| 1/22/2020       |
| 3/26/2021       |
| 6/11/2020       |
| 8/27/2021 Rural |
| 12/10/2021      |

### 2019-2020 Committee Meetings

|  |                 |
|--|-----------------|
| Executive Committee Meeting                  | 10-Jan-20       |
|  |                 |
| New Board Orientation                        | Oct. 30, 2020   |
|  |                 |
| HR Committee                                 |                 |
| Audit & Finance Committee Meeting            | Feb. 7, 2020    |
| Oversight Committee Meeting                  |                 |
| Executive Committee Meeting                  | 7-Feb-20        |
|  | Feb. 14, 2020   |
| Board Retreat                                | (RURAL)         |
| Audit & Finance Committee Meeting            | 28-Feb          |
|  | Mar. 20, 2020   |
| Marketing & Communications Committee Meeting | POSTPONED COVID |
| Oversight Committee Meeting                  |                 |
|  | APR. 3, 2020    |
|  | POSTPONED COVID |
| Executive Committee Meeting                  |                 |
|  | 10-Apr-20       |
| Oversight Committee Meeting                  | POSTPONED COVID |
| Audit & Audit & Finance Committee Meeting    | 29-May-20       |
| Executive Committee Meeting                  | 29-May-20       |
| HR Committee Meeting                         | 5-Jun-20        |
| Audit & Finance Committee Meeting            | 11-Jun-20       |
|  | 24-Jul-20       |
| Oversight Committee Meeting                  |                 |
| Executive Committee Meeting                  | 24-Jul-20       |
| Child Care Committee (ad hoc)                | 10-Aug-20       |
| Nominations Committee                        | 19-Sep-20       |
| Child Care Committee Special Meeting         | Nov. 6, 2020    |
| Oversight Committee Meeting                  | Nov. 10, 2020   |
|  | Nov. 13, 2020   |
| Audit & Finance Committee Meeting            |                 |
| Nominations Committee                        | Nov. 13, 2020   |
| Child Care Committee (ad hoc)                | Nov. 16, 2020   |
| Strategic Committee Meeting                  | Nov. 16, 2020   |
|  | Nov. 17, 2020   |

### BOD and Committee Meetings

|   |            |
|---|------------|
| Child Care Committee Meeting              | 1/11/2021  |
| Board meeting                             | 1/22/2021  |
| Co6 Meeting                               | 1/27/2021  |
| New WSA Board Member Orientation          | 2/17/2020  |
| Audit & Finance Committee Meeting         | 3/5/2021   |
| Oversight Committee Meeting               | 3/5/2021   |
| Executive Committee Meeting               | 3/19/2021  |
| Board meeting                             | 3/26/2021  |
| Audit & Finance Committee Meeting         | 5/14/2021  |
| Oversight Committee Meeting               | 5/14/2021  |
| Child Care Committee Meeting              | 5/21/2021  |
| Executive Committee Meeting               | 6/4/2021   |
| Oversight Committee Meeting               | 5/28/2021  |
| Audit & Audit & Finance Committee Meeting | 5/28/2021  |
|   |            |
| Executive Committee Meeting               | 6/4/2021   |
| Board meeting                             | 6/11/2021  |
| Audit & Finance Committee Meeting         | 7/9/2021   |
| Oversight Committee Meeting               | 7/9/2021   |
| Child Care Committee (ad hoc)             | 7/12/2021  |
| Executive Committee Meeting               | 7/23/2021  |
| Board meeting                             | 8/6/2021   |
| Co6 Meeting                               | 8/25/2021  |
| Nominations Committee                     | 11/5/2021  |
| Child Care Committee Meeting              | 11/8/2021  |
| Oversight Committee Meeting               | 11/12/2021 |
| Audit & Finance Committee Meeting         | 11/12/2021 |
| Nominations Committee                     | 11/19/2021 |
| Co6 Meeting                               | 12/8/2021  |
| Board meeting                             | 12/10/2021 |

---

## MEMORANDUM

**To:** Workforce Solutions Alamo Board

**From:** Adrian Lopez, WSA CEO

**Presented by:** Mark Milton, WSA COO

**Date:** December 28, 2020

**Subject:** Dream Proposals Consent Request

---

### Summary:

WSA is implementing a new child care quality initiative. The “WSA Dream Proposal” will allow child care providers to submit proposals that address pressing child care needs. All registered and licensed homes and centers were invited to participate. WSA budgeted \$100,000 for this initiative.

WSA started implementing Dream Proposals but is requesting Board approval before full implementation. WSA will provide an update on the Dream Proposals and request Board consent.

### Analysis:

WSA requested provider proposals in the following categories:

- Bridge to Quality – Bridges the gap in quality for provider that need resources to invest in quality.
- Increase in Quality – Enables TRS providers to increase a star level or earn accreditation status.
- Inclusion – Improves early learning opportunities for children with disabilities by promoting inclusion.
- Innovation – Allows provider to implement innovative project that promotes quality, sustainability, or awareness.
- Partnership – Develops or expands a partnership that will leverage additional resources and maximize outcomes.
- TRS Capacity Expansion – Increase TRS capacity and access to quality child care.

WSA shared a sample proposal with providers and hosted Q&A sessions; the answers from the Q&A sessions were shared with all providers. WSA received 85 Proposals, 73 from Bexar County and 12 from rural counties.

WSA consulted with the Child Care Committee Chair on the Dream Proposal matrix. For equity purposes, the matrix was heavily weighted on the City of San Antonio's Equity Matrix and locations in rural counties. The matrix also considered TRS status, CCS enrollments, TRS measures addressed, and Child Care Regulation deficiencies. The matrix was used to narrow down proposals to semi-finalists.

The semi-finalist proposals were judged by WSA and C2 Global staff. The provider's ability to provide a firm budget with allowable expenses and clear objectives was considered during the judging process. Final selections were based on the highest scores.

WSA received some quality proposals which empowered providers to make their dreams come through with a customized approach based on current needs. Many of these needs have been unmet for several years; some were compounded by COVID. WSA developed benchmarks for these proposals and will track outcomes. WSA will present a Dream Proposal update with examples of the submissions.

**Alternatives:**

WSA can develop alternate solutions to address quality child care needs and access if this initiative is not successful.

**Fiscal Impact:**

WSA budgeted \$100,000 and earmarked 20% for rural counties and 10% for home-based providers. WSA always aims to use a minimum of 20% of child care funds in rural counties to ensure equity in our region. Oftentimes, home based providers are the only option in low-income areas and rural counties; and quality child care options are scarce in these areas. Therefore, 10% was earmarked for home-based providers.

The final budget impact is \$100,017. A total of \$85,698 will be charged to the Program Year (PY) 20 budget and \$14,319 will be charged to PY21.

**Recommendation:**

This quality initiative aligns with the WSA Child Care Committee's Guidelines as it increases access to quality child care. WSA is recommending approval for the Dream Proposal quality initiative. The \$85,698 in PY20 funds committed to this initiative must be spent by December 31, 2020.

**Next Steps:**

WSA will track the benchmarks and outcomes included in proposals and will provide updates.

**Attachment:**

None.



---

## MEMORANDUM

**To:** Child Care Committee

**From:** Adrian Lopez, WSA CEO

**Presented by:** Mark Milton, WSA COO

**Date:** October 19, 2020

**Subject:** Child Care Quality (CCQ) Initiatives Plan Update

---

### Summary:

WSA is providing an update on the draft Program Year (PY) 21 CCQ Initiatives Plan, which includes October 1, 2020 – September 30, 2021. WSA is sharing the plan with the Child Care Committee for strategic input as we enter uncharted territory due to the COVID-19 pandemic.

WSA is required to submit a 12-month plan to TWC on October 30, 2020. WSA can change the plan as priorities change and will monitor expenditures accordingly. WSA will also provide an update on the Dream Proposals quality initiative.

### Analysis:

Quality initiatives are designed to improve the quality and availability of child care providers in our region. WSA is committed to building and maintaining quality in our 13-county region with these funds.

Due to the uncertainty of COVID-19, WSA plans to spend a considerable amount of funds on sustaining providers. WSA used surveys and input received at TRS/CCS roundtable discussions to develop and prioritize quality initiatives.

### Alternatives:

WSA staff are seeking input from the Child Care Committee regarding the PY21 quality initiatives. C2 Global staff need to start implementing the plan immediately as some funds expire on December 31, 2020. These funds expire in December because TWC extended PY20 budgets due to COVID-19 related changes. Some projects were already approved and are in progress.

Additionally, the plan must be submitted to TWC on October 30, 2020. Therefore, it may not be possible to request full board approval.

**Fiscal Impact:**

WSA plans to make the following investments October 1, 2020 – December 31, 2020:

| Quality Initiative                        | Budget           | PY Funds | Status           |
|---|------------------|----------|------------------|
| SAC Career Pathways Incentives            | \$9,000          | PY20     | In Progress      |
| Dream Proposals                           | \$50,000         | PY20     | In Progress      |
| TRS Stipend                               | \$258,000        | PY20     | Pending Approval |
| TXAEYC Conference Scholarships            | \$5,716          | PY21     | In Progress      |
| TRS Recruitment Incentives                | \$15,000         | PY21     | Pending Approval |
| Initial Assessment Materials              | \$60,000         | PY21     | Pending Approval |
| STEM Training and Materials               | \$51,243         | PY21     | Pending Approval |
| CDA Renewals                              | \$1,250          | PY21     | Pending Approval |
| Digital Lending Library                   | \$25,000         | PY21     | Pending Approval |
| National Accreditation Fees and Materials | \$10,000         | PY21     | Pending Approval |
| <b>Total</b>                              | <b>\$485,209</b> |          |                  |

WSA plans to make the following investments January 1, 2021 – September 30, 2020:

| Quality Initiative                                       | Budget           | PY   | Status           |
|--|------------------|------|------------------|
| SAC Career Pathways Tuition                              | \$50,000         | PY21 | Pending Approval |
| SAC Career Pathways Incentives                           | \$26,000         | PY21 | Pending Approval |
| CDA renewals   | \$1,875          | PY21 | Pending Approval |
| NAFCC Conference   | \$1,650          | PY21 | Pending Approval |
| Dream Proposals  | \$60,000         | PY21 | In Progress      |
| Rural Training   | \$2,000          | PY21 | Pending Approval |
| Director Symposium w materials                           | \$5,000          | PY21 | Pending Approval |
| Teacher Symposium w materials                            | \$10,000         | PY21 | Pending Approval |
| TRS Recognition Banner                                   | \$10,000         | PY21 | Pending Approval |
| TRS Marketing Materials                                  | \$5,000          | PY21 | Pending Approval |
| TRS Recruitment Incentives                               | \$35,000         | PY21 | Pending Approval |
| Initial Assessment Materials                             | \$28,000         | PY21 | Pending Approval |
| Head Start Partnership                                   | \$10,000         | PY21 | Pending Approval |
| CDA Renewals   | \$1,875          | PY21 | Pending Approval |
| 2 <sup>nd</sup> Round – Supply Stipend for TRS providers | \$60,000         | PY21 | Pending Approval |
| <b>Total</b>   | <b>\$443,035</b> |      |                  |

**Recommendation:**

WSA staff is requesting input and recommendations from Child Care Committee on pending quality initiatives.

**Next Steps:**

CCQ quality initiatives will be finalized and implemented upon approval. WSA will continue to provide updates to Child Care Committee.

**Dream Proposal Initiative Update**

WSA has selected the finalist proposals. WSA is currently vetting the proposals and finalizing the agreement with providers. WSA will provide more updates after final selections are made and providers have agreed to terms.

**Attachment:**

None.

# Dream Proposals

December 28, 2020



# New Child Care Quality Initiative

WSA Dream Proposal



Enables providers to develop customized solutions

Bridge to Quality

Increase in Quality

Inclusion

Innovation

Partnership

Increase TRS  
Capacity



Requesting Consent



# Dream Proposals Selection Process

---



## Received 85 Proposals

73 Bexar  
12 Rural



## Used Matrix to narrow down

COSA Equity Matrix  
Rural counties  
TRS Status  
CCS Enrollments  
TRS measures  
Child Care Regulation  
Deficiencies



## WSA and C2 Global Judged

Final selections based on  
highest scores  
Based on allowable activities,  
firm budget, clear objectives



## Earmarked

20% Rural  
10% Home Bases



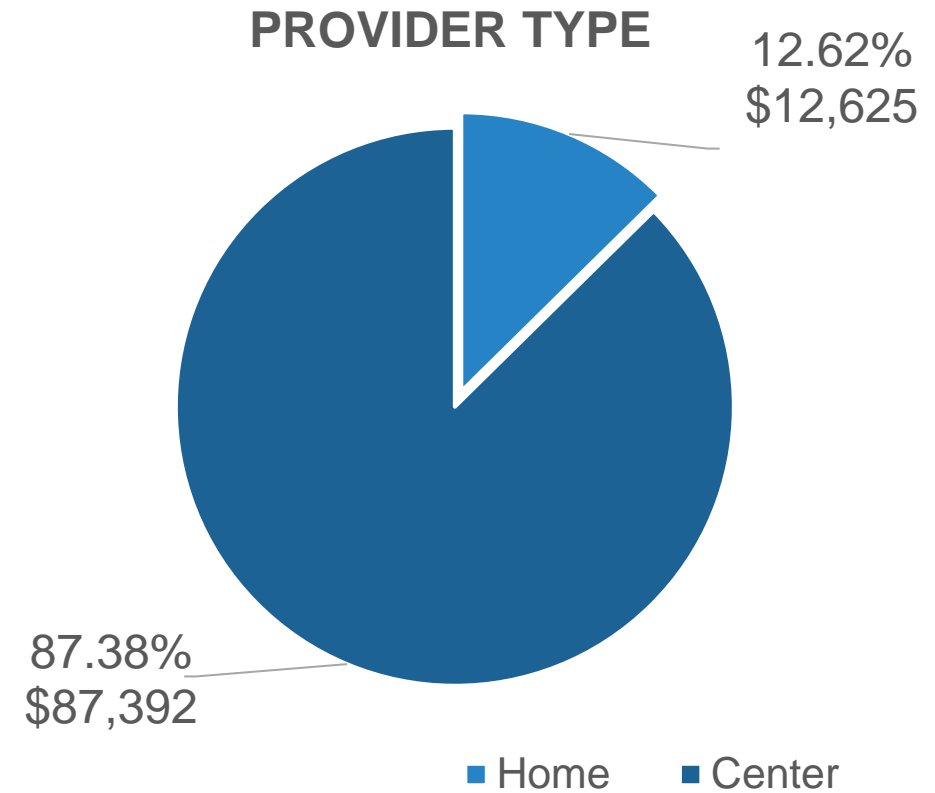
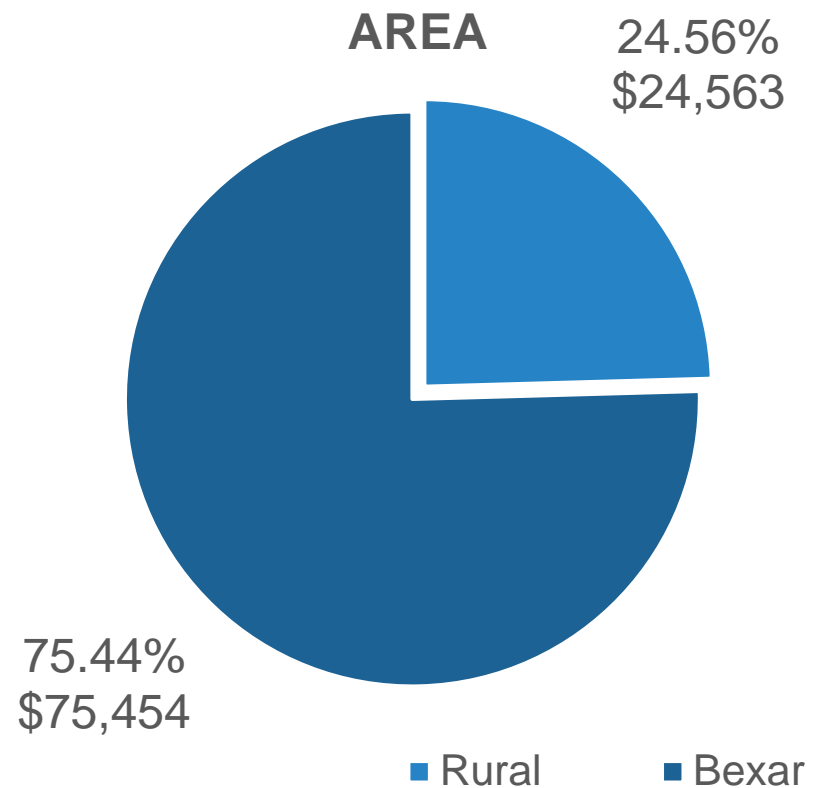
# Winners

| LICENSE | NAME  | TYPE   | AREA         | AMOUNT           |
|---------|---|--------|--------------|------------------|
| 1679901 | Abiding Love Learning Center                | Home   | Rural        | \$ 7,603         |
| 248219  | Blessed Sacrament Academy Child Development | Center | Bexar        | \$ 11,265        |
| 1349966 | Brilliant Starts Learning Academy           | Center | Rural        | \$ 5,844         |
| 1562335 | Happy Hands In-Home Christian Child Care    | Home   | Rural        | \$ 5,022         |
| 841443  | Harper Community Preschool                  | Center | Rural        | \$ 6,094         |
| 1690720 | Immersion Montessori                        | Center | Bexar        | \$ 1,873         |
| 1602039 | KidCare Learning Center                     | Center | Bexar        | \$ 13,500        |
| 21531   | Life Church Child Development Center        | Center | Bexar        | \$ 14,319        |
| 18924   | Marbach Christian Church Daycare Center     | Center | Bexar        | \$ 16,019        |
| 1553682 | World of Knowledge Early Learning Center    | Center | Bexar        | \$ 18,478        |
|         |   |        | <b>Total</b> | <b>\$100,017</b> |



# Investments

---





# Outcomes and Updates

---



Developed  
Benchmarks



WSA will track  
outcomes



Provide Updates

# ABIDING LOVE LEARNING CENTER

---



**TYPE**  
LICENSED HOME



**AREA**  
COMAL



**OBJECTIVE**  
BRIDGE TO QUALITY



**GRANT**  
\$7,603

## Working Towards a Better Tomorrow

Purchasing indoor and outdoor materials to create safe and educational environments and curriculum to implement daily lesson plans. The Providers goal is to become Texas Rising Star certified and eventually become a licensed Center.

# BLESSED SACRAMENT ACADEMY

---



**TYPE**  
LICENSED CENTER



**AREA**  
BEXAR



**OBJECTIVE**  
INNOVATION



**GRANT**  
\$11,265

## The Learning Track

The Learning Track includes a lay-down, cushioned portable walking/tricycle track with toddler-size learning structures and learning-centric accessories for outside education and nutrition activities for ages 0-5. This will become the centerpiece for creating an outside learning center recommended in the midst of a pandemic.

# BRILLIANT STARTS LEARNING ACADEMY

---



**TYPE**  
LICENSED CENTER



**AREA**  
COMAL



**OBJECTIVE**  
INNOVATION



**GRANT**  
\$5,844

## Our Artelier Dream

Funds will be used to develop an Artelier that will teach others about the importance of Art in the social - emotional development of children. Purchases will include furniture and supplies needed to set up the Artelier room for creative exploration.



# HAPPY HANDS IN-HOME CHILD CARE

---



**TYPE**  
LICENSED HOME



**AREA**  
GUADALUPE



**OBJECTIVE**  
BRIDGE TO QUALITY



**GRANT**  
\$5,022

## Full S.T.E.A.M. Ahead for the Future

Purchasing materials and furniture to be able to make STEAM Lab learning activities available daily and to improve quality and safety for the children in care. The desired outcome of this proposal is to help the children be kindergarten or grade-level ready when they leave care.

# HARPER COMMUNITY PRESCHOOL

---



**TYPE**  
LICENSED CENTER



**AREA**  
GILLESPIE



**OBJECTIVE**  
INNOVATION



**GRANT**  
\$6,094

## Sharing Our Loving and Caring World with Precious Infants

Purchases of furniture and materials to provide a safe and healthy environment in a new infant room. By adding infant care to the facility, the provider will be able to provide high quality infant care to the community and surrounding rural areas.

# IMMERSION MONTESSORI

---



**TYPE**  
LICENSED CENTER



**AREA**  
BEXAR



**OBJECTIVE**  
BRIDGE TO QUALITY



**GRANT**  
\$1,873

## Bridge To Quality

Purchasing trees and plants in order to create gardens that will produce food for the “Little Chefs” cooking workshop. Additional purchases will include child cooking supplies which will help develop social, math, and motor skills.

# KIDCARE LEARNING CENTER

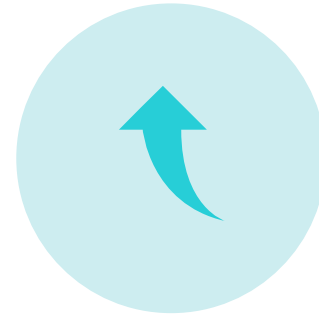
---



**TYPE**  
LICENSED CENTER



**AREA**  
BEXAR



**OBJECTIVE**  
INCREASE IN QUALITY



**GRANT**  
\$13,500

## Bridge To Quality

Purchases of materials for all age groups to build on the children's innate sense of wonder and curiosity by allowing them to live the concepts of STEM through hands-on activities. STEM activities will allow the children to excel in creativity, innovativeness, and problem-solving skills.



# LIFE CHURCH CHILD DEVELOPMENT

---



**TYPE**  
LICENSED CENTER



**AREA**  
BEXAR



**OBJECTIVE**  
BRIDGE TO QUALITY



**GRANT**  
\$13,369

## The Outdoor Experience

Purchasing playground equipment in order to allow 20 children ages 6 to 23 months experience outside play. Once the equipment is installed, it requires little maintenance and is sustainable for 10+ years.

# MARBACH CHRISTIAN CHURCH DAYCARE

---



**TYPE**  
LICENSED CENTER



**AREA**  
BEXAR



**OBJECTIVE**  
BRIDGE TO QUALITY



**GRANT**  
\$16,019

## Quality Nature Based Outdoor Environments

Purchasing plants, outdoor materials, and outdoor furniture to extend learning from indoor to outdoor by creating more learning centers. Purchases will offer more opportunities to be more physically active and explore all five senses from infancy to school age.

# WORLD OF KNOWLEDGE EARLY LEARNING

---



**TYPE**  
LICENSED CENTER



**AREA**  
BEXAR



**OBJECTIVE**  
BRIDGE TO QUALITY



**GRANT**  
\$18,478

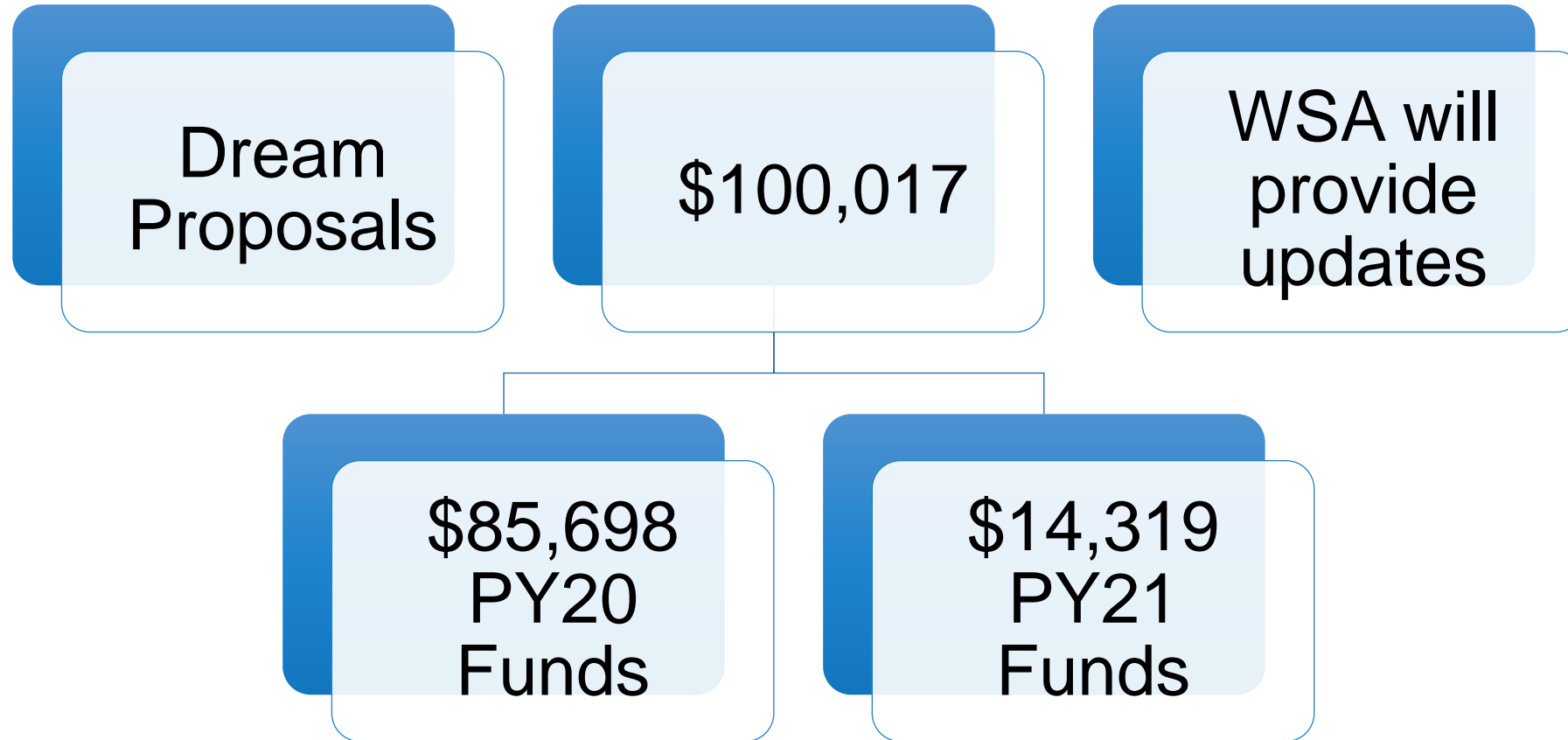
## Bridging the Gap

Purchases to elevate the learning center by replacing old, worn toys and learning materials with new and updated toys and materials. The Frog Street curriculum will enhance and improve teaching methods and will provide teachers with a more structured lesson plan. Technology purchases will integrate technology into lesson plans and for parent communication.



# Requesting Board Consent

---



## MEMORANDUM

**To:** Workforce Solutions Alamo Board

**From:** Adrian Lopez, WSA CEO

**Presented by:** LaVonia Horne-Williams, Procurement & Contracting Director

**Date:** December 28, 2020

**Subject:** Month to Month Lease of Floresville Workforce Center

---

**Summary:** Workforce Solutions Alamo (WSA) issues Request for Qualifications (RFQ), Request for Proposals (RFP), and Request for Quotes (RFQ) to acquire services and goods. Procurements are conducted in a manner which provides for full, open and free competition. The procurement of all goods and services for WSA is governed by the requirements and specifications outlined in the Texas Workforce Commission (TWC) Financial Manual for Grants and Contracts, Chapter 14, Office of Management and Budget's "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards" (Uniform Guidance (UG)) which is codified at Title 2, Part 200 of the Code of Federal Regulations (2 CFR part 200) and the Uniform Grant Management Standards (UGMS), Part III, Chapter 783 Texas Government Code.

**Analysis:** As an entity supported by public funds, WSA has a legal obligation to spend public funds wisely and prudently, to act in the public interest, to be transparent in its actions, and be accountable to the public. As the Director of Procurement and Contracting, the goal of my team is to ensure our department reviews all requests for purchases of goods, services, equipment, software, hardware, and subscriptions for best value.

The current lease agreement expires on December 31, 2020. Section 14 of the lease agreement provides for a holdover tenancy. The rate of rental paid for the last month of the term of the lease plus 10%. Currently, the monthly rent is \$2,500.00 plus \$250.00 for a month to month rate of \$2,750.00.

**Fiscal Impact:** \$2,750.00 per month

**Next Steps:** Recommending that our commercial real estate agent move forward with exploring renovating rental space at our current Floresville location.

## MEMORANDUM

**To:** Workforce Solutions Alamo Board

**From:** Adrian Lopez, WSA CEO

**Presented by:** LaVonia Horne-Williams, Procurement & Contracting Director

**Date:** December 28, 2020

**Subject:** M & R Elite Janitorial Solutions Contract for Workforce Centers

---

**Summary:** Workforce Solutions Alamo (WSA) issues Request for Qualifications (RFQ), Request for Proposals (RFP), and Request for Quotes (RFQ) to acquire services and goods. Procurements are conducted in a manner which provides for full, open and free competition. The procurement of all goods and services for WSA is governed by the requirements and specifications outlined in the Texas Workforce Commission (TWC) Financial Manual for Grants and Contracts, Chapter 14, Office of Management and Budget's "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards" (Uniform Guidance (UG)) which is codified at Title 2, Part 200 of the Code of Federal Regulations (2 CFR part 200) and the Uniform Grant Management Standards (UGMS), Part III, Chapter 783 Texas Government Code.

**Analysis:** As an entity supported by public funds, WSA has a legal obligation to spend public funds wisely and prudently, to act in the public interest, to be transparent in its actions, and be accountable to the public. As the Director of Procurement and Contracting, the goal of my team is to ensure our department reviews all requests for purchases of goods, services, equipment, software, hardware, and subscriptions for best value.

The original contract was issued for the term of October 1, 2019 through September 30, 2020. It is a fixed price/cost reimbursement contract for seven (7) workforce centers. The contract included provisions for up to two (2) subsequent one-year renewals. This would be Renewal #1 at the contract rate of \$188,160.00.

**Fiscal Impact:** \$188,160.00

**Next Steps:** Proceeding with contract Renewal #1.

## MEMORANDUM

**To:** Workforce Solutions Alamo Board

**From:** Adrian Lopez, WSA CEO

**Presented by:** LaVonia Horne-Williams, Procurement & Contracting Director

**Date:** December 28, 2020

**Subject:** Professional Employer Organization (PEO) Services RFP

---

**Summary:** Workforce Solutions Alamo (WSA) issues Request for Qualifications (RFQ), Request for Proposals (RFP), and Request for Quotes (RFQ) to acquire services and goods. Procurements are conducted in a manner which provides for full, open and free competition. The procurement of all goods and services for WSA is governed by the requirements and specifications outlined in the Texas Workforce Commission (TWC) Financial Manual for Grants and Contracts, Chapter 14, Office of Management and Budget's "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards" (Uniform Guidance (UG)) which is codified at Title 2, Part 200 of the Code of Federal Regulations (2 CFR part 200) and the Uniform Grant Management Standards (UGMS), Part III, Chapter 783 Texas Government Code.

**Analysis:** As an entity supported by public funds, WSA has a legal obligation to spend public funds wisely and prudently, to act in the public interest, to be transparent in its actions, and be accountable to the public. As the Director of Procurement and Contracting, the goal of my team is to ensure our department reviews all requests for purchases of goods, services, equipment, software, hardware, and subscriptions for best value.

A Request for Proposal (RFP) was issued for Professional Employer Organization (PEO) services on October 30, 2020 and submittals were due by December 03, 2020. We received one submittal. It was reviewed for responsiveness and then evaluated and scored. Based on scoring, the firm is being recommended for award.

**Fiscal Impact:** Currently unknown prior to negotiations.

**Next Steps:** Recommending authorization to negotiate and execute an agreement for Professional Employer Organization (PEO) services.

# Procurement Department

Contracts and Procurement

December 28, 2020



AmericanJobCenter®



---

**Floresville  
Lease**



American**Job**Center®





# Floresville WFC Relocation/Renovation



# Floresville Workforce Center

## Month to Month Tenancy


Pursuant to the November 13<sup>th</sup> Strategic Committee meeting, the committee granted a six month extension of the current lease. The current lease agreement expires on December 31, 2020. Section 14 of the lease agreement provides for a holdover tenancy. The rate of rental paid for the last month of the term of the lease plus 10%. Currently, the monthly rent is \$2,500.00 plus \$250.00 for a month to month rate of \$2,750.00.

# PROVIDENCE COMMERCIAL REAL ESTATE SERVICES

*Alamo Workforce Development - Floresville*

*By: Dan Gostylo, Steve Garza & Seth Prescott (210)366-4444*

*November 3, 2020*



| Map # | Property                    | Address                         | Total Size (SF) | Available (SF) | Base Rent (PSF) | Est. OPEX       | Esst. Monthly Rent | Comments   |
|-------|-----------------------------|---------------------------------|-----------------|----------------|-----------------|-----------------|--------------------|--|
| 1     | McBride Thuney Enterprises  | 1106 Tenth St.<br>(US Hwy. 181) | ---             | 1,600          | \$18.75         | 2016 Base Year  | \$2,500.00         | <ul style="list-style-type: none"><li>• Full-Service Gross Lease with Landlord responsible for all Base-Year (2016) operating expenses.</li><li>• Expires 12/31/20</li></ul>   |
| 2     | Former Pronto Insurance     | 935 Tenth St.<br>(US Hwy. 181)  | 4,147           | 1,500          | \$23.00         | \$7.00 PSF/Year | \$3,750.00         | <ul style="list-style-type: none"><li>• NNN Lease structure with all OPEX the responsibility of Tenant.</li></ul>  |
| 3     | Former Health Care Building | 104 Turner Lane                 | 6,437           | 1,400          | \$22.00         | \$7.00 PSF/Year | \$3,383.00         | <ul style="list-style-type: none"><li>• NNN Lease structure with all OPEX the responsibility of Tenant.</li><li>• Broker claims building can be subdivided, but Landlord may not be willing.</li><li>• Per floor plan, there appears to be only two reasonable divisions - 1,124 SF or +/- 1,400 SF.</li></ul> |
| 4     | Storefront Retail           | 1705 Tenth St.<br>(US Hwy. 181) | 2,475           | 2,475          | \$20.00         | \$7.00 PSF/Year | \$5,569.00         | <ul style="list-style-type: none"><li>• Owner prefers to sell the property (asking \$525,000), but may consider Lease.</li></ul>   |
| 5     | Guerrero's Construction     | 602 Tenth St.<br>(US Hwy. 181)  | 2,000           | 2,000          | \$25.00         | TBD             | \$4,167.00         | <ul style="list-style-type: none"><li>• LoopNet information only.</li></ul>  |

# PROVIDENCE COMMERCIAL REAL ESTATE SERVICES

*Alamo Workforce Development - Floresville*

*By: Dan Gostylo, Steve Garza & Seth Prescott (210)366-4444*

*November 3, 2020*

| Map # | Property           | Address                         | Total Size (SF) | Available (SF) | Base Rent (PSF) | Est. OPEX | Esst. Monthly Rent | Comments  |
|-------|--------------------|---------------------------------|-----------------|----------------|-----------------|-----------|--------------------|---|
| 6     | Former Home Health | 1815 Tenth St.<br>(US Hwy. 181) | 4,160           | 2,000          |                 |           |                    | <ul style="list-style-type: none"><li>• Karen Gulick, Listing Broker (210) 531-6695.</li><li>• For Sale asking \$435,000, but Broker checking on Lease.</li></ul> |
| 7     |                    |                                 |                 |                |                 |           |                    |   |
| 8     |                    |                                 |                 |                |                 |           |                    |   |

---

**Janitorial  
Contract**



American**Job**Center®



# M & R Elite Janitorial Services

## October 1, 2020- September 30, 2021

The original contract was issued for the term of October 1, 2019 through September 30, 2020. It is a fixed price/cost reimbursement contract for seven (7) workforce centers. The contract included provisions for up to two (2) subsequent one-year renewals. This would serve as Renewal #1 at the contract rate of \$188,160.00.

## CLEANING PLAN FOR (7) WORKFORCE CENTERS

Summary of costs of janitorial and day porter services currently being provided to Workforce Solutions Alamo. Pricing remains unchanged from the current fiscal year. Pricing below does not include consumables (paper products), as these are on a cost-reimbursable per the original agreement.

**Contract Amount: \$188,160.00**

|  |      | (Per Center)       | (Per Month)        |
|--|------|--------------------|--------------------|
| 1. 6723 S Flores – Evening Services              | 1 MO | \$2,100.00         | \$2,100.00         |
| 1a. 6723 S Flores – PT Day Porter Services       | 1 MO | \$871.50           | \$871.50           |
| 2. 7008 Marbach – Evening Services               | 1 MO | \$1,350.00         | \$1,350.00         |
| 2a. 7008 Marbach – PT Day Porter Services        | 1 MO | \$871.50           | \$871.50           |
| 3. 9725 Datapoint – Evening Services             | 1 MO | \$4,331.00         | \$4,331.00         |
| 3a. 9725 Datapoint – FT Day Porter Services      | 1 MO | \$2,595.00         | \$2,595.00         |
| 4. 183 IH 35 S, New Braunfels – Evening Services | 1 MO | \$1,008.00         | \$1,008.00         |
| 5. 107 Hackberry, Pearsall – Evening Services    | 1 MO | \$928.00           | \$928.00           |
| 6. 491 N Sunset Strip, Kenedy – Evening Services | 1 MO | \$875.00           | \$875.00           |
| 7. 1414 E Blanco, Boerne – Evening Services      | 1 MO | \$750.00           | \$750.00           |
| Subtotal   |      | <b>\$15,680.00</b> | <b>\$15,680.00</b> |



---

**Professional  
Employer  
Organization  
(PEO) RFP**



American**Job**Center®



# Professional Employer Organization (PEO)RFP

A Request for Proposal (RFP) was issued for Professional Employer Organization (PEO) services on October 30, 2020 and submittals were due by December 03, 2020. We received one submittal. It was reviewed for responsiveness and then evaluated and scored. Based on scoring, the firm is being recommended for award.

Recommending authorization to negotiate and execute an agreement for Professional Employer Organization (PEO) services.

---



**Questions?**



AmericanJobCenter®

The American Job Center logo consists of the word 'American' in blue, 'Job' in red, and 'Center' in blue, with a red star and a blue swoosh above the 'Job'.

## MEMORANDUM

**To:** Workforce Solutions Alamo Board

**From:** Adrian Lopez, WSA CEO

**Presented by:** Mark Milton, WSA COO

**Date:** December 28, 2020

**Subject:** Provider Reimbursements Rates

---

### Summary:

On October 6, 2020, the Texas Workforce Commission's (TWC) three-member Commission took action to increase reimbursement rates based on the 2020 Market Rate Survey.

The Child Care Committee was briefed on October 19, 2020. WSA is requesting approval for the updated provider reimbursement rate policy, CCMS 13, C4, which includes the updated reimbursement rates.

### Analysis:

TWC made the following adjustments to provider max reimbursement rates statewide:

- Non-Texas Rising Star (TRS) provider rates were set at the 30th percentile.
- TRS 4-star providers were set at the 75<sup>th</sup> percentile.
- TRS 3-star providers were set at 90<sup>th</sup> percent of the local 4-star rate.
- TRS 2-star providers at 90<sup>th</sup> percent of the local 3-star rate.

No adjustments were made to relative child care providers. The 2020 Market Rate Survey is located here: <https://txicfw.socialwork.utexas.edu/2020-texas-child-care-market-rate-survey/>  
WSA new max rates and increase analysis are attached.

### Alternatives:

There are no alternatives since TWC Commission has taken action to raise rates statewide.

### Fiscal Impact:

TWC set the BCY21 board performance accordingly to ensure the new rates are affordable with the BCY21 allocation. TWC made these new rates retroactive effective October 1, 2020.

---

**Recommendation:**

This change makes our rates more consistent with the local market and subsequently more appealing to become a CCS or TRS provider. Board staff recommends approving these rates because it aligns with our goal of increasing the number of CCS and TRS providers in our region.

**Next Steps:**

Approve the attached proposed policy, CCS 13, C4. Policy will be issued after approval.

**Attachment:**

Attachment 1: CCS 13, C4 Reimbursement Rates Policy

Attachment 2: CCS 13, C4 Max Reimbursement Rates

Attachment 3: Rate Increase Analysis

## POLICY LETTER

**ID NO: CCS 13, C4**

**DATE ISSUED: December 28, 2020**

**TO: Workforce Solutions Alamo CCS Contractor**

**FROM: Adrian Lopez, CEO**

**SUBJECT: Maximum Reimbursement Rates**

---

### **PURPOSE:**

To adopt changes to the current CCS 13 policy as it relates to maximum reimbursement rates.

### **REFERENCE(S):**

Texas Workforce Commission (TWC) Child Care Rules, Sections 809.13, 809.20, **Workforce Development (WD) Letter 25-20.**

### **BACKGROUND:**

TWC Rules, Section 809.13, requires Boards to develop policies for the design and management of the delivery of child care services in a public process. Rules require Boards to have a policy related to maximum reimbursement rates including policies related to reimbursement of providers that offer transportation.

### **POLICY:**

Texas Rising Star (TRS) providers with a 2-star rating receives a 5% higher reimbursement rate, a 3-star rating a 7% higher reimbursement rate, and a 4-star rating a 9% higher reimbursement rate. Higher percentage amounts may be used if authorized by TWC during a mandated rate increase.

TRS providers may receive these enhanced reimbursement rates for each provider type and category of care as long as the reimbursement rate is not higher than the provider's published rate (see attached maximum reimbursement rates).

Providers that participate in integrated school readiness models may receive an additional 5% above the maximum rate established for only preschool-age children.

Providers can be reimbursed for transportation costs associated with the child's care, provided the cost does not exceed the maximum rate.

**ACTION REQUIRED:**

Contractor shall implement this policy immediately.

**EFFECTIVE DATE:**

**Rates effective October 1, 2020**

**INQUIRIES:**

Please direct all comments and inquiries pertaining to this policy to [policyinquiry@wsalamo.org](mailto:policyinquiry@wsalamo.org).

**RESCISSIONS:**

**CCS 13, C3**

**ATTACHMENT:**

CCS Maximum Reimbursement Rates

## MEMORANDUM

**To:** Workforce Solutions Alamo Board

**From:** Adrian Lopez, WSA CEO

**Presented by:** Mark Milton, WSA COO

**Date:** December 28, 2020

**Subject:** Texas Rising Star (TRS) Discount Discussion and Approval

---

### Summary:

Child Care Services (CCS) parents must pay a parent share of cost (PSOC) based on income. We are asking the Board to consider a PSOC discount for parents that choose a TRS provider. This will be a financial incentive for parents and the children will reap the short-term and long-term benefits of being enrolled at a TRS provider. This item was approved by the Child Care Committee on November 16, 2020 and needs full Board approval.

### Analysis:

TRS providers generally charge more due to the cost of quality services. WSA reimburses providers based on max reimbursement rates for that provider type and designation. Some TRS providers lose money when they accept CCS enrollments due to the cost of care exceeding the WSA reimbursement rate. Sometimes TRS providers charge parents the difference between the cost of care and the reimbursement rate. If we make this change, parents that choose TRS providers can use these savings to help cover the difference between the provider's rates and WSA's reimbursement rates, if applicable.

| Discount | Avg. Monthly Savings | Annual Savings |
|----------|----------------------|----------------|
| 10%      | \$13                 | \$156          |

There has been a significant increase in TRS enrollments over the last two program years. This was accomplished by increasing parent awareness and an increase in TRS providers in our region. The TRS discount will be an added perk and we can use the discount to create more awareness. This change may also encourage more CCS providers to become TRS certified.



| TRS Enrollments and Percentage for All CCS Children |                 |                     |            |
|---|-----------------|---------------------|------------|
| Year  | TRS enrollments | Non-TRS enrollments | Percentage |
| PY 16   | 1079            | 6130                | 15.0%      |
| PY 17   | 1304            | 6538                | 16.6%      |
| PY 18   | 1250            | 6422                | 16.3%      |
| PY 19   | 2241            | 8044                | 21.8%      |
| PY 20   | 3440            | 9351                | 26.9%      |

| TRS Provider Increase by Program Year (PY) |                |
|--|----------------|
| Program Year                               | TRS Providers* |
| PY16                                       | 73             |
| PY17                                       | 73             |
| PY18                                       | 77             |
| PY19                                       | 88             |
| PY20                                       | 104            |
| PY21                                       | 124            |

\*Based on beginning of Program Year

Based on revised TWC Guidelines, TWC anticipates that some star levels will be adjusted for our current TRS providers. However, there will be minimal changes based on the attached projections provided by TWC.

#### **Alternatives:**

We do not have enough TRS providers in every county to serve all CCS children. In some counties we do not have any TRS providers. This means the discount would not be available in some areas of our region and this could be a concern for some parents and stakeholders. However, this change may also encourage more CCS providers to become TRS certified in rural counties.

See next page for details on TRS providers and enrollments in each county.

| <b>TRS Providers and Enrollments by County</b> |                      |                        |
|--|----------------------|------------------------|
| <b>County</b>                                  | <b>TRS Providers</b> | <b>TRS Enrollments</b> |
| Atascosa                                       | 2                    | 44                     |
| Bexar  | 110                  | 2755                   |
| Comal  | 5                    | 55                     |
| Frio   | 2                    | 49                     |
| Gillespie                                      | 2                    | 5                      |
| Guadalupe                                      | 5                    | 71                     |
| Kendall  | 1                    | 1                      |
| Kerr   | 3                    | 85                     |
| Medina   | 1                    | 87                     |
| Wilson   | 1                    | 5                      |
| <b>GRAND TOTAL</b>                             | <b>132</b>           | <b>3457</b>            |

For future consideration, we can hire a recruiter that will focus on recruiting more TRS providers in target areas. This strategy would increase capacity so we can enroll more children in TRS providers and give parents more options for quality care.

#### **Fiscal Impact:**

WSA fiscal staff developed the 12-month budget estimates below.

| <b>Discount</b> | <b>Duration</b> | <b>Cost</b> |
|-----------------|-----------------|-------------|
| 10%             | 12 months       | \$148,814   |

#### **Recommendation:**

Board staff recommends approval of the TRS discount. This investment in quality will have a lasting impact on the families that choose TRS providers. Children that attend quality child care programs are more prepared for school. This change will help prepare our future workforce and make quality child care more accessible to low-income families.

#### **Next Steps:**

If approved, WSA will revise the Parent Share of Cost policy to include the discount. We can implement changes after the revised policy is approved by the Board.

#### **Attachment:**

TRS Star Level Changes Based on Proposed TWC Changes

## Provider Reimbursement Rates: Rate Increase Analysis

### New Rates as a % of Old Rates

| Provider Type | Rating | Inf-FT  | Inf-PT  | Tod-FT  | Tod-PT  | Pre-FT  | Pre-PT  | Sch-FT  | Sch-PT  |
|---------------|--------|---------|---------|---------|---------|---------|---------|---------|---------|
| LCCC          | Reg    | 100.00% | 100.00% | 103.19% | 104.25% | 102.92% | 103.04% | 100.00% | 102.99% |
| LCCC          | TRS2   | 100.00% | 100.00% | 103.48% | 104.42% | 103.30% | 103.46% | 100.00% | 103.44% |
| LCCC          | TRS3   | 100.00% | 103.85% | 103.47% | 104.39% | 103.27% | 103.41% | 103.12% | 103.41% |
| LCCC          | TRS4   | 103.19% | 103.88% | 103.48% | 104.39% | 103.27% | 103.40% | 103.12% | 103.39% |
| LCCC          | TSR    | 100.00% | 100.00% | 103.19% | 104.25% | 102.93% | 103.05% | 100.00% | 102.99% |
| LCCH          | Reg    | 100.00% | 101.58% | 100.28% | 101.85% | 100.00% | 100.95% | 100.00% | 100.00% |
| LCCH          | TRS2   | 100.00% | 102.12% | 100.97% | 102.35% | 101.45% | 101.63% | 100.00% | 100.69% |
| LCCH          | TRS3   | 100.00% | 102.12% | 100.98% | 102.34% | 101.48% | 101.63% | 103.46% | 100.67% |
| LCCH          | TRS4   | 102.93% | 102.13% | 100.97% | 102.34% | 101.49% | 101.61% | 103.46% | 100.64% |
| LCCH          | TSR    | 100.00% | 101.58% | 100.28% | 101.85% | 100.00% | 100.96% | 100.00% | 100.00% |
| RCCH          | Reg    | 100.59% | 103.33% | 101.54% | 104.95% | 102.92% | 102.30% | 103.17% | 103.15% |
| RCCH          | TRS2   | 102.20% | 103.61% | 102.11% | 104.99% | 103.36% | 102.78% | 103.53% | 103.62% |
| RCCH          | TRS3   | 102.18% | 103.59% | 102.07% | 105.01% | 103.32% | 102.77% | 103.51% | 103.56% |
| RCCH          | TRS4   | 102.17% | 103.60% | 102.08% | 105.01% | 103.32% | 102.77% | 103.49% | 103.56% |
| RCCH          | TSR    | 100.59% | 103.33% | 101.54% | 104.95% | 102.91% | 102.35% | 103.17% | 103.15% |
| *Relative     | Reg    | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |

**LCCC = Licensed Child Care Center**

**LCCH = Licensed Child Care Home**

**RCCH = Registered Child Care Home**

**FT = Full Time**

**PT = Part time**

**\*No changes to Relative Rates**

Workforce Solutions Alamo  
CCS Maximum Reimbursement Rates  
Effective: October 1, 2020

| Provider Type                     | Provider Rating | Infant Full Time | Infant Part Time | Toddler Full Time | Toddler Part Time | Preschool Full Time | Preschool Part Time | School-Age Full Time | School-Age Part Time |
|-----------------------------------|-----------------|------------------|------------------|-------------------|-------------------|---------------------|---------------------|----------------------|----------------------|
| Licensed Child Care Center (LCCC) | Regular         | \$34.94          | \$28.16          | \$28.13           | \$25.01           | \$26.08             | \$19.98             | \$26.69              | \$18.23              |
|                                   | TRS 2           | \$36.69          | \$29.57          | \$30.07           | \$27.16           | \$28.17             | \$22.41             | \$28.03              | \$20.74              |
|                                   | TRS 3           | \$37.39          | \$32.33          | \$33.41           | \$30.17           | \$31.29             | \$24.89             | \$29.79              | \$23.04              |
|                                   | TRS 4           | \$39.74          | \$35.92          | \$37.12           | \$33.52           | \$34.76             | \$27.65             | \$33.09              | \$25.59              |
|                                   | TSR!            | \$34.94          | \$28.16          | \$28.13           | \$25.01           | \$27.39             | \$20.98             | \$26.69              | \$18.23              |

| Provider Type                   | Provider Rating | Infant Full Time | Infant Part Time | Toddler Full Time | Toddler Part Time | Preschool Full Time | Preschool Part Time | School-Age Full Time | School-Age Part Time |
|---------------------------------|-----------------|------------------|------------------|-------------------|-------------------|---------------------|---------------------|----------------------|----------------------|
| Licensed Child Care Home (LCCH) | Regular         | \$30.60          | \$23.80          | \$24.87           | \$22.56           | \$24.36             | \$20.09             | \$23.22              | \$17.85              |
|                                 | TRS 2           | \$32.13          | \$26.02          | \$27.03           | \$24.85           | \$25.95             | \$22.51             | \$24.39              | \$20.34              |
|                                 | TRS 3           | \$32.75          | \$28.91          | \$30.03           | \$27.61           | \$28.83             | \$25.01             | \$26.91              | \$22.59              |
|                                 | TRS 4           | \$35.49          | \$32.12          | \$33.36           | \$30.67           | \$32.03             | \$27.78             | \$29.89              | \$25.09              |
|                                 | TSR!            | \$30.60          | \$23.80          | \$24.87           | \$22.56           | \$25.58             | \$21.10             | \$23.22              | \$17.85              |

| Provider Type                     | Provider Rating | Infant Full Time | Infant Part Time | Toddler Full Time | Toddler Part Time | Preschool Full Time | Preschool Part Time | School-Age Full Time | School-Age Part Time |
|-----------------------------------|-----------------|------------------|------------------|-------------------|-------------------|---------------------|---------------------|----------------------|----------------------|
| Registered Child Care Home (RCCH) | Regular         | \$25.74          | \$22.68          | \$24.42           | \$21.42           | \$22.91             | \$18.21             | \$20.15              | \$16.03              |
|                                   | TRS 2           | \$27.85          | \$24.96          | \$26.61           | \$23.77           | \$25.20             | \$20.71             | \$22.57              | \$18.62              |
|                                   | TRS 3           | \$30.94          | \$27.73          | \$29.56           | \$26.41           | \$27.99             | \$23.01             | \$25.07              | \$20.68              |
|                                   | TRS 4           | \$34.37          | \$30.81          | \$32.84           | \$29.34           | \$31.09             | \$25.56             | \$27.85              | \$22.97              |
|                                   | TSR!            | \$25.74          | \$22.68          | \$24.42           | \$21.42           | \$24.06             | \$19.13             | \$20.15              | \$16.03              |

| Provider Type | Provider Rating | Infant Full Time | Infant Part Time | Toddler Full Time | Toddler Part Time | Preschool Full Time | Preschool Part Time | School-Age Full Time | School-Age Part Time |
|---------------|-----------------|------------------|------------------|-------------------|-------------------|---------------------|---------------------|----------------------|----------------------|
| Relative      | None            | \$18.61          | \$15.19          | \$17.93           | \$14.46           | \$13.84             | \$12.19             | \$13.84              | \$9.68               |

Infant - 0 to 17 months  
 Toddler - 18 to 35 months  
 Preschool - 36 to 71 months  
 School-age - 72 months until the child's 13th birthday

\*Transportation costs are included in rates

CCS 13 Max Rates  
 Attachment, Change 4

---

## MEMORANDUM

**To:** Workforce Solutions Alamo Board

**From:** Adrian Lopez, WSA CEO

**Presented by:** Andrea Guerrero, Guajardo, PhD, MPH

**Date:** December 28, 2020

**Subject:** Local Plan Update

---

**Summary:** This item is to provide an update on the proposed timeline for the creation of the 2021-2024 Local Plan in accordance with TWC requirement for each Workforce Development Board to develop a comprehensive 4-year local plan that analyzes the local workforce development area and lays out each Board's strategy to meet the economic and employment needs of the area's job seekers and employers. Staff has provided the Draft #2 of the local plan in the board packet that includes revisions to reported data in the 2017 two-year update. Staff continues to conduct regional economic analysis related to target industries and occupations and will provide the final draft of the document to the WSA board in January 2021.

LOCAL PLAN DRAFT  
11.5.2020

Executive Summary

Under the Workforce Innovation and Opportunity Act (WIOA) §108 (20 Code of Federal Regulations §679.500–580), each Local Workforce Development Board (Board) is required to develop and submit to the state a comprehensive four-year plan (Board Plan) that identifies and describes policies and procedures as well as local activities that are in line with the State Plan. This Board Plan must be developed openly and be available to the public for comment for at least 15 days, but no more than 30 days, particularly to members of the business and educational communities as well as various other labor organizations. Along with submission of the Board Plan to the Texas Workforce Commission (TWC), the Board must submit all public comments of disagreement with the plan to TWC.

At the end of the first two-year period, the appropriate chief elected officials (CEOs) and the Board will review the local plan and prepare and submit modifications to reflect changes in the labor market and economic conditions, factors affecting the implementation of the plan, changes in financing, changes to the structure of the Board, and/or the need to revise strategies to meet local performance goals.

DRAFT

---

### ***Part 1: Board Vision and Strategies***

*The strategic elements of the Local Workforce Development Board Planning Guidelines (Guidelines) are as follows:*

#### ***A. Vision and Goals***

*(WIOA §108(b)(1)(E); 20 CFR §679.560(a)(5))*

*Boards must include a description of the Board's strategic vision to support regional economic growth and economic self-sufficiency. The description must include:*

- *goals for preparing an educated and skilled workforce, including early education services, and services for youth and individuals with barriers to employment; and*
  - *goals relating to the performance accountability measures based on performance indicators described in WIOA §116(b)(2)(A).*
- 

### **Board Response: WSA Board Strategic Vision**

The Workforce Solutions Alamo (WSA) Board serves as the governing board for the regional workforce system, a network of service providers and contractors that brings people and jobs together. The Board of Directors represents various sectors among the 13 county Alamo region and reflects the diverse constituencies of the regional community: business, economic development, education, manufacturing, healthcare, community organizations, and government.

The WSA Board strives to manifest its core values of accountability, collaboration, excellence, innovation, and integrity. WSA is committed to promoting regional economic growth, economic self-sufficiency through sector-based workforce system that fully aligns efforts of local partners and communities in the region with State-level strategic efforts with which the Plan is required align.

The Board works in partnership with the local Chief Elected Officials (CEOs), which include the Mayor of the City of San Antonio and the County Judges from Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, and Wilson counties. Together, the Board and the CEOs provide leadership and insight about the needs of the workforce system in the Alamo region, especially as it relates to the unique needs of urban and rural areas.

WSA Board vision provides the inspiration to execute an integrated community workforce network in the nation. The WSA Board and its regional partners recognize the collaborative process as a powerful means to collectively achieve economic growth that enables the workforce occupational demand to increase, thus providing the opportunity for more job seekers to reach self-sufficiency. WSA and its regional workforce partners have a history of collaborative planning and have aligned strategic initiatives with targeted industry sectors and demand occupations. The Strategic Goals outlined below identify the key areas of focus for the duration

of this Plan. Subsequent sections describe the Strategies and Actions to achieve the outlined broader goals of the workforce system.

As required, WSA strategies align with the TWC's System Strategic Plan goals outlined in the:

- The Texas Workforce System Strategic Plan FY 2016–FY 2023

<https://gov.texas.gov/uploads/files/organization/twc/System-Strategic-Plan-Update.pdf>

- The Texas Workforce Commission 2021–2025 Strategic Plan

<https://www.twc.texas.gov/files/twc/strategic-plan-fiscal-years-2021-to-2025-twc.pdf>

- WIOA Combined State Plan Program Years 2020–

2023 <https://www.twc.texas.gov/files/partners/wioa-combined-state-plan-twc.pdf>

- Strategic Plan for Adult Education and Literacy for the Fiscal Year of 2015–2020

<http://www.twc.state.tx.us/files/twc/twc-strategic-plan-adult-education-literacy-fy2015-2020.pdf>

- Texas Early Learning Strategic Plan, 2020–

2025 <https://www.twc.texas.gov/files/partners/texas-early-learning-needs-assessment-twc.pdf>

Workforce Solutions Alamo is defined by a commitment to supporting the regional economic growth and economic self-sufficiency and acknowledging the unique needs of urban and rural areas of the 13-county region.

---

**Key Goal: A shared prosperity through inclusive growth**

---

Strategic Framework: Target and develop initiatives based on key principles of inclusive growth to:

- Address the global scale and technological complexity of an advanced economy, and
  - Promote the socio-economic prosperity of children, workers, and communities so they may meet their productive potential.
-



## **Core Principles of Inclusive Growth**

---

- Growth from within and prioritize industries, occupations, and firms that:
  1. Drive local competitive advantage, innovation, productivity, and wage gains
  2. Prioritize industry specializations through sector-based strategies
- Invest in people and skills by:
  1. Targeting upskilling, re-skilling, and life-long learning to expand educational attainment and capacity to increase experience and wages
  2. Increase capacity to serve priority populations including veterans, foster youth, and individuals with identified barriers to meaningful employment
- Support sector-based strategies
  1. Data-informed decision-making at the partnership level
  2. High level of industry engagement
  3. Delivery of services specific to sector-based partnerships
  4. Emphasis on sustainability and continuous improvement
  5. Investment in capacity of staff to manage partnerships

---

### **Primary Objective:**

- Develop and implement workforce development opportunities that lead to self-sufficiency including career pathways and stackable credentials that lead to identified target industries and occupations.

---

### **Key Performance Indicators (KPIs):**

- Formative and summative evaluation is conducted using established metrics including TWC-contracted performance measures. Short and long-term outcomes inform policy and program development and drive the allocation of staff and financial resources throughout the strategic framework.

## **Sector-Based Partnerships**

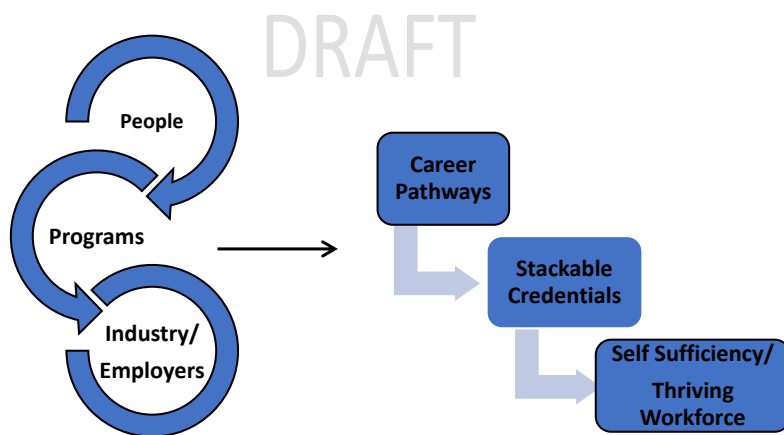
Workforce Solutions Alamo is working toward the development of a sector-based partnership model based on best practices in workforce development. WSA has worked to create partnerships within the regional labor market level in the 13-county area served by WSA. These partnerships include a diverse collection of employers, government entities and elected officials, education and training partners, economic development organizations, labor associations and

organizations, and community-based and non-profit social service agencies that create an ecosystem focused on the development of the local workforce and driven by industry demand.

WSA has established the agency as the convener of these partnerships and acts as a coordinating partner across multiple sectors to facilitate communication, funding, innovation, and progress. WSA’s approach incorporates data collection from specific constituencies in order to create highly customized responses to the needs of target industries.

WSA has transitioned from short-term collaborations that exist for the duration of a single grant or program to the establishment of long-term connectedness that envisions employers as partners with significant participation of the workforce as opposed to external customers. Furthermore, the model emphasizes people and relationships within a replicable process with defined outcome measures. The goal of WSA is to identify and prioritize the existing strengths of its partners to drive workforce and economic development for the region.

Workforce Solutions Alamo is committed to the people of the Alamo region, the execution of its programs with efficiency and intentionality, and to maintaining fidelity to identified target industries and occupations using data-driven approaches. The dynamic relationship that exists between People, Programs, and Industry serves as an iterative mechanism to facilitate process and program improvement while promoting innovation and collaboration.



This fundamental framework is the foundation for the continued development of plans and programs that support targeted sectors through intentional cooperation and continuous improvement that builds on integration of education, economic, and workforce development.

To accomplish the development of sector-based partnerships, WSA seeks to adopt best practices from other high performing workforce development boards and partnerships throughout the nation. Boards who have created successful relationships share operational elements that are the hallmarks of the sector-based model. These best practices include:

- The development of collaborative infrastructure with a lead agency in the role of convener or lead organization that facilitates connection with education, industry, and economic development partners with a shared vision for workforce development
- Transparency and communication among regional partners to promote the shared vision for workforce development
- Creation of a playbook to define communications plan for programs and partnerships
- Emphasize local wisdom and community voice in program development and evaluation
- Create measurable goals and objectives with culturally responsive data-gathering and evaluation processes
- Clearly define career pathways that address the needs of employers and jobseekers

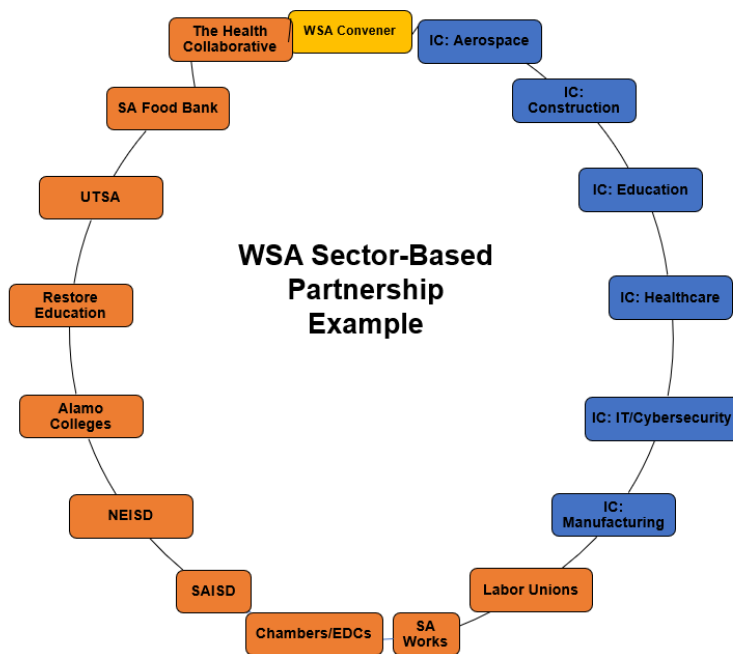
These deliverables must be predicated on existing or developing circumstances. A study of Gold Standard Workforce Development Partnerships (Armstrong, 2018) outlines key tenets that inform the development of successful sector-based partnerships. WSA is developing capacity in each of these in order to realize mature sector-based partnerships within the life span of this plan.

- Sector partnerships must be data-driven
  - WSA utilizes multiple sources of data to perform demographic, educational, employment, and wage trend analysis. These sources include industry snapshots and projections to understand the current and future movement in the environment. Other sources of data are labor market data, cost of living data, educational attainment and hiring needs of target occupations, availability of in-demand occupations or occupations that provide lower wages, and growth industries. Analysis also includes community-level US Census data that provide insight on population growth, and place of residence compared to place of work.
- Sector partners should implement data sharing agreements memoranda of understanding to expedite innovation and promote shared accountability
  - WSA will execute a MOU and data sharing agreement with each of the sector partners. MOUs and data sharing agreements provide valuable information to WSA and its partners to align education and training programming with target labor market skills and credentials. MOUs will outline long-term expectations for the partnership, and data sharing will inform workforce development planning, curricula, marketing and communications, and evaluation.

- Sector partnerships should include K-12 partners and included measurable and connected activities to achieve measurable progress and scale
  - WSA has established relationships with the largest K12 independent school districts and Pre-Kindergarten initiatives that serve a majority of students in the 13-county region i.e. Pre-K 4 SA, SAISD, Northeast ISD, Northside ISD, and others. WSA and schools will define middle and secondary curricula tracks that align with target industries to establish the prerequisite courses and graduation tracks that lead to career pathways for targeted industries and occupations.
- Sector partnerships should leverage cross-system resources
  - In addition to the investment of WIOA funds and resources, WSA has forged strategic partnerships with cross-system organizations including municipal governments and city councils, county commissioners and rural, county judges, early childhood education organizations, housing, food and nutrition supplemental programs, and veterans and juvenile and adult corrections programs. WSA will continue to seek partnerships with other programs that support mental health and substance abuse prevention, child abuse and neglect prevention, healthcare, as other organizations that address social determinants of health and coalitions that address systems and systemic change.
- Sector partnerships should be guided by intermediary-level governance boards
  - The sector-based model proposed by WSA will be informed by a wide array of key decision-makers with particular expertise at the executive operational levels. Sector champions will be identified from target industries to form an advisory board intended to inform strategic planning and program development.
- Sector partnerships should facilitate career pathways that lead to skills required by target industries, industry-recognized post-secondary credentials, and living-wage jobs
  - WSA has identified career pathways, with stackable credentials, so that job seekers can receive necessary skills instruction within a sector. The criteria for these skills are employer-driven and informed by data collected from employer partners. Demographic and descriptive data ensures that the special needs of target populations are addressed.
- Sector partnerships should be built with business, labor, and industry partners
  - WSA has created an ongoing survey process to seek input from job seekers, local elected officials, employer, education, and community non-profit partners. These surveys collect both quantitative and qualitative data related to economic priorities, target industries and occupations, specialized populations, and hiring/recruitment/retention of workforce. These surveys provide local wisdom for the development of this plan as well as the framework for formative evaluation of programming.

The sector-based framework of WSA prioritizes strategies that promote systems change and partnership across multiple sectors of the workforce ecosystem. Multiple entry points into the career pathway systems acknowledge varied levels of existing educational attainment to ensure equitable opportunities for career and skills development.

WSA engages partners to foster cooperation based in individual locales as well as larger regional strategies necessary to support the entire Alamo region. WSA continues to focus on data-driven analysis of successful strategies and the promotion of self-sufficiency of its clients. The following diagram illustrates the structure of the sector-based partnerships infrastructure will be developed for the Alamo regions



## Resource Alignment

### Board Response: Resource Alignment

Within the WSA operated workforce system, contract partners who managing and operating the region's American Job Centers have full responsibility for operating core TANF, SNAP, WIOA (Adult, Dislocated Worker, and Youth) programs, as well as providing day-to-day guidance to TWC (state) Employment Services staff. TWC maintains administrative responsibility, and shares responsibility for directing daily work assignments, assigning individual performance goals, coordinating hiring, initiating disciplinary action and evaluating staff performance.

WSA works collaboratively across entities to execute core programs and align resources available to the local area.

Efforts to integrate additional required partners, including Adult Education and Literacy (AEL) Consortium partners and Rehabilitative Services (TWC Department of Vocational Rehabilitative Services/VRS) will be spearheaded by WSA Board staff.

Due to the restructuring of AEL services in Texas to move management and oversight of services under TWC, the WSA Board is charged with coordination and collaboration responsibilities to support and ensure continuous improvement of AEL services. WSA Board staff are active participants with the regional AEL Alamo Consortium that consist of eight service providers, led by TWC grant recipient Education Service Center Region 20 (ESC-20). Providers offer a variety of adult education services across the 13 county Alamo area. Students can be served as young as 16 years of age, and services are free of charge. Students are eligible if they need to earn their TxCHSE, improve basic skills, or learn English. Classes are offered both in-person and virtually at a variety of locations and times. In 2016, TWC VRS was restructured to move the function under TWC. With the restructuring, the WSA Board has been tasked with coordination with VRS to leverage the full breadth of resources provided to the Alamo region. WSA Board staff has actively engaged with their departmental counterparts. To efficiently coordinate operations and services, leadership from both of our groups has been engaged in strategic planning, business engagement and future facility co-location. WSA Board staff will continue to respond to TWC guidance regarding coordination of activities. Co-location with Vocational Rehabilitation partners improved the direct linkage for individuals with disabilities to workforce services. Vocational Rehabilitation partners are now located in # of the workforce centers in the Alamo workforce area. On November 18 and December 2<sup>nd</sup>, 2016 ESC-20 hosted work sessions for approximately 230 participants from VRS, ESC-20, Workforce Center Contractors and WSA Board staff. The purpose of the work sessions was to share program information, identify gaps between the service delivery system, and implement a referral system.

AEL, VRS, and WSA contractors are provided guidance and strategies regarding alignment and

---

***Part 2. Economic and Workforce Analysis***

***A. Regional Economic and Employment Needs Analysis***

*(WIOA §108(b)(1)(A); 20 CFR §679.560(a)(1))*

*Boards must include a regional analysis of the following:*

- The economic conditions, including existing and emerging in-demand industry sectors, in-demand occupations, and target occupations*
  - The employment needs of employers in existing and emerging in-demand industry sectors, in-demand occupations, and target occupations*
- 

**Board Response: TBD (MIS analysis)**

**Commented [AG1]:** Insert targets and analysis from Miriam  
See pp 16-25 of WSA 2017-2020 LP

DRAFT

---

**B. Knowledge and Skills Analysis**

*(WIOA §108(b)(1)(B); 20 CFR §679.560(a)(2))*

Boards must include an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs for in-demand industry sectors, in-demand occupations, and target occupations.

---

**Board Response: TBD (MIS analysis)**

DRAFT



---

### C. Labor Force Analysis and Trends

*(WIOA §108(b)(1)(C); 20 CFR §679.560(a)(3))*

Boards must include an analysis of the regional workforce, including current labor force

WD Letter 18-20, Attachment 2 5

employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

**Board Response: TBD (MIS analysis)**

---

**Board Response: TBD (MIS analysis)**

**Commented [AG2]:** Insert analysis from MIS; See pp 25-35 of 2017-2020 LP

DRAFT

---

#### **D. Workforce Development Analysis**

*(WIOA §108(b)(1)(D); 20 CFR §679.560(a)(4))*

Boards must include an analysis of workforce development activities in the region, including education and training.

---

**Board Response: TBD (MIS analysis)**

DRAFT

### Part 3: Core Programs

---

#### A. Workforce Development System

(WIOA §108(b)(2); 20 CFR §679.560(b)(1))

Boards must include a description of the workforce development system in the workforce area that identifies:

- the programs that are included in the system; and
  - how the Board will work with the entities that facilitate core programs and other workforce development programs **to support alignment to provide services**, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, that support the strategy identified in the State Plan under WIOA §102(b)(1)(E).
- 

#### Board Response: Core Programs

The Workforce Opportunity and Innovation Act (WIOA) authorizes key employment and training programs in the service delivery system to assist workers in the acquisition of essential tools and skills and to connect employers to a workforce with identified sector-specific skillsets. WIOA further aligns “core” programs to provide coordinated, comprehensive workforce services.

The following core programs must be made available either in-person and/or virtually at the American Job Centers:

- Workforce Innovation and Opportunity Act (WIOA) Adult, Youth and Dislocated Worker
- Temporary Assistance for Needy Families (TANF)/CHOICES
- CHOICES Non-Custodial Program (NCP)
- Supplemental Nutrition Assistance Program Employment & Training (SNAP)
- Trade Adjustment Assistance Act (TAA)
- Rehabilitation Act: that provide services to individuals with disabilities
- Wagner-Peyser Employment Services: staff located within centers and directly employed by TWC; the contractor integrates these services under the Texas Model
- Veteran’s Employment Services/Texas Veterans Leadership Program (TVLP): provided by staff located within the centers and employed by the Texas Veterans Commission (TVC) or TWC.

Under the guidance of TWC and in collaboration with our local area public officials, WSA provides service delivery oversight and planning through a partnership network. In support of WIOA, WSA will continue to reinforce progress toward service integration for customers.

As part of the job training, work-related, and educational programs and functions, WSA convenes all relevant programs identified as one-stop required-partner programs, including:

- Workforce Innovation and Opportunity Act (WIOA)
- Wagner-Peyser Employment Service (ES)
- Unemployment Insurance (UI) Benefits Information
- Choices, the Temporary Assistance for Needy Families (TANF) employment and training program
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
- Subsidized childcare
- Trade Adjustment Assistance (TAA)
- Adult Education and Literacy (AEL) programs

WSA establishes memoranda of understanding (MOUs) with the following agencies for programs that are not under the direct oversight of the board:

- Adult Education and Literacy (WIOA, Title II)
- Apprenticeship programs
- Non-Certificate Postsecondary Career and Technology Training programs
- Senior Community Service Employment Program
- HHSC (jointly developed with TWC)

WSA establishes additional cooperative relationships, on an ad hoc basis, to expand capacity and strengthen the regional workforce ecosystem include:

- Local boards of education
- Local-level vocational education agencies
- Community-based Organizations (CBOs)
- Chambers of Commerce
- Industry- and Sector-based Consortia
- Appointed Municipal Task Force(s)
- Faith-based Organizations (FBOs)
- Texas Department of Housing and Community Affairs (TDHCA)

- Other appropriate training and employment agencies and services to expand local presence

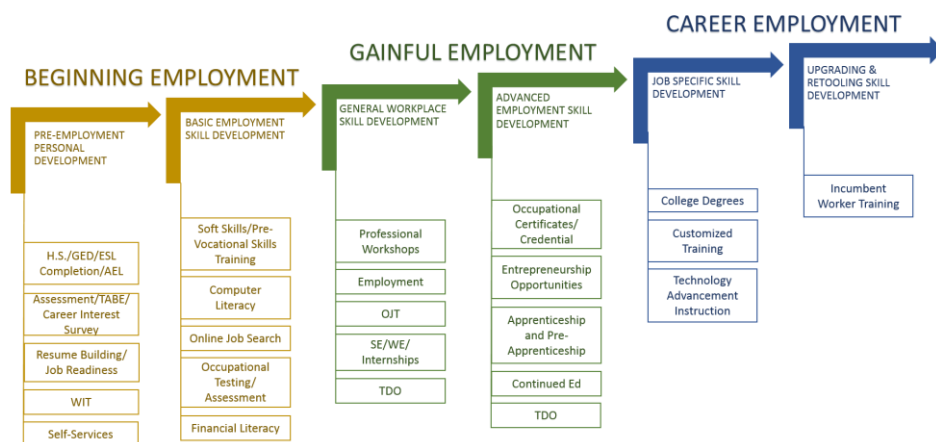
**Career and Technical Education Act:** Consistent with the Carl D. Perkins Career and Technical Education Act of 2006, WSA aims to more fully support the academic and career and technical skills of secondary education students and postsecondary education students who elect to enroll in career and technical education programs.

To that effect, WSA will explore opportunities to develop MOUs with the following optional partners:

- Career and technical education programs authorized under the Carl D. Perkins Act of 2006
- Job counseling, training, and placement services for veterans, 38 USC 41
- Education and vocational training program through Job Corps administered by DOL
- Native American programs authorized under Title I of WIOA
- HUB-administered employment and training programs
- Employment and training activities carried out under the Community Services Block Grant Act
- Reintegration of offenders' programs authorized under the Second Chance Act, 2007

As previously noted within this plan, youth, job seekers, and incumbent workers are expected to enter the education and/or workforce at various points and various levels of job readiness and education. Many require front-end services to gain the necessary competencies to begin the search for employment. Those with high school graduation or equivalency, computer literacy, interviewing skills, completed resume, and the ability to autonomously complete job searches are potentially equipped to pursue gainful employment and subsequently progress toward advanced education, skills acquisition, and professional development.

WSA has developed the following employment supply-chain that describes our customers' experience from entry into the network/system and on through advanced training/employment opportunities. This diagram describes the progression of these career services available and serves as a framework for workforce and economic development.



Building on this progressive approach, WSA has also developed wages and professional advancement over time in order to sufficiently articulate to youth, job seekers, and incumbent workers about potential entry into appropriate career pathways based on their current skill levels, credentials, certifications, or educational attainment.

## THE AEROSPACE INDUSTRY NEEDS YOU NOW!

### WHY AEROSPACE?

There are a lot of openings for exciting, cutting-edge jobs that offer great pay! Be part of an innovative, fast-changing industry. Most aerospace jobs offer training and certification programs to help you advance your career.

### WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

**\$37.50**

THE AVERAGE YEARLY WAGE

**\$78,000**

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

### WHERE CAN I GET EDUCATION AND TRAINING?

Coastal Bend COLLEGE
 ALAMO COLLEGES DISTRICT

SOUTHERN CAREERS INSTITUTE
 NACA
 Lamson Institute

ST. PHILIP'S COLLEGE
 ALAMO COLLEGES DISTRICT

### HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the aerospace industry. Contact our career counselors for a complete list of job opportunities in the aerospace industry and to get your personal career plan!

### SAMPLE CAREER PLAN

|                 | CAREER LEVEL ENTRY-LEVEL | CAREER LEVEL INTERMEDIATE         | CAREER LEVEL ADVANCED              | CAREER LEVEL VERY ADVANCED PROFESSIONAL |
|-----------------|--------------------------|-----------------------------------|------------------------------------|---|
|                 | <b>\$14.30</b>           | <b>\$19.20</b>                    | <b>\$25.23</b>                     | <b>\$54.07</b>                          |
|                 | Helpers - Carpenters     | Sheet Metal Workers               | Mechanical Engineering Technicians | Computer Network Architects             |
| EDUCATION       | NO FORMAL EDUCATION      | HIGH SCHOOL / EQUIVALENCY DIPLOMA | ASSOCIATE'S DEGREE                 | BACHELOR'S DEGREE                       |
| WORK EXPERIENCE | ON-THE-JOB TRAINING      | APPRENTICESHIP                    | PREVIOUS WORK EXPERIENCE           | 5 YEARS OR MORE                         |

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



## THE CONSTRUCTION INDUSTRY NEEDS YOU NOW!

### WHY CONSTRUCTION?

There are a lot of job openings in a variety of fields that offer great pay! Most construction jobs offer training and certification programs to help you advance your career.

### WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

**\$34.78**

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

THE AVERAGE YEARLY WAGE

**\$72,332**

### WHERE CAN I GET EDUCATION AND TRAINING?



ALAMO  
COLLEGES  
DISTRICT



Lamson Institute

### HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the construction industry. Contact our career counselors for a complete list of job opportunities in the construction industry and to get your personal career plan!

#### SAMPLE CAREER PLAN

| CAREER LEVEL<br>ENTRY-LEVEL | CAREER LEVEL<br>INTERMEDIATE                         | CAREER LEVEL<br>ADVANCED                              | CAREER LEVEL<br>VERY ADVANCED<br>PROFESSIONAL |
|-----------------------------|--|---|---|
| <b>\$15.47</b>              | <b>\$19.05</b>                                       | <b>\$26.16</b>  | <b>\$37.41</b>                                |
| Roofers                     | Carpenters   | Telecommunication<br>Line Installers<br>and Repairers | Architect                                     |
| EDUCATION<br>NONE           | EDUCATION<br>HIGH SCHOOL /<br>EQUIVALENCY<br>DIPLOMA | EDUCATION<br>HIGH SCHOOL /<br>EQUIVALENCY<br>DIPLOMA  | EDUCATION<br>BACHELOR'S<br>DEGREE             |
| WORK EXPERIENCE<br>MODERATE | WORK EXPERIENCE<br>APPRENTICESHIP                    | WORK EXPERIENCE<br>LONG-TERM                          | WORK EXPERIENCE<br>INTERNSHIP /<br>RESIDENCY  |

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



## THE EDUCATION INDUSTRY NEEDS YOU NOW!

### WHY EDUCATION?

The education industry offers job security, great pay and flexible schedules! Help shape the future of children in our community. Some education jobs let you earn certifications while you teach.

### WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

**\$21.93**

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

THE AVERAGE YEARLY WAGE

**\$45,604**

### WHERE CAN I GET EDUCATION AND TRAINING?



ALAMO  
COLLEGES  
DISTRICT

### HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the education industry. Contact our career counselors for a complete list of job opportunities in the education industry and to get your personal career plan!

#### SAMPLE CAREER PLAN

| CAREER LEVEL<br>ENTRY-LEVEL                          | CAREER LEVEL<br>INTERMEDIATE                         | CAREER LEVEL<br>ADVANCED                       | CAREER LEVEL<br>VERY ADVANCED<br>PROFESSIONAL |
|--|--|--|---|
| <b>\$10.89</b>                                       | <b>\$22.23</b>                                       | <b>\$27.37</b>                                 | <b>\$54.44</b>                                |
| Substitute<br>Teacher                                | Education Admin.,<br>Preschool &<br>Childcare Center | Kindergarten<br>Teachers                       | Education<br>Administrators,<br>Postsecondary |
| EDUCATION<br>HIGH SCHOOL/<br>EQUIVALENCY<br>DIPLOMA  | EDUCATION<br>BACHELOR'S<br>DEGREE                    | EDUCATION<br>BACHELOR'S<br>DEGREE              | EDUCATION<br>MASTER'S<br>DEGREE               |
| WORK EXPERIENCE<br>SHORT-TERM<br>ON-THE-JOB TRAINING | WORK EXPERIENCE<br>LESS THAN 5 YEARS                 | WORK EXPERIENCE<br>PREVIOUS WORK<br>EXPERIENCE | WORK EXPERIENCE<br>5 YEARS OR MORE            |

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



## THE HEALTHCARE INDUSTRY NEEDS YOU NOW!

### WHY HEALTHCARE?

There are a lot of job openings in a variety of fields that offer great pay! Be a part of this critical, life-saving industry. Most healthcare jobs offer training and certification programs to help you advance your career.

### WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

**\$35.35**

THE AVERAGE YEARLY WAGE

**\$73,530**

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

### WHERE CAN I GET EDUCATION AND TRAINING?



### HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the healthcare industry. Contact our career counselors for a complete list of job opportunities in the healthcare industry and to get your personal career plan!

#### SAMPLE CAREER PLAN

|   |  |  | CAREER LEVEL<br>ADVANCED             | CAREER LEVEL<br>VERY ADVANCED<br>PROFESSIONAL |
|---|--|--|--------------------------------------|---|
|   |  |  | <b>\$28.87</b>                       | <b>\$51.87</b>                                |
| CAREER LEVEL<br>ENTRY-LEVEL                           | CAREER LEVEL<br>INTERMEDIATE                         |  |                                      |   |
| <b>\$14.72</b>  | <b>\$16.87</b>                                       |  |                                      |   |
| Pharmacy Aides  | Pharmacy Technicians                                 |  |                                      |   |
| Dietitians and Nutritionists                          |  |  |                                      | Medical and Health Services Managers          |
| EDUCATION<br>HIGH SCHOOL /<br>EQUIVALENCY<br>DIPLOMA  | EDUCATION<br>HIGH SCHOOL /<br>EQUIVALENCY<br>DIPLOMA | EDUCATION<br>BACHELOR'S<br>DEGREE            | EDUCATION<br>BACHELOR'S<br>DEGREE    |   |
| WORK EXPERIENCE<br>SHORT-TERM ON-THE-<br>JOB TRAINING | WORK EXPERIENCE<br>MODERATE ON-THE-<br>JOB TRAINING  | WORK EXPERIENCE<br>INTERNSHIP /<br>RESIDENCY | WORK EXPERIENCE<br>LESS THAN 5 YEARS |   |

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



## THE IT/CYBERSECURITY INDUSTRY NEEDS YOU NOW!

### WHY IT/CYBERSECURITY?

There are a lot of job openings in a variety of fields that offer great pay! Most IT/Cybersecurity jobs offer training and certification programs to help you advance your career.

### WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

**\$37.77**

THE AVERAGE YEARLY WAGE

**\$78,562**

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

### WHERE CAN I GET EDUCATION AND TRAINING?



### HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the IT/Cybersecurity industry. Contact our career counselors for a complete list of job opportunities in the IT/Cybersecurity industry and to get your personal career plan!

#### SAMPLE CAREER PLAN

|   |  |                                      | CAREER LEVEL<br>ADVANCED           | CAREER LEVEL<br>VERY ADVANCED<br>PROFESSIONAL |
|---|--|--------------------------------------|------------------------------------|---|
|   |  |                                      | <b>\$46.04</b>                     | <b>\$54.07</b>                                |
| CAREER LEVEL<br>ENTRY-LEVEL                           | CAREER LEVEL<br>INTERMEDIATE                         |                                      |                                    |   |
| <b>\$15.61</b>  | <b>\$22.98</b>                                       |                                      |                                    |   |
| Data Entry Keyers                                     | Computer Operators                                   |                                      |                                    |   |
| Information Security Analysts                         |  |                                      |                                    | Computer Network Architects                   |
| EDUCATION<br>HIGH SCHOOL /<br>EQUIVALENCY<br>DIPLOMA  | EDUCATION<br>HIGH SCHOOL /<br>EQUIVALENCY<br>DIPLOMA | EDUCATION<br>BACHELOR'S<br>DEGREE    | EDUCATION<br>BACHELOR'S<br>DEGREE  |   |
| WORK EXPERIENCE<br>SHORT-TERM ON-THE-<br>JOB TRAINING | WORK EXPERIENCE<br>MODERATE ON-THE-<br>JOB TRAINING  | WORK EXPERIENCE<br>LESS THAN 5 YEARS | WORK EXPERIENCE<br>5 OR MORE YEARS |   |

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015





## THE MANUFACTURING INDUSTRY NEEDS YOU NOW!

### WHY MANUFACTURING?

There are a lot of job openings in a variety of fields that offer great pay! Most manufacturing jobs offer training and certification programs to help you advance your career.

### WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

**\$24.54**

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

THE AVERAGE YEARLY WAGE

**\$51,043**

### WHERE CAN I GET EDUCATION AND TRAINING?



Coastal Bend  
COLLEGE



ALAMO  
COLLEGES  
DISTRICT



SOUTHERN  
CAREERS  
INSTITUTE



Lamson Institute



TSCER

TSCER  
Texas School of Continuing Education & Retraining

### HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the manufacturing industry. Contact our career counselors for a complete list of job opportunities in the manufacturing industry and to get your personal career plan!

### SAMPLE CAREER PLAN

| CAREER LEVEL<br>ENTRY-LEVEL                         | CAREER LEVEL<br>INTERMEDIATE                        | CAREER LEVEL<br>ADVANCED                       | CAREER LEVEL<br>VERY ADVANCED<br>PROFESSIONAL |
|---|---|--|---|
| <b>\$12.56</b>                                      | <b>\$22.61</b>                                      | <b>\$25.23</b>                                 | <b>\$55.49</b>                                |
| Helpers - Production<br>Workers                     | Machinists  | Mechanical<br>Engineering<br>Technicians       | Industrial<br>Production<br>Manager           |
| EDUCATION<br>HIGH SCHOOL /<br>EQUIVALENT<br>DIPLOMA | EDUCATION<br>HIGH SCHOOL /<br>EQUIVALENT<br>DIPLOMA | EDUCATION<br>ASSOCIATE'S<br>DEGREE             | EDUCATION<br>BACHELOR'S<br>DEGREE             |
| WORK EXPERIENCE<br>SHORT-TERM                       | WORK EXPERIENCE<br>LONG-TERM                        | WORK EXPERIENCE<br>PREVIOUS WORK<br>EXPERIENCE | WORK EXPERIENCE<br>5 YEARS OR MORE            |

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015

These projections are intended to communicate the potential entry points for a targeted industry while also enabling youth, job seekers, and incumbent workers to visualize the upward progression of a company, industry, or sector. These projections also enable WSA and training providers to make data-informed decisions about how to customize programming to meet the needs of employers.

---

**B. Core Programs—Expand Access, Facilitate Development, and Improve Access**

(WIOA §108(b)(3); 20 CFR §679.560(b)(2))

Boards must include a description of how the Board will work with entities carrying out core programs to:

- expand access to employment, training, education, and support services for eligible individuals, particularly eligible individuals with barriers to employment;
- facilitate the development of career pathways and coenrollment, as appropriate, in core programs, including specific career pathways occupations that the Board currently includes on its Target Occupations List, and career pathways occupations that the Board is planning to develop; and

---

|                    | BCY 2018 | BCY 2018 | BCY 2019 |
|--------------------|----------|----------|----------|
| # of Coenrollments | 148      | 121      | 77       |

---

- improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

Boards must include a description of the Board's plan for working with at least one of the Governor's industry clusters.

WD Letter 18-20, Attachment 2 6

---

**Board Response: Core Programs—Expand Access, Facilitate Development, and Improve Access**

WSA provides innovative, progressive services through its Workforce Solutions American Job Center network and WSA centers assist in connecting job seekers, incumbent workers, and students with employment and training opportunities.

WSA has a strong focus on providing leveraged services. This includes, for example, forming partnerships throughout the community to create alternative entry points and opportunities for co-enrollment. To do so, WSA works with community-based organizations, such as San Antonio Housing Authority (SAHA), as well as with the City of San Antonio and Bexar County delegate agencies, libraries, faith-based organizations, and multiple education and training providers.

This section describes services that offered by WSA and contracted by Texas Workforce Commission. These are defined according to the TWC service matrix descriptions. The intent here is not to provide a full description or definition of the service; rather, the intent is to report on the available services as TWC records them in WSA data applications and systems.

**Individualized Career Services:** Consistent with our vision and mission, as well as WIOA requirements and federal cost principles, individualized career services must be made available if

Formatted: Font color: Auto

Formatted: Font color: Auto

Formatted: Font color: Auto

Commented [AG3]: TBD

Commented [AG4]: What about other counties?

Commented [AG5R4]: @Francisco E. Martinez update by 11/23/2020

Commented [FM6R4]: I dont have any data on these partnerships, does Programs have a list of the partnerships the service providers work with?

determined to be appropriate for an individual to obtain or retain employment. These include the following services:

- **Informational Services:** orientations, career guidance services, and referrals
- **Outreach and Eligibility Determination:** targeted contact of potential applicants eligibility determinations
- **Assessment & Planning:** comprehensive assessments, employability development plans, group counseling, ONET assessments, job search assessment, and REA assessments
- **Case Management:** tracking and reporting of training and educational outcomes provided by other entities/agencies for job seekers, but where supportive services are paid from TWC program funds while in training. A qualifying service must be provided in addition to this service to make the person a participant. These services also include tracking participants during one or more quarters after exit
- **Job Search Services:** 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, and youth) and leadership development (youth only)
- **Pre-Employment Activities:** job readiness/employment skills, bonding assistance, and Work Opportunity Tax Credit (WOTC) eligibility
- **Work Readiness:** short-term work readiness services (Choices, NCP, and WIOA)

**Employment Services:** employment-related services are offered to job seekers to assist in gaining and retaining employment and promote advancement in their employment trajectories. These services include the following:

- **Unsubsidized Self-Employment,** an income-producing enterprise that is intended to promote a clear pathway to self-sufficiency by decreasing family reliance on public benefits
- **Unsubsidized Employment/Employment Entry,** for TANF/Choices customers, includes full or part-time employment for a Choices customer even if they are currently employed; for SNAP E&T customers, customers must receive other services before this service can be used to take credit for full or part-time employment (no other programs are eligible for this service)
- **Community Service,** community service opportunities with nonprofit organizations (only for TANF/Choices and NCP)

- **Subsidized Employment**, full or part-time employment in either the private or public sector that is subsidized in full or in part with wages of at least federal or state minimum wage, whichever is higher (only for TANF/Choices and NCP)
- **Unpaid Public/Non-Profit/For Profit Work Experience**, unpaid work experience, time-limited training in the public, non-profit, or for-profit sectors
- **Subsidized Work Experience**, paid work experience, time-limited training in the private, for-profit, nonprofit, or public sectors (SNAP E&T and WIOA)
- **Workfare**, work programs in which food stamp recipients perform public service work in a public service capacity as a condition of eligibility to receive their household's normal food stamp entitlement (SNAP E&T); and
- **Summer Employment-Work Experience**, employment, or work experience opportunities for youth within designated timeframes, directly linked to academic and/or occupational learning (WIOA Youth).

**Training programs:** training services are offered to individuals who are unable to gain employment through basic labor exchange services, and for those who need additional training attain economic self-sufficiency. These services include both short-term training (for rapid return to the workplace) and more extensive training (for job seekers who remain unsuccessful in finding or returning to employment, or in advancing into occupations that lead to economic self-sufficiency). Training-related services/activities are classified as follows:

- **Occupational/Vocational Training:** training conducted in an institutional setting that provides specific technical skills and knowledge required for a specific job or group of jobs and results in the attainment of a certificate
- **On-the-Job Training:** employee training at the place of work while they are doing the actual job, and which may be supported by formal classroom training
- **Apprenticeship Training** (only under Trade Adjustment Assistance and WIOA): a registered training program where the employer offers the worker a combination of employment, related instruction, and on-the-job training
- **Internships** (only under WIOA): participants receive supervised practical training in a job setting
- **Entrepreneurial training:** training that assists job seekers to achieve their goals for economic self-sufficiency by providing information on starting and running their own business
- **Customized Training** (only under Trade Adjustment Assistance and WIOA for Adults and Dislocated Workers): training designed to meet the specific requirements of an employer or employers' group

- **Private Sector Training – Upgrade/Retrain** (only under WIOA): training provided and operated by the employer for current employees that provides instruction on new technologies and production or service procedures. Training provided to upgrade skills necessary for retraining or upgrading skills
- **Prerequisite Training** (only under Trade Adjustment Assistance): coursework required by a training provider prior to acceptance into a specific training program; and,
- **Skills/Self Grant**: training provided through a Skills Development or Self-Sufficiency Grant.

Under WIOA sec 134(c)(3)(A), training services may be made available to employed and unemployed adults and dislocated workers who (a) a one stop partner determines, after an interview, evaluation, or assessment, and career planning, are: (1) unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services, (2) in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment, and (3) have the skills and qualifications to participate successfully in training services.

#### **Educational Services**

- **Basic Educational Skills/ABE**: training designed to enhance the employability of job seekers by upgrading basic skills. For WIOA Adult and Dislocated Workers, training includes services provided in combination with other training activities. For WIOA Youth, training includes services conducted in an institutional setting that is designed to enhance the employability of the individual by upgrading basic skills. For TANF/Choices, it includes Basic Education Skills training that does not occur in an employment setting
- **English as a Second Language**: training services activities designed to enhance the English-speaking ability of nonnative speakers
- **High School (for TANF/Choices)**: for teen heads of households and adults without high school diploma or GED, who are attending high school
- **GED**: for job seekers lacking a high school degree or GED, and those who are attending GED classes as a training service conducted in an institutional setting designed to enable an individual to pass a GED exam. The term “GED” includes all associated high school equivalencies
- **Tutoring/Study Skills/Instruction**: includes the communication of knowledge, ideas, and facts to help youth complete their secondary education. This includes dropout prevention strategies
- **Alternative Secondary School**: includes enrollment in nontraditional schools to complete high school, GED, and related high school equivalency;

- **Short-term Educational Services:** includes services to prepare the individual for unsubsidized employment and increase employability, e.g. Literacy, Adult Basic Education, development of learning skills, etc. "Short Term" is defined by Board policy but should, with limited exceptions, be six-months or less;
- **Work-based Literacy:** work-based (tied to employment) literacy component (ABE, ESL, Workforce Adult Literacy);
- **Middle School:** middle school services are offered to teen heads of households and adults without high school diploma or GED, including those who are attending middle school; and,
- **High School:** includes tracking and supporting High School attendance and completion.

**Support Services:** to remove barriers and provide assistance necessary to allow participants to successfully complete program goals, WSA provides a wide variety of support services including:

- **Healthcare,** includes, but is not limited to preventive and clinical medical treatment, voluntary family planning services, nutritional services and appropriate psychiatric, psychological and prosthetic services to the extent any such treatment(s) or service(s) are necessary to enable the attainment or retention of employment (NCP, WIOA)
- **Family/Child Care,** referrals to subsidies for childcare services
- **Transportation,** such as bus passes, gas allowance, and other transportation related costs
- **Housing/Rental Assistance**
- **Counseling,** provision of or referral to Counseling Services necessary to allow a participant to successfully complete program goals
- **Needs-Related payments,** needs-related payments provide financial assistance to participants (Adult, DW, and Youth) to enable participation in training. Includes NRPs made to individuals who have exhausted UI or TRA payments or did not qualify for UI payments where the individual is in training
- **Substance Abuse Treatment,** referral to Substance Abuse Treatment as needed to allow a participant to successfully complete program goals (Choices, NCP, and WIOA Statewide Initiative Funding)
- **Wheels to Work,** provides low cost automobiles to eligible participants (Choices, WIOA Statewide Initiative Funding)
- **GED Test Payment,** provision of financial assistance to help a participant pay for GED testing (Choices, NCP, SNAP, WIOA Statewide Initiative Funding)

- **Work Related Expense**, provision of financial assistance to assist participants to pay for necessary, work related items. Can include clothing and tools needed for employment (Choices, NCP, SNAP, WIOA Statewide Initiative Funding)
- **Financial Planning Assistance**
- **Incentives**: incentive payments are funds paid to participants based on actions such as attendance, successful performance, or completion of a program activity to encourage the participant to continue in the program (Choices, NCP, WIOA)
- **Job Search and Relocation Allowance (TAA only)**

**Follow-up services**: follow-up services are provided, as appropriate, to program participants who have received their last WIOA service and no other WIOA services are necessary. WIOA Youth are provided with follow-up for a minimum of 12 months. Follow-up services consist of a wide variety of services, including: post-employment services, job search assistance, individual counseling/career planning, job clubs, group counseling, outreach/intake/orientation, job referrals/contacts, counseling, labor market information, support services, local area information, provider information, non-WIOA financial assistance information, UI Claims, and resource room services. Some of WSA's follow-up services are available only to Youth, and these include leadership development, employer contact, mentoring, and progressive tracking.

**Youth Services**: WSA provides WIOA youth activities consistent with the governor's vision of strengthening the academic and future workplace outcomes for youth facing challenges and barriers to success. WSA, its partners, network, and contractors provide activities consistent with eligibility criteria for two groups: in-school youth (ISY) and out-of-school youth (OSY). For a description of Youth services please refer to Part B. Question 23.

**Referrals**: WSA providers make available and coordinate supportive services to promote the ability of WIOA participants to participate in activities leading to employment or other performance outcomes. WSA providers make referrals to ensure community resources are sought prior to providing services and services provided are reasonable and necessary for participation. Referrals are also made when WSA's funding is not available and, or, when specific services are not allowable. An example of agencies that receive referrals include the [www.211texas.org](http://www.211texas.org), United Way San Antonio Texas [www.unitedwaysatx.org](http://www.unitedwaysatx.org) and San Antonio Community Resource Directory [www.sacrd.org](http://www.sacrd.org). Through our continued promotion of strong partnerships, WSA aims at increasing opportunities for leveraging resources throughout the local area.

**Additional Job Center Services**: In addition to the services outlined above, WSA American Job Centers operate programs in service of several additional key customer groups. These include services to: (1) Unemployment Insurance Claimants, (2) Long Term Unemployed, (3) Adult Education and Literacy customers, (4) Temporary Assistance for Needy Families (TANF), (5) Non-Custodial Parent (NCP), (6) Supplemental Nutrition Assistance (SNAP) customers, and (7) Child Care.

- **Unemployment Insurance Claimants:** Consistent with State goals, one of our priorities includes serving the unemployment insurance (UI) claimant population and ensuring a fast return to work. As allowed by law and in alignment to local labor market conditions, WSA determines the number of work search contacts required of UI claimants. WSA uses the Rapid Reemployment Services (RRES) statistical score (provided by TWC) to target UI claimants for enhanced re-employment services. At a minimum, outreached claimants will receive an orientation and an employment plan.
- **Long-Term Unemployed:** “Long-term unemployed” is defined by DOLETA as someone who has been jobless for 27 weeks or longer. WSA offers job search and related services to these individuals before they reach this level of unemployment. One of the TWC-contracted performance measures requires WSA to assist those who are in receipt of Unemployment Insurance gain employment within 10 weeks of their initial monetary eligibility. Our strategies include increased outreach, improved quality in job postings/job matching, and job development activities.
- **Adult Education and Literacy:** WSA participates in career and postsecondary education and training by following guidance from TWC and collaborating with our local partners and extended network. To support employment, skills gains, and secondary completion, efforts include implementing strategies for enhanced enrollment and expansion of career pathway programs. To that effect, WSA engages and supports AEL grant recipients and the AEL Alamo Consortium, in activities that promote student success in the achievement of career and higher education goals. AEL services encompass; High School Equivalency (HSE), Upgrade Academic Skills, English as a Second Language, Re-entry Services for probation/incarcerated adults, Career Training while you learn English and or earn your HSE, Employer Partnerships (AEL services on work sites with employers), College and Career Readiness services and Distance Learning.

The Alamo Consortium includes Alamo Colleges I-BEST, Southwest Texas Junior College, Northside ISD, North East ISD, San Antonio ISD, Each One Teach One, Restore Education, and ESC-20 AEL Program. Integration and alignment strategies with the AEL Lead Agency, Education Service Center, Region 20, and the AEL Consortium include:

- Co-location for the provision of AEL classes and services in WSA’s American Job Centers
- Design and implementation of WSA, AEL, and VR Integration events
- Cross-training
- Development of one-on-one contacts
- With the participation and guidance of TWC, move toward developing a single or common intake along with the sharing of information



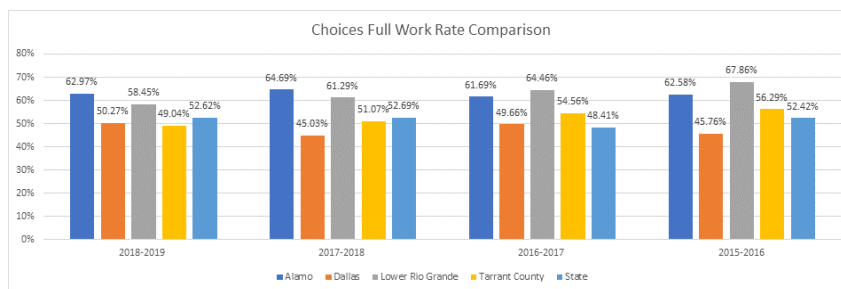
- Streamlining of services (administration of assessments, development of individual plans, service provision and case management, attainment of performance targets, and the provision of follow-up services)
- Referrals to and co-enrollment with other workforce programs to support student retention, transition, and employment success
- Strategic and program design guidance for career pathways
- Sharing results from the analysis of employment statistics and local labor market information, regional economic development, and industry or occupational demand studies
- **Temporary Assistance for Needy Families (TANF):** WSA provides employment and training services to help public assistance recipients' transition into self-sufficiency through a "work-first" delivery approach. Choices, Texas' TANF employment and training program, enables WSA to assist applicants, recipients, and former recipients of TANF in preparing for, obtaining, and retaining employment. This includes ensuring that adults meet mandatory work requirements through activities, including but not limited to:
  - Job search and job readiness
  - Basic skills training
  - Education
  - Vocational training
  - Support services

The primary goal is to keep participants "engaged in work" through participation in Unsubsidized Employment, Subsidized Employment, On-the-job training, and/or Educational services for those who have not completed secondary school or received a GED credential/high school equivalency. WSA, through its contractor for workforce services engages Choices participants by focusing on intensive case management, the provision of support services and a mix of allowable work activities. Career Pathways for Choices participants is included in the Boards Targeted Occupations list, identifying opportunities for entry level, to mid-level and eventual career level employment (reference Health Care Industry example). In the Alamo area work-based learning activities including Subsidized Employment is promoted to connect Choices participants with employers that can provide relevant, hands on work experiences. In addition to providing learning opportunities, work-based training enables Choices participants to earn needed wages while gaining valuable work experience and building networks and social capital.

The Choices Work Rate, defined as the percentage of TANF participants required to meet work-related participation requirements, reflects WSA's ability to engage the Choices participant in work activities. In the 2017-2018 and 2018-2019 program years, and as

compared to all other large Board areas in Texas, WSA attained the highest performance outcome for the Choices Work Rate. WSA has exceeded the Choices Work Rate target of 50% in each of the last four contract years.

| Comparison Year | Alamo  | Dallas | Lower Rio Grande | Tarrant County | State  |
|-----------------|--------|--------|------------------|----------------|--------|
| 2018-2019       | 62.97% | 50.27% | 58.45%           | 49.04%         | 52.62% |
| 2017-2018       | 64.69% | 45.03% | 61.29%           | 51.07%         | 52.69% |
| 2016-2017       | 61.69% | 49.66% | 64.46%           | 54.56%         | 48.41% |
| 2015-2016       | 62.58% | 45.76% | 67.86%           | 56.29%         | 52.42% |



- Noncustodial Parent Choices:** The Noncustodial Parent (NCP) Choices program is a collaborative effort between TWC, the Office of the Attorney General (OAG) of Texas, WSA Board, WSA Office staff, and family court judges. Through the NCP program, WSA serves low-income unemployed and underemployed noncustodial parents who are in arrears on their child support payments and whose children are current or former recipients of public assistance. Services through the NCP program assist NCPs in overcoming barriers to employment and career advancement, become economically self-sufficient, and make consistent child support payments. To promote the provision of a wide range of services, WSA Contractors are encouraged to collaborate with other programs and explore opportunities for co-enrollment.
- Opportunities to co-enroll NCP program participants into other workforce programs is an area that WSA will seek to improve. During the past four program years less than 5 NCP's have been enrolled in WIOA program services. To address the need to provide a wide range of services that can assist the NCP in developing a career pathway, that leads to more sustainable wages, the Office of the Attorney General's staff agreed to allow short term training as an activity for NCP's beginning in the 2019 program year. The short-term training ranges from 8 to 90 hours. NCP's are now able to participate in OSHA General Industry training, Forklift Operator training and Computer Literacy

Training. Seven NCP's completed short term training with 4 of the 7 obtaining employment within 4 weeks of finishing the training.

- Collaboration with partners in the Alamo area to provide additional services or supports for NCP's include American GI Forum, San Antonio Food Bank, Goodwill Industries and Christian Assistance Ministries. These partners provide work experience opportunities, food assistance and other support services.

Since 2005, when the NCP program was implemented in the Alamo area over 5044 Noncustodial parents have been served with over \$61,447,887 dollars collected in child support payments.

- **Supplemental Nutrition Assistance Program Employment and Training (SNAP):** Through our partnership with TWC, WSA manages the SNAP Employment & Training (SNAP E&T) program. As determined eligible by Health and Human Services (HHS), SNAP eligible individuals receive comprehensive services designed to improve the recipient's ability to obtain and retain regular employment, increase earnings, and reduce dependency on public assistance. Services to this population include:

- Informational Services,
- Assessment and Planning,
- Case Management,
- Job Search Services,
- Education (Basic Educational Skills/ABE, English as a Second Language, and GED),
- Training Services – Occupational Skills (Occupational/Vocational Training),
- Employment Experience, and
- Support Services.

Employment Experience under SNAP includes Unsubsidized Employment/Employment Entry, Unpaid Public Work Experience, Unpaid Non-Profit Work Experience, Unpaid For-Profit Work Experience, Subsidized Work Experience, and Workfare.

- **Childcare:** WSA administers Childcare Services (CCS) funding for the 1213-county region. CCS helps parents pay for childcare while they work, go to school, or participate in job training to become self-sufficient. Those eligible for childcare assistance include:
  - Parents in receipt of TANF
  - Parents who have recently stopped receiving TANF benefits because of earned income

- Parents with low incomes who need help paying for childcare, so they can continue to work or attend school
- Teen parents from low-income families who need childcare to attend school
- Parents with low incomes who have children with disabilities
- Parents who meet the definition of experiencing homelessness

Parents who receive CCS assistance are required to pay a portion of their cost of care except:

- parents who are participating in Choices or who are in Choices childcare
- parents who are participating in Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) services or who are in SNAP E&T childcare
- parents of a child receiving childcare for children experiencing homelessness,
- parents who have children who are receiving protective services childcare unless the Texas Department of Family and Protective Services (DFPS) assesses the parent share of cost

The parent's share of cost will be based on a sliding fee scale. Families are required to participate in employment or school/training activities for an average of 25 hours per week for a single family or 50 hours per week for a two-parent family, with each parent averaging 25 hours per week at eligibility determinations / redeterminations, in order to receive subsidized child care. Based on sliding

scale the max income for a family size of 4 is \$5814.

Commented [AG7]: Jessica/Tony update

Commented [AG8R7]: @Jessica Villarreal update by 11/16

Commented [JV9R7]: @Andrea Guajardo how much do we want to include in this? I think we can add additional info but am not sure if should be included as it may confuse and add more "weeds"

I.E>

Max income for a family size of 4 is \$5,814. : Parents with zero income would not have a PSOC. Example, full time college student that isn't working. PSOC is based on income and number of children enrolled. (that is included in the sliding fee scale if you provided picture) College credits count 3 hours for every credit hour. For example, if a parent is enrolled in college for 12 hours, that would count as 36 participation hours but that's getting way in the weeds.



Workforce Solutions Alamo Child Care Services (CCS) Sliding Fee Scale  
Effective October 1, 2020 through September 30, 2021

|                       | Percentage of State Median Income (SMI) |         |         |         |         |         |         |         |         |
|-----------------------|---|---------|---------|---------|---------|---------|---------|---------|---------|
|                       | 0%-20%                                  | 21%-30% | 31%-40% | 41%-50% | 51%-60% | 61%-70% | 71%-75% | 76%-80% | 81%-85% |
| 1 <sup>st</sup> Child | \$0                                     | \$0     | \$75    | \$100   | \$170   | \$210   | \$200   | \$270   | \$290   |
| Each Additional Child | \$0                                     | \$20    | \$30    | \$40    | \$60    | \$90    | \$115   | \$125   | \$140   |

|             |    | Percentage of State Median Income (SMI) |           |           |           |           |           |           |           |           |
|-------------|----|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|             |    | 0% - 20%                                | 21% - 30% | 31% - 40% | 41% - 50% | 51% - 60% | 61% - 70% | 71% - 75% | 76% - 80% | 81% - 85% |
| Family Size |    |   |           |           |           |           |           |           |           |           |
| 2           | SO | \$930                                   | \$931     | \$1,395   | \$1,396   | \$1,861   | \$1,862   | \$2,326   | \$2,327   | \$2,791   |
| 3           | SO | \$1,149                                 | \$1,150   | \$1,724   | \$1,725   | \$2,298   | \$2,299   | \$2,873   | \$2,874   | \$3,447   |
| 4           | SO | \$1,368                                 | \$1,369   | \$2,052   | \$2,053   | \$2,736   | \$2,737   | \$3,420   | \$3,421   | \$4,104   |
| 5           | SO | \$1,587                                 | \$1,588   | \$2,380   | \$2,381   | \$3,174   | \$3,175   | \$3,967   | \$3,968   | \$4,761   |
| 6           | SO | \$1,806                                 | \$1,807   | \$2,709   | \$2,710   | \$3,612   | \$3,613   | \$4,515   | \$4,516   | \$5,417   |
| 7           | SO | \$1,847                                 | \$1,848   | \$2,770   | \$2,771   | \$3,694   | \$3,695   | \$4,617   | \$4,618   | \$5,541   |
| 8           | SO | \$1,888                                 | \$1,889   | \$2,832   | \$2,833   | \$3,776   | \$3,777   | \$4,720   | \$4,721   | \$5,664   |
| 9           | SO | \$1,929                                 | \$1,930   | \$2,893   | \$2,894   | \$3,858   | \$3,859   | \$4,822   | \$4,823   | \$5,787   |
| 10          | SO | \$1,970                                 | \$1,971   | \$2,955   | \$2,956   | \$3,940   | \$3,941   | \$4,925   | \$4,926   | \$5,910   |
| 11          | SO | \$2,011                                 | \$2,012   | \$3,017   | \$3,018   | \$4,022   | \$4,023   | \$5,028   | \$5,029   | \$6,033   |
| 12          | SO | \$2,052                                 | \$2,053   | \$3,078   | \$3,079   | \$4,104   | \$4,105   | \$5,130   | \$5,131   | \$6,156   |
| 13          | SO | \$2,093                                 | \$2,094   | \$3,140   | \$3,141   | \$4,186   | \$4,187   | \$5,233   | \$5,234   | \$6,279   |
| 14          | SO | \$2,134                                 | \$2,135   | \$3,201   | \$3,202   | \$4,268   | \$4,269   | \$5,335   | \$5,336   | \$6,402   |
| 15          | SO | \$2,175                                 | \$2,176   | \$3,263   | \$3,264   | \$4,350   | \$4,351   | \$5,438   | \$5,439   | \$6,526   |

\*The parent share of cost cannot exceed the family's monthly gross income.

- **Individuals with Disabilities:** Beginning Sept. 1, 2016, the state agency formerly known as the Department of Assistive and Rehabilitative Services (DARS) was dissolved and several of its programs transferred to the Texas Workforce Commission (TWC). The changes are the result of legislation passed during the 84th Texas Legislative session which places all the state's programs funded through the federal Workforce Innovation and Opportunity Act (WIOA) together under one agency.

Transferring programs, to be operated in coordination with WSA, include:

- The Vocational Rehabilitation (VR) program for individuals with visual impairments, including the Criss Cole Rehabilitation Center,
- The Vocational Rehabilitation program for individuals with other disabilities,
- The Business Enterprises of Texas program, and
- The Independent Living Services program for older individuals who are blind.
- WSA is working with TWC's Vocational Rehabilitation program to ensure services for individuals with disabilities. Co-location of Vocational Rehabilitation staff in workforce centers facilitates immediate referrals between workforce and rehabilitation services. Monthly meetings between management staff and regional VR staff occurs and allows service delivery issues or concerns to be identified and resolved.

- WSA works closely with VR staff to promote the Summer Earn and Learn, SEAL, program for students with disabilities. SEAL prepares students for transition to post-secondary and employment opportunities by providing work readiness training and paid work experience in work-based learning positions. Workforce staff develop work experience positions for students with employers throughout the workforce area. WSA pays the wage for students while employers provide real work opportunities. Last year 179 students were provided a work experience under the SEAL program with over 57 employers, encompassing over 71 worksites participating in the program.
- Student Hireability Navigators, under WSA are also providing connections to workforce services for students, parents and local schools. Navigators work with VR staff to increase the provision of quality pre-employment transition services to students with disabilities. WSA Navigators share TWC's Labor Market Career Information, LMCI, tools with school districts and Education Service Center staff for use with students in exploring career and education resources. Navigators conduct monthly meetings with VR Transition Vocational Rehab Counselors, TVRC's to coordinate services to schools. Navigators collaborate with partner agencies to increase awareness and understanding of the abilities of students with disabilities. The Alamo Area Coalition was convened by WSA as a clearinghouse of information on events supporting individuals with disabilities in the Alamo area. Coalition members include Alamo Area Council of Governments, The ARC-SA, Center for Excellence, Autism Life Links, Disability SA, Vocational Rehabilitation, River City Group, Providence Place and South Fields.

**Strategies to Expand Access:** Due to the nature of our workforce funding, eligible customer groups for workforce programs are well defined. WSA will focus on implementing seven key strategies to expand access to services for these populations, as follows. These strategies are aligned with the understanding that the foundation for success heavily relies on solid partnerships.

- **Microtargeting outreach:** WSA will leverage data mining and analysis capabilities tied to its two large information systems ([WorkInTexas.com](https://www.workintexas.com) and The Workforce Information System of Texas, or TWIST). Improved data mining and analysis will be performed to refine and tailor traditional marketing efforts and help drive potentially eligible customers to services. Outreach efforts include (1) social media strategies (i.e. LinkedIn, Facebook, Twitter, Constant Contact, Instagram, etc.), (2) traditional print, radio, and television media, (3) public service announcements, and (4) distribution of collateral materials. Workforce Solutions Alamo utilizes the following social media and communication platforms to reach our consumers. From December 2019 to November 2020, Facebook had a total of 27,512 followers, 2,669 Instagram followers, 39,442 LinkedIn followers, and 5,618 Twitter followers.
- The WSA website has had a total of 68,161 unique visits between May 2020 and November 2020. WSA Our constant contact email marketing platform has sent over 423,922 emails and has reached 166,789 contacts between November 2019 and November 2020.

- **Streamlining Service Delivery:** WSA will work with its partners and contractors to streamline programs and services to engage with customers. These efforts will include the provision of intake and other services outside of the American Job Center locations, that is, on-site at various key locations and throughout the community. These include, for example, creating or tapping into pipelines that lead individuals ages 14 and over into key training and employment opportunities. For instance, performing intake and providing other case management-related services on location.
- **Leverage Partnerships:** WSA will strategically develop partnerships with agencies that serve target population groups in order to (1) establish strong intake, referral, and service networks, (2) identify and capitalize on efficiencies, (3) provide more robust service offerings to common customers and enhance outcomes, and (4) explore applying and working with community partners to secure match and expand services (i.e., SNAP third party reimbursement, local investments in child care and quality child care, etc.).
- **Leverage Technology:** The WSA service region covers 13-counties and includes numerous municipalities, communities, and rural population centers. Brick and mortar locations are insufficient to provide consistent accessibility to customers throughout the region in a cost-effective manner. WSA will leverage technology to expand access to customers without direct access to a physical Job Center using commercially available technology solutions, including video conferencing, kiosks, and other frameworks.
- **Localized and Specialized Planning Approaches:** a *localized planning approach* will involve holding regional “round tables” at different locations in the 13-county region. The intent behind the “round tables” aims at reviewing and discussing local labor market, educational, and service delivery conditions, opportunities, and gaps. The goals include the development of specific plans tailored to each region as based on their specific goals and needs. A *specialized planning approach* will involve participating in and, or, developing and structuring group panels dedicated to addressing the needs of specific population groups. This includes, for example, a Youth Panel, a VR Panel, a Veterans Panel, and others.
- **Data Analysis and Information:** WSA will continue offering data analysis and information services to key partners and stakeholders in the community. This includes assisting economic and workforce development partners with information related to the socio-economic conditions of the region. WSA understands that this type of information is key for policy, strategic, and other purposes.
- **Building Strong Internal Partnerships:** WSA understands that our own Board members and staff, and our contractors and network of suppliers, along with our partnerships along with the supports offered by TWC are our most asset. Building on these relationships will be critical to WSA’s success.
- **Career Pathways and Co-enrollment:** A successful *Career Pathways* approach includes a combination of rigorous and high-quality education, training, and other

services that align with skill needs of industries and prepare individuals to be successful in a range of secondary or postsecondary education options, including apprenticeships. This approach supports a long-term continuum of training stacked by a sequential flow or ladder of career options that lead to the attainment of portable postsecondary credentials as a key objective. Employed effectively, Career Pathways strategies (1) accelerate attainment of educational and career goals within a specific occupation or occupational cluster, and (2) have been proven to be effective in serving disconnected youth and lower-skilled adults.

With a focus on career pathways, WSA will collaborate with employers, industry associations and organizations, high schools and colleges, community-based and private education and training providers, human service agencies, and also involve parents (e.g., for youth) to develop and integrate a coordinated approach into career advising and human capital development. This approach will include work based learning and stackable credentials.

In addition, WSA will partner with agencies that have invested resources and developed Career Pathways strategies and materials, including Alamo Colleges and SA Works, both of which have made Career Pathways a part of their service design. Alamo Colleges is also one of four grant recipients of the TWC-Texas Higher Education Coordinating Board (THECB) Accelerate TEXAS program. This initiative aims to integrate basic skills with career and technical pathways to help adult students quickly acquire skills and certificates in high demand occupations. Approximately 300 adults are expected to enroll in an integrated education and training model in health care, computer support, office technology, logistics, and building maintenance occupations. The partnership with Alamo Colleges includes WSA, Education Service Center Region 20, and San Antonio ISD.

In alignment to the Accelerate TEXAS program, WSA supports the state’s ambitious 60x30 goal, that at least 60% of WSA region residents aged 25 to 34 will have a post-secondary degree or recognized certification by 2030.

The following table shows the educational attainment of individuals ages 25-34 in both Texas and the Alamo Region as related to attainment of an Associates degree, as well as information of WSA program participants attaining credentials in both PY20 and PY19.



| <b>Ages 25 - 34 with Associates Degree (2013 to 2018)</b>                       |              |               |              |                     |               |              |
|---|--------------|---------------|--------------|---------------------|---------------|--------------|
|   | <b>Texas</b> |               |              | <b>Alamo Region</b> |               |              |
|   | <b>Male</b>  | <b>Female</b> | <b>Total</b> | <b>Male</b>         | <b>Female</b> | <b>Total</b> |
| 2013  | 121,975      | 135,908       | 257,883      | 13,145              | 12,097        | 25,242       |
| 2018  | 141,811      | 169,677       | 311,488      | 16,057              | 17,915        | 33,972       |
| Difference  | 19,836       | 33,769        | 53,605       | 2,912               | 5,818         | 8,730        |
| % Chg   | 16.3%        | 24.8%         | 20.8%        | 22.2%               | 48.1%         | 34.6%        |
| <b>Recognized Credentials</b>   |              |               |              |                     |               |              |
| <i>From October 2019 - September 2020, 256 WSA participants (8.9% increase)</i> |              |               |              |                     |               |              |
| <i>From October 2018 - September 2020, 235 WSA participants</i>                 |              |               |              |                     |               |              |

The following table shows the proportion of individuals ages 25-34 whose educational attainment is an Associates degree in both Texas and the Alamo Region from 2013 to 2018.

| <b>Proportion with an Associate's Degree, Ages 25-34 (2013-2018)</b> |              |             |               |                     |             |               |
|--|--------------|-------------|---------------|---------------------|-------------|---------------|
|  | <b>Texas</b> |             |               | <b>Alamo Region</b> |             |               |
|  | <b>Both</b>  | <b>Male</b> | <b>Female</b> | <b>Both</b>         | <b>Male</b> | <b>Female</b> |
| 2013   | 1.4%         | 1.3%        | 1.4%          | 7.8%                | 8.0%        | 7.6%          |
| 2018   | 1.5%         | 1.4%        | 1.6%          | 9.0%                | 8.3%        | 9.7%          |
| % Change   | 9.8%         | 5.5%        | 13.7%         | 15.1%               | 3.0%        | 28.5%         |

The proportion of individuals attaining an Associates degree in the Alamo Region was 5.3% greater than that of Texas as a whole, but the difference varied substantially by sex. The proportion of women ages 25 to 34 who had an Associates degree in the Alamo Region was 14.9% greater than that of the State's, but the proportion of males was lower than the State, by -2.5%. This shows the need locally for additional outreach and efforts to promote post-secondary attainment in the Alamo Region.

Career pathways strategies and programs, for both youth and adult customers, may include:

- Short/long-term career planning,
- Apprenticeships/Pre-Apprenticeships,
- Contextualized adult education and English as a second language,
- Internships,
- Structured mentoring,
- Career Technical Education Programs of Study with embedded industry & professional certifications,

- Dual enrollment options to work concurrently toward high school diploma, industry certifications & postsecondary credentials,
- Modularized Applied Associate & Technical Diploma programs,
- Other Structured Career Pathways,
- Stackable credentials - a sequence of credentials that accumulate over time and build qualifications in career pathways or career ladders toward higher paying jobs,
- Lattice/ladder credentials which help mobility across career pathways, and
- Processes for awarding credit for learning (for instance, give credits to veterans for experience)

WSA has developed diagrams of career pathways which reflect credentialing opportunities related to the targeted occupations. These tools will be used to develop individual employment plans for career counseling as well to identify gaps in training opportunities. Samples of these pathways are included in the Appendix section for Part B. Question 2.b.

**Commented [AG10]:** Need updating

**Commented [AG11]:** Need updating

- **College Reengagement.** In partnership with Alamo Colleges, WSA has co-located Center staff at two campuses, San Antonio College (SAC) and St. Philip's College. Their presence at the colleges provides students who drop out or need assistance to have access to workforce development services on-site. This initiative is customized to address the growing number of those who begin college but do not complete or attain a credential.
- **Career Pathways Readiness (CPR).** WSA allocates funds provided through TWC's Workforce Commission Initiatives (WCI) and that are awarded for the Career in Texas Industries/Youth Career Fair Events in a unique way. A pilot CPR Summit was held during the 2017-2018 program year and which included individual sessions for school administrators, teachers, counselors, youth, parents, and workforce development professionals. The intent of the CPR is to promote alignment of efforts, increase our understanding of Career Pathways, and develop a unified approach and definitions to regional efforts.
- **Co-enrollment:** As appropriate and allowable, WSA explores co-enrollment opportunities for eligible individuals. For individuals who are eligible for one or more of WSA's programs, this strategy is particularly helpful when funding from one of the core programs helps cover services or activities that cannot be funded by another core program, or when funding from one program is limited. For example, support services to remove barriers for participants in the Trade Adjustment Assistance (TAA) program are offered/provided through the Dislocated Worker program. Individuals who receive SNAP benefits also qualify for WIOA Adult and WIOA Youth services (depending on age and other eligibility criteria), so that the leveraging of resources from multiple grants may benefit these customers.

Co-enrollment of WSA customers with partner agencies and programs is also used to leverage resources and support initiatives leading to broader local community workforce development outcomes. These types of co-enrollments aim to build regional talent pipelines that lead to attachment/re-attachment into the labor force but also to mid-skill/mid-wage occupations. Programs or projects with overlapping eligible populations facilitate co-enrollment. WSA aims to be proactively engaged in the development of Memorandums of Understanding (MOUs) which promote these types of co-enrollments. MOUs of this nature require an individualized and customized approach in the relationships and processes that can be established. Because of this, the specific elements that describe each MOU vary. We include below descriptions of elements that the agency will look at for potential co-enrollments.

- Overlaps in the characteristics of eligible populations,
- Streamlining of intake (including cross-training in eligibility determinations, record development, sharing of applicant information as allowable by related law; ideally, WSA aims at supporting the development of a single intake system or mechanism for all applicants and which will require investments and TWC involvement and guidance),
- Streamlining of referrals (i.e., one-on-one direct partner staff contacts),
- Overlaps and similarities in performance outcomes (i.e., high school or an equivalent diploma completion, enrollment into post-secondary training or education, attainment of post-secondary degrees and credentials, job gain, job and wage advancement, job retention, etc.),
- Opportunities for the leveraging of resources (through a combination or mix of partner funding and services, including wrap-around and support services),
- Local initiatives/investments (whether the specific program forms a part of a larger or broader local effort/investment),
- Overlaps and similarities in activities/services (i.e., assessments, development of individualized career plans, case management, follow-up), and
- Other similar elements.
- **Improving Access to Activities Leading to a Recognized Postsecondary Credential:** WSA promotes education and training opportunities that provide portable, stackable, and transferable credits and credentials. This includes identifying gaps in opportunities and outreaching local training providers to assist in the development of programs within the career pathways that are reflected in the Target Occupations. This effort entails offering assistance to training providers so that they may incorporate specific courses and programs of study in the Eligible Training Provider System (ETPS). This process is critical because WIOA requires training providers to apply to WSA for certification to

receive WIOA funds. The Statewide List of Certified Training Providers and instructions may be found at: <http://www.twc.state.tx.us/partners/eligible-training-provider-system>.

At another level, improved access also requires having the necessary processes and tools to administer in-depth and comprehensive assessments of the educational abilities and interests of potential students. While WSA has far-reaching “job-matching” systems, improved and, or, additional “training-matching” processes will also help expand access to training opportunities. WSA plans on investing into these types of tools.

- **Adult Education and Literacy (AEL):** With the addition of AEL program services to TWC, WSA has been charged with exploring new strategies to engage training providers and encourage adults to take part in literacy advancement to achieve greater success in employment leading to self-sufficiency. The AEL Alamo Consortium incorporates relevant labor market and career information to assist with decisions regarding services and curricula that promote the occupational needs of the local area. WSA will provide guidance to and collaborate with the AEL Alamo Consortium to enhance AEL services with the goal of strengthening collaborative efforts and partnerships between AEL and WSA and with educational, public services and other service agencies. WSA engages and supports AEL grant recipients and the AEL Alamo Consortium, in activities that promote student success in the achievement of career and higher education goals. Integration and alignment strategies with the AEL Lead Agency, Education Service Center, Region 20, and the AEL Consortium include:
  - Co-location for the provision of AEL classes and services in WSA’s American Job Centers (see AEL class data in the appendix)
  - Design and implementation of WSA, AEL, and VR Integration events
  - Cross-training on TWC sponsored Labor Market Information (every 2 years or as needed)
  - Streamlining of services (administration of assessments, development of individual plans, service provision and case management, attainment of performance targets, and the provision of follow-up services)
  - Referrals to and co-enrollment with other workforce programs to support student retention, transition, and employment success
  - Strategic and program design guidance for career pathways

WSA Strategies will aim at supporting system integration with postsecondary educational outcomes, as measured by high school equivalency, college and career readiness, enrollment in non-remedial, for-credit courses in postsecondary educational institutions, and occupational and industry skill standards and certification widely used and recognized by business and industry.

---

## Part 4: One-Stop Service Delivery

### A. One-Stop Service Delivery System

(WIOA §108(b)(6); 20 CFR §679.560(b)(5))

Boards must include a description of the one-stop delivery system in the workforce area, including explanations of the following:

- How the Board will ensure the continuous improvement of eligible providers and how providers will meet the employment needs of local employers, workers, and job seekers
- How the Board will facilitate access to services provided through the one-stop delivery system, including to remote areas, through the use of technology and other means
- How entities within the one-stop delivery system, including the one-stop operators and the one-stop partners, will comply with WIOA §188 (related to Non-Discrimination), if applicable, and with applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals who have disabilities
- The roles and resource contributions of the one-stop partners

---

### Board Response: One-Stop Service Delivery

**Continuous improvement of eligible providers:** Eligible providers, including all agencies contracted by WSA, are required to carry out the duties consistent with all applicable federal and state laws, regulations, and other requirements, and implement all workforce services and/or programs consistent with the Board Plan, WSA policy, procedures, directives, and Memorandum of Records.

WSA requires providers to operate responsive systems and programs that embrace continuous improvement. This requires a top down commitment to performing a continuous assessment of system performance as well as the development of systemic solutions. As part of its internal controls, WSA deploys and requires providers to engage in two key strategies to drive continuous improvement in the workforce system: data analysis and customer feedback.

- **Data Analysis:** Workforce systems are data rich environments. TWC requires utilization of two large information systems, (1) The Workforce Information System of Texas (TWIST) and [WorkInTexas.com](http://WorkInTexas.com). Each year critical demographic, service, and outcome information is collected on tens of thousands of participants, and available for ad hoc analysis. WSA and its providers engage in proactive internal monitoring done through random sampling, data mining, analysis, and synthesis to quantify compliance, quality, and customer flow, and evaluate opportunities for efficiencies and targets for reducing inertia and redundancy for customers accessing the system.

- **Customer Feedback:** Critical to continuous improvement initiatives is collecting qualitative and quantitative feedback regarding the system's efficiency and efficacy in serving primary customer groups, including:
  - **Employer Customers:** Employers are the primary customers of the workforce system. Establishing meaningful relationships with employers and providing streamlined, value-added services is critical to our ability to prepare and place job seeker customers.
  - **Job Seeker Customers:** To effectively serve job seeker customers, they must be prepared to enter the local job markets and placed on Career Pathways that lead to self-sufficiency and career progression.
  - **Community Partner Customers:** To maximize the impact of workforce development resources on communities, the workforce system must leverage partnerships to fill in the gaps and provide wrap-around services to employer and job seeker customers.
  - **Internal Customers:** Staff are a critical asset of the workforce system. Their feedback is invaluable to enhancement efforts.

WSA evaluates system compliance and performance and requires providers to monitor these systems as well by collecting feedback from customer groups and developing action plans to improve systems based on analysis.

**Facilitating access to services:** WSA maintains five Job Centers in located in urban areas of Bexar County and one in each of the twelve rural service counties: Atascosa, Bandera, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, Medina and Wilson.

Center capacity and staffing levels are adjusted according to the composition of the county population (i.e. demographic profile), the consumption of Center services, and available funding. Regular (annual minimum) demographic and customer flow analysis is conducted to ensure Job Center capacity is adequate to meet the community demand and that operations are efficient. Access to services in Bexar and in the surrounding counties aim to mirror population. Center traffic in the Bexar County locations was 77.9% of total traffic in the area, compared to 22.1% in the surrounding counties. In terms of total population, an estimated 76.1% reside in Bexar and 23.9% in the surrounding counties.

|       | BCY 2017 | BCY 2018 | BCY 2019 |
|-------|----------|----------|----------|
| Urban | 187,493  | 176,671  | 153,699  |
| Rural | 48,389   | 39,255   | 40,873   |
| Total | 235,882  | 215,926  | 194,572  |
| Split | 79%/21%  | 82%/18%  | 79%/21%  |

In addition to physical service delivery locations, WSA utilizes its web-based resources as a “virtual information center” for customers to access information, including information about childcare eligibility, youth services, job seeker services, and labor market information. Local efforts are complemented with state technology tools. WorkInTexas.com, for example, provides a powerful platform for removing geographic barriers from the provision and dissemination of job seeker services (events calendar, bulletin board, subscriptions, etc.).

WSA utilizes social media to quickly deliver information to large numbers of users of all ages and backgrounds. It also enables WSA to assist customers in a form that they are familiar with. Furthermore, social networking capabilities provide a low-cost way to reach employers, job seekers, and others with a need for WSA services. WSA hosts a Facebook page, Twitter account, LinkedIn account, and Instagram account.

Satellite offices are strategically located in rural areas to increase access, including that for individuals with disabilities, and all customers in need of services. Particularly with VRS, Board and Job Center staff will maintain strong relationships with entities that assist individuals with disabilities in the 13-county region. Board and Job Center Business Service staff will promote the benefits of workforce services to local business and training providers throughout the region.

**Accessibility:** Geographic availability is a strategy for increasing access to services for individuals with disabilities. In each of the five urban and some of our rural locations, designated space is made available and VR staff and other community partners are co-located in order to increase the scope of services that are provided at the center.

Board staff will conduct yearly accessibility and Equal Opportunity reviews at the Centers to maintain and expand access to services for individuals with disabilities. Adaptive equipment is evaluated and replaced as needed, including but not limited to TTY phones, Visikey keyboards, large trackball mouse, noise-canceling headphones, Zoom Text, and JAWS.

Interpreters are coordinated, made available, and funded by WSA upon request to ensure equal access and quality of services. One of our strongest efforts includes cross-training and the scheduling of regular on-going meetings with VR management and staff. VR and Workforce management level staff meet monthly to share updates and coordination activities. Issues or concerns that may be impacting service delivery are identified and resolved. In addition, WSA will continue to learn and share best practices for services people with disabilities by attending workforce forums, Quality Assurance Network (QAN) meetings, and other similar events.

**One-Stop partner contributions:** WSA partners include employer-led organizations, associations and consortiums of employers, industry sectors, economic development organizations, training and educational institutions, labor organizations, and faith-based, other private, and community-based organizations. Regional workforce and economic development planning and execution requires a collaborative effort to fully maximize return of investments made in the interest of growing a robust and vibrant economy.

The roles and resource contributions of one-stop partners to the workforce development delivery system are many. WSA plans on leveraging these resources and complementing a comprehensive workforce development service delivery via the development of Memorandums of Understanding (MOUs). MOUs are intended to describe the services to be provided through the system, including the way the services will be coordinated and delivered. At a minimum, MOUs will:

- Identify each partner,
- Describe the system design,
- Identify the services, including career services applicable to partners,
- Identify and describe the system's customers, and
- Describe each partner's responsibilities.

In accordance with the “*Workforce Innovation and Opportunity Act Memorandum of Understanding Provisions Checklist*,” (WD Letter 03-16, Attachment 1), and as appropriate, MOUs will include a description of how operating costs will be funded, methods for referring customers, access to services, and the duration of the MOU.

WSA plans on continuing the delivery of comprehensive workforce development services through the development of MOUs that support one or more of the following:

- Training and education,
- Labor market attachment, advancement, and retention,
- Employer attraction, expansion, and retention,
- Support and Wrap-around Services, including for example:
  - Assessments,
  - Transportation,
  - Housing,
  - Childcare,
  - Utilities, and
  - Other services
- Services that support the attainment of TWC-contracted performance measures,
- Services that support local workforce and economic development initiatives as based on their alignment with TWC's and WSA's vision, mission, and goals.



---

**B. Cooperative Agreements**

*(WIOA §108(b)(14); 20 CFR §679.560(b)(13))*

Boards must provide copies of executed cooperative agreements that explain how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA §107(d)(11)) between the Board or other local entities described in §101(a)(11)(B) of the Rehabilitation Act of 1973 (29 USC 721(a)(11)(B)) and the local office of a designated state agency or designated state unit that administers programs that are carried out under Title I of the Rehabilitation Act (29 USC 720 et seq.) (other than §112 or part C of that title (29 USC 732, 741) and are subject to §121(f)) in accordance with §101(a)(11) of the Rehabilitation Act (29 USC 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals who have disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts.

---

**Board Response: Cooperative Agreements**

WSA has attached all cooperative agreements (as defined in WIOA §107(d)(11)) between the Board or other local entities described in §101(a)(11)(B) of the Rehabilitation Act of 1973 (29 USC 721(a)(11)(B)) and the local office of a designated state agency or designated state unit that administers programs that are carried out under Title I of the Rehabilitation Act (29 USC 720 et seq.) (other than §112 or part C of that title (29 USC 732, 741) and are subject to §121(f)) in accordance with §101(a)(11) of the Rehabilitation Act (29 USC 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals who have disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts.

### C. Employer Engagement, Economic Development, and Unemployment Insurance Program Coordination

(WIOA §108(b)(4); 20 CFR §679.560(b)(3))

Boards must include a description of the strategies and services that will be used in the workforce area to do the following:

WD Letter 18-20, Attachment 2 7

- Facilitate engagement of employers in the workforce development programs, including small employers and employers in in-demand industry sectors, in-demand occupations, and target occupations
- Support a local workforce development system that meets the needs of businesses in the workforce area
- Better coordinate workforce development programs and economic development
- Strengthen links between the one-stop delivery system and unemployment insurance programs

Commented [AG12]: Andrea insert BSR model

**Note:** This may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, use of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives must support the strategy described above.

WSA's Business Engagement framework is based on some of the core principles of inclusive growth, specifically "Growth from Within." WSA's Growth from Within strategy prioritizes industries, occupations, and firms that:

- a. Drive local competitive advantage, innovation, productivity, and wage gains, and
- b. Boost export growth and trade with other markets.

WSA aims to focus on these industries, occupations, and firms in alignment to efforts of local partners and their workforce and economic development priorities and targets. Along with the City of San Antonio EDD, Bexar County EDD, and the Area Judges/AACOG, for example, the region has a focus on three key industries, including Healthcare, Advance Manufacturing, and Information Technology. Port SA is strong on Aerospace while portions of our region and nearby regions are tied to Oil & Gas. One of our region's primary industry focus also lies in Cybersecurity.

Our methodology to select the Target Occupations looks closely into these types of local investments and goals. WSA incorporates this “local wisdom” not only as an intricate part of our secondary data targets but mainly as our initial framework from which we began selecting industries that show the most promising projected growth, jobs, and wages.

Having selected these most promising industries, WSA aims to partner with organizations, associations, and employers with which to further help promote the needed education, upskilling, and re-skilling of our residents to meet the needs of regional employers.

In addition to working closely with Chambers, associations, economic development corporations/agencies, and employers, there are several strategies that WSA aims at strengthening and/or implementing. These include the following:

- 1) Electronically surveying employers from these key industries in a regular basis. This will help WSA and the region stay in touch of industry labor and skills needs.
- 2) As based on industry needs, work to address local educational and training needs.
- 3) Develop Business Plans that address labor/skills needs in the immediate term (within 1 year), medium term (1 -3 years), and long-term (3-5 years).

**Overall Goal.** The overall goal of these strategies is to create pipelines into mid-skill/mid-wage occupations. WSA aims to achieve this goal by offering services that can be classified into the following three types: Traditional Services, Sector Strategies, and Place-based Strategies.

- A. **Traditional Services.** In addition to meeting/exceeding our TWC-contracted performance measure of Workforce Services to Employers, traditional services include the promotion and development of job postings through WorkInTexas and the participation of employers into our labor exchange system. Job Fairs, Hiring Fairs, providing space at our Job Centers for promotion and interviewing, and other similar services are also included. These services also include working with employers to created ‘transitional’ jobs programs, such as short-term subsidized employment and supportive services for people with limited work experience and barriers to employment, as well as other Job Center services. Job Center services focus on in-person and individualized assistance, including skill and interest assessments that help match employer needs, as well as career and training planning, and others with a view on ensuring that these services match employer needs.
- B. **Sector-Based Strategies.** Sector strategies work to identify employer skill and workforce needs in a given industry cluster and region and develop recruiting, assessment, and training strategies to help employers find workers with the right skills. The following are examples of sector strategies:
  - a) **Industry Partnerships.** Collaborations of businesses from a particular industry that meet regularly with the assistance of a workforce intermediary to address their region and industry’s collective workforce and talent needs. Includes discussions of shared human-resources issues, exchange of information about industry practices, and specific actions to address workforce challenges.

- b) **Sectoral Skills Partnerships.** Bring together multiple employers within an industry to collaborate with colleges, schools, labor/workforce agencies, community organizations and other stakeholders to align training with the skills needed for that industry to grow and compete. Sector partnerships can help facilitate the advancement of workers at all skill levels, including the least skilled.
- c) **Regional Skills Alliances.** These can take many forms. Broadly, they can be defined as collaborations within a regional labor market among multiple firms with similar labor market needs and other key stakeholders (such as labor, educational institutions, community organization, the public sector) to identify and address skills shortages.
- d) **Industry Skills Panels.** Private/public partnerships work to ensure that employees in key industries have the skills needed to quickly and competently meet the changing needs of businesses. Harnessing the expertise of leaders in business, labor, education, economic development, and other sectors. Skill Panels bring competitors within a specific industry together to collaboratively address critical issues, skill gaps, training needs, and performance outcomes that affect the industry as a whole.
- e) **Value-Chain Models.** NAICS classifies industries by processes of production, and so do not account for activities that contribute to the processes of production (upstream) nor activities on which the outputs of production depend on (downstream). Value-Chain Models look into these upstream and downstream processes to better capture, understand, and meet the needs of industry.
- f) **Entrepreneurship.** Starting a business is challenging, but women and minorities have traditionally faced increased challenges (perhaps they have less access to capital and/or weaker networks). These strategies aim at closing these gaps by broadening access and building trust in under-represented communities.
- g) **Incumbent Worker Training.** Workplace-based learning has critical advantages, particularly in rapid changing contexts. This type of training helps to keep training relevant to the job. These strategies help firms because it's an efficient way to up-skill workers and often open up new possibilities for lower skilled workers, and/or advancement opportunities for workers.
- h) **Customized Training.** Involves tailoring of training programs to meet both the requirements of the targeted jobs and the learning needs of those being trained. Off-the-shelf programs often are in need of customization and/or to be offered at times and places that are accessible to the target population. Customized training helps to respond to competitive pressures and new technologies.
- i) **Career Pathways.** A combination of rigorous and high-quality education, training, and other services that align with the skill needs of industries, prepare individuals to be successful in education, includes counseling and support in education and career goals, and includes education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster,

organizes education/training to accelerate educational and career advancement, and enables the attainment of recognized diplomas or credentials and advancement within a specific occupation or occupational cluster.

- C. **Place-based Strategies.** These strategies involve offering traditional services and/or developing sector strategies in specific locations, particularly those that have historically experienced isolation, such as lack of transportation and other services, in segregated areas, and/or areas that experience high poverty or unemployment.

Our Business Engagement team will work to remove barriers to inclusive growth by identifying barriers and working with partners to remove these.

1. **Dynamism Barriers.** These barriers inhibit the process of firm creation and expansion that fuels employment and productivity growth.
2. **Skills Barriers.** These inhibit individuals from gaining the knowledge and capabilities to fill good-paying jobs and reach economic self-sufficiency.
3. **Access Barriers.** These barriers isolate individuals' communities with limited access to economic opportunity.

**Engagement of Employers:** WSA's Business Engagement (BE) Team serves as the Board's ambassador to businesses by connecting them to workforce system services throughout the 13-county region. The focus is on multiple activities in which services are prioritized based on employer needs. These include but are not limited to:

- Assessment and delivery of system-wide services to assist businesses in meeting their workforce needs
- Support economic efforts and initiatives throughout the region by providing socio-economic and labor market data, analysis, and information;
- Outreach targeted businesses to inform them of system-wide workforce services and connect them to those services through a "warm-handoff" referral to service providers
- Implement marketing and communications to expand access to employment through partnerships with local community colleges within our region
- Expand career pathways by connecting employers to Department of Labor Registered Apprenticeship (work/education blended training) and TWC's Employer Initiatives, Skills Development, Self-Sufficiency grants, Skills for Small Business, and Skills for Veterans
- Expand career pipelines by identifying eligible candidates, implementing in-depth assessments and matching, and developing intake/referral mechanisms to help enroll these candidates into training that meets employer skills needs
- Facilitate the development of work-related opportunities for program participants; and,

- Educate businesses about benefits offered that are available through partner agencies and refer as needed.

**Business Engagement Model.** The role of the BE Team and model aims at aligning business services and operations with WSA’s strategic goals. This involves capitalizing on the “Texas Model.” This model strengthens and streamlines integration, coordination, and collaboration across programs and partners for improved business services. The Texas Model was created by TWC in 1995 through House Bill 1863. HB 1863 integrates both TWC staff and Job Center staff under one roof and line of supervision, thereby creating a unified workforce system and holistic approach to service delivery.

The BE strategy also includes a division of the region into two sectors in a way that it supports the economic development and business needs of both the surrounding counties and the San Antonio metro area. By assigning staff by region (East/West), WSA engages all communities in the 13- counties.

### **Small Employers**

WSA recognizes the critical role that small businesses play in economic and workforce development and, particularly, job creation. To that effect, the WSA BE Team will work closely with local business incubators and startup initiatives, small business ambassadors, entrepreneurial training providers, and the small business committees that participate in various chambers. A non-exhaustive list of efforts in which the BE Team engages in support of small business is included in the Appendix section for Question 4.b.

### **Business Human Resource Needs.**

BE staff supports the human resource needs of businesses by:

- Offering opportunities to help businesses improve their current workforce through easy access to incumbent worker training resources,
- Working with businesses who are downsizing through “rapid response” to manage economic transition, including the potential for lay-off aversion,
- Developing a profile of the workforce system talent pool to help businesses appreciate the potential for recruiting from the workforce system,
- Presenting services available via TWC, Employer Initiatives Skills for Small Businesses,
- Offering benefits of the Work Opportunity Tax Credit (WOTC) which is a federal income tax benefit administered by the U.S. Department of Labor (DOL) for employers who hire individuals from specified target populations. The WOTC reduces a business’s federal tax liability, and serves as an incentive to select job candidates who may be disadvantaged in their efforts to find employment,

- Providing specialized recruiting events at the Job Centers for small employers, and directing Business Service Representatives (BSRs) to assist in identifying leads prior to scheduled hiring events, and
- Recruiting and specifically targeting employers from In-Demand Industry Sectors/Occupations to utilize services.

WSA's BE Team will work to promote target industries and occupations by:

- Developing industry-specific partnerships to meet the specific human resource needs of Alamo regional targeted industries,
- Giving priority to outreaching and facilitating service delivery to businesses within these targeted industries,
- Prioritizing hiring events based on Targeted occupations and wages, and
- Developing externships for Teachers Program for the facilitation of Career Pathways in STEM fields.

**Meeting Business Needs.** WSA's BE Team assesses business needs and helps determine the best plan of action for workforce growth and/or any potential grants, TWC grants, and board special programs/grants to help fill workforce needs.

- WSA works with local economic development councils, chambers, and professional organizations to provide support for new and expanding business,
- WSA's BE Team participates in various committees in our 13-counties supporting local business and economic development needs,
- BE Team utilizes a monthly dashboard to identify active WIT job seekers and recruit businesses,
- WSA builds upon what already exists with partners in communities (SA Promise Zone, Fredericksburg Labor Force Taskforce, Hondo Economic Development Council-Go Medina, and other efforts), and
- WSA also works with community partners to assist in identifying individuals that meet recruiting needs. (i.e., Goodwill Ind. SAMMinistries, career training schools, and others)

**Workforce and Economic Development Coordination:** WSA has a strong commitment to engage and align workforce development, economic development and educational efforts to ensure the Alamo region remains competitive in the global economy. WSA is actively involved with many economic development entities, chambers of commerce, and industry/employer associations within the region. A list of these organizations is included in the Appendix section for Question 4.c.

With a market-driven approach, WSA will continue to engage multiple organizations involved with economic development. WSA staff will maintain membership and participation in related

boards, committees, task-forces, and/or panels. WSA and American Job Center staff play a consultative role and serve as a principal resource for regional labor market information, economic data, demographic information, and other forms of data analysis. WSA will collaborate in meetings with prospective employers and business clients seeking to relocate or start a business in the region. WSA will also participate in joint planning activities and in economic impact studies and analysis. Collaboration with local and regional economic development organizations allows us to better identify future workforce needs to develop timely and responsive solutions.

In addition, WSA will collaborate with TWC in the presentation of and promotion of resources through the Governor's Small Business Forums. These forums offer businesses with opportunities, best practice methodologies, and access to credit and needed supply chains.

Other services that WSA offers to local area EDC's include:

- **Grant application partnerships:** for example, Access High Demand Job Training Program which supports collaborations between Workforce Solutions partners and local economic development corporations (EDCs). These grants are part of a statewide effort to create occupational job training programs that will improve the skill sets of individuals for jobs in high-demand occupations in Texas communities;
- **Labor Market Analysis and Information:** for business development, attraction, and retention resource; and,
- **Business Summits:** information dissemination of programs/services to communities.

**Linkages Between One-stop Delivery and Unemployment Insurance Programs:** Acting as 'head-hunters,' WSA's Business Engagement (BE) Team targets employers whose needs align with identified skill sets of UI recipients. WSA evaluates active WIT job seeker and program participant qualifications to perform quality job matches and develop employment-related opportunities. This is accomplished through networks and collaborative strategies which include labor exchange and career counseling services that aim at providing enhanced services to UI job seekers.



---

#### **D. Coordination of Wagner-Peyser Services**

*(WIOA §108(b)(12); 20 CFR §679.560(b)(11))*

A description of plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the one-stop delivery system.

---

#### **Board Response: Coordination of Wagner-Peyser Services**

WSA has fully implemented and operates the Texas Model for workforce system service delivery. In 2003, the Texas Workforce Commission (TWC) implemented the Texas Model for the delivery of Employment Services (ES) (Wagner-Peyser Act services). In the Alamo region, the contractor managing and operating the region's American Job Centers has full responsibility for day-to-day guidance of TWC (state) ES staff. TWC maintains administrative responsibility, but the WSA contract or shares responsibility for directing daily work assignments, assigning individual performance goals, coordinating hiring, initiating disciplinary action and evaluating staff performance.

Commented [AG13]: TBD

Operating under the Texas Model ensures system coordination and that duplication of services is minimized. In addition, WSA engages in joint strategic planning with all contractors and partners, stressing the importance of coordination and consistent services provision.

DRAFT

---

## E. Integrated, Technology-Enabled Intake and Case Management

(WIOA §108(b)(21); 20 CFR §679.560(b)(20))

Boards must include a description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.

---

### Board Response: Integrated, Technology-Enabled Intake and Case Management

WSA aggressively incorporates technology into the one-stop service delivery system in the Alamo region, including incorporation of integrated, technology enabled intake and case management information systems for programs carried out under WIOA and by one-stop partners. The backbone of WSA's approach are systems administered by the Texas Workforce Commission (TWC), which include:

- WorkInTexas.com (WIT): Labor-exchange online system mandated by the Wagner-Peyser Act and operated in cooperative effort with JobCentral, the National Labor Exchange system
- The Workforce Information System of Texas (TWIST): integrated intake, eligibility, case management, and reporting system for employment and training services. TWIST acts as the central repository for customer information. Includes interfaces with WIT, the UI benefits system, and HHSC's system
- Child Care Attendance and Automation (CCAA): allows parents to record attendance using a swipe card at a point-of-service device located at authorized childcare facilities
- Cash Draw and Expenditure Reporting: TWC's online Cash Draw and Expenditure Reporting (CDER) system is a web application used by Boards to draw funds from their program allocation. Handles all financial transactions
- Workforce Job Center Traffic (WCCT): traffic tracking system used at career center locations, job fairs, and other events/activities to record and report on usage

TWC systems are supplemented by local technology investments that include:

- Cabinet: local network document management and workflow system used in the delivery of Child Care Services. WSA plans to expand this technology throughout the workforce system.
- ~~[MyAlamoCareer.org](#), Virtual Job Center: Jointly funded project through WSA and the Alamo Colleges to bring online career services to the community in an interactive environment that is engaging and multidimensional~~
- Online applications and reporting: to expand accessibility and improve customer service, WSA plans to develop online applications and reporting for all workforce services programs.

**Commented [AG14]:** Chuck will provide specifics on network transformation in process

- Cisco Contact Center: to expand call center services and out-bound (robo-call) campaigns, for instance, to remind customers about scheduled activities.
- Kiosks: plan to provide remote access locations to career center services and staff.
- Customer Relationship Manager: WSA is in the process of implementing a customer relationship manager (CRM, Salesforce). The CRM will assist in the capturing and sharing of information with key partners related to contacts and relationships with employers, business associations, and social-service and other agencies.
- EMSI: WSA will continue procuring/utilizing labor market tools which facilitate the analysis and reporting of key local and state-level data.
- Learning Management Systems: contractor uses a learning management system for staff development and policy implementation.
- Viridis: a data platform that aims to allow co-case and career management of participants with partners, particularly COSA's Delegate Agencies.

DRAFT

---

## **Part 5: Workforce Investment Activities**

### **A. Economic Development and Entrepreneurial/Microenterprise Activities**

*(WIOA §108(b)(5); 20 CFR §679.560(b)(4))*

Boards must include an explanation of how the Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the workforce area and how the Board will promote entrepreneurial-skills training and microenterprise services.

---

#### **Board Response: Economic Development and Entrepreneurial/Microenterprise Activities**

WSA actively engages with regional economic development partners and helps lead and coordinate local workforce investment activities in the region. WSA's efforts goals include:

- developing regional service strategies
- facilitating job fairs
- perform targeted talent development
- participating in the development of community partnerships
- participating in business recruitment
- promotion of entrepreneurial-skills training and microenterprise services

**Entrepreneurial skills training and microenterprise services:** The Alamo region benefits from a significant footprint of agencies providing small business development and microenterprise services, to include micro-lending. Established regional Small Business Development Centers (SBDC) have a long history of assisting burgeoning entrepreneurs, and new investments by governments and professionals such as the Maestro Entrepreneur Center, Launch SA, Lift Fund, and TechBloc are injecting new energy into community startups.

Consistent with priorities put forth in WIOA, WSA has established efficient two-way referral processes with these agencies to provide entrepreneurial training and resources to customers of the workforce system. These services are offered through strong partnerships, including:

- UTSA, Small Business Development Center
- Launch SA
- TechBloc
- San Antonio Entrepreneur Center
- Alamo Colleges
- Minority Week Development (MED Week)
- San Antonio Hispanic Chamber of Commerce-Small Business Committee and Maestro Entrepreneurship Center
- Texas Governor's Forum
- Texas Business Conference
- Bexar County Small Minority Women-Owned Business Enterprise
- Lift Fund

Services from these partners will be incorporated into the portfolio of services offered by WSA to customers, highlighting a broad range of opportunities supported by the local community.

Examples of local entrepreneurship and microenterprise services to be incorporated include Launch SA's 'Breakfast and Launch' (culinary business accelerator), and 'Venture Challenge SA' (startup/business growth challenge).

**Commented [AG15]:** Update examples

DRAFT

## B. Rapid Response Activity Coordination

(WIOA §108(b)(8); 20 CFR §679.560(b)(7))

WD Letter 18-20, Attachment 2 8

Boards must include a description of how the Board will coordinate workforce investment activities carried out in the workforce area with statewide rapid response activities described in WIOA §134(a)(2)(A).

**Commented [AG16]:** Confirm new business services model

### Board Response: Rapid Response

WSA Board staff coordinate Rapid Response services with employers, and subcontractors are utilized for all service provision. Rapid Response is an early intervention service to quickly transition dislocated workers to new employment. Rapid Response services are provided to layoffs and closures of all sizes. Per the statutory reference to mass layoffs, rapid response services must be provided to plant closures or layoffs of 50 or more. Additionally, rapid response services must be provided for any layoff which receives a WARN notice.

During the Rapid Response orientation session, workers are provided:

- overview of the WIOA Dislocated Worker program
- job readiness services
- job placement assistance
- unemployment insurance
- and an explanation of occupational skills training offered at the Job Centers

With the consent of the employer, affected employees are contacted on-site by the Rapid Response Team before they become unemployed. Workers learn about workforce services and are given the opportunity to complete a Rapid Response Registration Form. [The Rapid Response Registration form is available in electronic format, utilizing Cognito form.](#) Affected workers may immediately begin receiving workforce services without waiting to complete the intake process at the Job Center. To ensure accessibility to all available services, and to obtain employment or occupational skills training, affected employees are given the opportunity to enroll into the WIOA Dislocated Worker program.

Activities under Rapid Response acknowledge the importance of early intervention and are designed to address the most recognized needs of dislocated workers. The services provided through Rapid Response are designed to help make the period of unemployment as manageable and brief as possible. Through Rapid Response, on-site workshops at the employer's location are made available to help prepare employees to seek employment. The workshops that are offered include resume writing, interviewing, job search, stress management, and financial management.

**Commented [AG17]:** Insert post-covid process

At the request of the employer, on-site job fairs are coordinated with local area employers who may be interested in hiring affected workers with known skills sets. Services are tailored as needed to meet the various levels of need of the affected workers. To successfully return to the

workforce, some workers require only minimal assistance while others may need more intensive services. The focus is to assist everyone regardless of their level of need.

DRAFT

---

## C. Youth Activities and Services

(WIOA §108(b)(9); 20 CFR §679.560(b)(8))

Boards must include a description and assessment of the type and availability of workforce investment activities for youth in the workforce area, including activities for youth with disabilities. This description must include an identification of successful models of such activities.

---

### Board Response: Youth Activities and Services

The 13-county WSA region is home to significant, but decentralized support structures to serve WIOA youth target populations. This includes a complex network of more than 50 Independent School Districts, fragmented dropout recovery efforts, and numerous agencies whose service communities are marbled throughout the Alamo region. Providing for a consistent type of coverage of WIOA elements and related services is one of WSA's primary goals. An inventory of significant youth serving community partners, with service area descriptions is contained below. While not entirely inclusive of all agencies, the resource mapping provides for an assessment of availability and gaps in workforce investment services available to youth in the region.

Table 1. Workforce Investment Activities for Youth

| Agency                     | Workforce Investment Services  | Service Region   |
|----------------------------|--|--|
| Communities in Schools     | Needs assessment, service planning, support services, mentoring, and case management.              | San Antonio (ISDs: Dilley, Harlandale, Edgewood, IDEA, Northeast, Northside, Pearsall, San Antonio, Somerset, South San Antonio, Southwest), New Braunfels (ISDs: New Braunfels, Canyon, Marion, Schertz-Cibolo-Universal City). |
| SA Works                   | Internships.   | San Antonio.   |
| Connections                | Counseling, life skills training, housing.   | Counties: Atascosa, Comal, Frio, Guadalupe, Karnes, Wilson.  |
| Goodwill Industries        | Career services, support services, and training.   | Alamo region with locations in San Antonio, New Braunfels, and Seguin; City of San Antonio delegate agency.  |
| George Gervin Youth Center | Youth Build, Education, tutoring, transitional living, job readiness, counseling, and mentoring.   | San Antonio.   |
| Good Samaritan             | Counseling, mentoring, leadership development/life skills, civic engagement, and career readiness. | San Antonio.   |



| Agency                                 | Workforce Investment Services  | Service Region   |
|--|--|--|
| San Antonio Youth Literacy             | Education and tutoring.  | San Antonio.   |
| United Way                             | Education, tutoring, emergency assistance, food/shelter, and referrals.  | San Antonio and Bexar County.  |
| Alamo Academies (Alamo Colleges)       | Occupational skills training, dual credit, tutoring, and internships.  | Alamo region with concentration in San Antonio, New Braunfels, and Seguin. |
| BCFS Health and Human Services         | Workforce assistance, dropout prevention activities, self-esteem and leadership activities, and counseling.                      | San Antonio.   |
| TWC Vocational Rehabilitative Services | Career readiness, employment, assistive technology (for youth with disabilities - see further detail below).                     | Alamo region.  |
| SA Lighthouse for the Blind            | Educational programs, work skills, assistive technology, and scholarships.   | San Antonio.   |
| Chrysalis Ministries                   | Job readiness, money management, substance abuse and other counseling.   | Alamo region (City of San Antonio delegate agency).                        |
|  |  |  |
| SA Youth                               | Youth Build – workforce training,  | San Antonio  |
| Haven for Hope                         | Housing and counseling. Needs assessment, service planning, support services, mentoring, and case management for homeless youth. | San Antonio.   |
| SA Children's Shelter (TAPPESTRY)      | Needs assessment, service planning, support services, mentoring, and case management for youth transitioning out of foster care. | San Antonio.   |
| Catholic Charities of San Antonio      | Parenting education and counseling.  | San Antonio.   |
| Texas Juvenile Justice Department      | Education, life skills, support services, and counseling.  | Alamo region.  |

| Agency   | Workforce Investment Services                                   | Service Region |
|--|---|----------------|
| Adult Education and Literacy (AEL) Partners / Numerous TWC funded headed by ESC-20 and private funded agencies | Adult education, English as a second language, and remediation. | Alamo region.  |
| Independent School District (ISD) Partners   | Education, tutoring, dropout recovery, and credit recovery.     | Alamo region.  |
| Healy-Murphy Center  | High school, GED, and high school equivalency programs          | Alamo region.  |

Due to the significant need for youth workforce investment activities in the region, and the high concentrations of WIOA youth target populations, WSA's focus is on (1) fostering partnerships with youth serving agencies in the region to ensure the availability of services, (2) strengthening the service delivery system and (3) supplementing community services with WIOA resources, and (4) working to fill service gaps.

To increase accessibility for youth, WSA's definition of the Board's WIOA definition of "additional assistance" has been made sufficiently broad to incorporate disconnected low-income youth experiencing a wide variety of barriers.

**Youth with Disabilities:** Active partnerships with youth-serving agencies in the region help build the resources and competencies needed to serve youth with disabilities. WSA's partnership with the TWC Vocational Rehabilitative Services Department (formerly Department of Assistive and Rehabilitative Services) aims to do just that. VRS serves youth with vision related disabilities, behavioral and mental health conditions, hearing impairments, including deafness, alcoholism or drug addiction, Intellectual, learning and developmental disabilities, and physical disabilities, including traumatic brain and spinal cord injury, back injury, paralysis and impaired movement.

In addition to VRS, WSA also partners with numerous agencies deploying highly successful service strategies in benefit of youth with disabilities, including:

- Alamo HireAbility Coalition (Established by WSA in 2018 to bring together youth-serving agencies to expand and enhance pre-employment transition services to students with disabilities.
- San Antonio Lighthouse for the Blind,
- BCFS Health and Human Services,
- Family Endeavors, and
- San Antonio Independent Living Services.

Youth services include:

- Vocational counseling, including counseling in job exploration and post-secondary training opportunities

- Counseling concerning opportunities for post-secondary education such as college and vocational schools
- Work-based learning experiences, including internships and on-the-job training
- Training related to workplace and employer expectations
- Training in self-advocacy and social skills
- Referrals for hearing, visual and other examinations
- Assistance with medical appointments and treatment
- Rehabilitation devices, including hearing aids, wheelchairs, artificial limbs and braces
- Therapy to address a disability, including occupational or speech therapy and applied behavioral analysis
- Medical, psychological and vocational assessments
- Assistive technologies, including screen reader software, computer equipment and other items
- Job matching and placement services
- Transportation assistance to and from the job, college or certification program
- Referral to other state, federal and community agencies and organization
- Rehabilitation Teachers Services to help learn Braille, orientation & mobility, and home and health management skills for youth with a vision-related disability
- Vocational adjustment training
- Supported employment services

---

#### **D. Coordination with Secondary and Postsecondary Education Programs**

*(WIOA §108(b)(10); 20 CFR §679.560(b)(9))*

Boards must include a description of how the Board will coordinate its workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

---

#### **Board Response: Coordination with Secondary and Postsecondary Education Programs**

WSA supports partnerships with employers, training institutions and providers, and agencies to facilitate institutionalization of opportunities for youth and adult learners toward the goal of transitioning to and attaining needed postsecondary credentials.

The continuity of these partnerships leads to varied opportunities in licensing and certification, including registered apprenticeship certifications, industry-recognized certificates, diverse licenses, and certifications that are both portable and stackable. To that effect, regional Independent School Districts, Alamo Colleges and regional community colleges and universities, including the University of Texas at San Antonio, Texas A&M San Antonio, and Coastal Bend College are progressive in developing fully articulated education pathways.

WSA helps to infuse these initiatives by sponsoring education, training, work experience and related services with workforce development resources, including WIOA, TANF, SNAP, and other sources of funding. Our Career Pathway partnerships help to:

- leverage the entire larger workforce and education communities
- ensure agency coordination to minimize duplication of services in the community
- allow for customers to take advantage of their educational backgrounds and prior experience by granting them entry at the most advanced point possible along their Career Pathway.

### WSA and the City of San Antonio Goal of Economic Competitiveness

WSA and the City of San Antonio (CoSA) enjoy a robust partnership, and WSA's mission, vision, and values are consistent with CoSA's focus on economic competitiveness for the region. Economic Competitiveness is the engine of prosperity in San Antonio. To that effect, SA supports programs that help ensure families have the skills and support needed for high standards of living. The primary focus lies on helping participants transition from dependency on public assistance or unemployment into full-time employment, with the aid of training that will increase job marketability. These programs have two primary goals, long-term job training and adult education/short-term services.

**Long-Term Job Training:** Long-term job training programs primarily focus on helping participants obtain a training certificate or associated degree in a target occupation that pays an entry rate equal to or higher than the current "target wage" of \$15.00 per hour.

Commented [AG18]: Update wage

**Adult Education/Short Term Services:** these programs focus on long and short-term job training and certificate programs that include basic life and work skills, high school equivalency, workplace competency training, interviewing skills, resume writing, successful work habits, and job search assistance. These services aim at helping participants transition from unemployment or underemployment into full-time employment, and they provide the opportunity for participants to pursue training that will increase their marketability.

The WSA partnership with CoSA centers upon three main drivers:

- SA Works,
- Economic Development Agents, and
- Delegate Agencies.

SA Works is widely supported by both private and public organizations in the local area, particularly in San Antonio and Bexar County. Our partnership efforts with SA Works aim at leading, facilitating, and developing opportunities that advance both economic development and the well-being of residents in these communities.

Commented [AG19]: Revise with Adrian

Economic Development efforts revolve around the following agencies:

- SA Works (with its additional focus on youth and overall well-being of the community),
- Bexar County Economic Development,
- CoSA Economic Development Department, and
- Economic Development Foundation (EDF).

Specific elements of the partnership include:

- Key input into the analysis and determination of Targeted Industries/Occupations;
- United/collective front in assisting industry and employers; and,
- Salesforce (Customer Relationship Management/CRM).

**Commented [AG20]:** Revise with Adrian

DRAFT

## **E. Child Care and Early Learning**

*(40 TAC §809.12 Board Plan for Child Care Services)*

Each Board must include a description of how the Board is strategically managing childcare and early learning within its workforce system to enhance school readiness and strengthen and support the child care industry.

Note: This may include efforts to:

- Coordinate with employers, economic development, and other industry leaders to increase the awareness and importance of early learning as a workforce and economic development tool
- Support improved school readiness through higher quality child care, including Texas Rising Star, and through partnership opportunities such as prekindergarten partnerships
- Support the needs of the Child Care industry, which could include assistance with business development or shared services, as well as opportunities to support professional growth and career pathways for early education

WSA has developed a Child Care Committee who meets on a regular basis to discuss Child Care. The key focus areas for the committee are: Provide guidance and recommendations on access to high quality Child Care for every child in the WSA board area, High quality teaching practices, educator supports and career pathways for EC teachers, Coordinated systems: comprehensive, continuous and integrated, advocacy, oversight and family engagement. WSA has a wealth of knowledge that includes board members, early childhood education experts, and community partners. The committee works together to develop strategies and collaborate on Child Care opportunities.

WSA strives to increase the number of quality providers in our region and recognizes that quality care helps make children school ready. The Texas Rising Star (TRS) program is the quality rating system in Texas. WSA has contractors who work with Child Care Centers wanting to become Texas Rising Star certified. TRS mentors assist centers in the pre-qualifications to prepare for assessments and provide training to Child care Staff. TRS assessors schedule and complete Texas Rising Star assessments and meet with Center staff to provide follow up reports that outline the score received. Centers are rated as TRS 2 Star, 3 Star or 4 Star. Once designated, these centers receive enhanced reimbursement rates for CCS children served.

WSA also understands the lack of Child Care in the rural areas. WSA works to ensure that funding is balanced in efforts to continue to provide opportunities for quality Child care to children & families in these underserved areas.

WSA is working towards implementing Contracted slots, which are designed to (a) increase the supply of available child care for children receiving subsidies, (b) help stabilize finances of child care programs, and ( c ) improve quality. With this opportunity, WSA can address supply issues particular to the local board region, in order to address the goal of increasing quality child care for low-income children and their communities.

WSA will begin offering TRS / Child Care discounts for families who chooses a TRS certified center for Child Care. The goal is to increase the number of children served in TRS certified centers, and to assist families offset the cost of this choice.

WSA participates in the Shared Services Alliance meetings and collaborates with other programs, such as United Way of SA and Pre-K 4 SA on the goals and mission that centers are working towards. The goal of Shared Services is to provide child care providers with the tools necessary to improve operations and make businesses more profitable.. WSA also partners with Region 20 and Head Start in facilitating partnerships.

DRAFT

---

## F. Transportation and Other Support Services

(WIOA §108(b)(11); 20 CFR §679.560(b)(10))

Boards must include a description of how the Board will provide transportation, including public transportation, and other appropriate support services in the workforce area in

WD Letter 18-20, Attachment 2 9

coordination with WIOA Title I workforce investment activities.

---

### Board Response: Transportation

WSA recognizes the need to provide convenient and efficient transportation supportive services to customers and to remove or alleviate the negative effects of a lack of transportation has on the ability to secure and maintain employment. WSA accomplishes this through a combination of utilizing gas cards/mileage reimbursement and leveraging of public transportation.

- Gas cards/mileage reimbursement: This service option is utilized for eligible program customers that have access to personal transportation but require transportation assistance to fully participate in workforce programs. Assistance is provided within policy allowances and limitations specific to the program in which the customer is enrolled.
- Public transportation: The Alamo region benefits from efficient large-scale public transportation system in Via Metropolitan Transit ([www.viainfo.net](http://www.viainfo.net)). Via provides affordable transportation to 98 percent of Bexar County, including unincorporated parts of Bexar County and the following municipalities: Alamo Heights, Balcones Heights, Castle Hills, China Grove, Converse, Elmendorf, Kirby, Leon Valley, Olmos Park, San Antonio, Shavano Park, St. Hedwig, Terrell Hills, and Bexar county portions of Cibolo. Via offers Bus services, Van Sharing, Primo (rapid bus transit), and Paratransit services at low costs.

Rural areas are served by Alamo Regional Transit through the Alamo Area Council of Governments ([www.aacog.com](http://www.aacog.com)). Public transportation cost is subsidized for customers within policy allowances and limitations specific to the program in which the customer is enrolled.

Leveraged Community Resources: WSA is also aggressive in braiding community funding with partner agencies to leverage community resources and expand availability of supportive services to joint agency customers in the Alamo region. WSA actively partners with several community agencies to expand the pool of resources. Examples of these partnerships are in the Appendix section Part. B. Question 11.

Commented [AG21]: Which resources/which agencies?



---

**F. Coordination of Adult Education and Literacy (AEL)**

---

*(WIOA §108(b)(13); 20 CFR §679.560(b)(12))*

Boards must include a description of how the Board will coordinate WIOA Title I workforce investment activities with AEL activities under WIOA Title II. This description must include how the Board will carry out the review of local applications submitted under Title II consistent with WIOA §§107(d)(11)(A) and (B)(i) and WIOA §232.

---

**Commented [AG22]:** Need full description of AEL

**Commented [AG23]:**

DRAFT

**Part 6: Adult, Dislocated Workers, and Youth Services**

**A. Adult and Dislocated Worker Employment and Training**

(WIOA §108(b)(7); 20 CFR §679.560(b)(6))

Boards must include a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the workforce area. Boards must include a description and assessment of the type and availability of adult, dislocated worker and youth employment and training activities in the workforce area.

Boards must also include the list of assessment instruments (tools) used for adult, dislocated worker, and youth.

**Board Response: Adult, Dislocated Workers, and Youth Services**

WSA operates a total of 16 American Job Centers and satellite offices located throughout the 13-county Alamo region. In determining optimal location of American Job Centers, WSA staff conducts a cost-benefit analysis of:

- local demographics to identify significant population centers and projected population centers
- concentrations of historical WSA job seeker customers
- geographic areas with characteristics that are likely to utilize workforce services
- feedback from local stakeholders regarding community need and planned development
- alignment with HHSC (for TANF/Choices and SNAP E&T customers) and UI Offices (for UI customers)
- costs and funding availability

All Centers provide access to the full range of programs and services offered by WSA, including resource room services, informational services, orientations, training, employment, supportive services, and all related program services. The following table lists Center locations:

**Table 2. American Job Center Locations**

|   | Job Center                | Address   |
|---|---------------------------|---|
| 1 | Hillcrest Job Center      | 1499 Hillcrest Dr. San Antonio, TX 78228        |
| 2 | Fredericksburg Job Center | 221 Friendship Lane Fredericksburg, TX 78624    |
| 3 | Kerrville Job Center      | 1700 Sidney Baker Suite 200 Kerrville, TX 78028 |
| 4 | Bandera Job Center        | 702 Buck Creek Bandera, TX 78003                |
| 5 | Boerne Job Center         | 1415 E. Blanco Suite 10A Boerne, TX 78006       |

**Commented [AG24]:** Verify addresses; redo table

|    | <b>Job Center</b>        | <b>Address</b>  |
|----|--------------------------|---|
| 6  | Hondo Job Center         | 402 Carter St. Hondo, TX 78861                        |
| 7  | New Braunfels Job Center | 183 North IH-35, New Braunfels, TX 78130              |
| 8  | Walzem Job Center        | 4615 Walzem Rd. San Antonio, TX 78218                 |
| 9  | Marbach Job Center       | 7008 Marbach Rd. San Antonio, TX 78227                |
| 10 | East Houston Job Center  | 4535 E. Houston St. San Antonio, TX 78220             |
| 11 | South Flores Job Center  | 6723 S. Flores Suite 100 San Antonio, TX 78221        |
| 12 | Seguin Job Center        | 1500 E. Court St. Seguin, TX 78155                    |
| 13 | Pearsall Job Center      | 107 E. Hackberry Pearsall, TX 78061                   |
| 14 | Floresville Job Center   | 1106 10th St. (Hwy 181) Suite C Floresville, TX 78114 |
| 15 | Pleasanton Job Center    | 1411 Bensdale Pleasanton, TX 78064                    |
| 16 | Kenedy Job Center        | 491 N. Sunset Strip St. #107 Kenedy, TX 78119         |

WSA also makes services available off-site at partner offices and other ad hoc locations in the community. This approach allows center staff to take advantage of partner agency locations that are more accessible to that partner's client base is consistent with a culturally responsive strategy to leverage rapport and trust of the partner agency. It creates an added convenience to both customers and partners and expands our offering of immediate access to services i.e. customers are not obliged to visit a center to access services. Our services become immersed within or as a part of the broader system of services that are offered throughout the community. Serving customers who also receive additional services from partner agencies helps create stronger safety nets and supports in ways that are contribute to improved outcomes. This applies to both adults and youth.

WSA partners with Joint Base San Antonio (JBSA) to offer workforce services to veterans and transitioning military members and military spouses at the Military and Family Readiness Center at JBSA Fort Sam Houston. WSA's contractor also has a case manager at Haven for Hope to provide workforce services to homeless individuals.

Another example of this type of co-location is the manifestation of a partnership with the Bexar County court system, WSA provides employment and training services on location to non-custodial parents who are mandated by the court to obtain and retain employment for child support purposes. This relationship facilitates continuity of services and alleviates the need for parents to visit an additional location while accomplishing the goal of increased compliance with court orders.

Potentially eligible customers apply for training and educational services at partner agency locations (i.e., Alamo Colleges, CodeUp, Iron Yard, CodeBound, etc.). Recruitment and initial information are provided to students by a partner agency with training or educational opportunities. Partner agencies and Job Center contacts collaborate to determine eligibility facilitate the provision of other services. This approach increases enrollments into IT and cybersecurity-related target occupations.

To supplement WSA program services and better serve customers, WSA has established partnerships with numerous agencies. MOUs in place with all agencies include agreed upon responsibilities and costs for space and/or delivery of program services, as applicable.

Some of key partnerships include those which offer expanded services for job seekers, share similar performance goals, and help leverage our resources. A prime example of these agencies are the City of San Antonio's Delegate Agencies. A non-exhaustive list of partnerships and MOU's is included in the Appendix section for Part B. Question 7.

**Commented [AG25]:** Update this list

DRAFT

---

## B. Priority to Recipients of Public Assistance and Low-Income Individuals

(20 CFR §679.560(b)(21))

Boards must include the Board policy to ensure that priority for adult individualized career services and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, consistent with WIOA §134(c)(3)(E) and §680.600 of the Final Regulations, as well as veterans and foster youth, according to the priority order outlined in the WIOA Guidelines for Adults, Dislocated Workers, and Youth. Boards must also include a list of any Board-established priority groups, if any.

---

### Board Response: Priority to Recipients of Public Assistance and Low-Income Individuals

WSA has incorporated and follows the priority of services as established by federal and state guidelines. Career and training services must be given on a priority basis, regardless of funding levels, to the following populations in the following order:

- Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient (TEGL 19-16; WD 25-15)
- Foster youth and former foster youth (as defined in WD 43-11) who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient
- All other individuals who are recipients of public assistance, low-income, or basic skills deficient (as referenced in WIOA §134(c)(3)(E) and Final Rule §680.600)
- All other eligible veterans and eligible spouses (e.g., not included in #1)
- All other foster youth and former foster youth (not included in #2)
- All other eligible persons (not included in #3)
- *Local Priority*: individuals potentially eligible for co-enrollment into programs of and services offered by local partners (e.g., City of San Antonio Delegate Agencies and other partners)
- *Local Priority*: individuals with barriers to employment.

WSA Contractors are required to ensure that priority populations are made aware of:

- their entitlement to priority service
- the full array of career and training services available under priority of service
- any applicable eligibility requirements for those programs and/or services.

It is expected that WSA Contractors monitor operations to ensure that policies, procedures, and processes comply with priority of service requirements (TEGL 10-09).

**Commented [AG26]:** Confirm these WD and other references

## Definitions

### Priority of Service

“Priority” means that these populations are entitled to precedence and receive access to a service earlier in time or, if the resource is limited, receive access to the resource instead of or before than lower priority populations. If a waiting lists exists, priority of service requires these populations to be placed first on the list in the order listed above. If a service has already been approved or funds have already been encumbered (e.g., approval for training or a support service, etc.), priority of service is not intended to allow a person from a priority group who is identified subsequently to displace or deprive the participant of that service or resource.

WSA has not established priority of services for any additional populations. However, WSA has approved services for Youth who exceed low-income guidelines, which fall under priority #6 (WSA WIOA 48).

Priority Groups have been identified for Child Care Services:

The first priority group is assured child care services and includes:

- Children of parents eligible for CHOICES child care as referenced in 809.45 and D-300 of the TWC Child Care Guide.
- Children of parents eligible for TANF Applicant child care as referenced in 809.46 and D-400 of the TWC Child Care Guide.
- Children of parents eligible for Supplemental Nutrition Assistance Program (SNAP) Employment & Training childcare as referenced in 809.47 and D-500 of the TWC Child Care Guide.

The second priority group is served subject to the availability of funds and includes, in the order of priority:

- Children needing to receive protective services related to childcare as referenced in 809.49 and D-700 of the TWC Child Care Guide.
- Children of a qualified veteran or qualified spouse as defined in 801.23
- Children of a foster youth as defined in 801.23
- Children experiencing homelessness as defined in 809.2 and described in 809.52
- Children of parents on military deployment as defined in 809.2 whose parents are unable to enroll in military-funded child care assistance programs
- Children of teen parents as defined in 809.2
- Children with disabilities defined in 809.2

The third priority group includes any other local priority group adopted by the Board. The order of the local priority groups will be as follows:

- Rural siblings of a child already receiving care
- Rural Workforce Innovation and Opportunity Act (WIOA) participants

**Commented [AG27]:** Is this still true?

**Commented [AG28R27]:** @Jessica Villarreal have there been changes in priority of services for childcare?

**Commented [JV29R27]:** @ Andrea, I am not sure that the priority grouping for CCS would go here. As it is primarily as it pertains to Child Care services. I would think that it would have previously been input, if it was relevant here. Please advise. You may wish to have someone who has been here longer double check this section.

- Rural children on the waitlist when the Rural enrollment percentage is less than 20% of total enrollments
- Bexar County siblings of a child already receiving care
- Bexar County Workforce Innovation and Opportunity Act (WIOA) Participants
- Children enrolled in Early Head Start-Child Care Partnership
- Bexar County children on the waitlist

#### Basic Skills Deficient

- WSA utilizes the TABE test including the three functional areas of Reading, Language, and Math. A score below 9.0 in any of the three areas is considered basic skills deficient.
- Behind grade level (e.g., based on age and scores from a recognized/standardized test showing grade-level, or attending secondary school but being behind one or more grade levels).

English language learners also meet the criteria and must be included in the priority populations for the title I Adult program (TEGL 19-16).

#### Individuals with Barriers to Employment

WIOA emphasizes the goal of helping job seekers and workers access employment, education, training, and support services to succeed in the labor market and match employers with the skilled workers they need to compete in the global economy.

---

## Part 7: Fiscal Agent, Grants, and Contracts

### A. Fiscal Agent

(WIOA §108(b)(15); 20 CFR §679.560(b)(14))

Boards must include identification of the entity responsible for the disbursement of grant funds described in WIOA §107(d)(12)(B)(i)(III), as determined by the CEOs or the governor under WIOA §107(d)(12)(B)(i).

---

#### Board Response: Fiscal Agent, Grants, and Contracts

The Alamo Workforce Development Board, DBA Workforce Solutions Alamo, is responsible for the disbursement of grant funds for the 13-county Alamo region, as described in WIOA §107(d)(12)(B)(i)(III), as determined by the chief elected official or the governor under WIOA §107(d)(12)(B)(i). The area Inter-local Agreement and the Partnership Agreement both identify the Alamo Workforce Development Board as the grant recipient.

Commented [AG30]: Confirm references.

---

### B. Sub-Grants and Contracts

WD Letter 18-20, Attachment 2 10

(WIOA §108(b)(16); 20 CFR §679.560(b)(15))

Boards must include a description of the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

---

#### Board Response: Sub-Grants and Contracts

Commented [AG31]: Confirm this process with LaVonia

Competitive proposal procedures are conducted in accordance with applicable administrative requirements as outlined in Chapter 14 of the Texas Workforce Commission (TWC) Financial Manual for Grants and Contracts (FMGC). The competitive proposal method of procurement is utilized when purchasing goods or services for which the aggregate cost exceeds the simplified acquisition threshold of \$150,000. Competitive proposal procurements adhere to the following federal requirements:

- Requests for proposals (RFPs) are publicized and identify all evaluation factors and their relative importance
- RFPs are solicited from an adequate number (usually two or more) of qualified sources
- Technical evaluations are completed of the proposals received and for selecting awardees
- Awards are made to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered



In preparation of the competitive proposal procurement, an assessment of need is determined, and an initial cost analysis conducted. With the Chief Executive Officer's (CEO) or his/her designee approval, a solicitation is developed and identifying the following:

- Purpose,
- Eligibility,
- Scope of work,
- Type of contract,
- Term of contract,
- Administrative/Governance provisions,
- Required certifications,
- Evaluation criteria,
- Proposal submission instructions, and
- Protest procedures.

Prior to finalization, an evaluation tool is developed based on the evaluation criteria defined within the solicitation. Upon finalization and approval of the CEO or his/her designee, the solicitation is publicly advertised on the (WSA) website and on the Electronic State Business Daily (ESBD). In addition, the solicitation is distributed to applicable bidder's listings of interested parties.

A minimum of three (3) evaluators are selected from either internal or external subject matter experts. Evaluators must declare and sign conflict of interest and non-disclosure forms. Proposals received are date stamped and documented. Timely proposals are initially reviewed for responsiveness to the RFP requirements. Once deemed responsive, the proposals and evaluation tools are distributed to internal/external evaluators to score the proposals. The scores are averaged and ranked accordingly. Costs are analyzed. Results are presented to the CEO. The CEO communicates results to the Board Chair. A recommendation is taken to the appropriate Committee(s) for approval and taken to the Board of Director's for action.

If the services solicited meet the definition of workforce services, a pre-award survey/fiscal integrity evaluation is conducted prior to the Board of Director's action. The pre-award survey/fiscal integrity evaluation is approved by key management staff and WSA's CEO.

The approval is documented on the appropriate review form and the Board of Director's approval is documented in the meeting minutes. Upon approval, the awarded contractor is notified, and contract negotiations begin. Non-select notifications are sent to any other entity that submitted a proposal.

---

## Part 8: Performance

### A. Board Performance Targets

(WIOA §108(b)(17); 20 CFR §679.560(b)(16))

Boards must include a description of the local levels of performance negotiated with TWC and the CEOs consistent with WIOA §116(c), to be used to measure the performance of the area and to be used by the Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one-stop delivery system in the area.

#### Board Response: Board Performance Targets

To meet employer and job seeker needs, WSA performance strategies aim to strengthen the alignment of TWC-Contracted common performance accountability measures with requirements governing the one-stop delivery system. The WIOA measures currently focus on Credentials, Median Wages, and Employment (or wages) at the 2<sup>nd</sup> and 4<sup>th</sup> quarters after Exit (enrolled or employed for some measures). While TWC-Contracted Performance measures take priority, WSA also aims at facilitating living, self-sustaining wages, particularly for priority populations and individuals with barriers to employment.

WSA supplements performance negotiated with TWC with Local Expenditure Measures, Eligible Training Provider Measures, and Customer Satisfaction Measures.

#### Negotiated TWC-Contracted Performance

For each measure, the performance target set by TWC is evaluated based on the “Percent of Target” met. WSA adheres to TWC’s method of calculating whether a measure is Met, Not Met, or Exceeded. Currently Meeting performance is set at 90% to 110% of target, above 110% is considered to be Exceeding and under 90% Not Meeting.

#### Local Expenditure Measures

WSA contractor expenditure benchmarks are set during contract negotiations. Negotiated benchmarks facilitate meeting TWC expenditure benchmarks for which WSA is responsible. TWC sets specific benchmarks for each of the core formula grants (i.e., WIOA, TANF, SNAP E&T, Child Care), and for special grants (i.e., NCP, NDW). WSA performs contractor oversight to ensure that all benchmarks are adequately met.

#### Eligible Training Provider Measures

Eligible Training Providers (ETPs) are entities with job training programs approved by the Texas Workforce Commission (TWC) to provide [Workforce Innovation and Opportunity Act](#) (WIOA)–funded training services. Local Workforce Development Boards (Boards) fund training for Adult and Dislocated Worker program participants primarily through Individual Training Accounts (ITAs). The publicly accessible Statewide Eligible Training Providers List (ETPL) includes all programs

**Commented [AG32]:** Review with Ricardo

**Commented [AG33R32]:** added MSGs for adulty DW and Youth

**Commented [AG34]:** Need update or confirm

**Commented [AG35R34]:** WSA will align to TWC methodology for meeting or exceeding

that are currently approved by TWC for ITA funding. The Statewide ETPL Performance Report includes data related to student enrollment for approved programs. To be included on the statewide ETPL, WIOA requires all ETPs, except Registered Apprenticeships, to submit verifiable student-level performance data for all students connected to programs. The student data is collected through Student Data Reports (SDRs) distributed to providers by TWC. For new programs, SDRs are required before inclusion on the statewide ETPL. Providers are also required to submit annual student data reports for the past program year.

3

Local area performance measures include both job seeker and employer satisfaction surveys.

**Commented [AG36]:** Revise section [@Miriam Barksdale-Botello](#)

**Commented [MB37R36]:** revised

DRAFT

## Part 9: Training and Services

---

### A. Individual Training Accounts (ITAs)

(WIOA §108(b)(19); 20 CFR §679.560(b)(18))

Boards must include a description of how training services outlined in WIOA §134 will be provided through the use of ITAs, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of ITAs under that chapter, and how the Board will ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided.

### B. ITA Limitations

(20 CFR §663.420)

Boards may impose limits on the duration and amount of ITAs. If the state or Board chooses to do so, the limitations must be described in the Board Plan, but must not be implemented in a manner that undermines WIOA's requirement that training services are to be provided in a manner that maximizes customer choice in the selection of an Eligible Training Provider. Exceptions to ITA limitations may be provided for individual cases and must be described in Board policies.

---

### Board Response: Individual Training Accounts (ITAs) and Limitations

Individual Training Accounts (ITA): Training services authorized under the WIOA Eligible Training Provider System (ETPS) are provided through the use of ITAs. Using funds as authorized under WIOA Title I, TANF, and SNAP E&T, ITAs have established maximum reimbursement amounts for eligible program participants. Customers use ITAs to purchase training services for skill attainment in occupations identified by WSA in the Target Occupation List. The Texas Workforce Commission (TWC) sets provider application requirements by which Eligible Training Providers (ETPs) become certified. TWC publishes the ETPS, a statewide list of all approved Providers, and monitors to ensure training providers meet established performance minimums for each board area.

ITA funds may be used to pay for:

- Training costs to include tuition, fees, books, supplies/materials, testing fees, review courses, and other training-related expenses required for participation in the eligible program not to exceed \$7,500
- “Highly technical”, in-demand job training may be paid at a rate not to exceed twice the standard rate, or \$15,000, and these are allowable only for the occupations listed below:
  - Software Developers, Applications
  - Software Developers, Systems Software
  - Network & Computer Systems Administrators

- Registered Nurses
- Electro-Mechanical Technicians

**Commented [AG38]:** Confirm these occupations

These occupations will be updated to reflect training programs that exceed the \$7,500 threshold for “highly technical” occupations in the Target List for 2020, until the Plan or other policy is amended (as approved by the Board).

All customers funded with an ITA develop Individual Employment Plans (IEPs) with goals and objectives related to their selected training, and subsequent employment goals. In all cases, evaluation of lowest cost provider must be considered. If the cost of training exceeds the WSA fund limitation guidelines of \$7,500, and the occupation is not “highly technical,” Career Advisors assist customers in developing a financial plan to cover the total cost of training.

ITAs expire two (2) years from the date of the account's establishment. Therefore, customers must attend classes on a full-time basis, as determined by the training provider's catalog/policy, with the following exceptions:

- If a customer is employed, the customer may attend on a part-time basis, if half time scheduling is available with the training provider and the training program can be completed within a two-year timeframe.
- Contractor’s management may approve exceptions to time/duration limitation in writing, on a case-by-case basis. Requests for exceptions must include a justification and evidence that financial support is available during this extended training period.

Funding may be provided for post-secondary instruction only when both criteria listed below are met:

- Training Service Priority consideration shall be given to programs leading to recognized post-secondary credentials that align with Board approved sectors and targeted in-demand occupations. ITA funds may be provided for general academic programs (including bachelor’s Degrees) whose CIP codes are cross walked or matched to a program of study/training in a Board-approved targeted demand occupation or Board-approved sector (on a case by case basis, with documented Labor Market Information); and,
- The customer has demonstrated ability to meet all training program prerequisites and requirements.

Note: Contracts for training services will not be used (except for special initiative grants, pilot projects or other non-WIOA funding sources if allowable).

---

## Part 10: Apprenticeship

### A. Registered Apprenticeship Programs

Boards must include a description of how the Board will encourage Registered Apprenticeship programs in its workforce area to register with the Eligible Training Provider System in order to receive WIOA funding.

---

#### Board Response: Apprenticeship

WSA will use the apprenticeship model as a key strategy in meeting the needs of business in the Alamo Region, integrating this service offering into business services and training strategies. WSA will design Registered Apprenticeship service strategies around recommendations outlined by the Department of Labor (Workforce Investment and Opportunity Act, Advancing Apprenticeship as a Workforce [https://www.dol.gov/agencies/eta/apprenticeship.apprenticeship.gov](https://www.dol.gov/agencies/eta/apprenticeship/apprenticeship.gov) and ApprenticeshipUSA (Making ApprenticeshipUSA Work for the Public Workforce System: Using Funds to Support Apprenticeship <https://www.dol.gov/apprenticeship/toolkit/docs/Desk-Aid-Use-of-Funds.pdf>).

To encourage Registered Apprenticeship programs to register with the Eligible Training Provider System (ETPS) and increase the overall utilization of Registered Apprenticeships among regional employers, WSA will:

- **Educate regarding Registered Apprenticeship program eligibility in the ETPS:** Under WIOA, all Registered Apprenticeship program sponsors are automatically eligible to be placed on the ETPS. The WSA Business Engagement Team will actively educate employers regarding their eligibility to receive federal workforce funding as pre-approved training providers. This is one of the most important changes in WIOA, as it expands opportunities for job seekers and for the workforce system to use WIOA funds for related instruction and other apprenticeship costs.
- **Educate regarding Registered Apprenticeship benefits:** Registering an apprenticeship program provides several benefits, such as a national credential for apprentices and potential state tax credits for businesses. The WSA Business Engagement Team will educate employers regarding these additional benefits.
- **Promote work-based learning to meet employer skilled worker's needs:** The WSA Business Engagement Team will promote the use of work-based learning services to employers, including use of On-The-Job Training (OJT) and Registered Apprenticeships. WSA will also encourage use of OJT to support non-registered apprenticeship programs.

---

## B. Apprenticeship Texas

WD Letter 18-20, Attachment 2 11

Boards must include a description of the Board's strategy and commitment to support Apprenticeship Texas efforts across the state, as applicable.

---

### Board Response: Apprenticeship Texas

WSA will employ the strategies below to increase the utilization of Apprenticeship as a service option and support Apprenticeship Texas statewide and regional efforts:

- **Using Pre-Apprenticeships and Registered Apprenticeships to build Career Pathways for youth:** WIOA supports apprenticeship as a workforce strategy for youth, including the use of pre-apprenticeship activities and work-based learning as program elements. WSA youth programs will work with regional employers to emphasize these service strategies. The WSA youth program will also coordinate with Job Corps which recognizes apprenticeship as a career pathway, and coordinate with Youth Build to utilize pre-apprenticeship and apprenticeship programs.
- **Leverage related WIOA Youth Elements:** WSA will utilize WIOA youth services including tutoring, mentoring, and work experience, in combination with pre-apprenticeship and apprenticeship programs, to strengthen Career Pathway opportunities available to youth customers.
- **Customized Training/Incumbent Worker Training Options:** Using WIOA funds, customized and incumbent worker training will be leveraged to support businesses that sponsor apprenticeships and other training programs. Customized training will be used as an option to support apprenticeship programs by meeting the special requirements of an employer or a group of employers. Apprenticeships will also be used as an option to up-skill entry-level (incumbent workers) employees, retain them, and provide workers with an upward career path. In addition, WSA will explore other customized training and incumbent worker training opportunities.

WSA recognizes that WIOA emphasizes work-based learning/training and employer engagement and provides workforce systems with enhanced flexibility in deploying resources to support regional employers. WSA will continue to work with representatives of the Texas Workforce Commission, US Department of Labor, and the regional employer community to identify further strategies that encourage use of Apprenticeship to develop Career Pathway opportunities for residents and efficiently supply employers with labor.