



## **BOARD OF DIRECTORS MEETING - MINUTES**

Workforce Solutions Alamo  
100 N. Santa Rosa St., Suite 120, Boardroom  
San Antonio, TX 78207

**April 21, 2023**

**10:00 AM**

**BOARD OF DIRECTORS:** Mary Batch (Interim Chairwoman), Betty Munoz, Anthony Magaro (10:02am), Ben Peavy, Jerry Graeber (10:01am), Lowell Keig, Diana Kenny, Eric Cooper, Elizabeth Lutz, Ana DeHoyos O'Connor, Dr. Burnie Roper, Angelique De Oliveira, Kelli Rhodes, Allison Greer Frances (10:03am), Esmeralda Perez (10:10am), Lisa Navarro-Gonzales (10:13am)

**WSA STAFF:** Adrian Lopez, Adrian Perez, Katherine Pipoly, Giovanna Escalante-Vela, Penny Benavidez, Jeremy Taub, Caroline Goddard, Dr. Ricardo Ramirez, Linda Martinez, Rebecca Espino Balencia, Vanessa McHaney, Manuel Ugues, Manuela Zarate, Gabriella Horbach, Roberto Corral, Brenda Garcia, Daisey Vega, Angela Bush, Belinda Gomez, Chuck Agwuegbo, Gabriela Ore, Rebekah Guajardo, Trema Cote

**PARTNERS:** Diane Rath, Jordana Matthews, Mike Ramsey, Amy Contreras

**LEGAL COUNSEL:** Frank Burney

**GUESTS:** Paul Fletcher with Workforce Solutions Rural Capital Area, Yael Lawson with Workforce Solutions Capital Area, Alfred Turner with The Syndicate Wave

### **AGENDA**

*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 Martinez at (210) 272-3250.

***The Chair of the Board will be at the Host Location. The Host location is specified above. Meetings will be visible and audible to the public at the Host location, and there will be a visual or audio recording of the meeting. There will be two-way audio and video of the meeting between each Board member sufficient that Board members and public can hear and see them. WSA will comply with all Videoconferencing Guidelines.***

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**During the Public Comments portion of the meeting (Agenda Item 4), the Public may type their name into the chat box or unmute themselves and state their name. The meeting host will call each member of the public for comments, in the order their names were submitted.**

I. CALL TO ORDER

Presenter: Chairwoman Leslie Cantu

Presented by: Interim Chairwoman Mary Batch

**At 10:04am, Interim Chairwoman Mary Batch called the meeting to order.**

II. ROLL CALL AND QUORUM DETERMINATION

Presenter: Chairwoman Leslie Cantu

Presented by: Interim Chairwoman Mary Batch

**The roll was called, and a quorum was declared present.**

III. DECLARATIONS OF CONFLICT OF INTEREST

Presenter: Chairwoman Leslie Cantu

Presented by: Interim Chairwoman Mary Batch

**None.**

IV. PUBLIC COMMENT

Presenter: Chairwoman Leslie Cantu

Presented by: Interim Chairwoman Mary Batch

**None.**

V. CONSENT AGENDA (DISCUSSION AND POSSIBLE ACTION)

Presenter: Chairwoman Leslie Cantu

Presented by: Interim Chairwoman Mary Batch

a. Board of Directors Meeting Minutes – February 17, 2023

b. Facility Updates

i. Port SA Update

ii. Boardroom Update

c. Procurement Diversity Update (SMWVBE)

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- d. Sector Based Model Update
  - i. Sector Based Score Cards
  - ii. Strategic Partnership Manager Update
- e. Contract Summary and RFP Updates
- f. Financial Reports
- g. Update on Annual Audit Report
- h. Performance, Programs, and Operational Updates
- i. Quality Assurance Update
- j. Monitoring Outcomes and Technical Assistance
- k. Summary of WSA Board of Directors Retreat
- l. Child Care Performance Briefing
- m. Texas Rising Star Assessment Update
- n. TRS Contracted Slots Pilot Briefing
- o. WSA Efforts for Access to Quality
- p. Success Stories

**Upon motion by Eric Cooper and second by Ana DeHoyos O'Connor, the Board of Directors unanimously approved Consent Agenda items a. to p.**

VI. TEXAS TALENT AND ECONOMIC GROWTH (DISCUSSION AND POSSIBLE ACTION)

Presenters: Paul Fletcher, CEO for Workforce Solutions Rural Capital Area, Yael Lawson, COO for Workforce Solutions Capital Area, and Adrian Lopez, CEO

- Goal 1: To establish the State's public workforce system as the go-to resource for expertise on the Texas talent market. Strategies: Standardized Data – Align data processes across Workforce Development Boards for consistent storytelling of key labor market indicators and statistics, Thought Leaders – Position the system as the leading expert on labor market insights with enhanced marketing techniques and economic forecasting, Resource Investment – Develop leadership capacity of Workforce Development Boards through professional development opportunities that enhance data analysis skills and strengthen ties with economic development.
- Goal 2: To deploy unmatched services of value to employers and economic development organizations and more effectively tell the story of the public workforce system's toolbox. Strategies: Standard Menu of Employer Services – Transition the marketing of tools from being program-focused to service-oriented and provide a standard menu of employer services that outline requirements and steps for accessibility, Targeted Delivery Model – Implemented a targeted service delivery model to focus on employers within in-demand industries and career seekers on paths to quality jobs, Expanded Training – Expand training options to increase the local talent pool with the in-demand skills that employers need and to provide employers more upskilling opportunities as talent retention tools.
- Goal 3: To proactively engage and manage more intentional partnerships to facilitate talent solutions, pursue shared goals to support a healthy and robust workforce, and leverage joint resources. Strategies: Industry Engagement – Engage employers in a more comprehensive and intentional manner through sector partnerships that verify demand and guide priorities, Economic Development Collaboration – Act as a lead

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collaborator with economic development organizations to identify actionable solutions to address workforce challenges, Education and Training Alignment – Facilitate efficient connections with training and education opportunities that produce strong outcomes for career seekers, Community-Based Organizations Support – Integrate with community-based organizations on talent-adjacent issues like housing and transportation.

## VII. AUDIT AND FINANCE COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Mary Batch, Audit & Finance Committee Chair

### a. Update on Procurement Processes

Presented by: Jeremy Taub, Director of Procurement and Contracts

- TWC identified an area of concern for FY21. The monitoring results identify potential administrative concerns around the Board needing to follow federal and state guidelines for procurement consistently. As a proactive measure, the Board contracted Alfred Turner with The Syndicate Wave to evaluate current policies and procedures, make recommendations to strengthen the current system, and implement best practices and controls around procurement.
- FY22 TWC Financial Monitoring: The review period was from July 1, 2021, through June 30, 2022. The response to TWC is due on May 12, 2023. There are no disallowed or questioned costs, but the Board must strengthen controls around the procurement of leases and expiring contracts. The Board must comply with procurement requirements for six workforce center lease renewals.
- The Board should strengthen controls around expiring contracts. The real estate broker provided services with an expired contract. The monitoring contract was extended 90 days beyond the available renewals provided in the initial procurement. The 90-day extension was due to the procurement not being completed with adequate time before the contract expired.
- Board staff requested technical assistance from TWC’s Audit Resolution division and developed the following outcomes: The Board should procure the Real Estate Broker Services before any additional services are requested, and the Board should provide needs analysis, cost reasonableness, and full fair and open competition documentation for all future leases.
- Board staff performed a competitive procurement for Real Estate Services. The selected vendor is PCR Brokerage San Antonio, LLC DBA Partners. The contract term is March 13, 2023, through March 13, 2024, with four one-year renewal options.
- Contract controls implemented: Contract Management Database has been developed that tracks contract expiration dates, all contract actions, and all follow up with end users for continuous collaboration, training, and development with program managers, contractors, and vendors. Upgraded Contract Manager to Assistant Director of Procurement, manages all contracts and the database. Bonfire (e-procurement system) sends automated reminders to end users.
- Regarding the lease corrective action, TWC recommends completing a 100% review of each lease with the required documentation to address the finding, the

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Board will perform a complete and transparent procurement for each lease before exercising any renewal options, perform an after the fact market analysis before exercising any renewal options, original lease procurements must include all renewal options, and additional renewal periods not in the original procurement may not be exercised.

- The Board staff has completed a preliminary lease analysis of all leases and determined full and open procurement documentation to comply with the FMGC. Board staff has developed the following tools to ensure all recommendations are implemented, and adequate controls are in place for the proper and transparent lease procurement and future procurement and lease renewal options: needs determination market analysis, lease procurement checklist, procurement lease schedule of activities, internal quality review before recommendation is presented to committee for approval, and lease addendum provisions to standard leases.
  - Alfred Turner with The Syndicate Wave explained his scope of work which included a comprehensive assessment of the procurement department, review current procurement process, recommend and assist in process improvements, and support audit reconciliation activities. He reviewed the assessment results and implemented recommendations such as revising the procurement policy manual and developing Standard Operating Procedures.
  - Ben Peavy asked if there could be a clearer timeline as to when leases, for example, are coming up rather than feeling rushed to make a decision. Alfred Turner stated that he has been working with the team to identify timelines and that information is in the Board packet as Attachment 3 – Lease Procurement Timeline.
- b. Update on Ready to Work Matters  
Presented by: Giovanna Escalante-Vela, CFO
- Summary as of January 31, 2023 – Fiscal agent fees earned: \$120,623.82, program support fees earned: \$203,084.17, total fees earned: \$323,707.99, total WSA expenses: \$248,187.62, which leaves a surplus/reserve: \$75,520.37.
  - Anthony Magaro asked what the issue is that this program is 40-50% underspent. CEO Adrian Lopez responded that it is a number of issues put together and that it also is a learning process because there is not another program like this that exists. He added that the City of San Antonio has a new list of strategies that will be implemented in the next year. Mike Ramsey added that as the number of individuals that move into this program increases, the gap between the projection of what was going to be spent and what is actually is being spent narrows. Giovanna Escalante-Vela added that at the end of March \$1.5M has been processed in tuition payments.
- c. Update on TWC Monitoring Report  
Presented by: Giovanna Escalante-Vela, CFO
- For C2GPS FY21 and FY22, the follow-up reports have been issued and are expected to be completed before April 28, 2023.
- d. Mobile Workforce Unit – Rebid  
Presented by: Jeremy Taub, Director of Procurement and Contracts
- The mobile unit needed to be rebid due to previous contract negotiations failing. The new recommended vendor is Farber Specialty Vehicles. The fiscal impact for

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the customized RV is \$505,039.

- Ben Peavy asked for more background information on why this had to be rebid. Jeremy Taub explained that payment terms could not be agreed upon with the first vendor due to them wanting a 40% non-refundable deposit, and the second vendor had experienced price changes during the work process which was out of compliance with the original RFP requirements. Therefore, an RFP was redone for fair and open competition.

**Upon motion by Eric Cooper and second by Anthony Magaro, the Board of Directors agreed to approve the new vendor for the mobile workforce unit, with Lowell Keig abstaining.**

e. Timeline and Update for Adult RFP

Presented by: Jeremy Taub, Director of Procurement and Contracts

- The deadline to submit proposals was on April 11, 2023. The evaluation period will be from April 13 to May 3, 2023. Finalist presentations will be held the week of May 8, 2023. Final recommendations will be made on May 15, 2023. The Board approvals will be for the Oversight Committee on May 26, Executive Committee on June 9, and the full Board on June 23, 2023. FY23 contract start date will be on October 1, 2023.

VIII. EARLY CARE & EDUCATION COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Ana DeHoyos O'Connor, Early Care & Education Committee Chair

a. Entry Level Designation & Efforts Towards Increasing Quality for CCS Centers (TWC Timeline of 24-months)

Presented by: Katherine Pipoly, Chief Operating Officer

- 411 providers have been identified by TWC as meeting Entry Level Designation. 302 in Bexar County and 109 in rural areas.
- 71 out of 411 eligible Providers are enrolled in the WSA Quality Cohort, 56 in Bexar County and 14 in the rural areas.
- WSA's Investments in Quality: \$1.65M in staff bonuses, \$240,100 TRS incentives, \$445,824 in quality materials, \$218,550 monetary incentives, \$12,000 college tuition/incentives in FY22, and \$67,178 in professional development.

IX. STRATEGIC COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Eric Cooper, Strategic Committee Chair

a. Local Plan – 2-Year Modification

- The Board approved initial updates to the local plan on February 17, 2023, however, due to partner feedback, Accommodations was added as a new industry sector.
- The two-year update includes a \$17 target average wage, 6 clusters, 9 industry sectors, 17 in-demand industries, and 72 target demand occupations.
- The update will be presented to Area Judges, Bexar County, and the City of San Antonio. TWC is performing concurrent review. The final will be submitted to TWC in May.

**Upon motion by Allison Greer Francis and second by Ben Peavy, the Board of**

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**Directors unanimously approved the Local Plan – 2-Year Modification.**

b. Introduction of Draft Workforce Solutions Alamo Tactical Construct

Presented by: Adrian Perez, CIO

- The goal is to further develop and operationalize the Sector Based model integrating, State programmatic requirements, local context, and national best practices.
- Key Questions and Requirements: Express the year’s upcoming work in advancing the Strategic Imperatives and Committee Workplan input received during the February Board Retreat, drive awareness of how the ecosystem works together to support awareness of upstream and downstream impacts of action, drive action and focus resources under feasible time constraints with enough clarity to be meaningful to each group of stakeholders while providing enough awareness of the whole ecosystem to reinforce integration and partnership, and serve as a basis to develop meaningful data products and WSA and stakeholder-involved analysis across all practice areas.
- The tactical construct analogy is the four faces of a pyramid as an expression of the ecosystem, while each practice area is related and supports the other. The four practice areas are development of industry sector value, optimizing and coordinating partnerships, optimizing and coordinating outreach and service to people, and application of a continuous improvement discipline applied to the tactical construct.
- Objectives and Key Results: Annual objectives and key result categories realistically achievable by the end of the calendar year and whose compounded effect advance outcomes through annually adopted workplans.
- Practice Area Scale: The units and segmentation we use for each practice area to understand and define related impacts of upstream and downstream activities or recognize a spectrum of impact within each practice area.
- Objective A: Provide Human Resource Directors a value proposition to supply candidates and lower recruitment costs. Key Result 1: Assess systems for aggregating demand and recommend innovations. Key Result 2: Aggregate services and partner inputs into a process/package that makes realization of business value.
- Next step is to work to further operationalize and measure implementation of Sector Based Model: Define and present common terminology across the remaining practice areas, integrate direction of the Board and Committees, and discuss and collaborate with partners on WSA OKR’s based on State and Board strategic direction.

X. OVERSIGHT COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Dr. Sammi Morrill, Oversight Committee Chair

Presented by: Katherine Pipoly, Chief Operating Officer

a. Aspen Institute

- The Academy engages leaders in a yearlong peer learning cohort to expand and deepen professional networks and partnerships, strengthen organizational and systems leadership skills, apply a race and equity lens to assess and improve workforce services and strategies, apply systems change framework to Fellows’

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work, deepen understanding of effective strategies and programs, and provide a forum to work collaboratively to identify local and regional systems-based challenges and create shared solutions.

- The 24 Fellows have been chosen and the opening retreat occurred on March 29 – 31, 2023 in Boerne, TX. There will be five learning sessions and collaborative labs, a closing retreat, and a stakeholder meeting where the Fellows will pitch their systems change for the workforce ecosystem.
- The purpose of this is systems changes to stop running into the same barrier time after time, and changing institutional factors that affect how workers connect to jobs in business practices, education practices, and policy barriers.

b. UI Weekly Work Search Contact Requirement

- Boards may adjust the number of required weekly work search contacts at any time, as local labor market information and conditions warrant, and are required to do a yearly analysis. Some of the factors when evaluating the number of work search contacts required may include population, labor force/market information, employment opportunities, and work search requirements in neighboring or similar counties.
- TWC weekly job search requirements are three. WSA’s 2022 job search requirement was five and the proposed job search requirement for 2023 is five.

**Upon motion by Ana DeHoyos O’Connor and second by Eric Cooper, the Board of Directors unanimously approved to keep the weekly work search contact requirement at five.**

c. TWC Performance – Measurable Skills Gains (MSGs) and Credential Ratings

Presented by: Dr. Ricardo Ramirez, Director of Quality Assurance

- Each year, TWC contracts require Boards to meet or exceed performance targets. Two of these measures include Measurable Skills Gains (MSGs), and Credential Rates. WSA uses TWC’s Monthly Performance Report to determine outcomes. WSA attaches TWC’s performance to partner contracts and ties these to their profits.
- MSGs aim to capture the percent of participants who during the program year were enrolled in education/training that leads to an industry recognized occupational credential. For example, satisfactory progress, training milestones, and skills progression.
- The Credential Rate captures the percent of Exiting Program Participants who were in training/education and who achieved a Recognized Credential within one year of exit.

XI. COMMITTEE OF SIX CHAIR AND/OR PARTNER STAFF REPORT  
OUTS/DISCUSSION ITEMS

Presenter: Mike Ramsey

- A letter has gone out from the Area Judges expressing concerns. Mike Ramsey would like to commend Adrian Lopez for his response to ensure all stakeholders will be taken care of. Adrian Perez will be the primary point of contact for the Committee of Six and their partners. A workshop will be held to review the Interlocal and Partnership Agreement to align expectations for all parties involved. The allocation

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of funding for both the rural and urban areas will also be addressed and monitored.

## XII. CEO REPORT

Presenter: Adrian Lopez, CEO

### a. Applications for Funding

— A letter of support was written for Culturingua for their application to Islamic Relief USA for the 2023 Domestic Grant. Culturingua has received \$150,000 for the RISE Grant which supports the economic advancement of immigrants, refugees, and migrant workers.

— A letter of support was written for Goodwill Industries for their application to U.S. Department of Justice Second Chance Act Improving Reentry Education and Employment Outcomes Grant.

### b. Alamo Area Council Network Awards

### c. San Antonio Chamber of Commerce Partnership

— WSA will be releasing the first labor market information report jointly with the SA Chamber of Commerce.

### d. SA Ready to Work Update

— WSA has enrolled close to 1,000 participants.

### e. TWC Annual Conference Panel Submissions

— WSA has submitted three panels on the Workforce Academy, Childcare Quality, and the Alamo Workforce Consortium.

### f. TWC Annual Employer Awards

— Deadline to submit is in June.

### g. Media, Marketing, and Communications Update

Presenter: Penny Benavidez, Director of Public and Government Relations

— Media/Public Relations Activity for February to April 2023: 14 total mentions with 4.7M impressions. Top stories are childcare quality/wages, labor market information, Wilson County News “The Press Room” interview, and San Antonio Business Journal 40 Under 40.

— Datapoint Career Center Graphics: Datapoint interior graphics installation is complete, healthcare focus, visual career paths depicting target industries, and an upcoming reveal.

— Social Media Highlights: More than 300 new followers, and weekly events campaign every Sunday.

— Government Relations: Rural visits to newly Elected Officials, Viva San Antonio!, and SA to DC.

## XIII. CHAIR REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Chairwoman Leslie Cantu

Presented by: Interim Chairwoman Mary Batch

— Interim Chairwoman Mary Batch encourages all Board members to take the three courses in the Workforce Ambassador Program.

### a. Rural Activities

Presented by: Adrian Lopez, CEO

— Quality Early Learning Provider Investments: Provided Provider bonus payments supporting retention of educators with 48.43% going to Bexar

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- County and 51.57% going to the rural counties.
  - Early Learning Centers: WSA provided quality materials and supplies with 79.41% going to Bexar County and 20.59% going to the rural counties.
  - Workforce Ambassador Program: To date, 295 individuals have enrolled and 142 have completed the WSA Ambassador Program. 24 organizations represent services in the rural areas.
  - SEAL Program: 117 rural participants enrolled in 2022.
  - Student Hireability Navigator: Supporting rural partners to connect youth with disabilities to training opportunities and employment. Most recently: Kennedy, Kerrville, Fredericksburg, Pleasanton, and Pearsall.
  - Teacher Externships: Total of 17 districts, 6 of those in rural districts providing 15 teachers with professional development opportunities that connect the classroom to the workplace and the opportunity to interact with Sector Based industry leaders via direct experience at a job site.
- b. Champion of Advocacy Award  
Presented by: Adrian Lopez, CEO  
— Awarded to Ana DeHoyos O'Connor.
- c. BOD Attendance and Demographics

XIV. Next Meeting: June 23, 2023

XV. **Executive Session:**

**Pursuant to Chapter 551 of the Texas Open Meetings Act, the Board may move 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;**
- d. Government Code §551.074 – Personnel Matters Involving Senior Executive Staff and Employees of Workforce Solutions Alamo; and**
- e. Government Code §551.089 – Discussions Regarding Security Devices or Audits.**

XVI. **ADJOURNMENT**

Presenter: Chairwoman Leslie Cantu

Presented by: Interim Chairwoman Mary Batch

**Upon motion by Lowell Keig and second by Ana DeHoyos O'Connor, the Board of Directors unanimously agreed to adjourn the meeting at 12:09pm.**

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