



**BOARD OF DIRECTORS MEETING**

**Port San Antonio Career Center  
638 Davy Crockett Rd, Suite 160  
San Antonio, TX 78226  
March 14, 2025  
10:00 AM**

**AGENDA**

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

Citizens may appear before the Board of Directors 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 the meeting. Questions relating to these rules may be directed at Janel Santos at (210) 850-2160.

The Board of Directors 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 a 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.

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 accommodation should contact Janel Santos at (210) 850-2160 so that appropriate arrangements can be made. Relay Texas: 1-800-735-2969 (TDD) or 711 (Voice).

I. CALL TO ORDER

Presenter: Leslie Cantu, Board Chair

II. ROLL CALL AND QUORUM DETERMINATION

Presenter: Leslie Cantu, Board Chair

III. DECLARATIONS OF CONFLICT-OF-INTEREST

Presenter: Leslie Cantu, Board Chair

IV. PUBLIC COMMENT

Presenter: Leslie Cantu, Board Chair

V. CONSENT AGENDA (DISCUSSION AND POSSIBLE ACTION)

Presenter: Leslie Cantu, Board Chair

- a. Meeting Minutes – November 22, 2024
- b. Child Care Quality Areas of Focus
- c. Texas Workforce Commission's Child Care Connection (TX3C) System
- d. Co-Ops for Childcare
- e. Targeted Occupation - Early Child Care workers
- f. Early Matters
- g. United Way
- h. Texas A&M University San Antonio
- i. Pre-K for SA
- j. Childcare Rural Community Meetings for January 2025
- k. Facility Updates
- l. Bandera Update
- m. O'Connor Update
- n. Business Services Strategy and Industry Sector Partnership RFP
- o. Port SA Grand Opening
- p. PROWD Grant Press Conference
- q. DOL Grant
- r. TX FAME
- s. Mobile Unit Schedule
- t. Update on Day Laborer Site Locations
- u. Capstone Project
- v. Update on Jet Grants
- w. Update on CTE
- x. TWC Trade Adjustment Assistance (TAA) Monitoring Update
- y. Business Partner Agreement: Data-Sharing
- z. Update: Ready to Work
- aa. Client Expenditure Analysis
- bb. County by County Expenditure Analysis
- cc. New Grants

- VI. EARLY CARE & EDUCATION COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)  
Presenter: Ana DeHoyos O'Connor, Early Care & Education Committee Chair
- a. Childcare Performance Briefing
  - b. Texas Rising Star Assessment Update
- VII. STRATEGIC COMMITTEE MEETING (DISCUSSION AND POSSIBLE ACTION)  
Presenter: Eric Cooper, Strategic Committee Chair
- a. Incumbent Worker Funding
- VIII. YOUTH COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)  
Presenter: Anthony Magaro, Youth Committee Chair
- a. Career Exploration Events
  - b. Youth Program Briefing and Performance
- IX. OVERSIGHT COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)  
Presenter: Dr. Sammi Morrill, Oversight Committee Chair
- a. Quality Assurance Briefing
  - b. TWC Annual Monitoring Update
  - c. Ready to Work Monitoring
  - d. Program Briefing
  - e. End of Year Performance Report and Next Steps
- X. AUDIT AND FINANCE COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)  
Presenter: Mary Batch, Audit & Finance Committee Chair
- a. New Lease for Kenedy Workforce Center Facility
  - b. Marketing and Outreach Contract
  - c. Financials
  - d. Financial Monitoring & Fiscal Integrity Reviews for Subrecipients
- XI. MARKETING UPDATE (DISCUSSION AND POSSIBLE ACTION)  
Presenter: James Keith, Director of Public & Govt Relations
- a. WSA Port San Antonio Career Center Grand Opening
  - b. Media, Marketing, and Communications Update
- XII. CEO REPORT (DISCUSSION AND POSSIBLE ACTION)  
Presenter: Adrian Lopez, CEO
- a. Local Plan
  - b. Employee Handbook Update, Karen Monsen, Caldwell Clark Fanucchi & Finlayson PLLC
  - c. Employee Benefits Analysis
  - d. CEO Participation in Key Events: Report and Insights
    - i. Guadalupe County Growth Summit
    - ii. Voices of Empowerment Leadership Symposium
    - iii. Workforce Solutions Legislative Breakfast
    - iv. Affordable Housing Outlook 2025
    - v. 2025 Stock Show and Rodeo Ag-Mechanics Hall
    - vi. CTE Showcase
    - vii. United Way & Texas Nonprofit Day at the Capitol
    - viii. Boys & Girls Club of San Antonio: Trades Discovery Day 2025

- ix. Early Matters All Partners Meeting
- x. Training Provider Summit: Strengthening Partnerships for Workforce Success

### XIII. CHAIR REPORT

Presenter: Leslie Cantu, Board Chair

### XIV. EXECUTIVE SESSION:

Pursuant to Chapter 551 of the Texas Open Meetings Act, the Board of Directors may move into an 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, Pending or Contemplated Litigation; and/or Settlement Offer;
- c. Government Code §551.074 – To deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee of Workforce Solutions Alamo.

### XV. ADJOURNMENT

Presenter: Leslie Cantu, Board Chair





## **ANNUAL BOARD OF DIRECTORS MEETING**

Workforce Solutions Alamo  
100 N. Santa Rosa St., Suite 120, Boardroom  
San Antonio, TX 78207  
**November 22, 2024**  
**10:00 AM**

**BOARD OF DIRECTORS:** Leslie Cantu (Chair), Anthony Magaro, Yousef Kassim, Ana DeHoyos O'Connor, Mary Batch, Chris Corso, Esmeralda Perez, Jennifer Lange, Lowell Keig, Jim Robertson, Lisa Navarro Gonzales, Elizabeth Lutz, Charles Camarillo, Josh Schneuker, Kelli Rhodes, Dawn Dixon, Yvonne Addison, Eunice Grant, Angelique De Oliveira, Tasha Schmidt, Sammi Morrill, JR Tevino

**STAFF:** Adrian Lopez, Rebecca Espino Balencia, Ricardo Ramirez; Teresa Chavez, James Keith, Geroge Mazariegos, Kristen Rodriguez, Brandee Perez, Avis Burrow, Victoria Rodriguez, Vanessa Garcia, Gabriela Navarro Garcia, Jessica Villarreal and Chuck Agwuegbo, Eric Vryn, Kimberly Villarreal, Maria Martinez, Gilbert Monk

**PARTNER STAFF:** NONE

**LEGAL COUNSEL:** Frank Burney

**GUESTS:** Brenda Garcia, Stefanie Moore, Gabriela Horbach

### **AMENDED AGENDA**

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I. CALL TO ORDER

Presenter: Leslie Cantu, Committee Chair

**At 10:07AM, Chair Leslie Cantu called meeting to order.**

II. ROLL CALL AND QUORUM DETERMINATION

Presenter: Leslie Cantu, Committee Chair

**Roll call was called, and quorum was declared present.**

III. DECLARATIONS OF CONFLICT OF INTEREST

Presenter: Leslie Cantu, Committee Chair

**NONE**

IV. PUBLIC COMMENT

Presenter: Leslie Cantu, Committee Chair

**NONE**

V. CONSENT AGENDA (DISCUSSION AND POSSIBLE ACTION)

**pg.12**

Presenter: Leslie Cantu, Committee Chair

**Upon motion by Mary Batch and second by Anthony Magaro, the Board unanimously approved the Consent Agenda (with Lowell Keig abstaining):**

- a. Board of Directors Meeting Minutes – September 20, 2024
- b. Texas A&M University Presentation
- c. Local Plan
- d. Child Care Quality Areas of Focus for 2025
- e. Child Care Rural Visits Calendar
- f. Success Stories
- g. In- Person Youth Success Story
- h. Student Outcomes Data Report
- i. TX FAME Announcement
- j. Bandera Lease
- k. Hondo Lease
- l. Pleasanton Lease
- m. O'Connor
- n. Port SA
- o. Mobile Unit
- p. WSA 2025 Local Plan Development Update
- q. TX FAME
- r. Department of Labor
- s. Update on Services Provided by County
- t. TX FAME

- u. SEAL NDEAM
- v. Workforce One
- w. A Closer Look: WIOA Youth Program
- x. Ready to Work Update
- y. Client Expenditure Analysis
- z. County by County Expenditure Analysis

VI. EARLY CARE & EDUCATION COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION) **pg.97**

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

- a. Child Care Services 11 Policy Update
- b. Childcare Performance Briefing
- c. Texas Rising Star Assessment Update

**Chair Ana DeHoyos O'Connor informed the Board on the need to amend a Childcare regulation addressing priority of children in rural Counties. Also reported (unofficially) on WSA's YTD average for childcare performance is 103%. As to Texas Rising Star Centers, WSA reports that it has 279 certified centers (171 4-star), 100 more than last year. Several Board members congratulated the staff on its successes in childcare and Ana DeHoyos O'Connor.**

**Upon motion by Anthony Magaro and second by Jim Robertson, the amendment to CCS11, C8 was unanimously approved by the Board (addressing children in rural counties receiving discretionary funded childcare scholarships).**

VII. YOUTH COMMITTEE REPORT(DISCUSSION AND POSSIBLE ACTION) **pg.106**

Presenter: Anthony Magaro, Youth Committee Chair

- a. Youth Program Briefing and Performance
- b. Career Exploration

**Chair Anthony Magaro noted that YES (Youth Employment Services) has had great success, with large outreach (over 7,000 services). Jobs Y'all Showcase and SA Construction Career and Trades Day (1400 students attended) were a great success as well. He highlighted Palo Alto campus for working with the Youth Services.**

VIII. STRATEGIC COMMITTEE MEETING (DISCUSSION AND POSSIBLE ACTION) **pg.114**

Presenter: Eric Cooper, Strategic Committee Chair

- a. Local Plan

**In the absence of Chair Eric Cooper, CEO Adrian Lopez provided an update on his outreach to all 13 counties in WSA area to hear comments on the Local Plan. He also mentioned the inclusion of a new Statewide Action Plan covering a 4-year period. Key issue is always Target Industries with three specific goals: Texas Talent Experts; Service Optimizers; and Partnership Managers. Over 100 businesses and 91 partners have been contacted for input to the Plan. Plan will be legally posted for requisite period. Plan will go to Board in February/March 2025, then to C of 6, and finally to State.**

IX. OVERSIGHT COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION) **pg.127**

Presenter: Dr. Sammi Morrill, Oversight Committee Chair

- a. Quality Assurance Update – TWC Monitoring

- b. TWC Performance – Upcoming Target Changes
- c. Risk Analysis
- d. Ready to Work

**Dr. Sammi Morrill and Ricardo Ramirez reported on positive report on TWC monitoring with minor compliance issues (two PII potential violations and revise schedule for records retention) and zero disallowed costs. TWC also recertified WSA’s monitoring procedures.**

**Staff will prioritize new measures for evaluating programs performance. External monitor also identified some areas that need additional work but overall strong compliance in NCP, TANF, Youth Services, and RTW. Quality Assurance is meeting with vendors/contractors to address areas of concern, with focus of PII and Priority of Service.**

**Mr. Eric Vryn reported on his risk analysis of RTW program, focusing on Program Performance, Operational Infrastructure, and Resource Allocation. He has been requested to expand his analysis to other program performance at WSA.**

**CEO Adrian Lopez informed the Board of recent discussions by COSA soliciting additional vendors for RTW. WSA has shared the risk analysis of RTW with COSA RTW personnel. Dr, Sammi Morrill congratulated WSA staff on working on programs but also prioritizing monitoring.**

**X. AUDIT AND FINANCE COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION) pg.147**

**Presenter: Mary Batch, Audit & Finance Committee Chair**

- a. Teacher Externship
- b. Legal Consulting Services
- c. HR Consulting Services
- d. New Facility Lease- Bandera
- e. New Facility Lease- Hondo
- f. New Facility Lease- Pleasanton
- g. Financials

**Kristen Rodriguez provided a review of RFPs for teacher externships, legal, and HR Consulting, and facility leases. CEO Adrian Lopez provided a review of financials with most programs meeting target objectives and grants from Toyota and Area Foundations.**

**Upon motion by Anthony Magaro and second by Jim Robertson, the Committee unanimously approved a contract with ATEAMS for 1 year, with 4, 1-year options at a cost of \$162,251 annually (Lowell Keig abstaining).**

**Upon motion by JR Trevino and second by Ana Dehoyos O’Connor, the Committee unanimously approved a legal contract with Martin & Drought for an initial term of 1 year, with 5, 1-year options at an annual cost of \$103,200. (Lowell Keig abstaining).**

**Upon motion by Anthony Magaro and second by Lisa Navarro Gonzales, the Committee unanimously approved a HR contract with Caldwell Clark law firm for one year with 5, 1-year renewals at an annual cost of \$53,712. (Lowell Keig abstaining).**

**Upon motion by Anthony Magaro and second by Yousef Kassim, the lease for Bandera facility (803 Buck Creek) for initial term of 5 years with 2, 5-year options was unanimously approved at annual rent of \$28,800. (Lowell Keig abstaining).**

**Upon motion by Anthony Magaro and second by Jim Robertson, the lease for Hondo facility (402 Carter) for an initial term of 3 years with 3, 3-year options was unanimously approved at annual rent of \$31,725. (Lowell Keig abstaining).**

**Upon motion by Anthony Magaro and second by Ana DeHoyos O'Connor, the lease for Pleasanton facility (1411 Bensdale Road) for an initial term of 3 years, with 2, 3-year options was unanimously approved at annual rent of \$30,044. (Lowell Keig abstaining).**

**Note:** term is for two (2), three (3) year options, not 3, 3-year options.

**XI. NOMINATIONS COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION) pg.172**

Presenter: Anthony Magaro, Nominations Committee Chair

a. Nomination Slate of Officers for 2025 (Chair, Vice Chair, and Secretary)

**Chair Anthony Magaro reported on the elections for Officers of WSA for CY2025.**

**(i) Chair:** Only one nominee—Leslie Cantu, who was elected by acclamation upon motion by Chris Corso and seconded by Mary Batch.

**(ii) Vice-Chair:** Three nominees—Mary Batch, Yousef Kassim, and Jim Robertson. Vote Totals: Mary Batch--9 ;Yousef Kassim--8 ; Jim Robertson. Yousef Kassim moved and second by Lisa Navarro Gonzales that Mary Batch be elected by acclamation, which unanimously passed.

**(iii) Secretary:** two nominees—J. R. Trevino and Yvonne Addison. Jim Robertson was nominated from the floor for the position of Secretary by Lowell Keig. Vote Total: JR Trevino-- 9 ; Yvonne Addison—8. Lowell Keig moved and second by Mary Batch that JR Trevino be elected by acclamation , which unanimously passed.

**XII. CEO REPORT (DISCUSSION AND POSSIBLE ACTION) pg.189**

Presenter: Adrian Lopez, CEO

- a. Media Report- Presenter: James Keith, Director of Public & Government Relations
- b. Recap Meeting with Senator Jose Menendez
- c. New Organizational Chart
- d. TX FAME MOU
- e. Red, White & You Event
- f. Children at Risk
- g. CPS Grills Giving Event
- h. United Way Campaign

**Mr. James Keith reported on success of media/PR outreach with google ads and digital billboards and specialized events/programs.**

**CEO Adrian Lopez reported on meeting with Senator Menendez and a new Org Chart (New Assistant Director of Workforce Services, and several staff changes—Adrian Perez resigned and promotion of Ms. Maria Martinez to Interim HR Director, Gregory Villines to Interim Director of Analytics, Becky Alvarado to Interim HR Specialist.**

**CEO Adrian Lopez briefed the Board on a MOU with Texas FAME Alamo Chapter for a two-year term. Upon motion by Lowell Keig and second by Ana Dehoyos O'Connor, the FAME Agreement was unanimously approved.**

XIII. CHAIR REPORT

Presenter: Leslie Cantu, Committee Chair

- a. Discussion and Possible Action on CEO, Adrian Lopez Employment Agreement & Evaluation

**Chair Leslie Cantu recommended to the Board revisions to CEO Adrian Lopez's contract from Non-Federal funds:**

- Salary increase from \$198,522 to \$208,500
- One-time bonus of \$20,000
- Car allowance increase from \$300 to \$500 per month
- Extension of Mr. Adrian Lopez contract for one (1) additional year through 9/30/28.

**Upon motion by Anthony Magaro and second by Yousef Kassim, the motion was unanimously approved by the Board. No extensions.**

XIV. NEXT MEETING: TBD, 2025

XV. EXECUTIVE SESSION:

Pursuant to Chapter 551 of the Texas Open Meetings Act, the Committee 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.

**The Board adjourned into Executive Session at 12:12 p.m. and returned to Open Session at 12:30 p.m. No action was taken.**

XVI. ADJOURNMENT

Presenter: Leslie Cantu, Committee Chair

**There being no further business, a motion was made by Yousef Kassim and second by Mary Batch that the meeting adjourn. The motion carried unanimously. The meeting adjourned at 12:33 p.m.**

**Enclosures**

- Certificate of Executive Session

## **CERTIFIED AGENDA OF CLOSED MEETING**

### **Workforce Solutions Alamo**

I, Leslie Cantu, THE PRESIDING OFFICER OF WORKFORCE SOLUTIONS ALAMO, CERTIFY THAT THIS DOCUMENT ACCURATELY REFLECTS ALL SUBJECTS CONSIDERED IN AN EXECUTIVE SESSION OF THE BOARD CONDUCTED ON NOVEMBER 22, 2024.

1. The Executive Session began with the following announcement by the presiding officer: **“The Workforce Solutions Alamo Board is now in Executive Session on November 22, 2024 at 12:12 P.M. pursuant to exceptions under Government Code 551.”.**
2. SUBJECT MATTER OF EACH DELIBERATION:
  - 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.**
3. No action was taken.
4. The Executive Session ended with the following announcement by the presiding officer: **“This Executive Session ended on November 22, 2024 at 12:30 P.M.”**

DocuSigned by:

*Leslie Cantu*

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Leslie Cantu, Chair





# Board of Directors

March 14, 2025







# Board of Directors

## Consent Agenda

# Meeting Minutes – November 22, 2024

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# Child Care Quality Areas of Focus

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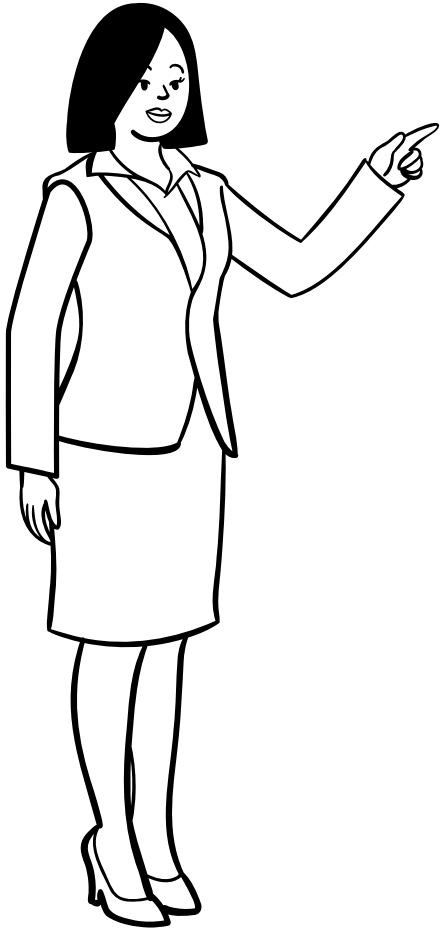


# Federally Allowable uses for Child Care Quality Funds

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







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

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





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

**With the launch of the new system:**

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

**Challenges Include:**

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



# Co-Ops for Childcare

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# Rural Co-op: Initial Stage

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



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

# Targeted Occupation - Early Child Care workers

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# Request for ECE Workers to be added as a Targeted Occupation

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



**ONET Title:** Childcare Workers

**ONET Code:** 39-9011.00

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



# Early Matters

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# United Way

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# Texas A&M University San Antonio

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# Pre-K for SA

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# Childcare Rural Community Meetings for January 2025

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# CEO Report: Child Care Rural Support

December 2024 & January 2025

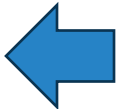
## December 2024

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



## January 2025

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



In Person: Child Care Services Community Support

Pending location: Fredericksburg



# CEO Report: Child Care Rural Support

## Community Events

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December 2024 & January 2025

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

01/07/2025: Gillespie: Connecting the Vine

01/08/2025: Wilson County Interagency

12/05/2024: ChildSafe Resource Event

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

12/10/2024: Floresville Mini Resource Fair

12/12/2025: Pleasanton Community Meeting

01/16/2025: Wilson County Job Fair

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

01/21/2025: Bandera Interagency

Bandera Interagency meeting

01/27/2025: Seguin Interagency

01/28/2025: Karnes County Interagency



# Facility Updates Bandera Update



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# Bandera Update

**Opening: February 2025**  
**Grand Opening: Mid-March 2025**

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



# Facility Updates O'Connor Update



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# O'Connor Update



**Soft Opening: February 2025**  
**Grand Opening: November 2025**

## Construction Update:

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



# O'Connor (Continued)

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# Business Services Strategy and Industry Sector Partnership RFP



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# Business Services Strategy and Industry Sector Partnership RFP

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



# Port SA Grand Opening

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# Postponed Port San Antonio Career Center Grand Opening



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

# PROWD Grant Press Conference

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# PROWD Press Conference

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

Approximately  
\$3,000 in media  
value

150,000 +  
Impressions



# **PROWD Press Conference**

**Guests included representatives from:**

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





# PROWD Press Conference



# DOL Grant

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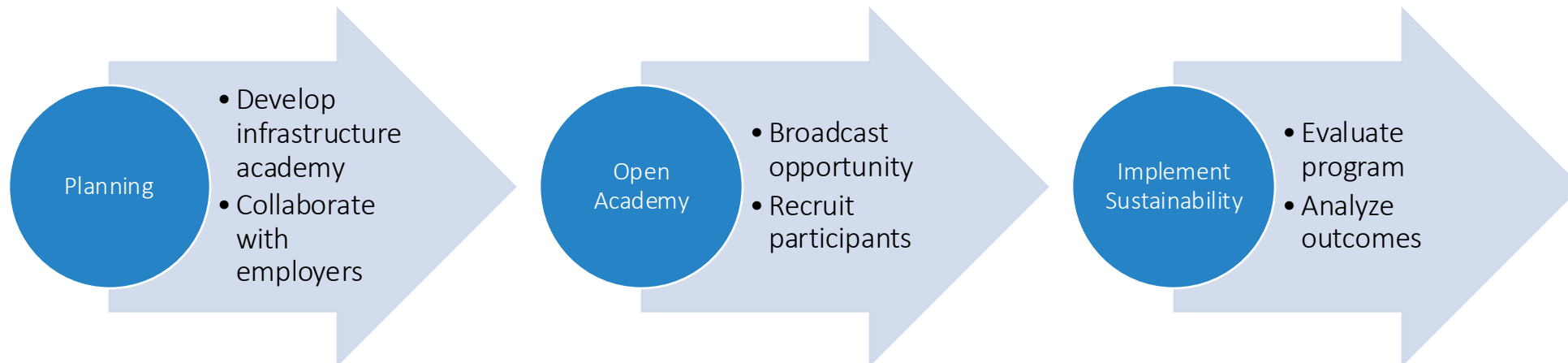


# Department of Labor Grant

## San Antonio Infrastructure Academy

**\$2,000,000**

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

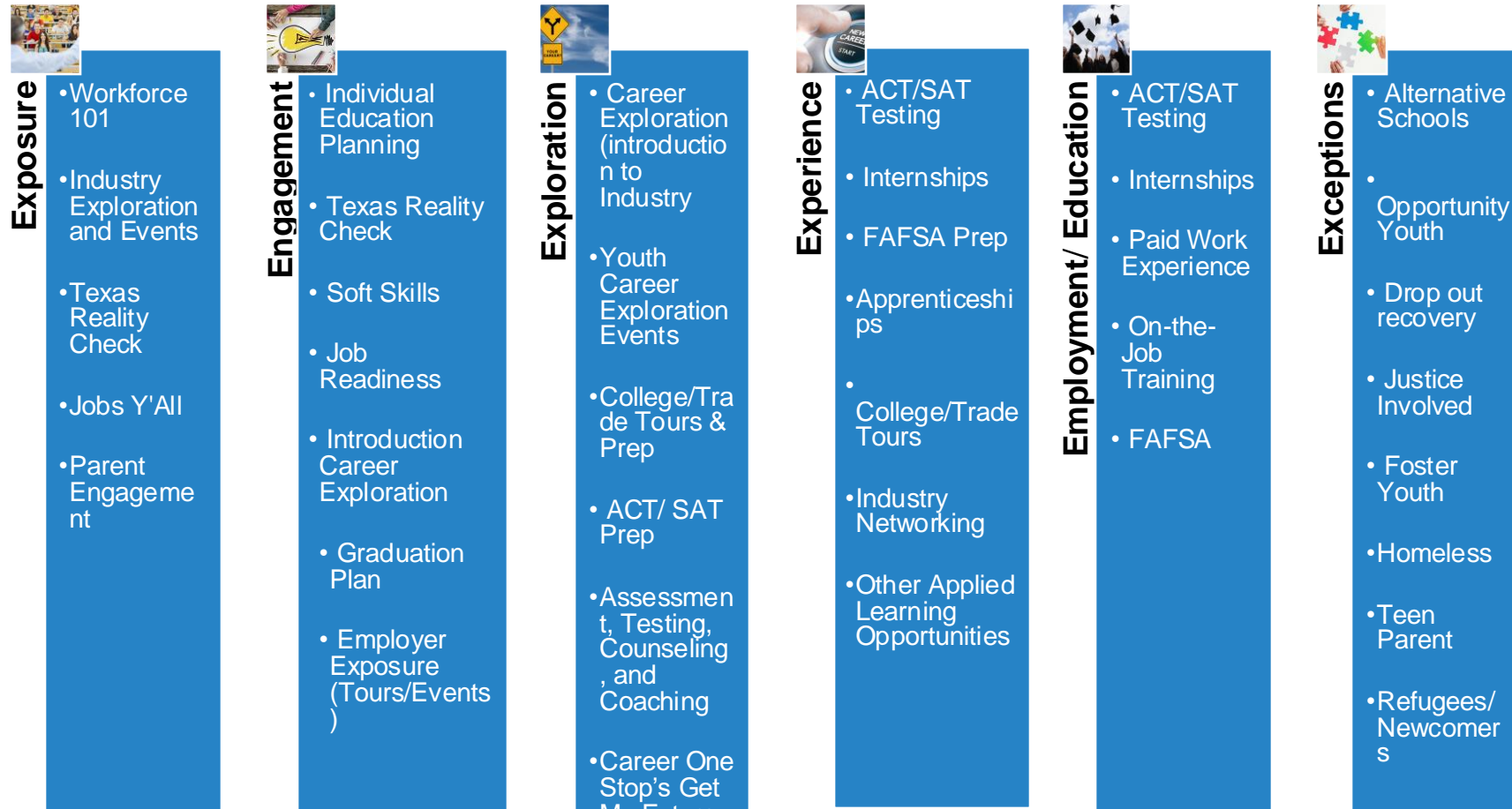


# TX FAME

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# TX FAME



## Interest & Application Stage



### CTE Classes → Apply to FAME

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



### Education & Training (2 Years / 5 Semesters)

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



### Career & Graduation Outcome

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



# Mobile Unit Schedule

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# Mobile Unit Schedule

## February- March

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

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

# Update on Day Laborer Site Locations

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# Update on Day Laborer Site Locations

## Services

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

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

## Barriers

Tracking Challenges:  
Transient population with  
inconsistent contact  
information.

Limited Access: Lack of  
reliable technology and  
transportation.

Legal Barriers: Restrictions  
due to undocumented  
status.

## Solution & Benefit:

Leverage WSA mobile units  
in partnership with trusted  
community organizations.

Builds trust with known  
organizations.

Provides services at  
locations where day  
laborers gather.

Increases awareness and  
accessibility of employment  
services.

## Next Steps

Collaborate with  
community partners.

Deploy mobile units to  
key locations.

Promote multilingual  
outreach and track  
service outcomes.

# Capstone Project





# Capstone Intern



## Project Objectives

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

## Action Plan

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

## Benefits

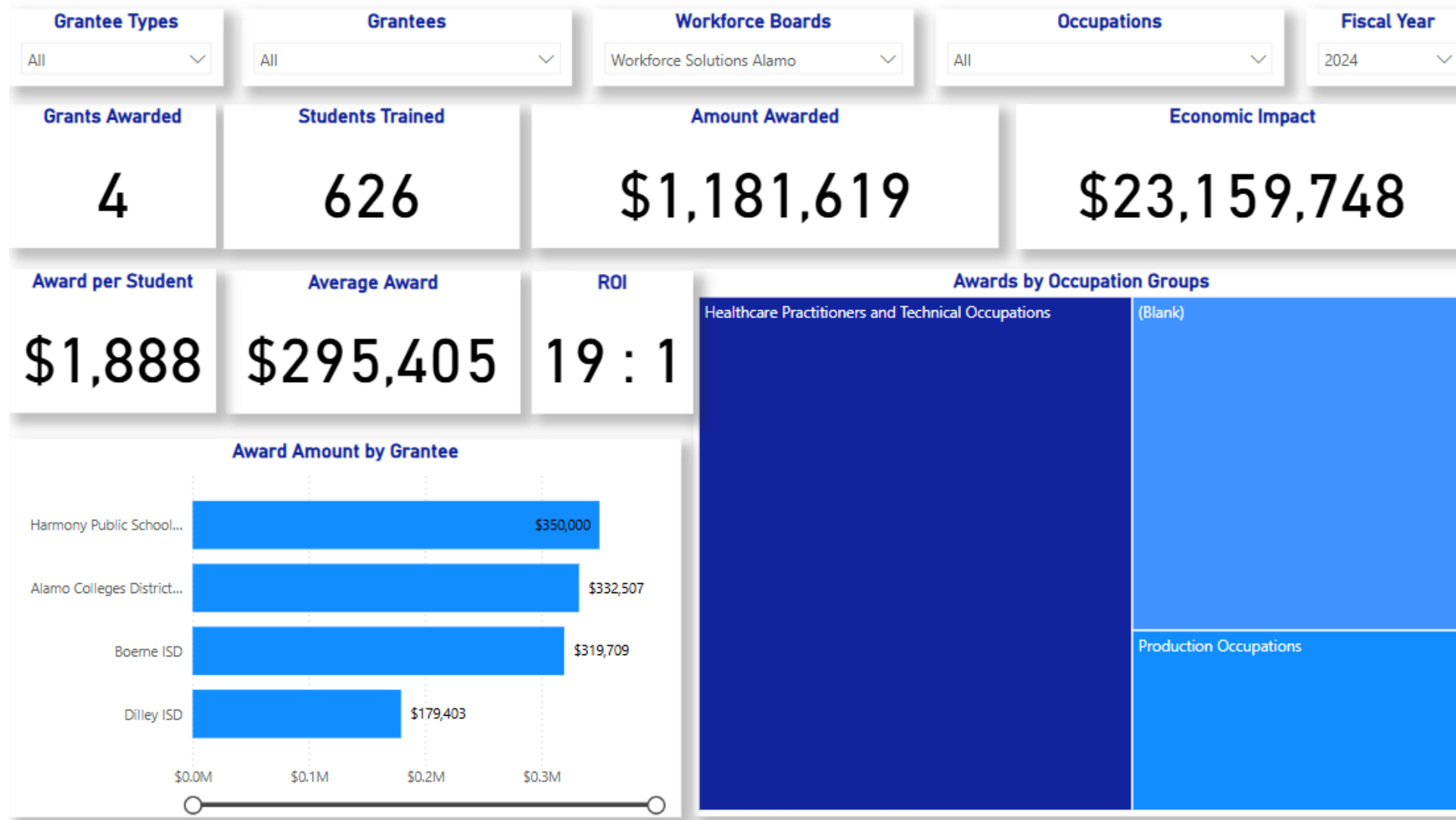
- Clear and organized resource mapping for workforce development.
- Improved accessibility for individuals with disabilities.
- Strengthened community collaboration.

# Update on Jet Grants

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# 2024 JET GRANT AWARDS



# Jet Grant Awards Alignment with WSA Local Plan Target Industries

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

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

# 2025 Regional Jet Grant Application Support

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

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



# Update on CTE

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# CTE Regional Programs of Study

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

Impact: Provide a clear snapshot of regional CTE offerings.

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



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

## PROGRAM OF STUDY MAPPING APPLICATION

# TWC Trade Adjustment Assistance (TAA) Monitoring Update



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# TWC Trade Adjustment Assistance (TAA)

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

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

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

**b.Benchmarks and Monthly Contact:**

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



# Actions & Recommendations

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



# Business Partner Agreement: Data-Sharing

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# Summary

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

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

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

*Note: Board's approval is optional.*



# Purpose

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

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

# PBA with the City of San Antonio (RtW)

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

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

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



# Next Steps

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

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

# Staff Recommendations

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

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

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





# Update: Ready to Work

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# Agenda

## 1. Updates:

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

## 2. Data Collection & Analysis Methodology

## 3. Program Performance Overview

## 4. Operational Challenges & Process Capability

## 5. Strategic Recommendation:

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



# Updates

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

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

## 2. Scope of Service Change Requests

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

## 3. WSA is currently in budget negotiations with COSA :

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



# Data Collection & Analysis Methodology

## Analysis Context:

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

## Methodological Approach:

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

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



# Program Performance Overview

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

## Performance:

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

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

## Employment Barriers:

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

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



# Operational Challenges & Process Capability

## Process Efficiency:

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

## Key Challenges:

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

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



# Strategic Recommendation #1

## COSA Compliance Requirements

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

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



# Strategic Recommendation #2

## Communication & System Enhancements

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

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





# Strategic Recommendation #3

## Third-party Cost Benefit Analysis

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

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



# Strategic Recommendation #4

## Third-party Process Analysis & Mediation

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

### ❖ Engage Impartial Third-Party Mediator:

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

### ❖ Streamline Processes:

- Identify opportunities to reduce inefficiencies while maintaining oversight.

### ❖ Develop Balanced Framework:

- Create operational protocols that optimize both compliance and performance.



# Client Expenditure Analysis

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# Client Expenditures

## TWC Funding

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

## Ready to Work Funding

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

# Client Expenditures

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



# County by County Expenditure Analysis

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# County by County Comparison

## TWC Programs

County	Annual Budget		Straight-line Budget		YTD Expenditures		
	Amount	%	Amount	%	Amount	%	Over/Under Budget
Atascosa	\$ 646,734	2.54%	\$ 161,684	2.54%	\$ 153,316	3.13%	\$ 493,418
Bandera	\$ 283,365	1.11%	\$ 70,841	1.11%	\$ 62,316	1.27%	\$ 221,049
Bexar	\$ 19,138,175	75.21%	\$ 4,784,544	75.21%	\$ 3,754,447	76.56%	\$ 15,383,728
Comal	\$ 1,228,555	4.83%	\$ 307,139	4.83%	\$ 327,867	6.69%	\$ 900,688
Frio	\$ 432,720	1.70%	\$ 108,180	1.70%	\$ 144,026	2.94%	\$ 288,694
Gillespie	\$ 250,973	0.99%	\$ 62,743	0.99%	\$ 55,595	1.13%	\$ 195,378
Guadalupe	\$ 1,253,836	4.93%	\$ 313,459	4.93%	\$ 12,470	0.25%	\$ 1,241,367
Karnes	\$ 323,219	1.27%	\$ 80,805	1.27%	\$ 49,731	1.01%	\$ 273,489
Kendall	\$ 542,467	2.13%	\$ 135,617	2.13%	\$ 82,660	1.69%	\$ 459,807
Kerr	\$ 445,278	1.75%	\$ 111,320	1.75%	\$ 118,114	2.41%	\$ 327,165
McMullen	\$ 82,194	0.32%	\$ 20,548	0.32%	\$ 3,473	0.07%	\$ 78,721
Medina	\$ 390,384	1.53%	\$ 97,596	1.53%	\$ 44,425	0.91%	\$ 345,959
Wilson	\$ 426,780	1.68%	\$ 106,695	1.68%	\$ 95,300	1.94%	\$ 331,480
<b>TOTAL</b>	<b>\$ 25,444,682</b>	<b>100.00%</b>	<b>\$ 6,361,170</b>	<b>100.00%</b>	<b>\$ 4,903,740</b>	<b>100.00%</b>	<b>\$ 20,540,942</b>

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

# County by County Comparison

## Childcare

County	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Atascosa	\$ 2,335,161	1.79%	\$ 583,790	1.79%	\$ 784,581	2.25%	\$ 1,550,580
Bandera	\$ 543,644	0.42%	\$ 135,911	0.42%	\$ 107,605	0.31%	\$ 436,039
Bexar	\$ 108,678,085	83.40%	\$ 27,169,521	83.40%	\$ 29,267,611	83.84%	\$ 79,410,474
Comal	\$ 3,298,186	2.53%	\$ 824,546	2.53%	\$ 1,077,068	3.09%	\$ 2,221,118
Frio	\$ 1,100,983	0.84%	\$ 275,246	0.84%	\$ 320,853	0.92%	\$ 780,129
Gillespie	\$ 829,561	0.64%	\$ 207,390	0.64%	\$ 153,616	0.44%	\$ 675,945
Guadalupe	\$ 6,155,146	4.72%	\$ 1,538,786	4.72%	\$ 1,465,930	4.20%	\$ 4,689,215
Karnes	\$ 865,247	0.66%	\$ 216,312	0.66%	\$ 84,740	0.24%	\$ 780,508
Kendall	\$ 1,038,310	0.80%	\$ 259,578	0.80%	\$ 257,871	0.74%	\$ 780,439
Kerr	\$ 2,432,830	1.87%	\$ 608,207	1.87%	\$ 470,412	1.35%	\$ 1,962,417
McMullen	\$ 42,772	0.03%	\$ 10,693	0.03%	\$ -	0.00%	\$ 42,772
Medina	\$ 1,865,221	1.43%	\$ 466,305	1.43%	\$ 620,557	1.78%	\$ 1,244,664
Wilson	\$ 1,119,496	0.86%	\$ 279,874	0.86%	\$ 296,628	0.85%	\$ 822,869
<b>TOTAL</b>	<b>\$ 130,304,641</b>	<b>100.00%</b>	<b>\$ 32,576,160</b>	<b>100.00%</b>	<b>\$ 34,907,471</b>	<b>100.00%</b>	<b>\$ 95,397,170</b>

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



# County by County Comparison

## Other Funding

County	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Atascosa	\$ 80,456	1.96%	\$ 20,114	1.96%	\$ 5,953	0.95%	\$ 74,503
Bandera	\$ 47,473	1.15%	\$ 11,868	1.15%	\$ 2,571	0.41%	\$ 44,902
Bexar	\$ 3,136,071	76.29%	\$ 784,018	76.29%	\$ 500,295	79.64%	\$ 2,635,776
Comal	\$ 208,528	5.07%	\$ 52,132	5.07%	\$ 42,735	6.80%	\$ 165,792
Frio	\$ 48,882	1.19%	\$ 12,220	1.19%	\$ 8,289	1.32%	\$ 40,593
Gillespie	\$ 45,240	1.10%	\$ 11,310	1.10%	\$ -	0.00%	\$ 45,240
Guadalupe	\$ 184,449	4.49%	\$ 46,112	4.49%	\$ 26,922	4.29%	\$ 157,527
Karnes	\$ 41,995	1.02%	\$ 10,499	1.02%	\$ -	0.00%	\$ 41,995
Kendall	\$ 84,958	2.07%	\$ 21,239	2.07%	\$ 9,593	1.53%	\$ 75,364
Kerr	\$ 69,523	1.69%	\$ 17,381	1.69%	\$ 23,101	3.68%	\$ 46,422
McMullen	\$ 16,593	0.40%	\$ 4,148	0.40%	\$ -	0.00%	\$ 16,593
Medina	\$ 69,766	1.70%	\$ 17,442	1.70%	\$ 8,776	1.40%	\$ 60,990
Wilson	\$ 76,846	1.87%	\$ 19,211	1.87%	\$ -	0.00%	\$ 76,846
<b>TOTAL</b>	<b>\$ 4,110,779</b>	<b>100.00%</b>	<b>\$ 1,027,695</b>	<b>100.00%</b>	<b>\$ 628,235</b>	<b>100.00%</b>	<b>\$ 3,482,544</b>

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

*\*Expenditures exclude Bexar County only funds which include: City of San Antonio, Non-Custodial Parent, Military Family, Student Hireability Navigator, and Training and Employment Navigator.*

# New Grants

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# Teacher Externship Grant

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

Grant Award - \$200,000







# End of Consent Agenda





# Board of Directors

March 14, 2025







# Early Care & Education Committee

March 14, 2025



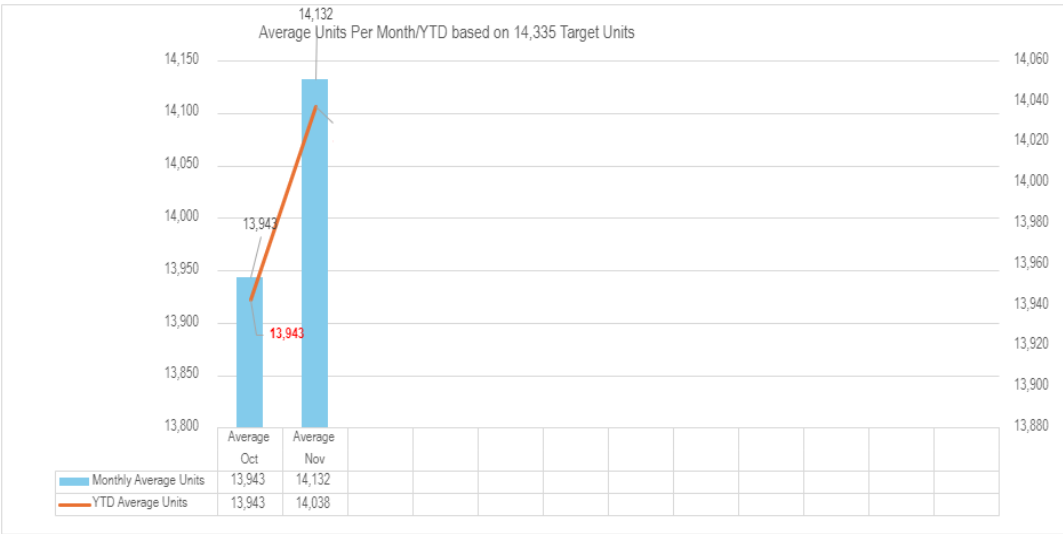
# Childcare Performance Briefing

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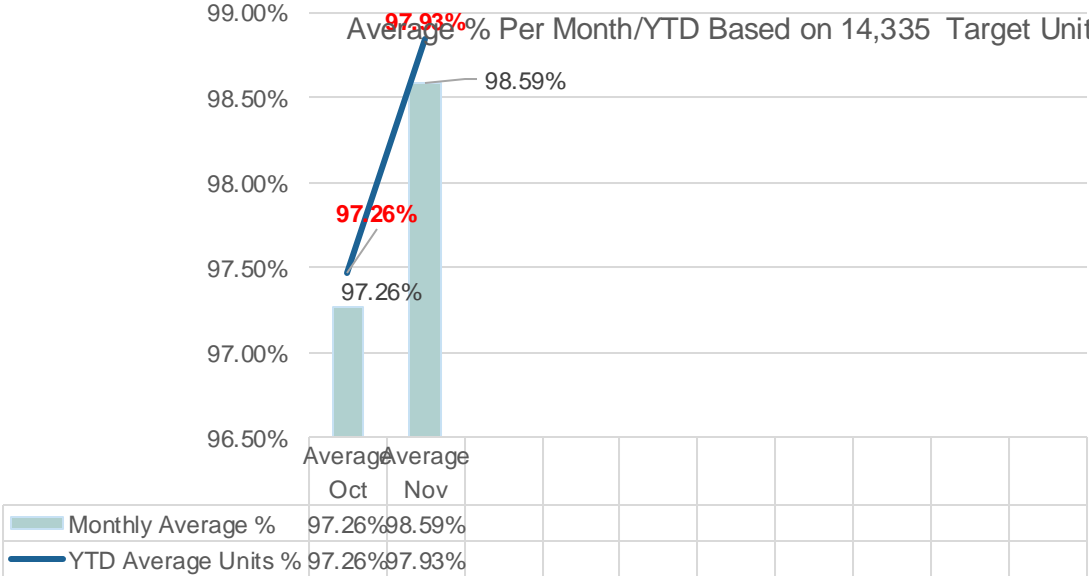
# Childcare Performance Briefing FY 2025

*\*information pulled 01/08/2025*



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

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



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

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





# Childcare Performance Briefing FY 2025

*\*information pulled 01/08/2025*



	Oct	Nov
	Average	Average
Choices	182	164
Low Income	12,806	13,004
Former DFPS	736	734
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TWC Target	14,335	14,335



# Questions



# Texas Rising Star Assessment Update

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# Texas Rising Star Centers

Total # of Currently Certified Centers

303

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



2 Star	22
3 Star	102
4 Star	180



## Percentage of TRS/CCS

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

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

\* Report pulled 01/08/2025

Note that capacity is based on max capacity outlined by Child Care regulations, which may vary based on actual enrollment. Military centers are not regulated by Child Care regulations, therefore are not included in these totals.



# Questions







# Strategic Committee

March 14, 2025



# Incumbent Worker Funding

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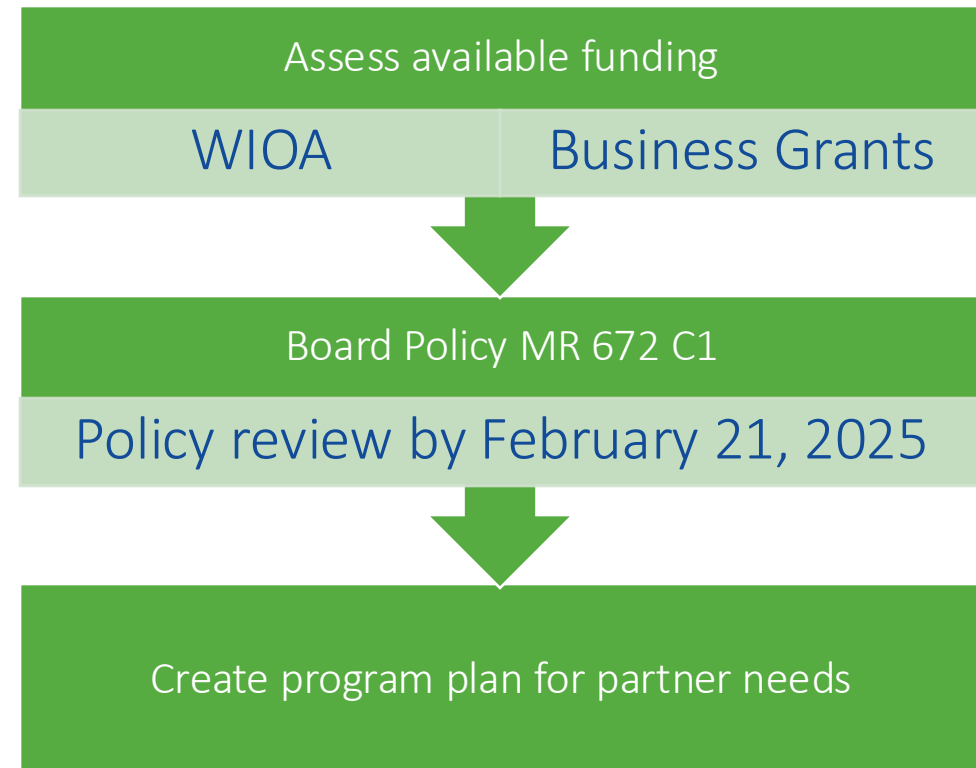




# Incumbent Worker Funding

## Funding:

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







# Proposed Policy Changes

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- Added language on protocol for evaluating partnerships.
- Created an inquiry form for employers.
- Highlighted employer and Board responsibilities.
- Added quality assurance and reporting language to ensure outcomes.



# Questions





# Youth Committee

March 14, 2025



# Career Exploration Events

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# PY25 Career Exploration Youth Events

## PY25 Career Exploration Youth Events



**24**  
**FEB**  
**2025**

### CTE Showcase

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

**23**  
**APRIL**  
**2025**

### Alamo Future Fest

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

**7**  
**MAY**  
**2025**

### World of Work Youth Apprenticeship Week

- Location TBD

**24**  
**JULY**  
**2025**

### Interns Unite! National Intern Day

- Location TBD

## OVERALL STRATEGIC GOALS:



Inspire Youth: Educate about diverse career options locally and globally



Remove Barriers: Promote YES! Program that addresses employment obstacles



Align with Local Plan: Ensure events meet community workforce needs



# Energy, Engagement, Empowerment!

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# Upcoming Youth Outreach Opportunities

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

**Freeman Coliseum**  
**9:00 AM – 2:00 PM**



**BOYS & GIRLS CLUBS**  
**OF SAN ANTONIO**

**5th Annual Trades**  
**Discovery Day**  
**Saturday, March 1<sup>st</sup>**

**Eastside Clubhouse**  
**10:00 AM – 3:00 PM**



# ACE RACE UPDATES



**EVENT  
SPONSORS &  
VOLUNTEERS  
NEEDED!**



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



**Location: San Antonio  
Police Academy**



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



# Alamo Helping Hands

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





# Questions



# Youth Program Briefing and Performance

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# Planned Participant Summary

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



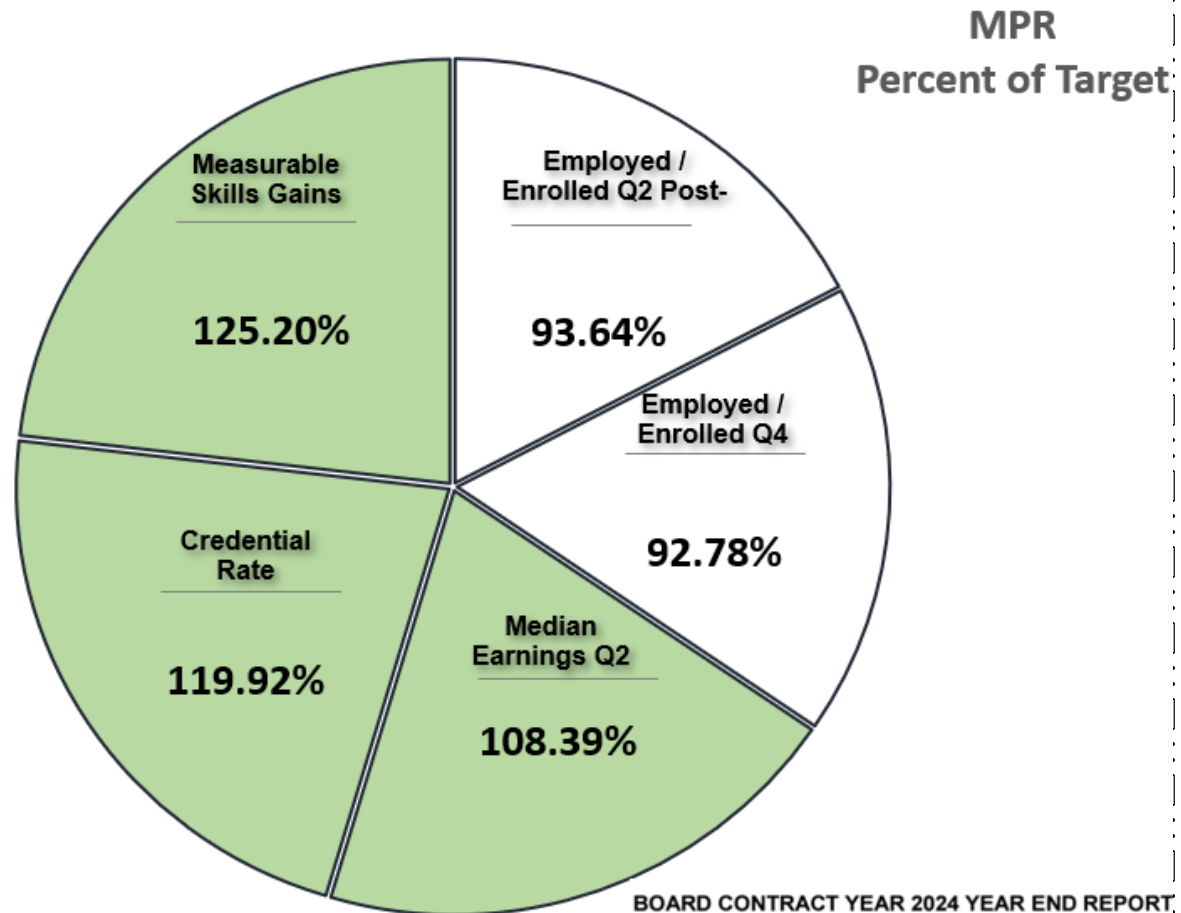
## IN-SCHOOL & OUT-OF SCHOOL YOUTH

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

As of December 31, 2024

# Performance Accountability

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



## Q2 and Q4 Post-Exit Employed and Enrolled

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

## Measurable Skill Gains:

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

## Median Earnings:

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

## Credential Attainment:

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



# Questions







# Oversight Committee

March 14, 2025



# Quality Assurance Briefing

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# External Monitoring (Ms. Nguyen, CPA)

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## Program Year 2023-2024:

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

## Program Year 2024-2025:

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



# Internal Monitoring Activities

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



# Other Activities

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



# Staff Recommendations

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- To track the progress of continuous improvement actions, QA continues performing informal testing of attributes with accuracy rates below the 90% threshold.
- Staff focus on the most critical items, such as repeat findings or those impacting performance and funding.
- The continuous improvement system includes a feedback mechanism where Programs/Operations, our contractor partners and QA work together to achieve progress.
- Continuous improvement actions are underway for the items reported for TAA and RESEA.





# Questions



# TWC Annual Monitoring Update

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# TWC Monitoring – Outcomes

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

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

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

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





# TWC Monitoring – Center Walkthroughs

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

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



# TWC Monitoring – Next Steps

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

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



# Other Monitoring Activities

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

# Recommendations

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





# Questions



# Ready to Work Monitoring

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# Ready to Work Monitoring

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## **Technical Assistance Review Update July 2024 - January 2025**

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

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

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

- No Performance Improvement Plan
- No disallowed cost





# Questions



# Program Briefing

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# Grants and Initiatives

## Summer Earn and Learn (SEAL)

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



## Externship for Teachers

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



# Questions



# End of Year Performance Report and Next Steps

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# EOY Measures Not Met

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



# Customers Needed to Meet Measure

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



# Revised MPR 2.21.25

Board	Adult					DW				
	Employed Q2 Post-Exit	Employed Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential Rate	Measurable Skills Gains (YTD-Only)	Employed Q2 Post-Exit	Employed Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential Rate	Measurable Skills Gains (YTD-Only)
Alamo	87.31%	88.81%	91.22%	82.24%	122.19%	96.36%	88.88%	104.53%	83.05%	103.26%

Slight variance in measures with as small .1%

# Customers Needed to Meet Measure

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

# Target Change

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

\*Finalized 7/25/24

# Next Steps

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





# Questions







# Audit & Finance Committee

March 14, 2025



# New Lease for Kenedy Workforce Center Facility

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# Kenedy Lease

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## New facility lease for the Kenedy Workforce Center

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





# Questions



# Marketing and Outreach Contract

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# Marketing/Outreach Services Contract

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





# Questions



# Financials

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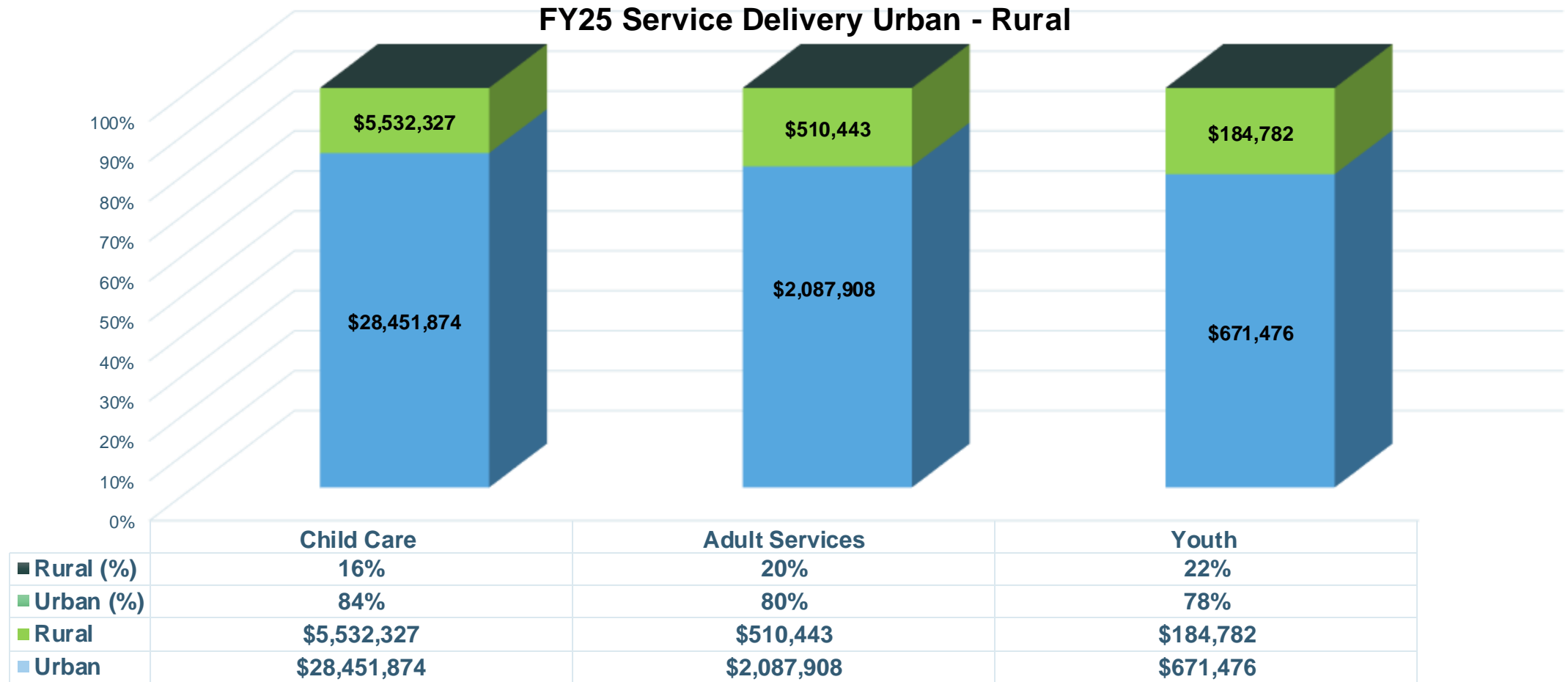
# Budget to Actual Expenditures

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

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



# Service Delivery Comparison – Rural vs. Urban Counties



# Key Variances – Childcare

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

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

# Key Variances – TWC Programs

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

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

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

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

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## 2023-2024

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

## 2024-2025

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

# Key Variances – TWC Programs

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

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

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

# PROWD

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

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

**13** participants have been placed at job sites, including:

- Amazon
- Arvin Sango, Inc.
- Stewart Services



# Key Variances – Other Funding

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## Toyota Grant

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

## Area Foundation Grants

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







# Questions



# Financial Monitoring & Fiscal Integrity Reviews for Subrecipients

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# Status Update

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City of San Antonio – June 2023 through May 2024

- Closeout completed

SERCO – March 2023 through May 2024

- Closeout completed

C2GPS – March 2023 through April 2024

- Under staff review





# Questions





# CEO Report

**Adrian Lopez**  
**Chief Executive Officer**

**March 14, 2025**







# Workforce Solutions Alamo Local Plan 2025-2028



# Workforce Solutions Alamo

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**Who We Are:** Governing board for the regional workforce system



**Mission:** Strengthen the 13-county Alamo regional economy by growing and connecting talent pipelines (people) to employers



**Sector-Based Model:** Career paths in high-growth, high-wage and high-demand industries in collaboration with employers and strategic partners



**Career Pathway:** Career exploration & exposure, connection with employers, navigating the career ladder, training and resources to meet labor demands



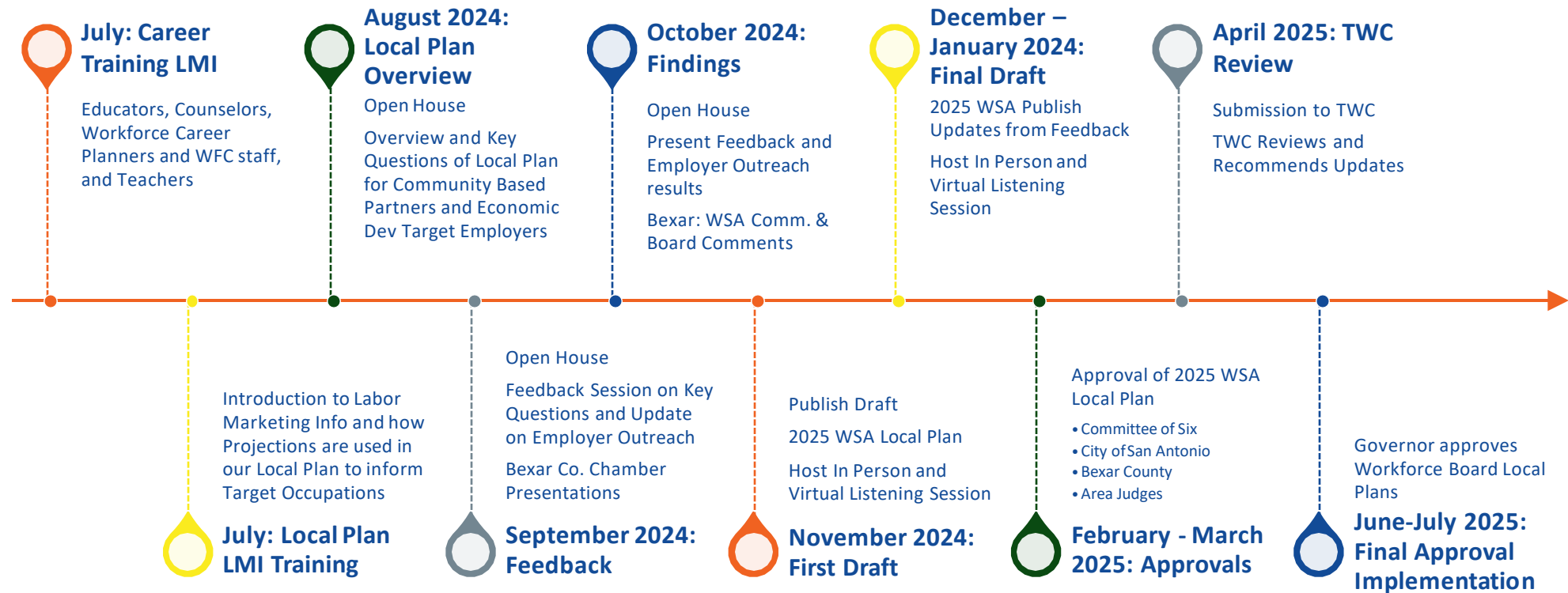
# 2025-2028 Local Plan Purpose

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- Reflect dynamics and changes of the labor force in our 13-County Alamo Region
- Develop strategies to better serve our regions' employers, job seekers, and the overall economy
- Identify emerging in-demand industries and occupations aligning with The Texas Workforce System Strategic Plan Goals 2024-2031, and compliance with TWC requirements and goals.



# WSA 2025 Local Plan Input Time



# Call to Action: Local Plan Feedback

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LISTENING  
SESSIONS



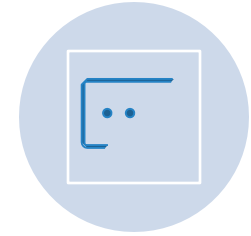
ONE-ON-ONE DATA  
SESSIONS



EMPLOYER  
FOCUSED  
SESSIONS



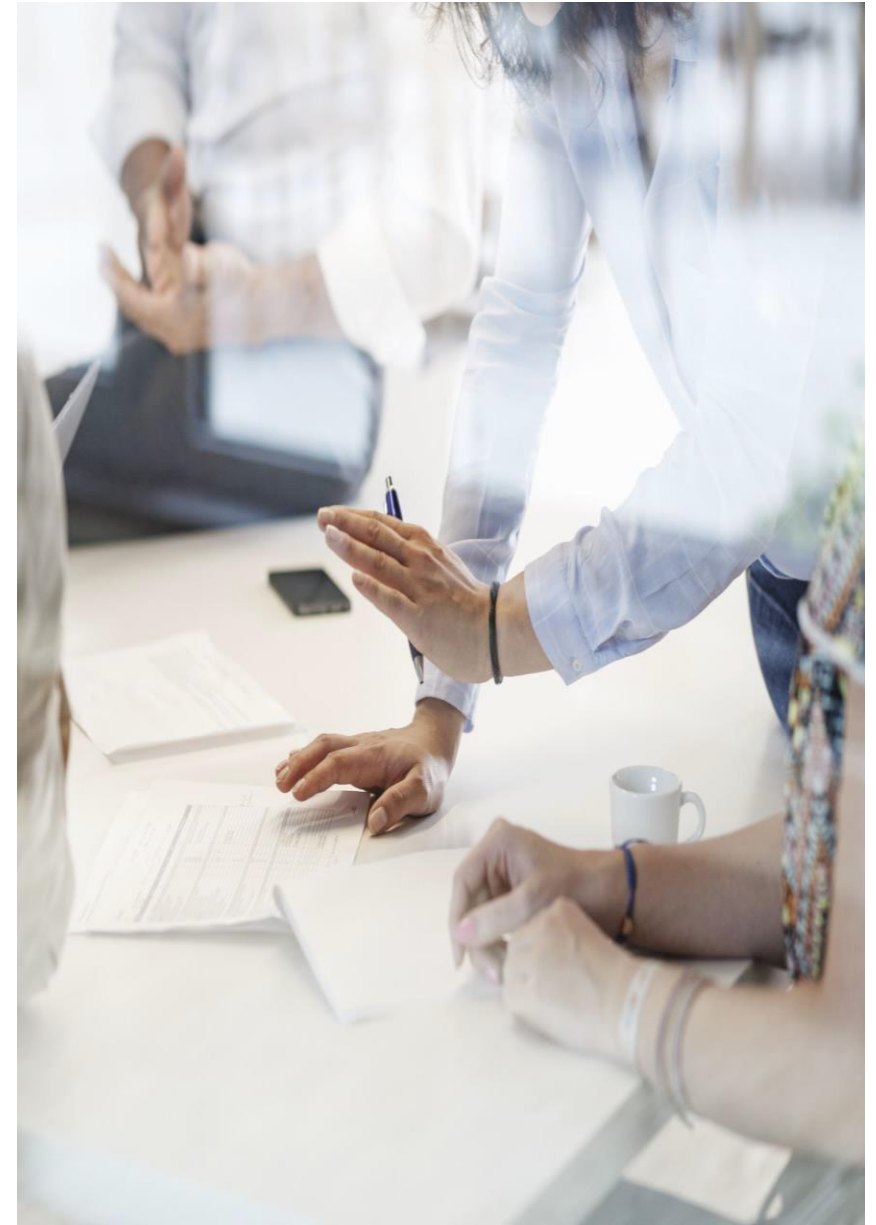
STRATEGIC  
PARTNER  
PRESENTATIONS



PUBLIC COMMENT  
FEEDBACK

# Local Plan Feedback Audience

- Business Partners
- Local Government Officials
- Educational Institutions
- Economic Development Partners
- School Districts
- Chambers of Commerce
- Employers
- Associations



# Target Occupations List

## TWC Requires Boards to:

- Identify target occupations critical to the region's in-demand industries
- Develop a ranking / cutoff criteria
  - WSA identifies primary and secondary data targets.
- Use six-digit Standard Occupational Classification (SOC) codes to identify occupations
- Dedicate WIOA and other training resources to these occupations

Source: TWC



# Local Plan Years in Comparison

## 2020-2024

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



## 2022-2024

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



## 2025-2028

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

# Proposed Industry Clusters

Aerospace/ Manufacturing

Healthcare

Information-Computer Technology/  
Cybersecurity

Construction/Utilities

Oil & Gas/ Warehousing & Transportation/  
Finance/ Others

Education/ Hospitality





# Industry Sectors

TWC recommends listing 10–15 in-demand industries.

- Proposing 16 in-demand industries
- Industries that have a substantial and current or potential impact on the local economy
- Contribution to the growth and/or stability of other supporting businesses or industry sectors.
- Include jobs that lead to economic self-sufficiency and opportunities for advancement

Source: TWC



# In-Demand Industries 2022-2032

Count	Industry NAICS	Industry Title	Number Change 2022-2032	Percent Change 2022-2032	Average Hourly Wage
1	2111	Oil and Gas Extraction	690	37.8	\$81.75
2	2131	Support Activities for Mining	1,415	24.9	\$44.77
3	2371	Utility System Construction	800	13.4	\$37.03
4	2382	Building Equipment Contractors	3,007	15.2	\$35.38
5	3361	Motor Vehicle Manufacturing	3,218	62	\$48.07
6	3363	Motor Vehicle Parts Manufacturing	1,291	21.5	\$31.20
7	4931	Warehousing and Storage	9,283	50.6	\$23.90
8	5221	Credit intermediation and related activities (5221 and 5223 only)	4,490	15.9	\$39.90
9	5415	Computer Systems Design and Related Services	5,965	51.9	\$49.18
10	5416	Management, Scientific, and Technical Consulting Services	5,340	46.4	\$41.79
11	5419	Other Professional, Scientific, and Technical Services	2,547	41.9	\$29.30
12	6111	Elementary and Secondary Schools	10,807	13.8	\$24.73
13	6211	Offices of Physicians	4,520	17.9	\$51.81
14	6212	Offices of Dentists	1,438	17.8	\$29.40
15	6215	Medical and Diagnostic Laboratories	451	20.4	\$38.08
16	6221	General Medical and Surgical Hospitals	5,841	16.6	\$32.56

Source: LMCI/Industry Projections 2022 2032



# Aerospace/ Manufacturing Occupations

Industrial Engineers

Mechanical Engineers

Engineering Technologists and Technicians, Except Drafters, All Other \*New

Environmental Science and Protection Technicians, Including Health \*New

Industrial Machinery Mechanics

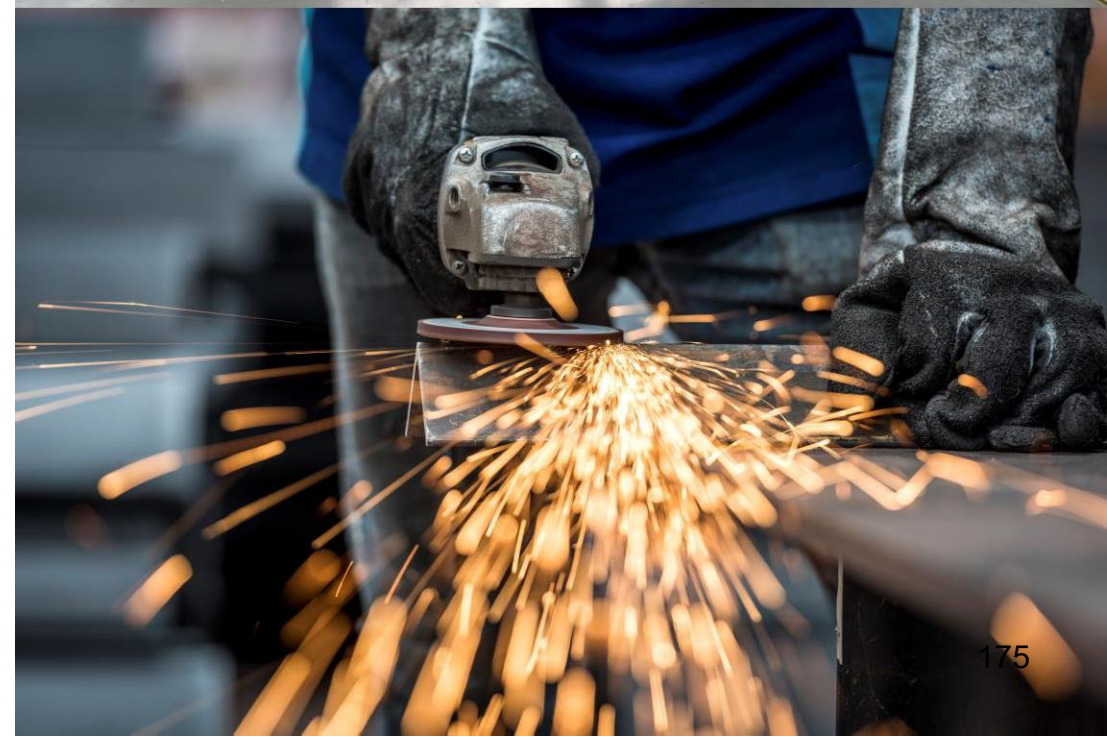
Computer Numerically Controlled Tool Programmers

Precision Instrument and Equipment Repairers, All Other \*New

Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders \*New

Welders, Cutters, Solderers, and Brazers

Heavy and Tractor-Trailer Truck Drivers



Source: LMCI/Industry Projections 2022-2032



# Target Occupations – Aerospace/Manufacturing

SOC Code	SOC Title	Current Employment (2023)	Education	Entry Level Wage (as of 2023)	Experienced Level Wage (as of 2023)	Change in employment 2022 - 2032	Percentage Change	Mean Annual Wage 2023
17-2112	Industrial Engineers	1,560	Bachelor's Degree	\$71,979	\$119,584	362	26.35	\$103,716
17-2141	Mechanical Engineers	1,110	Bachelor's Degree	\$67,610	\$119,240	206	18.43	\$102,030
17-3029	Engineering Technologists and Technicians, Except Drafters, All Other <b>*New</b>	550	Associate's Degree	\$41,401	\$78,266	135	23.6	\$65,978
19-4042	Environmental Science and Protection Technicians, Including Health <b>*New</b>	280	Associate's Degree	\$41,010	\$61,708	51	27.57	\$54,808
49-9041	Industrial Machinery Mechanics	2,990	High-School Diploma or Equivalent	\$43,327	\$71,134	807	30.06	\$61,865
51-9162	Computer Numerically Controlled Tool Programmers	70	Postsecondary Non-Degree Award	\$38,284	\$76,778	10	16.67	\$63,947
49-9069	Precision Instrument and Equipment Repairers, All Other <b>*New</b>	120	High-School Diploma or Equivalent	\$47,704	\$70,682	3	3.9	\$63,024
51-4121	Welders, Cutters, Solderers, and Brazers	2,310	High-School Diploma or Equivalent	\$36,406	\$57,765	211	9.1	\$50,648
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders <b>*New</b>	2,310	High-School Diploma or Equivalent	\$42,249	\$55,182	6	8.5	\$50,211
53-3032	Heavy and Tractor-Trailer Truck Drivers	16,260	Postsecondary Non-Degree Award	\$35,015	\$58,873	4,563	25.09	\$50,920



# Healthcare Occupations

Respiratory Therapists

Registered Nurses

Dental Hygienists

Diagnostic Medical Sonographers

Radiologic Technologists and Technicians

Health Information Technologists and Medical Registrars \*New

Magnetic Resonance Imaging Technologists

Pharmacy Technicians

Surgical Technologists

Licensed Practical and Licensed Vocational Nurses

Medical Records Specialists

Occupational Therapy Assistants

Physical Therapist Assistants

Dental Assistants

Massage Therapists \* New

Medical Assistants Nursing

Assistants

Cardiovascular Technologists and Technicians

Phlebotomists

Source: LMCI/Industry Projections 2022-2032



# Target Occupations - Healthcare

SOC Code	SOC Title	Current Employment (2023)	Education	Entry Level Wage (as of 2023)	Experienced Level Wage (as of 2023)	Change in employment 2022 -2032	Percentage Change	Mean Annual Wage 2023
29-1126	Respiratory Therapists	950	Associate's Degree	\$61,078	\$81,104	222	23.22	\$74,429
29-1141	Registered Nurses	23,030	Bachelor's Degree	\$67,452	\$99,334	2,937	13.65	\$88,706
29-1292	Dental Hygienists	1,260	Associate's Degree	\$75,433	\$89,884	210	18.52	\$85,067
29-2032	Diagnostic Medical Sonographers	570	Associate's Degree	\$66,001	\$88,449	192	24.62	\$80,966
29-2034	Radiologic Technologists and Technicians	1,920	Associate's Degree	\$55,557	\$81,453	281	17.6	\$72,821
29-9021	Health Information Technologists and Medical Registrars <b>*New</b>	310	Associate's Degree	\$50,991	\$94,080	483	29.1	\$79,726
29-2035	Magnetic Resonance Imaging Technologists	200	Associate's Degree	\$71,624	\$91,139	34	18.38	\$84,634
29-2052	Pharmacy Technicians	3,290	High-School Diploma or Equivalent	\$37,097	\$47,966	826	24.31	\$44,343
29-2055	Surgical Technologists	1,170	Postsecondary Non-Degree Award	\$37,288	\$58,196	188	16.35	\$51,227
29-2061	Licensed Practical and Licensed Vocational Nurses	5,970	Postsecondary Non-Degree Award	\$46,578	\$62,076	732	11.68	\$56,910
29-2072	Medical Records Specialists	1,760	Postsecondary Non-Degree Award	\$33,014	\$53,850	2,204	16.7	\$46,904
31-2011	Occupational Therapy Assistants	450	Associate's Degree	\$58,904	\$81,989	97	26.36	\$74,294
31-2021	Physical Therapist Assistants	950	Associate's Degree	\$48,779	\$82,366	250	27.65	\$71,170
31-9091	Dental Assistants	3,430	Postsecondary Non-Degree Award	\$33,972	\$46,226	587	16.99	\$42,141
31-9011	Massage Therapists <b>* New</b>	490	Postsecondary Non-Degree Award	\$28,410	\$60,545	214	25.85	\$49,836
31-9092	Medical Assistants	7,670	Postsecondary Non-Degree Award	\$33,037	\$41,320	1,805	23	\$38,480
31-1131	Nursing Assistants	7,520	Postsecondary Non-Degree Award	\$29,305	\$38,180	1,083	14.37	\$35,214
29-2031	Cardiovascular Technologists and Technicians	410	Associate's Degree	\$34,198	\$65,380	437	14.1	\$54,995
31-9097	Phlebotomists	1,160	Postsecondary Non-Degree Award	\$33,086	\$43,156	331	25.5	\$40,144



Source: LMCI/Industry Projections 2022-2032

# Information Technology/ Cybersecurity Occupations

Computer and Information Systems Managers

Computer Systems Analysts

Information Security Analysts

Computer Network Support Specialists

Computer User Support Specialists

Database Administrators

Network and Computer Systems Administrators

Software Developers

Software Quality Assurance Analysts and Testers

Web Developers

Computer Occupations, All Other

Operations Research Analysts

Data Scientists \* New

Computer Programmers \*New

Source: LMCI/Industry Projections 2022-2032





# Target Occupations - Information Technology/ Cybersecurity

SOC Code	SOC Title	Current Employment (2023)	Education	Entry Level Wage (as of 2023)	Experienced Level Wage (as of 2023)	Change in employment 2022 - 2032	Percentage Change	Mean Annual Wage 2023
11-3021	Computer and Information Systems Managers	3,580	Bachelor's Degree	\$100,290	\$191,560	1,176	32.67	\$161,136
15-1211	Computer Systems Analysts	3,170	Bachelor's Degree	\$65,647	\$124,119	825	27.16	\$104,629
15-1212	Information Security Analysts	1,250	Bachelor's Degree	\$76,751	\$137,528	611	51.43	\$117,269
15-1231	Computer Network Support Specialists	700	Associate's Degree	\$51,192	\$82,444	160	21.62	\$72,026
15-1232	Computer User Support Specialists	5,140	Some College, No Degree	\$36,617	\$63,712	1,160	21.61	\$54,681
15-1242	Database Administrators	460	Bachelor's Degree	\$58,396	\$121,738	106	21.68	\$100,624
15-1244	Network and Computer Systems Administrators	2,400	Bachelor's Degree	\$59,579	\$108,052	582	23.39	\$91,894
15-1252	Software Developers	6,240	Bachelor's Degree	\$79,320	\$141,849	2,176	44.6	\$121,006
15-1253	Software Quality Assurance Analysts and Testers	1,420	Bachelor's Degree	\$64,817	\$114,655	426	35.62	\$98,042
15-1254	Web Developers	450	Associate's Degree	\$54,264	\$109,352	187	33.45	\$90,990
15-1299	Computer Occupations, All Other	5,300	Bachelor's Degree	\$63,556	\$125,591	1,341	25.16	\$104,913
15-2031	Operations Research Analysts	870	Bachelor's Degree	\$58,426	\$111,595	395	40.22	\$93,872
15-2051	Data Scientists * <b>New</b>	1,250	Bachelor's Degree	\$60,665	\$135,971	415	52.33	\$110,869
15-1251	Computer Programmers * <b>New</b>	400	Bachelor's Degree	\$57,333	\$112,854	22	3.6	\$94,348

Source: LMCI/Industry Projections 2022-2032



# Construction/Utilities Occupations

Construction Managers

First-Line Supervisors of Construction Trades and Extraction Workers

Electricians

Plumbers, Pipefitters, and Steamfitters

First-Line Supervisors of Mechanics, Installers, and Repairers

Heating, Air Conditioning, and Refrigeration Mechanics and Installers

Source: LMCI/Industry Projections 2022-2032



# Target Occupations – Construction/ Utilities

SOC Code	SOC Title	Current Employment (2023)	Education	Entry Level Wage (as of 2023)	Experienced Level Wage (as of 2023)	Change in employment 2022 - 2032	Percentage Change	Mean Annual Wage 2023
11-9021	Construction Managers	3,610	Bachelor's Degree	\$65,322	\$122,929	651	15.21	\$103,727
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	6,450	High-School Diploma or Equivalent	\$49,000	\$83,970	916	12.69	\$72,313
47-2111	Electricians	5,850	High-School Diploma or Equivalent	\$38,292	\$62,653	1,086	19.59	\$54,532
47-2152	Plumbers, Pipefitters, and Steamfitters	3,130	High-School Diploma or Equivalent	\$36,964	\$60,968	516	14.11	\$52,966
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	5,300	High-School Diploma or Equivalent	\$45,676	\$84,412	925	17.2	\$71,500
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2,990	Postsecondary Non-Degree Award	\$35,105	\$60,070	565	17.99	\$51,748

Source: LMCI/Industry Projections 2022-2032



# Oil & Gas/Warehousing & Transportation/Finance/Others Occupations

Automotive Service Technicians and Mechanics

Calibration Technologists and Technicians \*New

General and Operations Managers

Human Resources Specialists

Logisticians

Project Management Specialists

Management Analysts

Market Research Analysts and Marketing Specialists

Accountants and Auditors

Securities, Commodities, and Financial Services Sales Agents

Bookkeeping, Accounting, and Auditing Clerks

Supervisors of Transportation & Material Moving Workers, Except Aircraft Cargo Handling Supervisors \*New

Bus and Truck Mechanics and Diesel Engine Specialists

Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel \*New





# Target Occupations - Oil & Gas/ Warehouse & Transportation/ Finance/ Other

SOC Code	SOC Title	Current Employment (2023)	Education	Entry Level Wage (as of 2023)	Experienced Level Wage (as of 2023)	Change in employment 2022 - 2032	Percentage Change	Mean Annual Wage 2023
49-3023	Automotive Service Technicians and Mechanics	6,360	Postsecondary Non-Degree Award	\$31,210	\$60,451	1,350	19.79	\$50,704
17-3028	Calibration Technologists and Technicians <b>*New</b>	230	Associate's Degree	\$44,627	\$77,249	24	15.1	\$66,372
11-1021	General and Operations Managers	33,690	Bachelor's Degree	\$44,789	\$147,052	6,707	18.92	\$112,964
13-1071	Human Resources Specialists	7,740	Bachelor's Degree	\$42,315	\$82,899	1,202	16.33	\$69,371
13-1081	Logisticians	1,920	Bachelor's Degree	\$52,178	\$94,000	577	33.78	\$80,059
13-1082	Project Management Specialists	9,260	Bachelor's Degree	\$54,801	\$107,873	1,292	16.95	\$90,183
13-1111	Management Analysts	4,840	Bachelor's Degree	\$58,992	\$116,490	1,004	21.5	\$97,324
13-1161	Market Research Analysts and Marketing Specialists	4,250	Bachelor's Degree	\$42,280	\$86,284	1,230	28.34	\$71,616
13-2011	Accountants and Auditors	8,210	Bachelor's Degree	\$54,865	\$103,575	1,685	18.62	\$87,339
41-3031	Securities, Commodities, and Financial Services Sales Agents	3,470	Bachelor's Degree	\$40,553	\$109,098	682	21.44	\$86,250
43-3031	Bookkeeping, Accounting, and Auditing Clerks	10,110	Some College, No Degree	\$32,840	\$52,661	829	6.63	\$46,054
53-1047	Supervisors of Transportation & Material Moving Workers, Except Aircraft Cargo Handling Supervisors <b>*New</b>	4,210	High-School Diploma or Equivalent	\$37,636	\$71,106	1,003	23.01	\$59,949
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	2,180	High-School Diploma or Equivalent	\$40,626	\$65,594	298	14.5	\$57,262
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel <b>*New</b>	8,290	High-School Diploma or Equivalent	\$35,527	\$78,327	1,325	16.37	\$64,064



Source: LMCI/Industry Projections 2022-2032

# Education/ Hospitality Occupations

Food Service Managers

Meeting Convention, and Event Planner \*New

Chef and Head Cooks

Lodging Manager \*New

Preschool Teachers, Except Special Education \* New

Elementary School Teachers, Except Special Education

Middle School Teachers, Except Special and Career/Technical Education

Secondary School Teachers, Except Special and Career/Technical Education

Police and Sheriff's Patrol Officers

Court Reporters and Simultaneous Captioners \*New

Childcare Workers \*New

Source: LMCI/Industry Projections 2022-2032



# Target Occupations – Education/ Hospitality

SOC Code	SOC Title	Current Employment (2023)	Education	Entry Level Wage (as of 2023)	Experienced Level Wage (as of 2023)	Change in employment 2022 - 2032	Percentage Change	Mean Annual Wage 2023
11-9051	Food Service Managers	1,880	High-School Diploma or Equivalent	\$44,812	\$71,396	421	17.14	\$62,535
13-1121	Meeting Convention, and Event Planner <b>*New</b>	910	Bachelor's Degree	\$27,306	\$58,424	204	20.97	\$48,048
35-1011	Chef and Head Cooks	1,510	High-School Diploma or Equivalent	\$29,243	\$60,851	382	22.2	\$50,315
11-9081	Lodging Manager <b>*New</b>	400	High-School Diploma or Equivalent	\$42,976	\$79,513	99	26.3	\$67,329
25-2011	Preschool Teachers, Except Special Education <b>* New</b>	3,540	Associate's Degree	\$27,153	\$52,005	952	19.71	\$43,721
25-2021	Elementary School Teachers, Except Special Education	11,050	Bachelor's Degree	\$53,332	\$69,191	1,700	14.92	\$63,905
25-2022	Middle School Teachers, Except Special and Career/Technical Education	5,160	Bachelor's Degree	\$54,202	\$65,814	748	15.13	\$61,943
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	9,880	Bachelor's Degree	\$54,252	\$69,586	1,458	15.37	\$64,475
33-3051	Police and Sheriff's Patrol Officers	4,890	High-School Diploma or Equivalent	\$54,672	\$80,137	781	14.74	\$71,648
27-3092	Court Reporters and Simultaneous Captioners <b>*New</b>	40	Postsecondary Non-Degree Award	\$25,241	\$92,554	156	14.71	\$70,116
39-9011	Childcare Workers <b>*New</b>	3,790	High-School Diploma or Equivalent	\$21,876	\$32,613	865	11.37	\$29,036



Source: LMCI/Industry Projections 2022-2032



# New Target Occupations Proposed

Standard Occupation Classification (SOC)	Target Occupation Job Title (Name)
39-9011	Childcare Workers
15-1251	Computer Programmers
17-3029	Engineering Technologists and Technicians, Except Drafters
19-4042	Environmental Science and Protection Technicians
17-3028	Calibration Technologists and Technicians
49-9069	Precision Instrument and Equipment Repairers
53-1047	Supervisors of Transportation & Material Moving Workers (Except Aircraft Cargo Handling)
29-9021	Health Information Technologists and Medical Registrars
11-9081	Lodging Managers
31-9011	Massage Therapists
15-2051	Data Scientists
27-3092	Court Reporters and Simultaneous Captioners
25-2011	Preschool Teachers, Except Special Education
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel
13-1121	Meeting, Convention, and Event Planners
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tender



# Next Steps

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## Approvals

- Co6 – March 7, 2025
- Board of Directors – March 14, 2025
- Bexar County – March 25, 2025
- City of San Antonio – March 25, 2025 & April 17, 2025
- Area Judges – March 26, 2025

**Submit to TWC April 2025**



# Questions



# **Employee Handbook Update**

## **Karen Monsen, Caldwell Clark**

### **Fanucchi & Finlayson PLLC**

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AmericanJobCenter®

## Employee Handbook Update 2025



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

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



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



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

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

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

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



# Questions

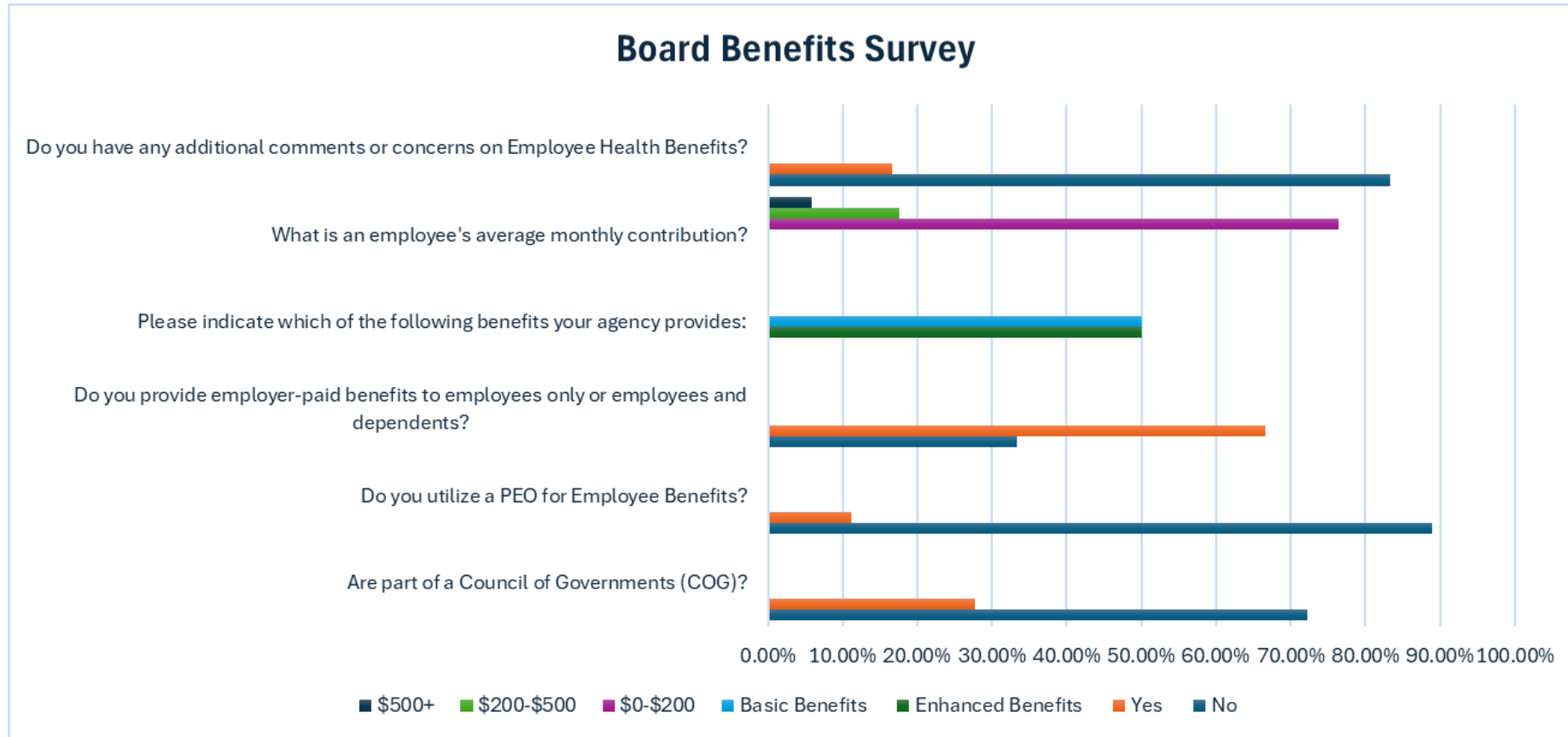


# Employee Benefits Analysis

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# Board Benefits Survey





# Questions





# CEO Report

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# CEO Report

## 2025 Voices of Empowerment Leadership Symposium

TOGETHER4CHILDREN

FEBRUARY 19, 2025  
ROUND ROCK, TEXAS

### Graduates

#### ALAMO WORKFORCE BOARD

Jessica Ambriz	Erica Gonzales ★	Gabriella Oviedo
Tylane Barnes	Blanche Granados	Sonia Oviedo ★★
Chelsie Bird ★	Eunice Grant ★★	Heena Patel
Liliana Cadena ★★	Stephanie Gray ★★	Emilia Perez ★
Marisela Cardenas ★	Tawana Gray ★★	Cynthia Ramirez ★
Juliabell Castillon	Natalie Jean Paul	Sara Ramon ★★
Michelle Cervantes	Deontrise Jones	Teresa Robledo ★
Cheronda Cobb ★★	Amy Klaus	Alice Rolin ★★
Monique Cobb ★★	Linda Kostantenaco ★	Ofelia Ruiz ★
Bianca Cortez	Sydney Luna ★	Amy Salazar ★★
Rebecca Cranfill ★★	Daniella Magana ★	Blanca Sanchez-Lerma ★
Ashley Davis ★★	Rita Medellin ★★	Sandra Stout ★★
Isabella De Luna ★	Cindy Melgarejo ★	Jasmine Vasquez ★★
Cecilio DeJesus ★	Leticia Munoz ★	Roxy Vasquez ★★
Brittany Dotson-Blanco ★	Tabitha Munoz-Vasquez ★	Karla Williams Woods ★
Reshaunda Dotson ★	Kallie Norman ★	
Maria Garcia ★	Patricia Norman ★	





# CEO Report

## Workforce Solutions Legislative Breakfast







# CEO Report

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## Affordable Housing Outlook 2025

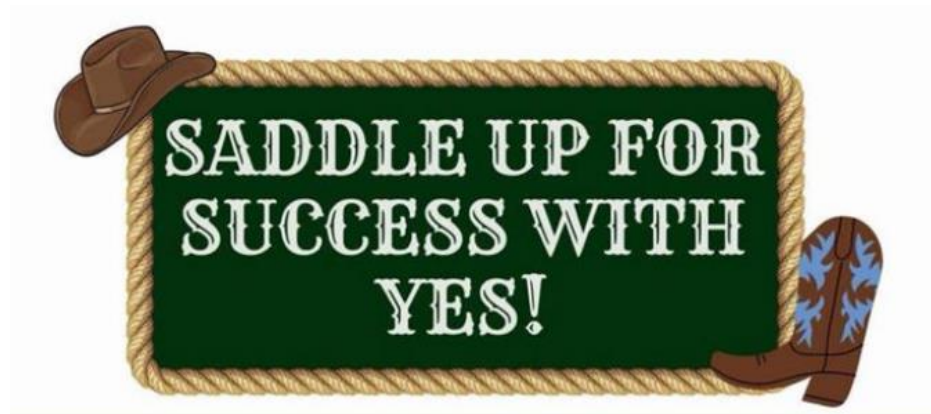




# CEO Report

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## 2025 Stock Show and Rodeo Ag-Mechanics Hall





# CEO Report

## CTE Showcase







# CEO Report

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## United Way & Texas Nonprofit Day at the Capitol





# CEO Report

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## Boys & Girls Club of San Antonio: Trades Discovery Day 2025





# CEO Report

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## Early Matters All Partners Meeting at Education Service Center, Region 20

### Lead Partners







# CEO Report

## WSA Training Provider Summit: Strengthening Partnerships for Workforce Success







# Chair Report

Leslie Cantu  
Committee Chair





# Questions





# Thank you!





# BOARD OF DIRECTORS EXECUTIVE SESSION

March 14, 2025

