



EXECUTIVE COMMITTEE MEETING

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

September 13, 2024

10:00 AM

AGENDA

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

Citizens may appear before the Committee to speak for or against any item on the Agenda in accordance with procedural rules governing meetings. Speakers are limited to three (3) minutes on each topic (6 minutes if translation is needed) if they register at the beginning of meeting. Questions relating to these rules may be directed to Teresa Chavez at (210) 452-9405.

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

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- I. CALL TO ORDER
Presenter: Leslie Cantu, Committee Chair
- II. ROLL CALL AND QUORUM DETERMINATION
Presenter: Leslie Cantu, Committee Chair
- III. DECLARATIONS OF CONFLICT OF INTEREST
Presenter: Leslie Cantu, Committee Chair
- IV. PUBLIC COMMENT
Presenter: Leslie Cantu, Committee Chair
- V. CONSENT AGENDA (DISCUSSION AND POSSIBLE ACTION)
Presenter: Leslie Cantu, Committee Chair
 - a. Meeting Minutes – July 12, 2024
 - b. United Way-AQP Data Dashboard
 - c. Alamo CCS Provider Type and Capacity
 - d. Entry Level Designation & Efforts Towards Increasing and Accessing Quality
 - e. TX3C Systems
 - f. Child Care Quality Contract
 - g. Partner Updates-Early Matters, United Way, Texas A&M, Pre-K for SA
 - h. Facility Updates-Port SA, O’Connor, Bandera, Mobile Unit
 - i. AEL Presentation-Alamo Colleges, Alamo Colleges Business & Industry Solutions Team and Active Projects
 - j. Update on Services Provided by County
 - k. Expenditure Analysis with Training Providers
 - l. Quality Assurance Update-TWC Monitoring
 - m. TWC Performance-Upcoming Target Changes
 - n. Performance, Programs, and Operational Updates
 - o. A Closer Look: WIOA Dislocated Worker Program
 - p. Financials
 - q. Client Expenditure Analysis
 - r. County by County Expenditure Analysis
 - s. New Funding
- 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. Child Care Services: In Care/Waitlist
 - c. Texas Rising Star Assessment Update
 - d. Alamo Quality Centers
- VII. YOUTH COMMITTEE REPORT (MEETING WAS POSTPONED UNTIL SEPTEMBER 13, 2024)

- VIII. STRATEGIC COMMITTEE MEETING (DISCUSSION AND POSSIBLE ACTION)
Presenter: Eric Cooper, Strategic Committee Chair
- a. WSA 2025 Local Plan Development Update
 - b. Alamo Workforce Consortium Update
 - c. Policies on Use of Work Experience and Other Business Services
- IX. OVERSIGHT COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)
Presenter: Dr. Sammi Morrill, Oversight Committee Chair
- a. Procurement
 - b. Information Technology
- X. AUDIT AND FINANCE COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)
Presenter: Mary Batch, Audit & Finance Committee Chair
- a. Partners for Reentry Opportunities in Workforce Development Request for Proposals
 - b. Fiber Consolidation
 - c. Ready To Work Analysis and Update
- XI. CEO REPORT
Presenter: Adrian Lopez, CEO
- a. Child Care Rural Visits Calendar
 - b. TX FAME Hub MOU
 - c. Childcare Activities
 - d. Career Colleges and Schools of Texas
- XII. CHAIR REPORT
Presenter: Leslie Cantu, Committee Chair
- XIII. NEXT MEETING: November 15, 2024
- XIV. 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.
- XV. ADJOURNMENT
Presenter: Leslie Cantu, Committee Chair



EXECUTIVE COMMITTEE MEETING

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

July 12, 2024

10:00 AM

Board of Directors: Leslie Cantu (Chair), Yousef Kassim, Anthony Magaro, Eric Cooper, Ana DeHoyos O'Connor, Dr. Sammi Morrill

Partners: Mike Ramsey

Contractors: Chakib Chehadi, Gabriela Horbach, Ramsey Olivarez, Manuel Ugues

WSA Counsel: Frank Burney

WSA Staff: Adrian Lopez, Teresa Chavez, Eric Vryn, Angela Bush, Gabriela Navarro Garcia, Victoria Rodriguez, James Keith, Chuck Agwuegbo, Kristen Rodriguez, Rebecca Espino Balencia, Dr. Ricardo Ramirez, Gilbert Monk, Kimberly Villarreal, Alfred Salazar Jr., Jessica Lockhart, Jennifer Ledford, Trema Cote, Abigail Garcia, Erica Spencer

Guests: Roberto Corral, Stephanie Gutierrez, Mike Wilson

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I. CALL TO ORDER

Presenter: Leslie Cantu, Committee Chair

At 10 a.m., Chair Leslie Cantu called the meeting to order.

II. ROLL CALL AND QUORUM DETERMINATION

Presenter: Leslie Cantu, Committee Chair

The roll was called, and a 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)

Presenter: Leslie Cantu, Committee Chair

a. Meeting Minutes – June 7, 2024

b. Director's Office | Department of Human Services, City of San Antonio

c. Identifying Measurable Activities That Steer Results to Established Goals

d. Producing Effective Monitoring of Metrics

e. Discuss Launch of the Youth Model and Events Targeted for all Elements

f. Enhancement of the Practitioner Perspective

g. Rural & Urban Youth Success Stories

h. Quality Assurance Update

i. Monitoring Outcomes and Technical Assistance

j. TWC Performance Recap

k. Procurement, Information Technology, and Ready to Work

- l. CEO Report
- m. Contract Renewal M & O Adult Program Services
- n. Contract Renewal M & O Youth Program Services
- o. Financials
- p. Ready to Work Analysis and Update
- q. Childcare Performance Briefing
- r. Childcare Services: In Care/Waitlist
- s. Childcare Rural Visits Calendar

Upon motion by Director Eric Cooper and seconded by Director Ana DeHoyos O'Connor, the Committee unanimously approved the Consent Agenda.

VI. YOUTH COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Anthony Magaro, Youth Committee Chair

- a. Youth Program Briefing and Performance
- b. Career Exploration Youth Events
- c. ACE Race 2025

Chair Anthony Magaro and Director of Workforce Services, Victoria Rodriguez, provided the Youth Committee Report. Performance measures exceeded target with one exception that is just under 90% rating. She reviewed youth contracting training, Texas Interns Unite!, and the ACE Race 2025.

VII. OVERSIGHT COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Dr. Sammi Morrill, Oversight Committee Chair

- a. Performance, Programs, and Operational Updates

Victoria Rodriguez, Director of Workforce Services, reported on the SEAL program with 336 enrolled, eighteen employers with participants, and 173 job matches. She also reported on the Metrix Learning program with 292 enrollments; RESEA program was recognized by TWC with 95.5% participation (70% goal) and five languages used in program and likely incentives/bonuses; and Quality Assurance monitoring.

VIII. AUDIT AND FINANCE COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Mary Batch, Audit & Finance Committee Chair

- a. Contract Renewal Childcare Management Services
- b. Childcare Quality Request for Proposal – Approval for Recommendation for a one-year term with the option for four one-year renewals
- c. CFO Consulting Contract Amendment
- d. IT Cloud Phone Migration & Implementation Services Request for Proposal
- e. FY25 Budget Approval

Procurement & Contracts Specialist, Kristen Rodriguez, reported on the following contract renewals:

- (i) **Child Care Management Service with COSA for the next fiscal year for \$89.8M. Upon motion by Director Eric Cooper and second by Director Yousef Kassim , the contract with COSA for Child Care Management Services was unanimously recommended for approval to the Board;**
- (ii) **CFO Consulting Contract Amendment for additional \$90,000 through Oct. 31, 2024, while a search for CFO continues. Upon motion by Director Eric Cooper and second by Director Yousef Kassim, the Contract Amendment was unanimously recommended for approval to the Board;**
- (iii) **Cloud Phone Migration and Implementation RFP was reviewed with a recommendation to contract with Barcom Technology for \$742,896 for a three (3) year term with two (2) one (1) year options. Upon motion by Director DeHoyos Ana O'Connor and second by Director Yousef Kassim, the contract was unanimously recommended for approval to the Board;**
- (iv) **Gabiela Navarro Garcia, Controller, reviewed the proposed FY25 Budget totaling \$181,987,860 which includes personnel costs increasing by eight percent (three percent COLA, two percent maximum merit, and three percent performance incentive pay), increases to temporary services, and a reduction in facilities costs related to completed finish-out at facilities. Service Delivery budgeted for a decrease of eight percent is expected to increase due to future TWC funding. Eighty-two percent of funding will be allocated to urban area projects and the balance to rural projects, thereby meeting the Committee of Six's fair and equitable resource allocation. Director Ana DeHoyos O'Connor asked about rural-urban allocations, and Director Anthony Magaro asked whether population of all counties was part of the algorithm (CEO Lopez responded that the formula did include the breakdown by *eligible persons* in all counties). Upon motion by Director Eric Cooper and second by Director Yousef Kassim, the Committee unanimously recommended approval of the FY25 budget to the Board;**
- (v) **Child Care Quality RFP recommendation (6 proposals) was presented to the Committee for a one (1) year contract with four (4) one (1) year annual renewals in annual amount of \$4M to City of San Antonio (COSA). Upon motion by Director Eric Cooper and second by Yousef Kassim, the Committee unanimously recommended approval to the Board to award the contract to COSA to provide child care quality services.**

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

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

- a. Texas Rising Star Assessment Update
- b. Alamo Quality Centers
- c. Alamo CCS Provider Type and Capacity
- d. Entry Level Designation & Efforts Towards Increasing and Accessing Quality
- e. Childcare Policies

Chair Ana DeHoyos O'Connor reported on the Rising Star program and the new TWC regulations. Revisions to Child Care Policies were reviewed to reflect rescission of policies no longer required by TWC (Chapter 809).

Upon motion by Director Eric Cooper and seconded by Director Yousef Kassim, the Committee unanimously recommended approval to the Board of the policy revisions.

Chair Leslie Cantu and Mr. Mike Ramsey commented on a recent meeting of Task Force on child care and Ready to Work.

X. STRATEGIC COMMITTEE REPORT – (MEETING WAS POSTPONED TILL AUGUST 30, 2024)

Chair Eric Cooper reviewed the previous meeting with updates to policies, procedures, and new challenges facing workforce issues. He also reported on a presentation by Chief Executive Officer, Adrian Lopez, at the Food Bank Board Retreat highlighting the success of all non-profits working together on workforce issues and raising wages.

XI. CEO REPORT

Presenter: Adrian Lopez, CEO

- a. Implications to House Resolution 6655**
- b. Department of Labor Grant Application**
- c. Child Care Apprenticeship Grant**

Adrian Lopez, Chief Executive Officer, reported on monitoring of HR 6655 and its Senate counterpart.

Legislation may include “redesignation” of workforce areas across USA and reduced funding. The Committee of Six will be briefed on these legislative developments.

Mr. Lopez also discussed a DOL grant application in the amount of \$2,000,000 for an Infrastructure Academy, a Child Care Registered Apprenticeship Program grant for \$300,000 and a grant award of \$100,000 from Texas Mutual Insurance to go towards making quality investments.

XII. CHAIR REPORT

Presenter: Leslie Cantu, Committee Chair

- a. BOD Attendance and Demographics**
- No report was given.**

XIII. NEXT MEETING: September 13, 2024

XIV. EXECUTIVE SESSION:

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- e. Government Code §551.089 – Discussions Regarding Security Devices or Audits.

Pursuant to Chapter 551 of the Texas Open Meetings Act, the Executive Committee went into Executive Session at 11:21am to discuss legal issues regarding competitive bidding. The Executive Session adjourned at 11:38am. No action was taken.

XV. ADJOURNMENT

Presenter: Leslie Cantu, Committee Chair

There being no further business, a motion was made by Committee Chair Leslie Cantu and seconded by Director Eric Cooper that the meeting adjourn. The motion carried unanimously. The meeting adjourned at 11:41 a.m.



MEMORANDUM

To: Early Care & Education Committee

From: Adrian Lopez, CEO

Presented By: Jessica Villarreal, Director of Child Care

Date: August 23, 2024

Subject: Childcare Performance Briefing

Summary:

This is a briefing to the Early Care & Education Committee on childcare performance for FY2024.

WSA works with our childcare contractor as they monitor and process enrollments. WSA maintains ongoing communication with the childcare contractor on TWC's performance goal range of meeting performance at 95 – 105% and to remain within the allocated budget.

For FY2024 TWC has set Alamo's target units of care at 12,378.

Alamo began the FY in October reflecting 11,227 and with the new budget and target allocations, WSA received an increase of 951 units of care. As a result, childcare staff resumed ramping up enrollments, recently, TWC provided boards additional funding to place children in care, without any change to target.

Analysis:

- WSA's unofficial YTD average for July shows average enrollments of 12, 549 or 101.38%, which reflects that Alamo has been successful in returning to the meets performance (MP) range. Our Child Care Services team continues to actively enroll to maintain performance range while remaining within the allocated childcare budget.
- As of 8/16/24, WSA has successfully placed 15,035 children in care, servicing 8,624 families.
- As of 8/16/24, Alamo has 5,185 children on the waitlist, reflecting 3,237 families

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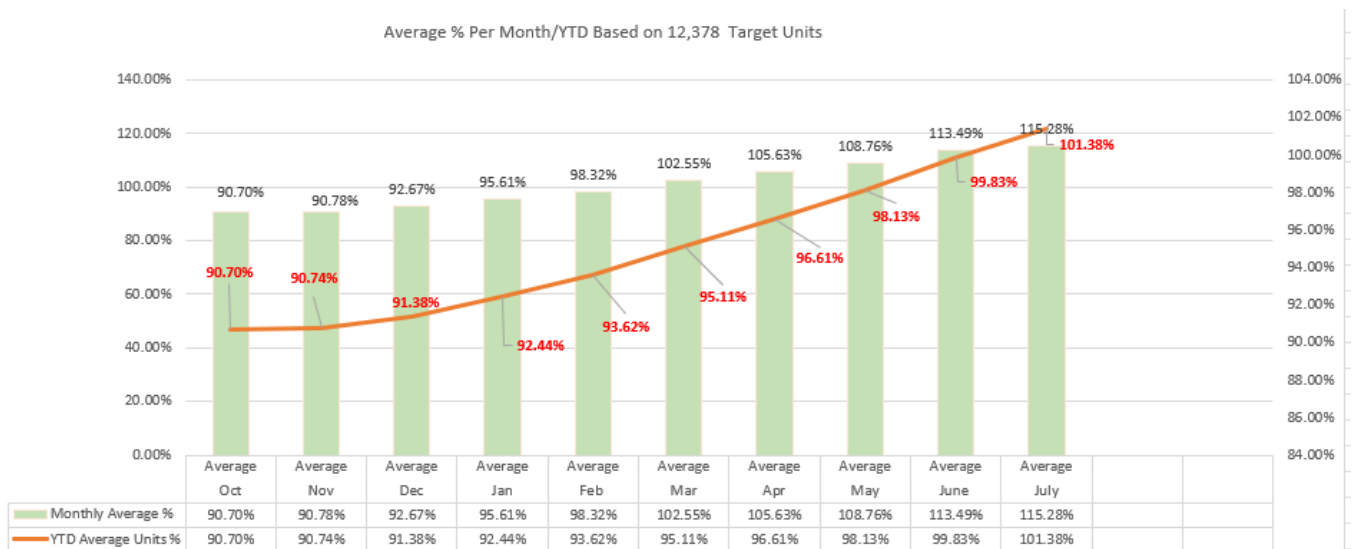
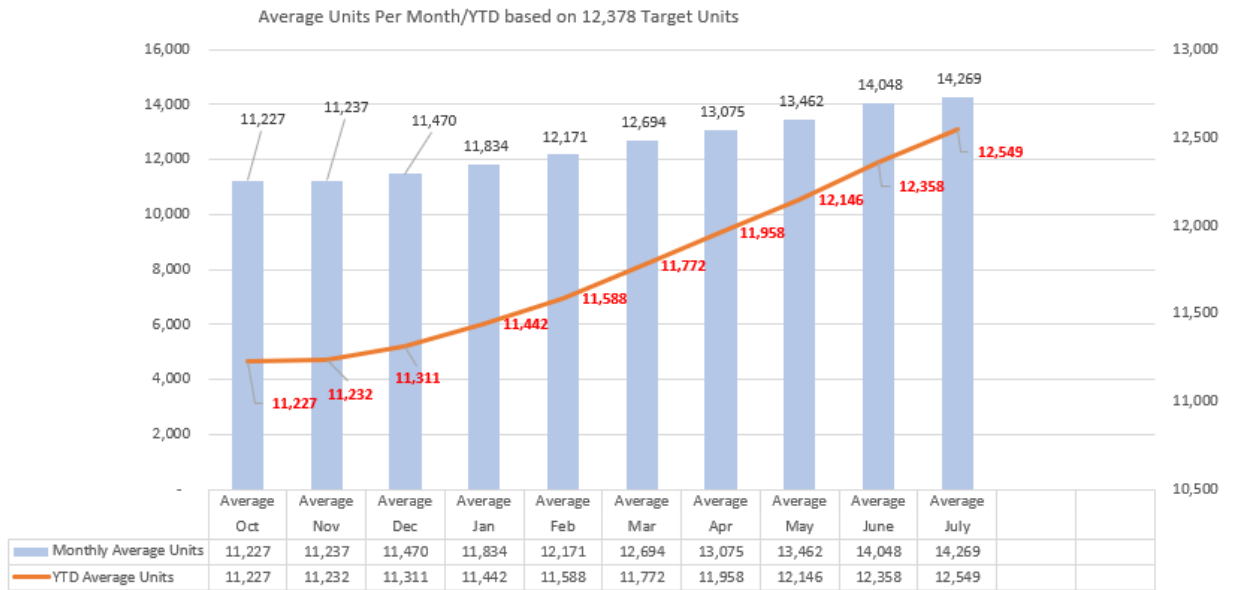
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awaiting scholarship.

- Child Care Services team is actively enrolling.
- The breakdown according to age group on waitlist is as follows: 1226 Infants, 1304 Toddlers, 1317 Preschool, and 1298 School Age.

Information collected: 08/13/2024





	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average
Monthly Average	90.70%	90.78%	92.67%	95.61%	98.32%	102.55%	105.63%	108.76%	113.49%	115.28%
YTD Average Uni	90.70%	90.74%	91.38%	92.44%	93.62%	95.11%	96.61%	98.13%	99.83%	101.38%

	Oct	Nov	December	Jan	Feb	March	Apr	May	June	July	August	September
	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average
Choices	208	237	227	222	222	230	223	225	218	225		
Low Income	10,312	10,269	10,465	10,803	11,158	11,668	12,049	12,408	12,979	13,150		
Former DFPS	568	591	634	650	632	622	630	652	661	698		
Homeless	140	140	144	159	158	175	174	178	190	196		
Monthly Average	11,227	11,237	11,470	11,834	12,171	12,694	13,075	13,462	14,048	14,269	-	-
Monthly % Average	90.70%	90.78%	92.67%	95.61%	98.32%	102.55%	105.63%	108.76%	113.49%	115.28%	0.00%	0.00%
YTD Average Uni	11,227	11,232	11,311	11,442	11,588	11,772	11,958	12,146	12,358	12,549		
YTD % Average	90.70%	90.74%	91.38%	92.44%	93.62%	95.11%	96.61%	98.13%	99.83%	101.38%		
TWC Target	12,378	12,378	12,378	12,378	12,378	12,378	12,378	12,378	12,378	12,378		

08/16/2024

County	Families in Care	Children in Care	Families on Waitlist	Children on Waitlist
Atascosa	219	414	90	148
Bandera	40	66	17	30
Bexar	7015	12354	2667	4269
Comal	308	464	105	162
Frio	72	132	25	45
Gillespie	51	68	13	16
Guadalupe	396	680	146	234
Karnes	21	32	6	8
Kendall	66	105	28	41
Kerr	170	270	47	67
McMullen	0	0	0	0
Medina	163	275	65	114
Wilson	103	175	28	51
Totals	8624	15035	3237	5185



As of 08/16/2024

Age Group	Total on the Waitlist
Infant	1266
Toddler	1304
Preschool	1317
School Age	1298
Totals	5185

At a previous committee meeting, the question was asked: How much would it cost to place the children, currently on the waitlist, in care, in the Alamo area. The following information was collected to show the estimated cost based on county to place the children in care.

Total Amount Needed to Cover Children in Waitlist by Month and County

County	May-24			Jun-24		
	Avg. Monthly Cost	# Children in Waitlist	Total Amount Needed	Avg. Monthly Cost	# Children in Waitlist	Total Amount Needed
Atascosa	\$ 682.41	110	\$ 75,065.10	\$ 640.20	118	\$ 75,543.60
Bandera	\$ 678.96	26	\$ 17,652.96	\$ 621.60	26	\$ 16,161.60
Bexar	\$ 814.66	3669	\$ 2,988,987.54	\$ 748.00	3781	\$ 2,828,188.00
Comal	\$ 820.41	133	\$ 109,114.53	\$ 751.40	146	\$ 109,704.40
Frio	\$ 835.59	33	\$ 27,574.47	\$ 754.60	39	\$ 29,429.40
Gillespie	\$ 781.77	26	\$ 20,326.02	\$ 680.40	27	\$ 18,370.80
Guadalupe	\$ 785.91	191	\$ 150,108.81	\$ 732.00	204	\$ 149,328.00
Karnes	\$ 623.76	10	\$ 6,237.60	\$ 545.80	16	\$ 8,732.80
Kendall	\$ 812.59	37	\$ 30,065.83	\$ 762.60	47	\$ 35,842.20
Kerr	\$ 713.23	55	\$ 39,227.65	\$ 647.00	56	\$ 36,232.00
Medina	\$ 797.87	64	\$ 51,063.68	\$ 731.40	81	\$ 59,243.40
Wilson	\$ 653.66	52	\$ 33,990.32	\$ 638.20	53	\$ 33,824.60

** Amounts for current month are based on prior month's average rate per county multiplied by billable days in month. Totals are estimated & not intended to be exact cost amount. Multiple factors can affect the amounts, some variations could be attributed to children dropping, additional children in care, summer care, center certification status/enhanced rates, number of days in particular month, etc.*

Fiscal Impact:

- Each fiscal year beginning in October, TWC distributes funding and places an annual performance target for each board.
- TWC provides boards with a performance status methodology that is based on the annual target and budget, outlining percentage ranges for 3 performance measures:
 - Meets Performance (MP), Exceeds Performance (+P), and Below Performance



(-P)

CCDF Performance Status Methodology

Year-to-Date numbers to calculate performance

MP = 95%-105%

+P = 105% or above

-P = <94.99

- Boards who exceed the budgeted amount for enrollments may have negative impact on future funding.
- As a result, WSA closely monitors and carefully balances both the enrollment target as well as the budget allocated to placing children in care to provide childcare to as many families as possible while remaining in good standing with TWC.

Recommendation: N/A

Next Steps: Continue to enroll and monitor performance goals and budget allocations for FY 2024, to maximize enrollments while remaining within program budget.

MEMORANDUM

To: Early Care & Education Committee

From: Adrian Lopez, CEO

Presented by: Jessica Villarreal, Director of Child Care

Date: August 16, 2024

Subject: Entry Level Designation & Efforts Towards Increasing and Accessing Quality

Summary:

House Bill (HB) 2607, 87th Texas Legislature, Regular Session (2021), amended Texas Government Code §2308.3155 to require that all regulated providers of TWC-funded CCS participate in the Texas Rising Star program. HB 2607 also required the creation of a new Entry Level Designation and a maximum length of time that a childcare program may participate at the Entry Level Designation.

Additionally, HB 2607 required TWC to develop a process that allows a childcare program to request a waiver to extend the length of time, which may not exceed 36 months, that the childcare program may participate at the Entry Level Designation.

Prior to the enactment of HB 2607, the TWC's three-member Commission (Commission) approved the amendment of TWC Chapter 809 Child Care Services rules in January 2021 to adopt a Pre-Star Designation and a requirement that all regulated CCS childcare providers achieve that designation. This provision has been superseded by the new Entry Level Designation.

On September 13, 2022, the Commission approved amendments to Chapter 809 to implement the §2308.3155 requirement, removing the Pre-Star Designation and replacing it with the legislatively mandated Entry Level Designation. The amended rules regarding the Entry Level Designation became effective October 3, 2022.

With this new requirement, WSA continues to be in attendance during community meetings, participate in discussions, and provide opportunities to learn about the needs of the early childcare community. WSA continues to invite Early Learning Programs to the WSA Quality Cohorts that provide guidance and assistance to programs interested in obtaining TRS certification and additionally provide opportunities for programs to learn about other agencies and organizations that are available to assist in enhancing and elevating their program. WSA continues to oversee

and manage the quality budget to ensure that Early Learning Programs have the tools and resources needed to build and maintain quality. WSA continues to reach out to rural communities to better understand childcare needs and to provide services and link communities with resources available. WSA has been working closely with United Way of San Antonio and ESC Region 20 to create a more efficient and seamless process for mentoring and coaching centers towards quality and continues to collaborate and share information on centers designated as Entry Level to aid mentors and coaches in our Board areas and be able to view the landscape on the number of centers that exist that are eligible and in need of outreach to begin the path towards quality.

Analysis:

- Entry Level Eligibility and Timelines
 - Boards must be aware that TWC Chapter 809 Child Care Services rule §809.131(d) establishes a maximum time of 24 months that a CCS provider may remain at the Entry Level Designation. The CCS provider must achieve Texas Rising Star certification of at least the two-star level within the 24-month period.

Entry Level Designation Timeline—New CCS Providers

Deadline	Action
CCS Agreement Start Date	The provider meets Entry Level designation.
12 Months	Boards must screen providers for initial Texas Rising Star certification.
18 Months	If the provider is not meeting Texas Rising Star certification, no new family referrals may be made.
23 Months	If the provider has not met Texas Rising Star certification requirements, notify enrolled families of potential loss of the provider’s CCS eligibility.
24 Months	The provider must achieve Texas Rising Star certification to continue to serve as a CCS provider.

At the beginning of October 2022, WSA had 573 active CCS agreements, 10 of those agreements were for Providers offering Relative Care, (which are exempt from working towards Texas Rising Star Certification). WSA had 135 Texas Rising Star centers who had already been certified, leaving a remainder of 342 centers who were designated Entry level with a deadline of September 30, 2024 (24 – months) to gain Texas Rising Star Certification. Through the ongoing efforts of the Texas Rising Star mentors and the Alamo Quality pathway creation, that aligned mentors and coaches in working with Child Care centers, 129 centers have received Texas Rising Star certification, 95 centers have submitted applications for assessment and are currently awaiting

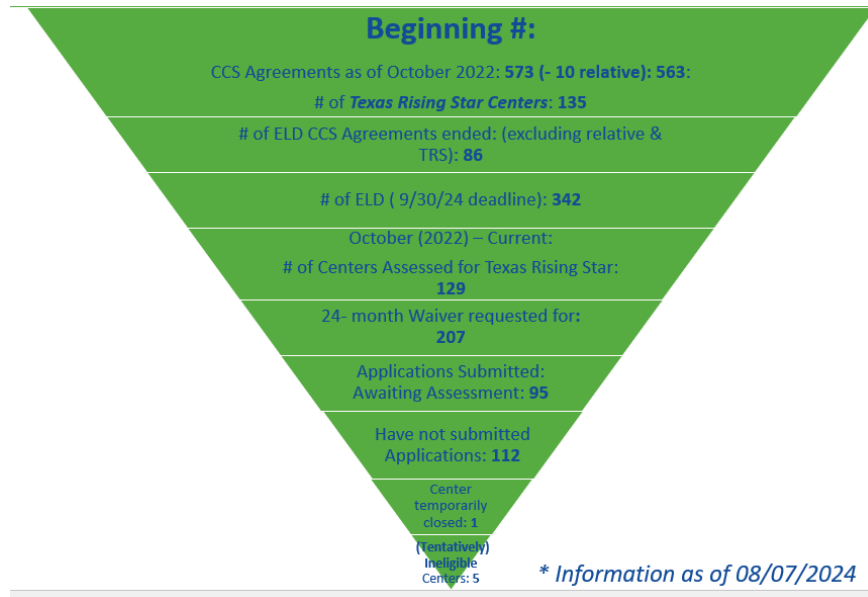
Scheduling by the CAE assessor team, 207 centers had a 24-month waiver requested and dependent on the Texas Workforce Commission (TWC), may be provided up to 36 months to apply. This information is forthcoming. Of these 207 centers, 95 centers have applied and 112 have not yet submitted. WSA tentatively is forecasting that 5-centers (2 Bexar County Licensed Child Care Centers & 3 Rural Child Care Centers) may remain ineligible for certification by September 30, 2024. This number is subject to change if mentors can determine centers fall under the criteria established to submit a waiver.

The following chart outlines the number of Providers who submitted waiver requests and the reasons the request were made:

Number of Providers	Number of Criteria Met
108	Met 1 criteria
94	Met 2 criteria
9	Met 3 criteria
5	Not eligible

Number of Providers	Criteria
23	Beyond their Control
83	Infants
2	Non-Traditional Hours
2	Desert/Beyond Control
25	Desert/Infants
58	Infants/Beyond Control
6	Non-Traditional Hours/Beyond Control
3	Special Needs/Beyond Control
9	Beyond Control/Desert/Infant
5	Not eligible

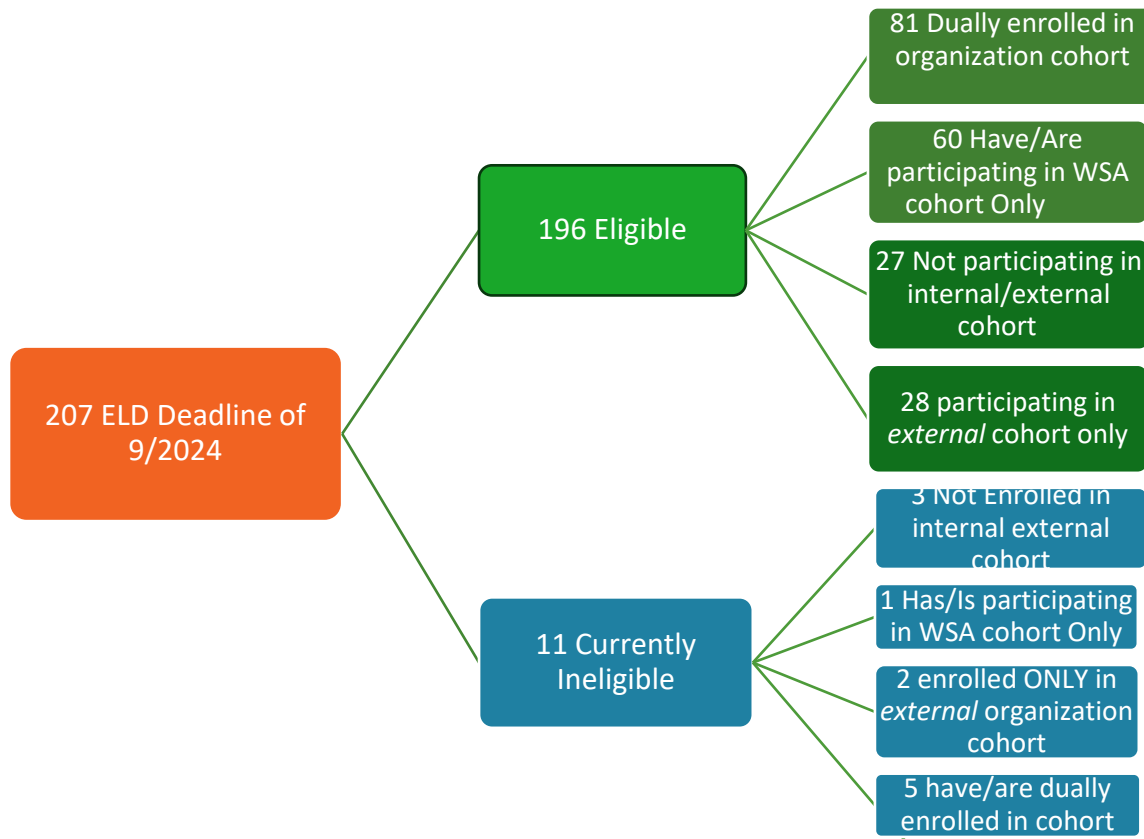
WSA tentatively is forecasting that 5-centers may remain ineligible for certification by September 30, 2024.



For Entry Level Designation, our board currently has:

140 Bexar & 67 Rural

- 183 Centers (124 Bexar/67 Rural)
- 24 Homes (16 Bexar/8 Rural)
- 196 Centers are Eligible to proceed towards certification, of these
 - 81 are dually enrolled in an organization cohort
 - 60 have/are participating in a WSA cohort only
 - 27 are not participating in an internal/external cohort
 - 28 are participating in an external cohort only
- Of the 11 Centers currently ineligible
 - 3 Are not enrolled in an internal/external cohort
 - 1 has/is participating in a WSA cohort only
 - 2 Are enrolled in only an external cohort
 - 5 have/are dually enrolled in a cohort



WSA continues to collaborate with community partners to create an efficient and robust pathway for centers and homes to attain TRS certification and begin the pathway towards quality.

The cohort, in addition to providing guidance and overviews of the requirements of TRS, has been designed to connect these participants to resources and programs that are available to aid centers on their quest to expand and elevate quality. Examples of the organizations and programs who, in the past, have been invited to share information with the cohort are: TWC who has presented on their Pre-K Partnerships program, Texas Association for the Education of Young Children (TXAEYC) who has presented on the Teach program, Child Care Regulations (CCR) who has presented on common licensing deficiencies noted by representatives during observations of centers, Children’s Learning Institute (CLI), Texas Early Childhood Professional Development System (TECPDS), Civitas/Curant/Avance on business coaching opportunities and Texas School Ready (TSR). WSA understands that by inviting presenters that offer resources that can

assist in elevating the quality of care a child receives, we are helping to create more opportunities for Early Learning Centers who are already on the pathway to TRS certification, see “*beyond the stars*”, and recognize that there are many opportunities available to continue to enhance and build quality.

Since August 2022, WSA has partnered with United Way of San Antonio to host a joint Provider Council. Providers who serve on the council were selected to represent the community based on a variety of characteristics, such as location of center, National accreditation/TRS certification status, previous membership, and Center type. Currently 16 Directors/Owners serve on the Provider Council. Members meet quarterly to address system level challenges within the early childcare community and members discuss and tackle issues, pose questions, share thoughts, and provide feedback on a variety of childcare topics.

WSA has aligned the mentoring/coaching process towards quality TRS, working with United Way of San Antonio and ESC 20. Partners work together to create a more cohesive approach to mentoring and have been coordinating warm handoffs for coaches/mentors between organizations, to support the provider with a seamless experience towards TRS certification. This Alamo Quality Pathway process continues to receive positive feedback from the providers in the community who have expressed feeling a more cohesive and less confusing process as they work towards quality. TRS mentors work with Early Learning Programs to create Quality Improvement Plans (QIPs) that are designed to allow centers to create goals/expectations that they will work towards in order to achieve and maintain TRS certification. TRS mentors and WSA staff also participate in the Building Quality Meetings hosted by United Way of San Antonio that includes United Way Coaches.

WSA continues to collaborate and share information on Entry Level Designation centers to United Way, ESC 20, and Pre-K 4-SA to assist each organization with a list of centers who have and have not been outreached to or placed on the quality pathway so that each is better equipped to manage the landscape of centers still in need of support towards quality. Currently there are 216 Entry Level Designated Centers, and 206 who are eligible for TRS certification. 11 Centers are Entry Level Designated Centers who are ineligible to submit application for certification, due to Child Care regulation deficiencies.

Our TRS Business Coach continues to reach out and work with our Early Learning programs, with the focus on helping them connect and find resources and examine their business model to help centers with challenges they face due to the COVID impact as well as the staffing shortages. In addition our business coach partners with our TRS mentors for centers who are uncertain about the TRS certification journey. Through this approach, a few programs who were considering opting out of CCS and TRS have made the decision to continue providing scholarships and working towards certification.

Currently, 89 Early Learning programs have signed an agreement to work partner with our business coach. 47 Rural and 42 Bexar.

WSA's TRS business coach has connected with several entities to help explore opportunities to provide resources to centers, some of connections include:

- SAISD/Region 20 Expansion Grant
- PreK partnerships (Comal & Guadalupe)
- UIW HEB School of Business
- Catholic Charities
- Lift Fund
- UTSA Small Business Development Center

In addition, WSA's business coach is:

- Continuing to collaborate with Alamo Colleges District skills for Small Business
 - Directors and Assistant Directors are being provided (scholarships), to attend courses on Overview of Change Management, Teamwork and Team Building, Employee Motivation and Crucial Conversations, to enhance their Early learning programs.
- Scheduling meetings with additional local higher education entities, community organizations, and Early Learning providers.
- Developing opportunities to leverage support for Early Learning centers through community organizations as well as higher education entities.

Alternatives:

N/A

Fiscal Impact: An Entry-Level childcare program is not eligible for enhanced reimbursement rates that are available to two-, three-, and four-star certified childcare programs.

- For current CCS providers that do comply with Entry Level requirements, deadline for certification is September 2024.
- For new CCS providers (those who signed the agreement after October 3, 2022), the end date is 24 months from the start date (when the CCS Provider Agreement was signed).

Recommendation:

WSA continues to follow TWC guidance and is providing TRS mentoring and cohort opportunities to Early Learning Programs designated as Entry Level. In addition, WSA continues to explore opportunities to reach this community goal and are collaborating with other partners/organizations to expand our efforts.

Next Steps:

- WSA continues to monitor that all CCS providers located within the Board's local workforce development area (workforce area) meet the minimum qualifications and basic.

requirements for Entry Level Designation described in §809.131(b), specifically, that the provider:

- is not on a corrective or adverse action plan with Child Care Regulation (CCR); and
 - does not exceed the minimum points threshold for high- and medium-high weighted CCR deficiencies, per the Texas Rising Star Guidelines.
-
- WSA continues to ensure that all CCS providers located within the Board’s workforce area designated as Entry Level are screened for initial Texas Rising Star certification.
 - CCR compliance, per the Texas Rising Star Guidelines, by the end of the first 12 months in order to determine eligibility to begin the initial Texas Rising Star certification assessment process.
 - WSA will ensure that any CCS provider designated as Entry Level that did not meet the initial certification screening requirements for Texas Rising Star, per the Texas Rising Star Guidelines, by the 18th month of the 24-month designation time frame does **not** continue to receive new CCS family referrals during this period, unless the provider is located in a childcare desert or serves an underserved population and is approved by TWC to accept new family referrals.
 - WSA will note: Referrals may be made for siblings of children who are currently enrolled in the program during this period.
 - WSA is providing all Entry Level Designated CCS providers located within the Board’s workforce area with mentoring services, per the Texas Rising Star Guidelines.
 - WSA continues to ensure TWC compliance with the following deadlines and timeline for new CCS providers designated as Entry Level.
 - WSA has been aware that CCS providers, who held an active agreement as of October 3, 2022, were administratively designated as Entry Level, effective October 3, 2022, and were eligible to continue to serve as a CCS provider.

WSA will continue to partner and collaborate with agencies and organizations to provide support and resources to Early Learning Programs and families throughout the Alamo Board and continues to explore additional ways, that through partnerships, we can support Early Learning Programs on the path towards quality and reduce duplication of services.

WSA continues to work on aligning the quality budget with both the quality cohort and certification process to ensure that centers receive the necessary support, resources, and materials that will help to elevate and maintain the quality of their centers.

BCY 24 Quality Initiatives

Please note not all activities are complete, WSA has until the end of September to complete

1st Annual Alamo Quality Pathway Conference at ESC Region 20		
Audience	Date	Attendance
Texas Rising Star Directors/Asst. Directors & Admin	Saturday, July 13, 2024	143 out of 286 registered Representing about 70 centers

Attendees earned up to 6 hours of professional development in the following competencies:

- Business and Operations Management
- Human Resource Leadership and Development
- Maintaining a Healthy & Safe Environment
- Implementing a Developmentally Appropriate Curriculum & Environment
- Establishing & Maintaining an Effective Organization
- Instituting Family & Community Centered Programming

Training Topics:

- Marketing That Works for Small Business Budgets
- Playing it Safe Risk Management
- Safety Detectives
- Supporting Early Language Development in Infant & Toddlers
- Rooted in Resilience: Leading with Heart
- Elevating Classroom Environment Leveraging the Continuous Quality Improvement Cycle with Systematic & Intentional Processes
- How to Improve Staffing & Retention During & Beyond a Crisis
- Most Cited Deficiencies for 2023
- Texas Rising Star Standards Maintaining Quality Certification
- Alamo Quality Pathway Data Dashboard
- Parents as Partners
- Find The Fire Within

Trainers:

- Child Care Regulations
- CLI- Infant Toddler Specialist Network
- Kaplan Learning Co
- Lakeshore
- TRS Mentors
- ESC Region 20
- Kristin Miller- eTeachingMe
- Keith Scott- KAS Consulting
- Liza Gomez- UWSA
- Melissa Williamson- At The Heart of Teaching & Learning
- Stephanie Scheller- Grow Disrupt
- Ana O'Connor- Dehoyos

Food and beverages were provided and door prizes. Door Prizes- WSA awarded Lakeshore Play, Learn & Grow Kit 0-12 months to 67 attendees. A value of \$270 per kit.



[View Larger](#)

TRS Badges Pilot	Award badges to Texas Rising Star providers that achieve the requirements for receiving a badge.	Phase I 10 Badges 181 TRS Providers Phase II September
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Supporting Health & Safety Standards (except PD)		
Activity	Description	Amount
Pediatric/CPR First Aid	September	September

Evaluation & Assessment		
Activity	Description	Amount
Child Assessment Tools- ASQ-SE & ASQ- 3	Children’s assessments to support children’s developmental skills. Curriculum aligns with Category 3.	\$21,900 54 ELDs awarded

Supporting National Accreditation		
Activity	Description	Amount
Accreditation Fees	September	September

Other Activities		
Activity	Description	Amount
TRS Provider Staff Retention Bonuses	Quarterly bonuses to 46 Texas Rising Star providers.	\$775,700 Q3- \$381,000 Q4- \$394,700 About 750 staff
TRS Certification Incentive- Provider Staff	Award child care staff an incentive upon successful initial certification. Award amounts are 2- star \$75, 3- star \$150 and 4-star \$300.	\$122,400 341 child care staff
Teacher Appreciation Incentive		

	<p>their child care capacity and designation as of 7.1.2024 to assist with staff retention. Award for all CCS providers.</p>	<p>If all providers submitted their MOA as of 8.6.24, 499 submissions out of 590 and this would impact about 5,925 early childhood professionals</p> <p>Bexar- \$488,400 (466) Atascosa- \$9,200 (12) Bandera- \$3,000 (3) Comal- \$24,000 (23) Frio- \$3,800 (7) Gillespie- \$3,200 (5) Guadalupe- \$37,000 (35) Karnes- \$800 (2) Kendall- \$9,600 (9) Kerr- \$8,000 (8) Medina- \$7,600 (8) Wilson- \$8,600 (12) McMullen- no centers with active agreement</p> <p>83 Homes- \$24,800 507 Centers- \$577,800</p>
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MEMORANDUM

To: Early Care and Education

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez, Procurement and Contracts Specialist

Date: August 23, 2024

Subject: Childcare Quality Contract Update

Summary: This is an update to the Early Care & Education Committee regarding the awarding of the Childcare Quality Request for Proposal to The City of San Antonio.

Analysis: Upon completion of the procurement process the Board of Directors was presented with a proposal to award a contract to the City of San Antonio (COSA) for the purchase of Child Care Quality (CCQ) Improvement Services not to exceed the amount of \$4,000,000.00 unless a signed amendment by all parties is authorized. The contract term will be effective October 1, 2024, through September 30, 2025, with the option to renew for up to four (4) one-year periods upon written mutual consent of Workforce Solutions Alamo (WSA) and COSA.

WSA Procurement and Contract Management (PCM), in collaboration with the WSA Child Care Services Team, are currently negotiating to execute this contract for Child Care Quality (CCQ) Improvement Services.

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MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez, Procurement and Contracts Specialist

Date: August 30, 2024

Subject: Facility Update: Port San Antonio

Summary: On August 18, 2023, the Board of Directors of Workforce Solutions Alamo authorized the negotiation of a contract amendment to the lease with The Port Authority of San Antonio for a revised Tenant Improvement Allowance (TI) of up to \$2,213,750 under the terms of the agreement for the facility located at 638 Davy Crockett, San Antonio, Texas. This supports **Texas Talent and Economic Growth—Goal 2, Service Optimizers**, in our Strategic Plan

Update: Construction has been completed, and minor punch work will be finished by August 23, 2024. In anticipation of the projected move-in date, WSA staff is coordinating with the appropriate contractors, partners, and vendors to ensure a smooth transition. The outstanding tasks involve permitting and installing signage and internal graphics. Staff will begin to move in on August 26, 2024, and are expected to be fully staffed by September 1, 2024. A Soft Opening is scheduled for mid-September.

Analysis: The Board of Directors approved a lease for the relocation and renovation of a new facility at Port San Antonio on September 17, 2021. The finalized plan was previously forwarded to the Architect and Contractor to initiate build-out renovation, with an anticipated completion date of Spring 2024. The lease agreement provides for the rental of a 17,500-square-foot space, including repairs and maintenance, with an initial term of ten years and two (2) five-year options to renew.

Alternatives: None.

Fiscal Impact: The revised base rent for the Port San Antonio facility is \$28,364.58 monthly, increasing by 2.5% annually beginning 12 months from the lease commencement date. The

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moving expense budget for this relocation is \$700,000 to support furniture, equipment, upgraded technology, and relocation expenses.

In August 2023, the WSA Board of Directors authorized a contract amendment to the Tenant Improvement Allowance (TI) of \$638,750 to cover the deficit caused by VRS's decision not to co-locate with WSA and fluctuations in material costs. Additionally, TWC contributed \$250,000 to assist with the build-out expenses.

Recommendation: There is no further recommendation currently.

Next Steps: Board staff will continue to coordinate with the appropriate contractors, partners, and vendors to ensure completion of the remaining build-out items and prepare for relocation.



MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez, Procurement & Contracts Specialist

Date: August 30, 2024

Subject: Facility Update: O'Connor Lease

Summary: On August 18, 2023, the Board of Directors of Workforce Solutions Alamo awarded a contract to R/E Business Center, LLC. for the lease of a facility located at 11711 IH 35N, San Antonio, Texas. The estimated annual rent for the 23,880 square foot facility, including maintenance, taxes, and insurance (NNN), is \$740,280. The contract allows for an annual rent escalation percentage not to exceed 5% and a Tenant Improvement (TI) allowance not exceeding \$1,910,400. This initiative aligns with Goal 2 of the Texas Talent and Economic Growth Strategic Plan, which focuses on Service Optimizers.

Construction Update:

- Construction is currently on schedule with 90% completion.
- Tasks in progress include millwork of cabinets, partition installation, and final clean-up.
- Board Staff currently coordinating with contractor for fiber optic runs.
- Furniture is scheduled to be delivered, and installation is set to begin on August 26, 2024.
- A projected soft opening is set for late or early October, with the Grand Opening to be determined.

Analysis: The Board of Directors approved a lease for the relocation and renovation of a new facility at O'Connor in October 2023; WSA executed a lease with the landlord to provide a complete build-out, including Vocational Rehabilitation Services (VRS). The current Walzem lease expired on December 31, 2023, and is on a month-to-month basis until the completion of the new location. According to TWCs –Financial Manual for Grants Contracting, FMGC §J.6.1, and Uniform Guidance, UG, the initial step in the planning process requires a review of existing facilities that meet our current requirements. WSA's business needs include but are not limited to

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general location (customer populations, local businesses, area crime statistics), access to public transportation, current parking space required, access to the ground floor, ability to build out, and compliance with the Americans with Disabilities Act (ADA).

Fiscal Impact: The estimated base rent for the facility is \$61,690 monthly, which includes 25% of shared costs that VRS will contribute for their 5,000 sq ft. space. The annual estimated rent amount is \$740,280 for 23,880 SQFT, with an annual rent escalation not exceeding 5%. It also includes a Tenant Improvement (TI) allowance not exceeding \$1,910,400.

Recommendation: This update does not propose any recommendations.

Alternatives: None

Next Steps: Board staff will continue to coordinate internally and externally on all final build-out requirements and prepare for furniture to be delivered and installed.



MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez, Procurement and Contracts Specialist

Date: August 30, 2024

Subject: Facility Update: New Facility Lease for Bandera Workforce Center

Summary:

The Workforce Solutions Alamo (WSA) Board of Directors is being updated on the proposal to award a contract for a facility lease at 4173 Highway 16, Bandera, TX. WSA was unable to negotiate a facility lease for a Workforce Center at the recommended property address due to the sale of facility.

Analysis:

The current location can no longer accommodate WSA's needs, and the Memorandum of Understanding (MOU) will terminate on November 14, 2024. In accordance with TWC's Financial Manual for Grants and Contracting (FMGC §J.6.1) and Uniform Guidance (UG), the initial step in the planning process requires a review of existing facilities that meet our current requirements. In selecting a facility to lease, WSA's business needs include the general location (customer populations, local businesses, and area crime statistics), access to public transportation, current parking, required space, ground floor access, ability to build out, and compliance with Americans with Disabilities Act (ADA) standards.

In accordance with TWC's Financial Manual for Grants and Contracts (FMGC §J.6.2.2), on February 23, 2024, a Request for Information (RFI) was released to potential Lessors and Realtors, including local Realtors Pat Boyle Realty and Guilot Realty in Bandera, TX, to conduct market research and solicit potentially available properties for administering various Workforce programs. Additionally, WSA's contracted Real Estate Broker, PCR Brokerage San Antonio, LLC (dba Partners), conducted a required Competitive Market Analysis (CMA) to determine prospective

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locations, along with a required cost and technical analysis completed by Board Procurement staff, attached herein.

Accordingly, WSA Procurement and Contracts Staff originally recommended the locations for the award 4173 Highway 16 to the Board. WSA was unable to negotiate a facility lease for a Workforce Center at the 64173 Highway 16 location, due to sale of facility, and the new landlord decided not to execute a lease with WSA. Procurement Staff has re-issued a Request for Information (RFI) on August 21, 2023, for thirty (30) days, to seek potential new listings and coordinated with WSA's contracted Broker to conduct new market research. Additionally, WSA staff is in communication with partners to seek potential colocation of office space.

Alternatives:

None. No properties met the requirements based on the first market research and CMA analysis performed by the Board staff and broker.

Fiscal Impact:

The estimated annual rent amount is \$21,600, with an annual rent escalation not to exceed five percent (5%) for the recommended property. The anticipated initial term of the lease will be for a 3–5-year term with up to three (3) options to renew, not to exceed twenty (20) years inclusive of all renewals. The actual amount paid will be finalized during negotiations and specified in the lease.

Recommendation:

No board action is required at this time. WSA Procurement and Contracts Management will continue working on locating a new facility.

Next Steps:

Board staff will evaluate responses to RFI and market analysis from WSA'S contracted broker to present the board with a new recommendation.

Attachments: None



MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez, Procurement and Contracts Specialist

Date: August 30, 2024

Subject: Facility Update: Mobile Workforce Unit

Summary:

The Workforce Solutions Alamo (WSA) Board of Directors is being updated on the proposal to award a contract for a facility lease at 4173 Highway 16, Bandera, TX. WSA was unable to negotiate a facility lease for a Workforce Center at the recommended property address due to the sale of facility.

Analysis:

The current location can no longer accommodate WSA's needs, and the Memorandum of Understanding (MOU) will terminate on November 14, 2024. In accordance with TWC's Financial Manual for Grants and Contracting (FMGC §J.6.1) and Uniform Guidance (UG), the initial step in the planning process requires a review of existing facilities that meet our current requirements. In selecting a facility to lease, WSA's business needs include the general location (customer populations, local businesses, and area crime statistics), access to public transportation, current parking, required space, ground floor access, ability to build out, and compliance with Americans with Disabilities Act (ADA) standards.

In accordance with TWC's Financial Manual for Grants and Contracts (FMGC §J.6.2.2), on February 23, 2024, a Request for Information (RFI) was released to potential Lessors and Realtors, including local Realtors Pat Boyle Realty and Guilot Realty in Bandera, TX, to conduct market research and solicit potentially available properties for administering various Workforce programs. Additionally, WSA's contracted Real Estate Broker, PCR Brokerage San Antonio, LLC (dba Partners), conducted a required Competitive Market

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Analysis (CMA) to determine prospective locations, along with a required cost and technical analysis completed by Board Procurement staff, attached herein.

Accordingly, WSA Procurement and Contracts Staff originally recommended the locations for the award 4173 Highway 16 to the Board. WSA was unable to negotiate a facility lease for a Workforce Center at the 64173 Highway 16 location, due to sale of facility, and the new landlord decided not to execute a lease with WSA. Procurement Staff has re-issued a Request for Information (RFI) on August 21, 2023, for thirty (30) days, to seek potential new listings and coordinated with WSA's contracted Broker to conduct new market research. Additionally, WSA staff is in communication with partners to seek potential colocation of office space.

Alternatives:

None. No properties met the requirements based on the first market research and CMA analysis performed by the Board staff and broker.

Fiscal Impact:

The estimated annual rent amount is \$21,600, with an annual rent escalation not to exceed five percent (5%) for the recommended property. The anticipated initial term of the lease will be for a 3–5-year term with up to three (3) options to renew, not to exceed twenty (20) years inclusive of all renewals. The actual amount paid will be finalized during negotiations and specified in the lease.

Recommendation:

No board action is required at this time. WSA Procurement and Contracts Management will continue working on locating a new facility.

Next Steps:

Board staff will evaluate responses to RFI and market analysis from WSA'S contracted broker to present the board with a new recommendation.

Attachments: None



MEMORANDUM

To: Strategic Committee

From: Teresa Chavez, COO

Presented By: Victoria Rodriguez, Director of Workforce Services

Date: August 30, 2024

Subject: Update on Services Provided in Each County

Summary: This item is to provide information on services provided in each county. WSA operates sixteen centers and one mobile unit. The one-stop service delivery model utilized in centers streamlines services, empowering individuals, universal access, increased accountability, a strong role for Boards and the private sector, and state and local flexibility. The four principles of Texas' vision are: limited and efficient state government, local control, personal responsibility, and support for strong families. Our centers collocate with senior employment services, adult education literacy partners, vocational rehabilitation services, and veteran employment services. Although, WSA does not have an American Job Center in each county, WSA believes in finding systematic ways to help clients remove barriers through partner collaborations, key public & private stakeholders at the grassroots and community-based level to support Sector-Based Partnerships in the Alamo region.

Partnership Model:

Objectives:

- Locally Driven: Local partners understand what we do and how to maximize the services of WSA while maximizing their services through leveraging the partnership.
- Sustainable: Regardless of staff changes, leadership changes, budget changes, landscape chances the partnership will remain in tack. We are accountable, flexible and responsive with a consistent reinforcing focus.
- Continuously Improving: We seek feedback and set intervals to discuss and plan for improvement.

Memorandum of Understandings: WSA makes efforts to partner with organizations that serve individuals with a barrier to employment and priority of service populations including mental health agencies, housing authorities, libraries, substance abuse agencies & other nonprofits.

WIOA law has identified the following populations as targeted under adult priority of service:

- public assistance recipients,

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- low-income adults; and/or
- individuals who are basic skills deficient.

WSA has identified the following populations as targeted populations with barriers to employment:

- Displaced Homemakers
- Low-income individuals;
- Native Americans, Alaska Natives, and Native Hawaiians;
- Individuals with disabilities, including youth who are individuals with disabilities;
- Older individuals (55 or over);
- Ex-offenders;
- Homeless individuals or homeless children and youth;
- Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers;
- Individuals within two years of exhausting lifetime eligibility under part A of Title IV of the Social Security Act;
- Single parents (including single pregnant women);
- Long-term unemployed individuals
- Veterans
- Eligible migrant Seasonal Farm Worker
- Current/ Former Foster Youth
- Families in need of childcare and childcare providers

Alternatives: No alternatives currently exist.

Recommendation: No Recommendations at this time.

Next Steps: Continue pursuing strategic community partnerships and integrating services to serve customers in a holistic fashion.



MEMORANDUM

To: Oversight Committee
From: Adrian Lopez, Chief Executive Officer
Presented by: Ricardo Ramirez, Director of Quality Assurance
Date: September 6, 2024
Subject: Quality Assurance Update – TWC Monitoring

SUMMARY: Quality Assurance briefing on monitoring activities for the WSA Board of Directors. The item does not require Board action.

TWC Monitoring

Annual Monitoring: TWC has initiated its Annual Monitoring. The audit includes the following:

1. TWC’s Initial Document Request Package (DRP): 08/12/2024;
 - a. WSA’s DRP Submission: 09/02/2024;
2. TWC’s Sample Request: around 10/02/2024;
3. TWC’s On-site and Virtual Testing: starting 10/07/24 (for two weeks);
4. TWC’s Exit Conference and Report: 10/18/24;
5. TWC’s Final ‘Embargo’ Reports: around 02/2025 (based on last year’s issuance);
 - a. WSA’s Corrective Action Plan: due five days from receipt of embargo reports to address any potential findings;
6. TWC’s Final Report: shortly after #5.a;
7. TWC Audit Resolution: for any potential findings.

Other Monitoring Activities

None at the time.

WSA External Program Monitoring (Ms. Christine Nguyen, CPA)

- *WIOA Adult– C2 GPS:* 100% complete with a 96.19% overall accuracy rate and two attributes for continuous quality improvement:
 - Documenting potential non-WIOA sources for training costs (64.71%).
 - Service-related data entry (86.67%).
- *WIOA Dislocated Worker – C2 GPS:* 100% complete with a 95.68% overall accuracy rate and five attributes for continuous quality improvement:
 - Documenting income/expenses for the duration of the training period (89.47%).
 - Documenting potential non-WIOA sources for training costs (84.21%).
 - Reporting MSG performance outcomes (89.47%).
 - Documenting MSG performance outcomes (89.47%).
 - Documenting and reporting employment outcomes (77.78%).
- *SNAP E&T – C2 GPS:* 100% complete with a 93.26% overall accuracy rate and four attributes for continuous quality improvement:
 - Documenting reconsiderations (57.14%).
 - Initiating penalties (81.25%).
 - Staff contact with HHSC on non-imposed penalties (60.0%).

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- Service-related data entry (86.67%).
- *Non-Custodial Parent Choices (NCP) – C2 GPS*: 82% complete.
- *WIOA Youth – SERCO*: 54% complete.
- *TANF/Choices – C2 GPS*: 2% complete.

WSA Internal QA Program Monitoring

- *Personally Identifiable Information (PII) Walkthroughs*: 100% complete with a 96.8% accuracy rate with two items for continuous quality improvement:
 - Computer screens remained unlocked at unattended workstations (87.5%).
 - Unprotected PII on staff’s desk and unlocked drawers or overhead cabinets (75.0%).
 The items involved four (23.5%) of the 17 Center locations we tested.
- *Priority of Service Walkthroughs*: 100% complete with an overall accuracy rate of 90.9%, including 87.1% for Veterans and 98.3% for Foster Youth, and two items for continuous quality improvement:
 - Maintaining current copies of priority of service procedures at the point of entry (35.3%).
 - Process ensuring the certification of veterans, federal-qualified spouses, or state-qualified spouses (82.4%).

The items involved 12 (or 70.6%) of the 17 Center locations we tested.

STAFF RECOMMENDATIONS:

QA implements informal testing of attributes that score less than the 90% accuracy rate threshold. These informal reviews document and help assess the progress of continuous improvement efforts, and we report the outcomes internally and to Center staff.

FINANCIAL IMPACT: WSA’s External Program Monitoring contract with Ms. Christine Nguyen, CPA: \$225,000.

STRATEGIC OBJECTIVE: To help ensure that local employment and training activities, including one-stop delivery systems and workforce development services, appropriately use, manage, and invest funds as required and in ways that maximize performance outcomes (WIOA Sec. 107(d)(8); WIOA Sec. 134(2)(B)(iv); WIOA Sec. 183; WIOA Sec. 185(c)(3); WIOA Sec. 121(3); WIOA Sec. 129(b)(1)(e); TWC’s Board Oversight Capacity evaluation, Texas Labor Code §302.048, TWC Rule §Title 40, Part 20, Chapter 802, Integrity of the Texas Workforce System, particularly §802.61; WD 29-15, Chg. 1; TWC Agency-Board Agreements and Grant Contracts).

ATTACHMENTS: Next page



MEMORANDUM

To: Board Directors
 From: Adrian Lopez, Chief Executive Officer
 Presented by: Dr. Ricardo Ramirez, Director of Quality Assurance
 Date: July 8, 2024
 Subject: TWC Performance – Upcoming Target Changes

SUMMARY: This Memorandum presents changes in TWC-contracted performance targets for the upcoming PY 2024-2024.

Context

As part of that process, the Texas Workforce Commission (TWC) recently updated their methodology to improve the accuracy of the targets, which will be effective starting 10/01/2024.

Measure	PAMS PY24 Predicted	Actual Outcomes PY22	PY24 NEW Targets	DOL Targets	Comparisons of New Targets			
					w/Existing Targets	w/Current March MPR Outcomes	w/Actual Outcomes PY22	w/ Predicted*
Adult EmpQ2	74.20%	72.60%	74.20%	75.90%	2.27%	87.57%	1.7%	0.0%
DW EmpQ2	78.40%	81.90%	78.40%	75.60%	-1.52%	92.94%	-3.5%	0.0%
Youth Emp/EnrQ2	71.80%	69.40%	73.20%	73.70%	6.79%	101.08%	2.4%	1.4%
Adult Median	\$7,145	\$6,155	\$7,150	\$8,648	\$1,150.00	86.39%	\$990.58	\$4.62
DW Median	\$10,250	\$10,469	\$10,250	\$10,886	\$50.00	103.08%	-\$218.97	-\$0.03
Youth Median	\$3,376	\$4,488	\$3,900	\$4,900	\$0.00	111.91%	-\$1,111.96	\$523.96
Adult MSG	43.20%	70.00%	69.70%	72.10%	-2.92%	113.31%	-26.8%	26.5%
DW MSG	43.40%	75.50%	75.00%	79.50%	-3.30%	89.60%	-32.1%	31.6%
Youth MSG	49.60%	80.80%	64.30%	63.50%	15.81%	117.59%	-31.2%	14.7%
Adult EmpQ4	72.50%	73.20%	72.70%	76.40%	2.63%	97.70%	-0.7%	0.1%
DW EmpQ4	80.50%	82.90%	80.50%	77.90%	3.02%	96.91%	-2.4%	0.0%
Youth Emp/EnrQ4	71.40%	73.90%	74.60%	75.20%	8.44%	95.76%	-2.5%	3.1%
Adult Credential	75.90%	74.60%	75.90%	72.90%	9.09%	68.90%	1.3%	0.0%
DW Credential	81.40%	77.80%	81.40%	80.30%	3.55%	82.75%	3.7%	0.0%
Youth Credential	55.60%	56.80%	56.10%	53.60%	18.50%	130.12%	-1.2%	0.5%
					↑ red shows % increase of new vs current targets	↑ red shows measures we would not be meeting w/March MPR	↑ red shows new target > actual outcomes in PY22	↑ red shows actual > predicted

- a) Compared to this year's targets, 11 increase, three decrease, and one remains the same
- b) WSA would not be meeting five based on March's performance
- c) Five targets are greater than the end-of-year outcomes for PY22
- d) Nine are greater than what the models predicted for the Alamo

* TWC applies a min/max target based on the seventh lowest and highest reported performance for all Boards for PY22.



Methodology

TWC introduced random forest models to predict the targets using local customer data, economic information from Texas LMI's LAUS and QCEW reports, the U.S. Census, and grants awarded to areas experiencing economic or natural disasters.

TWC plans on updating the targets throughout the year by re-running the models using updated, more current data as they become available, and the updated targets become automatically incorporated into our contracts.

STAFF RECOMMENDATIONS: TWC requires Boards to Meet or Exceed TWC-contracted performance measures as contracted to service providers, and applies sanctions when Boards fail to meet the targets. Board Staff performs internal analyses of the measures and their outcomes and works closely with the contractors to attain the goals. This includes presenting outcomes and 'exception' reports to the Board on an ongoing basis.

FINANCIAL IMPACT: WSA contracts include TWC-performance goals as part of subrecipient profit. TWC may sanction Boards that fail to Meet performance. TWC Sanctions (or letters fo 'Intent' to Sanction) may limit the Board's eligibility for TWC Annual Awards (monetary or other), and different types of sanctions carry additional penalties. WSA also often reports performance outcomes when applying for grants, which can negatively impact successful bidding.

STRATEGIC OBJECTIVE: Offering state-of-the-art workforce development services to prepare talent to meet local labor demands, primarily for targeted industries and occupations.

ATTACHMENTS: None



MEMORANDUM

To: Oversight Committee

From: Teresa Chavez, COO

Presented By: Victoria Rodriguez, Director of Workforce Services

Date: September 6, 2024

Subject: Performance, Programs, and Operational Updates

Performance: On October seventh through fourteenth, TWC will begin their annual monitoring of the Alamo board. Prior to monitoring, TWC provides a list of items the board must submit to conduct the monitoring. Among the document requests is to provide any documentation of technical assistance plans the board has conducted with the contractors. Alamo has completed this request and provided a technical assistance tracker that included program attributes that scored below 90%. The most common attributes were found in program intake, service tracking, MSG and Credentials and employment outcomes. These instances were recorded in more than one program or more than one time. The Board formulated a technical assistance plan and tracker to continuously improve these instances in coordination with the contract staff.

Summer Earn and Learn: Summer Earn and Learn offers paid, on-the-job, workplace readiness training, work experience, and transferable skills learning opportunities for students with unique abilities. Currently SEAL has 360 participants registered to participate. 425 secured positions. WSA hosted three SEAL Meet and Greet on May 15th, 2024 at our DataPoint location and May 21st, 2024 at South Flores and New Braunfels location, this event was for the participants to complete their onboarding. Lastly, the wage has increased from \$10.50 to \$12.50 per hour. The program has concluded on August 30th finishing with 160 individuals completing their 5-week paid work experience.

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MEMORANDUM

To: Oversight Committee

From: Teresa Chavez, COO

Presented By: Victoria Rodriguez, Director of Workforce Services

Date: September 6, 2024

Subject: A Closer Look: WIOA Dislocated Worker Program

Summary: Our nation's workforce development system plays a crucial role in supporting workers seeking to acquire in-demand skills and employers aiming to compete in a competitive market. The Workforce Innovation and Opportunity Act (WIOA), passed with bipartisan support, modernized the public workforce system to better align with the 21st century economy and address the needs of job seekers, workers, and employers. The WIOA Final Rules implement reforms that impact over a dozen programs, collectively receiving \$10 billion annually in training and education funding and serving approximately 20 million Americans each year.

We propose initiating a series to delve into individual programs offered by Workforce Solutions Alamo. We will commence with the Workforce Innovation Opportunity Act - Dislocated Worker (WIOA DW) program, a formula-funded initiative administered by the Department of Labor and a component of the broader WIOA.

The WIOA DW program targets eight specific categories of individuals, primarily encompassing those who have lost their jobs, are ineligible for unemployment benefits, or are facing challenges in securing employment.

The ultimate goal of this program is to strengthen the U.S. workforce development system. This involves expanding access to employment, education, and training opportunities, aligning various systems for a coherent approach, ensuring program quality through a focus on relevant skills, optimizing service delivery, promoting prosperity for both workers and employers, and ultimately enhancing the overall quality and competitiveness of our workforce.

Recommendation: Continue to educate the public on the possibilities and intricacies of the workforce programs available.

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MEMORANDUM

To: Audit and Finance Committee
 From: Brandee Perez, CFO
 Presented by: Gabriela Navarro Garcia, Controller
 Date: September 6, 2024
 Regarding: Financial Report – June 30, 2024

SUMMARY: Financial reports through June 30, 2024, have been prepared for the fiscal year October 1, 2023, through September 30, 2024; the straight-line expenditure benchmark is 75% of the budget. The board regularly analyzes Corporate and Facility Budgets in addition to the Grant Summary Report to monitor budgets against actual expenditures.

CORPORATE BUDGET:

Department	% Expensed	Comments
Personnel	63.04%	This is an acceptable variance. Staff training and development will take place within the following months. We are expecting to begin early registration for TWC conference.
Board Facility	65.51%	The WSA Board facility budget is acceptable and within the budget.
Equipment	44.62%	The most significant budget surplus is the cloud-based infrastructure and replacement of computers exceeding helpful life.
General Office Expense	32.59%	The primary budget surplus is due to timing differences, marketing, and the insurance contingency.
Professional Services	44.27%	This variance consists in a timing difference in monitoring expenditures, expected to increase by the end of the fiscal year. Legal and professional services related to temporary staffing are utilized as needed to support the agency.
Board Training & Development	56.51%	This is an acceptable variance within this budget category. We are expecting to begin early registration for TWC conference.
Total Expense	56.25%	

Corporate expenditure represents 56.25% of the annual budget, demonstrating a budget surplus of approximately 18.75% of the approved budget.

FACILITIES AND INFRASTRUCTURE BUDGET:

Department	% Expensed	Comments
Overall	57.43%	The facility expenditures represent 57.43% of the approved budget, reflecting a 17.57% straight-line budget surplus. The Mobile Workforce Center Unit and Port of San Antonio are significant contributors to this variance.

ACTIVE GRANTS ONLY (TWC):

Grant	End date	Budget	% Expense	Comments
24WOR Rapid Response	06/30/2024	\$84,607	90.81%	The board has been awarded \$25,000 of additional funds to continue Rapid Response services through the end of the contract. We are expected to return approximately \$7,000 after final closeouts.
24CCQ – Child Care Quality	10/31/2024	\$6,249,935	51.68%	Expecting to utilize all funds for childcare quality and will continue to keep track of mentor and assessors’ expenditures.
24REA- Reemployment Services	09/30/2024	\$920,073	79.92%	Expecting to fully expend by the end of the contract.
24WOS – Military Family Support	12/31/2024	\$221,896	67.44%	Expenditures are on track but will continue to forecast for the remaining six months to fully expend by end of contract.
24CCP	12/31/2024	\$7,649,314	81.34%	The board has been awarded \$1.5M additional funding from TWC to extend the service through the end of the contract.
24WOZ Upskills & Training	07/31/2024	\$170,471	15.75%	This is a six-month initiative that targets training in high-demand occupations. Enrollment numbers have been met but there was a challenge with support service expenditures. We are expecting to return an estimate of \$98,000.
24REO – PROWD Grant	09/30/2027	\$1,174,500	2.41%	This is a multi-year initiative for reentry opportunities. We are in the procurement

				process and expecting to start RFP process in September.
23VR1 - SEAL	09/30/2024	\$900,000	32.96%	This is a summer program, and expenditures will be reflected in the following month.

ACTIVE GRANTS ONLY (NON-TWC):

Grant	End date	Budget	% Expense	Comments
SAF22 Workforce Academy	12/31/2024	\$100,000	64.14%	Grant was extended from 11/30/23 to 12/31/24. We are expecting to expend by the end of the contract.
CAP22 Capacity Building	12/31/2024	\$37,500	50.66%	This grant is used for capacity building, focusing on staff performance, technology management, and strategic planning.
TOY24 Toyotetsu	09/30/2024	\$16,100	0%	Funds were used to provide incentives to RTW participants with job placements. Grant has been extended through September 30,2024. We are expecting to fully expend the grant.
22RTW	5/31/2025	\$30,192,462	69.78%	This variance is primarily a timing difference. Expenditures will continue to be realized in the following months as enrollment and activities increase.

ATTACHMENTS:

Financial Statements – June 30, 2024

Workforce Solutions Alamo
Corporate Expenditure Report
Board Fiscal Year October 01, 2023-September 30, 2024
Report Period: 10/01/23 - 6/30/2024

75.00%

	Annual Budget	Amendment # 1	Amended Budget #1	YTD Expenses	% Expended	Balance
PERSONNEL						
Salaries/Wages	\$ 4,359,985	\$ -	\$ 4,359,985	\$ 2,885,105	66.17%	\$ 1,474,880
Fringe Benefits	1,153,947	-	1,153,947	711,006	61.62%	442,941
Staff Travel	160,045	-	160,045	59,835	37.39%	100,210
Staff Training & Development	193,250	-	193,250	42,743	22.12%	150,507
<i>PERSONNEL SUBTOTAL:</i>	\$ 5,867,227	\$ -	\$ 5,867,227	\$ 3,698,689	63.04%	\$ 2,168,538
BOARD FACILITY						
Rent	\$ 461,665	-	\$ 461,665	\$ 332,188	71.95%	\$ 129,477
Storage	\$ 30,000	-	\$ 30,000	\$ 8,981	29.94%	\$ 21,019
Maintenance and Repair	35,000	-	35,000	3,831	10.95%	31,169
<i>FACILITY SUBTOTAL:</i>	\$ 526,665	\$ -	\$ 526,665	\$ 345,000	65.51%	\$ 181,665
EQUIPMENT/RELATED COSTS						
Equipment Purchases	\$ 87,800	-	\$ 87,800	\$ 31,836	36.26%	\$ 55,964
Equipment Rental	15,000	-	15,000	11,365	75.77%	3,635
Repair & Maintenance	-	-	-	-	0.00%	-
Software Licenses & Maintenance	175,194	-	175,194	80,841	46.14%	94,353
<i>EQUIPMENT/RELATED COSTS SUBTOTAL:</i>	\$ 277,994	\$ -	\$ 277,994	\$ 124,042	44.62%	\$ 153,952
GENERAL OFFICE EXPENSES						
Communications	\$ 47,300	-	\$ 47,300	\$ 35,015	74.03%	\$ 12,285
Advertising	10,000	-	10,000	28	0.28%	9,972
Insurances	300,000	-	300,000	61,432	20.48%	238,568
Office Supplies	23,700	-	23,700	6,142	25.92%	17,558
Postage/Shipping/Other	7,500	-	7,500	3,254	43.39%	4,246
Printing, Binding & Reproduction	20,000	-	20,000	3,870	19.35%	16,130
Publications & Subscriptions	13,200	-	13,200	4,013	30.40%	9,187
Dues	25,000	-	25,000	8,856	35.42%	16,144
Marketing (External)	120,000	50,000	170,000	47,782	28.11%	122,218
Miscellaneous Costs	25,000	-	25,000	1,880	7.52%	23,120
Non Federal	50,000	50,000	100,000	69,457	69.46%	30,543
<i>GENERAL OFFICE EXP SUBTOTAL:</i>	\$ 641,700	\$ 100,000	\$ 741,700	\$ 241,729	32.59%	\$ 499,971
PROFESSIONAL SERVICES						
Legal Services-Corporate	\$ 125,000	-	\$ 125,000	\$ 52,500	42.00%	\$ 72,500
Legal Services-Other	75,000	-	75,000	27,035	36.05%	47,965
Audit	75,000	-	75,000	64,018	85.36%	10,983
Monitoring (Contractor)	500,000	-	500,000	196,070	39.21%	303,930
Professional Services	1,172,110	-	1,172,110	516,820	44.09%	655,290
Payroll Fees	40,000	10,000	50,000	27,671	55.34%	22,329
<i>PROFESSIONAL SERVICES SUBTOTAL:</i>	\$ 1,987,110	\$ 10,000	\$ 1,997,110	\$ 884,113	44.27%	\$ 1,112,997
BOARD EXPENSES						
Board Member Travel	\$ 5,000	-	\$ 5,000	\$ 10,281	205.62%	\$ (5,281)
Board Member Training/Development	25,000	-	25,000	8,400	33.60%	16,600
Board Meetings & Misc. Costs	15,000	-	15,000	6,750	45.00%	8,250
<i>BOARD EXPENSES SUBTOTAL:</i>	\$ 45,000	\$ -	\$ 45,000	\$ 25,431	56.51%	\$ 19,569
TOTAL EXPENSES						
	\$ 9,345,696	\$ 110,000	\$ 9,455,696	\$ 5,319,003	56.25%	\$ 4,136,693
SUMMARY:						
Personnel	\$ 5,867,227	-	\$ 5,867,227	\$ 3,698,689	63.04%	\$ 2,168,538
Board Facility	526,665	-	526,665	345,000	65.51%	181,665
Equipment/Related Costs	277,994	-	277,994	124,042	44.62%	153,952
General Office Expenses	641,700	100,000	741,700	241,729	32.59%	499,971
Professional Services	1,987,110	10,000	1,997,110	884,113	44.27%	1,112,997
Board Expenses	45,000	-	45,000	25,431	56.51%	19,569
TOTAL CORPORATE EXPENSES						
	\$ 9,345,696	\$ 110,000	\$ 9,455,696	\$ 5,319,003	56.25%	\$ 4,136,693

WORKFORCE SOLUTIONS ALAMO
Board Fiscal Year October 01, 2023 - September 30, 2024

Report Period: 10/01/2023-6/30/2024

Facilities & Infrastructure Report

Facilities & Infrastructure	Budgeted Amt.	YTD Expenses	% Expensed	% Straightline Benchmark	Balance
Workforce Facilities	\$ 6,567,328.00	\$ 3,707,585.30	56.46%	75.00%	\$ 2,859,742.70
Port SA	700,000.00	331,905.59	47.42%	75.00%	368,094.41
Mobile RV Unit	510,000.00	426,663.43	83.66%	75.00%	83,336.57
	\$ 7,777,328	\$ 4,466,154.32	57.43%	75.00%	\$ 3,311,173.68

<u>Facilities:</u>	<u>End of Lease</u>	
Walzem	6/30/2024	
Datapoint	3/31/2030	
Datapoint - Child Care	3/31/2030	
Marbach	3/31/2024	Relocated to Port SA
Port SA	4/30/2034	
S. Flores	7/31/2028	
E. Houston	8/16/2030	
New Braunfels	1/31/2032	
Hondo	12/31/2024	
Seguin	1/15/2027	
Kenedy	1/30/2025	
Floresville	7/31/2026	
Kerrville	4/30/2029	
Boerne	11/30/2026	
Pleasanton	1/31/2025	
Pearsall	10/31/2024	
SA Foodbank	12/31/2024	
Fredericksburg	No Expiration	
Bandera	No Expiration	

Workforce Solutions Alamo
October 1, 2023 to September 30, 2024
Grant Summary Report

GRANT	FUND GRANT NO.	Grant Budget	Estimate YTD as 9/30/23	Balance as 9/30/23	FY24 Budget (WSA)	Exp from 10/1/23 to 6/30/24	YTD Exp 6/30/24	Balance
WIOA ADULT SERVICES	22WA1 2022WOA001	\$ 947,323.00	\$ 889,535.10	\$ 57,787.90	\$ 57,787.90	\$ 58,091.26	\$ 947,626.36	\$ (303.36)
WIOA ADULT SERVICES	22WA2 2022WOA001	\$ 3,456,318.00	\$ 3,438,903.01	\$ 17,414.99	\$ 17,414.99	\$ 17,555.68	\$ 3,456,458.69	\$ (140.69)
WIOA ADULT SERVICES	23WA1 2023WOA001	\$ 1,277,859.00	\$ 675,725.52	\$ 602,133.48	\$ 602,133.48	\$ 595,053.05	\$ 1,270,778.57	\$ 7,080.43
WIOA ADULT SERVICES	23WA2 2023WOA001	\$ 4,244,872.00	0	\$ -	\$ 4,244,872.00	\$ 2,836,912.49	\$ 2,836,912.49	\$ 1,407,959.51
WIOA ADULT Total		\$ 9,926,372.00	\$ 5,004,163.63	\$ 677,336.37	\$ 4,922,208.37	\$ 3,507,612.48	\$ 8,511,776.11	\$ 1,414,595.89
WIOA DISLOCATED WORKER	22WD1 2022WOD001	\$ 1,184,451.00	\$ 579,581.80	\$ 604,869.20	\$ 604,869.20	\$ 604,984.83	\$ 1,184,566.63	\$ (115.63)
WIOA DISLOCATED WORKER	22WD2 2022WOD001	\$ 3,996,897.00	\$ 3,896,973.22	\$ 99,923.78	\$ 99,923.78	\$ 100,064.86	\$ 3,997,038.08	\$ (141.08)
WIOA DISLOCATED WORKER	23WD1 2023WOD001	\$ 1,175,801.00	\$ 26,995.58	\$ 1,148,805.42	\$ 1,148,805.42	\$ 181,456.36	\$ 208,451.94	\$ 967,349.06
WIOA DISLOCATED WORKER	23WD2 2023WOD001	\$ 3,599,032.00	0	\$ -	\$ 3,599,032.00	\$ 2,155,017.84	\$ 2,155,017.84	\$ 1,444,014.16
WIOA DISLOCATED Total		\$ 9,956,181.00	\$ 4,503,550.60	\$ 1,853,598.40	\$ 5,452,630.40	\$ 3,041,523.89	\$ 7,545,074.49	\$ 2,411,106.51
WIOA YOUTH SERVICES	22WOY 2022WOY001	\$ 4,732,035.00	\$ 4,137,856.98	\$ 594,178.02	\$ 594,178.02	\$ 594,762.24	\$ 4,732,619.22	\$ (584.22)
WIOA YOUTH SERVICES	23WOY 2023WOY001	\$ 5,861,245.00	\$ 273,492.33	\$ 5,587,752.67	\$ 5,587,752.67	\$ 2,732,716.89	\$ 3,006,209.22	\$ 2,855,035.78
WIOA YOUTH Total		\$ 10,593,280.00	\$ 4,411,349.31	\$ 6,181,930.69	\$ 6,181,930.69	\$ 3,327,479.13	\$ 7,738,828.44	\$ 2,854,451.56
WIOA RAPID RESPONSE	23WOR 2023WOR001	\$ 84,607.00	\$ 18,701.69	\$ 65,905.31	\$ 65,905.31	\$ 58,131.86	\$ 76,833.55	\$ 7,773.45
WIOA RAPID RESPONSE Total		\$ 84,607.00	\$ 18,701.69	\$ 65,905.31	\$ 65,905.31	\$ 58,131.86	\$ 76,833.55	\$ 7,773.45
TEMPORARY ASST FOR NEEDY FAMILIES-TANF	23TAF 2023TAF001	\$ 8,011,037.00	\$ 6,331,324.16	\$ 1,679,712.84	\$ 1,679,712.84	\$ 334,778.76	\$ 6,666,102.92	\$ 1,344,934.08
TEMPORARY ASST FOR NEEDY FAMILIES-TANF	24TAF 2024TAF001	\$ 6,851,831.00	\$ -	\$ -	\$ 6,851,831.00	\$ 5,364,475.40	\$ 5,364,475.40	\$ 1,487,355.60
TANF Total		\$ 14,862,868.00	\$ 6,331,324.16	\$ 1,679,712.84	\$ 8,531,543.84	\$ 5,699,254.16	\$ 12,030,578.32	\$ 2,832,289.68
SUPPLEMENTAL NUTRITION ASST PRGRM - SNAP	24SNE 2024SNE001	\$ 1,283,189.00	0	\$ -	\$ 1,283,189.00	\$ 1,111,976.48	\$ 1,111,976.48	\$ 171,212.52
SNAP E&T Total		\$ 1,283,189.00	\$ -	\$ -	\$ 1,283,189.00	\$ 1,111,976.48	\$ 1,111,976.48	\$ 171,212.52
NON CUSTODIAL PARENT	24NCP 2024NCP001	\$ 437,578.00	\$ 15,270.04	\$ 422,307.96	\$ 422,307.96	\$ 320,914.89	\$ 336,184.93	\$ 101,393.07
NON CUSTODIAL PARENT Total		\$ 437,578.00	\$ 15,270.04	\$ 422,307.96	\$ 422,307.96	\$ 320,914.89	\$ 336,184.93	\$ 101,393.07
CC SRVCS FORMULA ALLOCATION-CCF	23CCF 2023CCF001	\$ 87,130,697.00	\$ 83,698,107.20	\$ 3,432,589.80	\$ 3,432,589.80	\$ 3,433,094.43	\$ 87,131,201.63	\$ (504.63)
CC SRVCS FORMULA ALLOCATION-CCF	24CCF 2024CCF001	\$ 103,725,503.00	\$ -	\$ -	\$ 103,725,503.00	\$ 69,588,487.74	\$ 69,588,487.74	\$ 34,137,015.26
CHILD CARE CCF Total		\$ 190,856,200.00	\$ 83,698,107.20	\$ 3,432,589.80	\$ 107,158,092.80	\$ 73,021,582.17	\$ 156,719,689.37	\$ 34,136,510.63
CC DVLPMNT FUND LOCAL MATCH - CCM	23CCM 2023CCM001	\$ 7,539,884.00	\$ -	\$ 7,539,884.00	\$ 7,539,884.00	\$ 7,539,884.00	\$ 7,539,884.00	\$ -
CC DVLPMNT FUND LOCAL MATCH - CCM	24CCM 2024CCM001	\$ 7,584,186.00	\$ -	\$ -	\$ 7,584,186.00	\$ -	\$ -	\$ 7,584,186.00
CHILD CARE CCM Total		\$ 15,124,070.00	\$ -	\$ 7,539,884.00	\$ 15,124,070.00	\$ 7,539,884.00	\$ 7,539,884.00	\$ 7,584,186.00
CC TEXAS DEPT FAMILY PROTECTIVE SRVCS-CCP	23CCP 2023CCP001	\$ 8,115,000.00	\$ 6,118,686.69	\$ 1,996,313.31	\$ 1,996,313.31	\$ 978.34	\$ 6,119,665.03	\$ 1,995,334.97
CC TEXAS DEPT FAMILY PROTECTIVE SRVCS-CCP	24CCP 2024CCP001	\$ 7,649,313.93	\$ 546,933.25	\$ 7,102,380.68	\$ 7,102,380.68	\$ 5,675,041.20	\$ 6,221,974.45	\$ 1,427,339.48
CHILD CARE CCP Total		\$ 15,764,313.93	\$ 6,665,619.94	\$ 9,098,693.99	\$ 9,098,693.99	\$ 5,676,019.54	\$ 12,341,639.48	\$ 3,422,674.45
TRADE ACT SERVICES	23TRA 2023TRA001	\$ 50,400.00	\$ 19,170.17	\$ 31,229.83	\$ 31,229.83	\$ 21,827.52	\$ 40,997.69	\$ 9,402.31
TRADE ACT SERVICES	24TRA 2024TRA001	\$ 27,000.00	0	\$ -	\$ 27,000.00	\$ 1,478.62	\$ 1,478.62	\$ 25,521.38
TRADE ACT SERVICES Total		\$ 77,400.00	\$ 19,170.17	\$ 31,229.83	\$ 58,229.83	\$ 23,306.14	\$ 42,476.31	\$ 34,923.69
WAGNER-PEYSER EMPLOYMENT SERVICES-WPA	23WPA 2023WPA001	\$ 1,020,888.00	\$ 704,618.53	\$ 316,269.47	\$ 316,269.47	\$ 273,762.09	\$ 978,380.62	\$ 42,507.38
WAGNER-PEYSER EMPLOYMENT SERVICES-WPA	24WPA 2024WPA001	\$ 667,896.00	0	\$ -	\$ 667,896.00	\$ 440,209.03	\$ 440,209.03	\$ 227,686.97
EMPLOYMENT SERVICES Total		\$ 1,688,784.00	\$ 704,618.53	\$ 316,269.47	\$ 984,165.47	\$ 713,971.12	\$ 1,418,589.65	\$ 270,194.35
RESOURCE ADMIN GRANT	24RAG 2024RAG001	\$ 11,857.00	0	\$ -	\$ 11,857.00	\$ 7,881.03	\$ 7,881.03	\$ 3,975.97
RESOURCE ADMIN GRANT Total		\$ 11,857.00	\$ -	\$ -	\$ 11,857.00	\$ 7,881.03	\$ 7,881.03	\$ 3,975.97
TEXAS VETERANS COMMISSION	24TVC 2024TVC001	\$ 284,084.00	0	\$ -	\$ 284,084.00	\$ 192,201.39	\$ 192,201.39	\$ 91,882.61
VETERANS EMPLOYMENT SERVICE Total		\$ 284,084.00	\$ -	\$ -	\$ 284,084.00	\$ 192,201.39	\$ 192,201.39	\$ 91,882.61

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GRANT	FUND GRANT NO.	Grant Budget	Estimate YTD as 9/30/23	Balance as 9/30/23	FY24 Budget (WSA)	Exp from 10/1/23 to 6/30/24	YTD Exp 6/30/24	Balance
CC QUALITY - CCQ	23CCQ 2023CCQ001	\$ 5,820,249.00	\$ 3,278,190.33	\$ 2,542,058.67	\$ 2,542,058.67	\$ 1,736,576.89	\$ 5,014,767.22	\$ 805,481.78
CC QUALITY - CCQ	24CCQ 2024CCQ001	\$ 6,249,935.30	0	\$ -	\$ 6,249,935.30	\$ 3,230,088.69	\$ 3,230,088.69	\$ 3,019,846.61
CCQ QUALITY Total		\$ 12,070,184.30	\$ 3,278,190.33	\$ 2,542,058.67	\$ 8,791,993.97	\$ 4,966,665.58	\$ 8,244,855.91	\$ 3,825,328.39
CHILD CARE - TRS CONTRACTED SLOTS	22CSL 2022SCSL001	\$ 746,230.00	\$ 258,672.86	\$ 487,557.14	\$ 487,557.14	\$ 71,112.72	\$ 329,785.58	\$ 416,444.42
CHILD CARE - TRS CONTRACTED SLOTS - Total		\$ 746,230.00	\$ 258,672.86	\$ 487,557.14	\$ 487,557.14	\$ 71,112.72	\$ 329,785.58	\$ 416,444.42
WORKFORCE COMMISSION INITIATIVES	24WCI 2024WCI001	\$ 94,250.00	0	\$ -	\$ 94,250.00	\$ 67,763.69	\$ 67,763.69	\$ 26,486.31
WORKFORCE COMMISSION INITIATIVES Total		\$ 94,250.00	\$ -	\$ -	\$ 94,250.00	\$ 67,763.69	\$ 67,763.69	\$ 26,486.31
REEMPLOYMENT SERVICES - REA	23REA 2023REA001	\$ 935,000.00	\$ 819,070.82	\$ 115,929.18	\$ 115,929.18	\$ 116,249.28	\$ 935,320.10	\$ (320.10)
REEMPLOYMENT SERVICES - REA	24REA 2024REA001	\$ 920,073.00	0	\$ -	\$ 920,073.00	\$ 735,347.39	\$ 735,347.39	\$ 184,725.61
REEMPLOYMENT Total		\$ 1,855,073.00	\$ 819,070.82	\$ 115,929.18	\$ 1,036,002.18	\$ 851,596.67	\$ 1,670,667.49	\$ 184,405.51
PARTNERS FOR REENTRY OPPORTUNITIES IN WD (PROWD)	24REO 2024REO001	\$ 1,174,500.00	\$ -	\$ -	\$ 1,174,500.00	\$ 28,267.14	\$ 28,267.14	\$ 1,146,232.86
PARTNERS FOR REENTRY OPPORTUNITIES IN WD Total		\$ 1,174,500.00	\$ -	\$ -	\$ 1,174,500.00	\$ 28,267.14	\$ 28,267.14	\$ 1,146,232.86
MILITARY FAMILY SUPPORT PROGRAM	23WOS 2023WOS001	\$ 221,896.00	\$ 128,650.35	\$ 93,245.65	\$ 93,384.56	\$ 67,056.29	\$ 195,706.64	\$ 26,189.36
MILITARY FAMILY SUPPORT PROGRAM	24WOS 2024WOS001	\$ 221,896.00	0	\$ -	\$ 221,896.00	\$ 149,646.88	\$ 149,646.88	\$ 72,249.12
MILITARY FAMILY SUPPORT Total		\$ 443,792.00	\$ 128,650.35	\$ 93,245.65	\$ 315,280.56	\$ 216,703.17	\$ 345,353.52	\$ 98,438.48
STUDENT HIREABILITY NAVIGATOR	18HN5 3024VRS056	\$ 210,000.00	\$ 19,572.47	\$ 190,427.53	\$ 190,427.53	\$ 136,792.23	\$ 156,364.70	\$ 53,635.30
STUDENT HIREABILITY NAVIGATOR Total		\$ 210,000.00	\$ 19,572.47	\$ 190,427.53	\$ 190,427.53	\$ 136,792.23	\$ 156,364.70	\$ 53,635.30
VOCATIONAL REHABILITATION-VR INFRA SPVRT	24COL 2024COL001	\$ 535,919.54	\$ 42,490.45	\$ 493,429.09	\$ 493,429.09	\$ 389,549.36	\$ 432,039.81	\$ 103,879.73
VR-INFRA SUPPORT Total		\$ 535,919.54	\$ 42,490.45	\$ 493,429.09	\$ 493,429.09	\$ 389,549.36	\$ 432,039.81	\$ 103,879.73
PAID WORK EXPERIENCE (PWE)	24PWE 3024VRS107	\$ 187,500.00	0	\$ -	\$ 187,500.00	\$ 782.42	\$ 782.42	\$ 186,717.58
PAID WORK EXPERIENCE (PWE) Total		\$ 187,500.00	\$ -	\$ -	\$ 187,500.00	\$ 782.42	\$ 782.42	\$ 186,717.58
WIOA - UPSKILLING AND TRAINING	24WOZ 2024WOZ001	\$ 170,471.00	0	\$ -	\$ 170,471.00	\$ 26,846.67	\$ 26,846.67	\$ 143,624.33
WIOA - UPSKILLS AND TRAINING Total		\$ 170,471.00	\$ -	\$ -	\$ 170,471.00	\$ 26,846.67	\$ 26,846.67	\$ 143,624.33
TRAINING & EMPLOYMENT NAVIGATOR PILOT	22WPB 2022WPB002	\$ 192,946.00	\$ 139,720.06	\$ 53,225.94	\$ 53,225.94	\$ 23,650.00	\$ 163,370.06	\$ 29,575.94
TRAINING & EMPLOYMENT NAVIGATOR PILOT	24WPB 2024WPB001	\$ 195,856.00	0	\$ -	\$ 195,856.00	\$ 32,061.02	\$ 32,061.02	\$ 163,794.98
TRAINING & EMPLOYMENT NAVIGATOR PILOT Total		\$ 388,802.00	\$ 139,720.06	\$ 53,225.94	\$ 249,081.94	\$ 55,711.02	\$ 195,431.08	\$ 193,370.92
MIDDLE SKILLS EMPLOYMENT SUPPLIES PILOT PROJECT	23WS2 2023WOS002	\$ 116,439.00	\$ 523.44	\$ 115,915.56	\$ 115,915.56	\$ 51,386.38	\$ 51,909.82	\$ 64,529.18
MIDDLE SKILLS EMPLOYMENT SUPPLIES PILOT PROJECT Total		\$ 116,439.00	\$ 523.44	\$ 115,915.56	\$ 115,915.56	\$ 51,386.38	\$ 51,909.82	\$ 64,529.18
TEACHER EXTERNSHIP	23EXT 2023EXT001	\$ 200,000.00	\$ 192,252.87	\$ 7,747.13	\$ 7,747.13	\$ 7,752.73	\$ 200,005.60	\$ (5.60)
TEACHER EXTERNSHIP	23EX2 2023EXT002	\$ 106,726.00	\$ 41,116.75	\$ 65,609.25	\$ 65,609.25	\$ 60,026.62	\$ 101,143.37	\$ 5,582.63
TEACHER EXTERNSHIP Total		\$ 306,726.00	\$ 233,369.62	\$ 73,356.38	\$ 73,356.38	\$ 67,779.35	\$ 301,148.97	\$ 5,577.03
SUMMER EARN & LEARN (SEAL)	22VR1 3022VRS045	\$ 900,000.00	\$ 662,278.44	\$ 237,721.56	\$ 237,721.56	\$ (36,373.17)	\$ 625,905.27	\$ 274,094.73
SUMMER EARN & LEARN (SEAL)	23VR1 3022VRS045	\$ 900,000.00	0	\$ -	\$ 900,000.00	\$ 296,643.24	\$ 296,643.24	\$ 603,356.76
SEAL Total		\$ 1,800,000.00	\$ 662,278.44	\$ 237,721.56	\$ 1,137,721.56	\$ 260,270.07	\$ 922,548.51	\$ 877,451.49
SAN ANTONIO AREA FOUNDATION-WORKFORCE ACADEMY	SAF22	\$ 100,000.00	\$ 35,266.63	\$ 64,733.37	\$ 64,733.37	\$ 28,875.68	\$ 64,142.31	\$ 35,857.69
SAN ANTONIO AREA FOUNDATION-CAPACITY BUILDING	CAP22	\$ 37,500.00	\$ 799.00	\$ 36,701.00	\$ 36,701.00	\$ 18,199.64	\$ 18,998.64	\$ 18,501.36
SAN ANTONIO AREA FOUNDATION TOTAL		\$ 137,500.00	\$ 36,065.63	\$ 101,434.37	\$ 101,434.37	\$ 47,075.32	\$ 83,140.95	\$ 54,359.05
ASPEN INSTITUTE	ASP23	\$ 100,000.00	\$ 45,763.56	\$ 54,236.44	\$ 54,236.44	\$ 34,032.58	\$ 79,796.14	\$ 20,203.86
ASPEN INSTITUTE TOTAL		\$ 100,000.00	\$ 45,763.56	\$ 54,236.44	\$ 54,236.44	\$ 34,032.58	\$ 79,796.14	\$ 20,203.86
TOYOTETSU PILOT PROGRAM (RTW)	TOY24	\$ 16,100.00	0	\$ -	\$ 46,525.00	0	\$ -	\$ 16,100.00
TOYOTETSU PILOT PROGRAM TOTAL		\$ 16,100.00	\$ -	\$ -	\$ 46,525.00	\$ -	\$ -	\$ 16,100.00
READY TO WORK-COSA	22RTW	\$ 30,192,462.00	\$ 12,257,949.36	\$ 17,934,512.64	\$ 17,934,512.64	\$ 8,811,120.63	\$ 21,069,069.99	\$ 9,123,392.01
READY TO WORK-COSA TOTAL		\$ 30,192,462.00	\$ 12,257,949.36	\$ 17,934,512.64	\$ 17,934,512.64	\$ 8,811,120.63	\$ 21,069,069.99	\$ 9,123,392.01
GRAND TOTAL		\$ 321,496,732.77	\$ 129,294,192.66	\$ 53,792,508.81	\$ 192,233,104.02	\$ 120,325,193.28	\$ 249,619,385.94	\$ 71,877,346.83

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GRANT	FUND	Grant End Date	GRANT NO.	Grant Budget	YTD Exp 6/30/24	Balance	Grant Expended 6/30/24	Months Remaining
WIOA ADULT SERVICES	22WA1	6/30/2024	2022WOA001	\$ 947,323.00	\$ 947,626.36	\$ (303.36)	100.03%	
WIOA ADULT SERVICES	22WA2	6/30/2024	2022WOA001	\$ 3,456,318.00	\$ 3,456,458.69	\$ (140.69)	100.00%	
WIOA ADULT SERVICES	23WA1	6/30/2025	2023WOA001	\$ 1,277,860.00	\$ 1,270,778.57	\$ 7,081.43	99.45%	12
WIOA ADULT SERVICES	23WA2	6/30/2025	2023WOA001	\$ 4,244,871.00	\$ 2,836,912.49	\$ 1,407,958.51	66.83%	12
WIOA ADULT Total				\$ 9,926,372.00	\$ 8,511,776.11	\$ 1,414,595.89		
WIOA DISLOCATED WORKER	22WD1	6/30/2024	2022WOD001	\$ 1,184,451.00	\$ 1,184,566.63	\$ (115.63)	100.01%	
WIOA DISLOCATED WORKER	22WD2	6/30/2024	2022WOD001	\$ 3,996,897.00	\$ 3,997,038.08	\$ (141.08)	100.00%	
WIOA DISLOCATED WORKER	23WD1	6/30/2025	2023WOD001	\$ 1,175,801.00	\$ 208,451.94	\$ 967,349.06	17.73%	12
WIOA DISLOCATED WORKER	23WD2	6/30/2025	2023WOD001	\$ 3,599,032.00	\$ 2,155,017.84	\$ 1,444,014.16	59.88%	12
WIOA DISLOCATED Total				\$ 9,956,181.00	\$ 7,545,074.49	\$ 2,411,106.51		
WIOA YOUTH SERVICES	22WOY	6/30/2024	2022WOY001	\$ 4,732,035.00	\$ 4,732,619.22	\$ (584.22)	100.01%	
WIOA YOUTH SERVICES	23WOY	6/30/2025	2023WOY001	\$ 5,861,245.00	\$ 3,006,209.22	\$ 2,855,035.78	51.29%	12
WIOA YOUTH Total				\$ 10,593,280.00	\$ 7,738,828.44	\$ 2,854,451.56		
WIOA RAPID RESPONSE	23WOR	6/30/2024	2023WOR001	\$ 84,607.00	\$ 76,833.55	\$ 7,773.45	90.81%	
WIOA RAPID RESPONSE Total				\$ 84,607.00	\$ 76,833.55	\$ 7,773.45		
TEMPORARY ASST FOR NEEDY FAMILIES-TANF	24TAF	10/31/2024	2024TAF001	\$ 6,851,831.00	\$ 5,364,475.40	\$ 1,487,355.60	78.29%	4
TANF Total				\$ 6,851,831.00	\$ 5,364,475.40	\$ 1,487,355.60		
SUPPLEMENTAL NUTRITION ASST PRGRM - SNAP	24SNE	9/30/2024	2024SNE001	\$ 1,283,189.00	\$ 1,111,976.48	\$ 171,212.52	86.66%	3
SNAP E&T Total				\$ 1,283,189.00	\$ 1,111,976.48	\$ 171,212.52		
NON CUSTODIAL PARENT	24NCP	9/30/2024	2024NCP001	\$ 437,578.00	\$ 336,184.93	\$ 101,393.07	76.83%	3
NON CUSTODIAL PARENT Total				\$ 437,578.00	\$ 336,184.93	\$ 101,393.07		
CC SRVCS FORMULA ALLOCATION-CCF	24CCF	12/31/2024	2024CCF001	\$ 103,725,503.00	\$ 69,588,487.74	\$ 34,137,015.26	67.09%	6
CHILD CARE CCF Total				\$ 103,725,503.00	\$ 69,588,487.74	\$ 34,137,015.26		
CC DVLPMNT FUND LOCAL MATCH - CCM	24CCM	12/31/2024	2024CCM001	\$ 7,584,186.00	\$ -	\$ 7,584,186.00	0.00%	6
CHILD CARE CCM Total				\$ 7,584,186.00	\$ -	\$ 7,584,186.00		
CC TEXAS DEPT FAMILY PROTECTIVE SRVCS-CCP	24CCP	12/31/2024	2024CCP001	\$ 7,649,313.93	\$ 6,221,974.45	\$ 1,427,339.48	81.34%	6
CHILD CARE CCP Total				\$ 7,649,313.93	\$ 6,221,974.45	\$ 1,427,339.48		
TRADE ACT SERVICES	24TRA	9/30/2024	2024TRA001	\$ 27,000.00	\$ 1,478.62	\$ 25,521.38	5.48%	3
TRADE ACT SERVICES Total				\$ 27,000.00	\$ 1,478.62	\$ 25,521.38		
WAGNER-PEYSER EMPLOYMENT SERVICES-WPA	24WPA	12/31/2024	2024WPA001	\$ 667,896.00	\$ 440,209.03	\$ 227,686.97	65.91%	6
EMPLOYMENT SERVICES Total				\$ 667,896.00	\$ 440,209.03	\$ 227,686.97		
RESOURCE ADMIN GRANT	24RAG	9/30/2024	2024RAG001	\$ 11,857.00	\$ 7,881.03	\$ 3,975.97	66.47%	3
RESOURCE ADMIN GRANT Total				\$ 11,857.00	\$ 7,881.03	\$ 3,975.97		
TEXAS VETERANS COMMISSION	24TVC	9/30/2024	2024TVC001	\$ 284,084.00	\$ 192,201.39	\$ 91,882.61	67.66%	3
TEXAS VETERANS COMMISSION Total				\$ 284,084.00	\$ 192,201.39	\$ 91,882.61		
CC QUALITY - CCQ	24CCQ	10/31/2024	2024CCQ001	\$ 6,249,935.30	\$ 3,230,088.69	\$ 3,019,846.61	51.68%	4
CCQ QUALITY Total				\$ 6,249,935.30	\$ 3,230,088.69	\$ 3,019,846.61		
WORKFORCE COMMISSION INITIATIVES	24WCI	9/30/2024	2024WCI001	\$ 94,250.00	\$ 67,763.69	\$ 26,486.31	71.90%	3
WORKFORCE COMMISSION INITIATIVES Total				\$ 94,250.00	\$ 67,763.69	\$ 26,486.31		
REEMPLOYMENT SERVICES - REA	24REA	9/30/2024	2024REA001	\$ 920,073.00	\$ 735,347.39	\$ 184,725.61	79.92%	3

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GRANT	FUND	Grant End Date	GRANT NO.	Grant Budget	YTD Exp 6/30/24	Balance	Grant Expended 6/30/24	Months Remaining
REEMPLOYMENT Total				\$ 920,073.00	\$ 735,347.39	\$ 184,725.61		
PARTNERS FOR REENTRY OPPORTUNITIES IN WD	24REO	9/30/2027	2024REO001	\$ 1,174,500.00	\$ 28,267.14	\$ 1,146,232.86	2.41%	40
PARTNERS FOR REENTRY OPPORTUNITIES IN WD Total				\$ 1,174,500.00	\$ 28,267.14	\$ 1,146,232.86		
MILITARY FAMILY SUPPORT PROGRAM	24WOS	12/31/2024	2024WOS001	\$ 221,896.00	\$ 149,646.88	\$ 72,249.12	67.44%	6
MILITARY FAMILY SUPPORT Total				\$ 221,896.00	\$ 149,646.88	\$ 72,249.12		
STUDENT HIREABILITY NAVIGATOR	18HN5	8/31/2024	3024VRS056	\$ 210,000.00	\$ 156,364.70	\$ 53,635.30	74.46%	2
STUDENT HIREABILITY NAVIGATOR Total				\$ 210,000.00	\$ 156,364.70	\$ 53,635.30		
VOCATIONAL REHABILITATION-VR INFRA SPRT	24COL	8/31/2024	2024COL001	\$ 535,919.54	\$ 432,039.81	\$ 103,879.73	80.62%	2
VR-INFRA SUPPORT Total				\$ 535,919.54	\$ 432,039.81	\$ 103,879.73		
PAID WORK EXPERIENCE (PWE)	24PWE	9/30/2025	3024VRS107	\$ 187,500.00	\$ 782.42	\$ 186,717.58	0.42%	15
PAID WORK EXPERIENCE (PWE) Total				\$ 187,500.00	\$ 782.42	\$ 186,717.58		
WIOA - UPSKILLING AND TRAINING	24WOZ	7/31/2024	2024WOZ001	\$ 170,471.00	\$ 26,846.67	\$ 143,624.33	15.75%	1
WIOA - UPSKILLS AND TRAINING Total				\$ 170,471.00	\$ 26,846.67	\$ 143,624.33		
TRAINING & EMPLOYMENT NAVIGATOR	24WPB	10/31/2025	2024WPB001	\$ 195,856.00	\$ 32,061.02	\$ 163,794.98	16.37%	16
TRAINING & EMPLOYMENT NAVIGATOR Total				\$ 195,856.00	\$ 32,061.02	\$ 163,794.98		
SUMMER EARN & LEARN (SEAL)	23VR1	9/30/2024	3021VRS073	\$ 900,000.00	\$ 296,643.24	\$ 603,356.76	32.96%	3
SEAL Total				\$ 900,000.00	\$ 296,643.24	\$ 603,356.76		
SAN ANTONIO AREA FOUNDATION-WORKFORCE AC/SAF22		12/31/2024		\$ 100,000.00	\$ 64,142.31	\$ 35,857.69	64.14%	6
SAN ANTONIO AREA FOUNDATION-CAPACITY BUILDII CAP22		12/31/2024		\$ 37,500.00	\$ 18,998.64	\$ 18,501.36	50.66%	6
SAN ANTONIO AREA FOUNDATION Total				\$ 137,500.00	\$ 83,140.95	\$ 54,359.05		
TOYOTETSU PILOT PROGRAM (RTW)	TOY24	9/30/2024		\$ 16,100.00	0	\$ 16,100.00	0.00%	3
TOYOTETSU PILOT PROGRAM TOTAL				\$ 16,100.00	\$ -	\$ 16,100.00		
READY TO WORK-COSA	22RTW	3/31/2025		\$ 30,192,462.00	\$ 21,069,069.99	\$ 9,123,392.01	69.78%	9
READY TO WORK-COSA TOTAL				\$ 30,192,462.00	\$ 21,069,069.99	\$ 9,123,392.01		
GRAND TOTAL				\$ 200,289,340.77	\$ 133,445,444.25	\$ 66,843,896.52		



MEMORANDUM

To: Audit and Finance Committee
From: Brandee Perez, CFO
Presented by: Gabriela Navarro Garcia, Controller
Date: September 6, 2024
Regarding: FY24 Budget Analysis Service Delivery

SUMMARY: *Update and Possible Discussion on Service Delivery Expenditure by County.* The preparation of the annual budget considers allocation factors, under Texas Administrative Code, Chapter 800, Chapter B, Allocations. These allocations provide guidance in allocating funds by each county within the Service Delivery Area. TWC awards contracts in aggregate amounts to the Alamo region, requiring the board to serve participants throughout the region.

Upon request of local officials, the board is analyzing a pilot initiative to track Service Delivery expenditures by County to ensure that each county is receiving a fair share of the fund's allocation by state allocation factors.

ANALYSIS: The board has evaluated the initial budget allocation, year to date expenditures, and year to date variance analysis for each county. As of June 30, 2024, Bexar County has a budget target of 84.05% of expenditures, against actual expenditures of 81.31%. The rural counties have target expenditures of 15.95% of the total budget against 18.69% of expenditures.

Another factor to consider when reviewing the report is Formula and Childcare Funds tend to spike in the summer months, when the youth have an increase in work experience and Childcare expenditures increase due to children being out of school. Non-Formula funds also include a large allocation from Ready to Work which we have seen an increase in tuition and training.

FISCAL IMPACT: The board will continue to monitor expenditure by county and work collaboratively with service providers to ensure proper outreach is being conducted in all counties to make funds and services available.

ATTACHMENTS:

YTD County by County Expense to Budget Comparison Report

**County by County Expense Report - FY24 YTD Straight- Line Budget
June 30, 2024**

Counties	Formula Funds		Child Care Funds		Non-Formula Funds		Total	
	Budget	Percentage %	Budget	Percentage %	Budget	Percentage %	Budget	Percentage %
ATASCOSA	\$ 588,587.98	2.85%	\$ 2,206,044.99	2.20%	\$ 105,463.04	0.38%	2,900,096.01	1.95%
BANDERA	\$ 204,177.72	0.99%	\$ 346,486.45	0.35%	\$ 60,637.15	0.22%	611,301.32	0.41%
BEXAR	\$ 15,332,396.15	74.32%	\$ 82,670,067.29	82.56%	\$ 26,723,286.88	96.68%	124,725,750.33	84.05%
COMAL	\$ 922,247.50	4.47%	\$ 3,406,615.32	3.40%	\$ 181,844.42	0.66%	4,510,707.24	3.04%
FRIO	\$ 339,773.52	1.65%	\$ 813,676.79	0.81%	\$ 39,449.21	0.14%	1,192,899.51	0.80%
GILLESPIE	\$ 225,742.05	1.09%	\$ 358,608.58	0.36%	\$ 31,939.34	0.12%	616,289.97	0.42%
GUADALUPE	\$ 1,009,494.42	4.89%	\$ 4,797,071.65	4.79%	\$ 170,528.04	0.62%	5,977,094.11	4.03%
KARNES	\$ 268,495.81	1.30%	\$ 130,282.37	0.13%	\$ 30,167.26	0.11%	428,945.44	0.29%
KENDALL	\$ 310,506.60	1.51%	\$ 858,659.00	0.86%	\$ 49,308.84	0.18%	1,218,474.44	0.82%
KERR	\$ 310,135.94	1.50%	\$ 1,566,015.36	1.56%	\$ 82,670.81	0.30%	1,958,822.10	1.32%
MCMULLEN	\$ 371,001.29	1.80%	\$ -	0.00%	\$ 53,609.17	0.19%	424,610.45	0.29%
MEDINA	\$ 367,870.34	1.78%	\$ 1,775,986.83	1.77%	\$ 56,802.66	0.21%	2,200,659.83	1.48%
WILSON	\$ 379,137.93	1.84%	\$ 1,202,029.54	1.20%	\$ 56,324.52	0.20%	1,637,491.99	1.10%
	\$ 20,629,567.24	100.00%	\$ 100,131,544.16	100.00%	\$ 27,642,031.35	100.00%	\$ 148,403,142.75	100.00%

County by County Expense Report - June 30, 2024

Counties	Formula Funds		Child Care Funds		Non-Formula Funds		Total	
	Expenditures	Percentage %	Expenditures	Percentage %	Expenditures	Percentage %	Expenditures	Percentage %
ATASCOSA	589,059.06	0.53%	2,109,604.50	2.27%	66,799.59	0.63%	2,765,463.15	2.50%
BANDERA	248,590.44	0.76%	321,005.29	0.34%	10,879.92	0.37%	580,475.65	0.52%
BEXAR	12,070,947.52	71.77%	75,826,934.36	82.57%	2,164,233.47	81.74%	90,062,115.35	81.31%
COMAL	1,312,938.67	9.26%	2,995,721.69	3.38%	172,702.80	5.70%	4,481,363.16	4.05%
FRIO	348,852.43	2.12%	793,028.83	0.82%	41,898.79	1.19%	1,183,780.06	1.07%
GILLESPIE	226,314.88	0.81%	359,792.21	0.38%	5,886.65	0.00%	591,993.73	0.53%
GUADALUPE	542,745.41	3.17%	4,122,151.88	4.70%	104,355.79	3.78%	4,769,253.07	4.31%
KARNES	183,336.22	1.24%	163,102.16	0.15%	1,423.69	0.34%	347,862.07	0.31%
KENDALL	291,708.92	1.76%	674,027.79	0.84%	51,609.70	1.53%	1,017,346.41	0.92%
KERR	400,417.14	2.60%	1,332,363.62	1.55%	74,979.89	2.95%	1,807,760.64	1.63%
MCMULLEN	31,066.67	0.00%	0.00	0.00%	0.00	0.00%	31,066.67	0.03%
MEDINA	207,924.65	1.54%	1,679,222.51	1.85%	39,804.46	1.44%	1,926,951.62	1.74%
WILSON	276,315.30	1.93%	899,590.21	1.14%	23,800.37	0.34%	1,199,705.88	1.08%
	16,730,217.32	100.00%	91,276,545.04	100.00%	2,758,375.12	100.00%	110,765,137.48	100.00%

***This expenditures exclude Bexar County only funds which includes: City of San Antonio, Non Custodial Parent, Military Family, Student Hireability Navigator, VRS Paid Work Experience, Training and Employment Navigator, and High Demand Job Training**



MEMORANDUM

To: Early Care & Education Committee
From: Adrian Lopez, CEO
Presented By: Jessica Villarreal, Director of Child Care
Date: August 23, 2024
Subject: Childcare Performance Briefing

Summary:

This is a briefing to the Early Care & Education Committee on childcare performance for FY2024.

WSA works with our childcare contractor as they monitor and process enrollments. WSA maintains ongoing communication with the childcare contractor on TWC's performance goal range of meeting performance at 95 – 105% and to remain within the allocated budget.

For FY2024 TWC has set Alamo's target units of care at 12,378.

Alamo began the FY in October reflecting 11,227 and with the new budget and target allocations, WSA received an increase of 951 units of care. As a result, childcare staff resumed ramping up enrollments, recently, TWC provided boards additional funding to place children in care, without any change to target.

Analysis:

- WSA's unofficial YTD average for July shows average enrollments of 12, 549 or 101.38%, which reflects that Alamo has been successful in returning to the meets performance (MP) range. Our Child Care Services team continues to actively enroll to maintain performance range while remaining within the allocated childcare budget.
- As of 8/16/24, WSA has successfully placed 15,035 children in care, servicing 8,624 families.
- As of 8/16/24, Alamo has 5,185 children on the waitlist, reflecting 3,237 families

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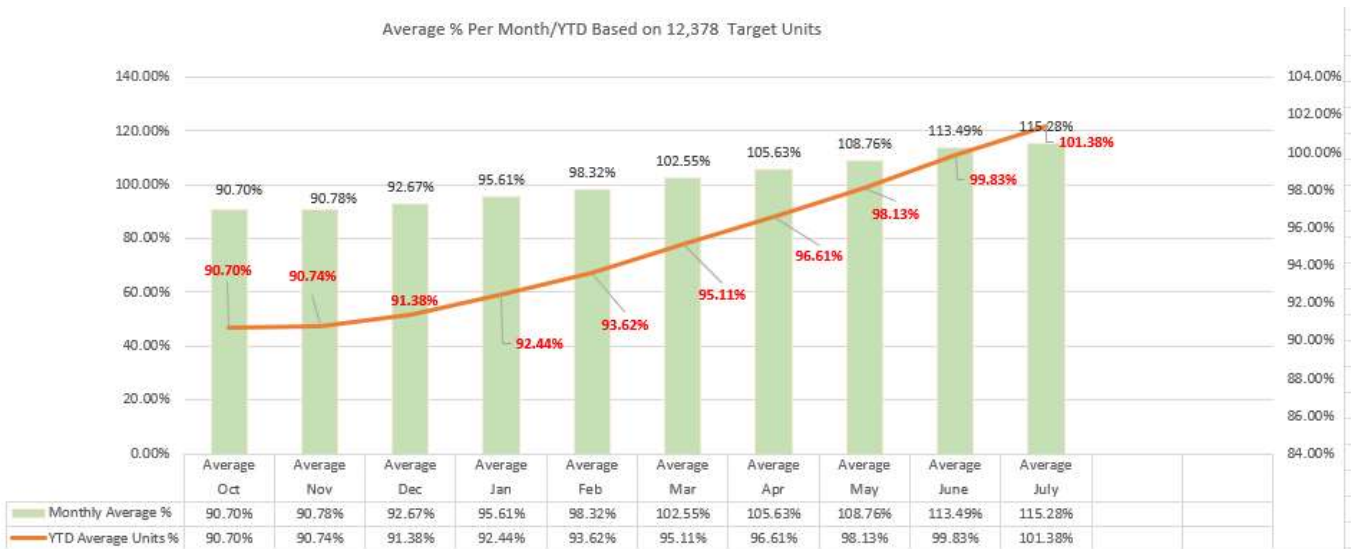
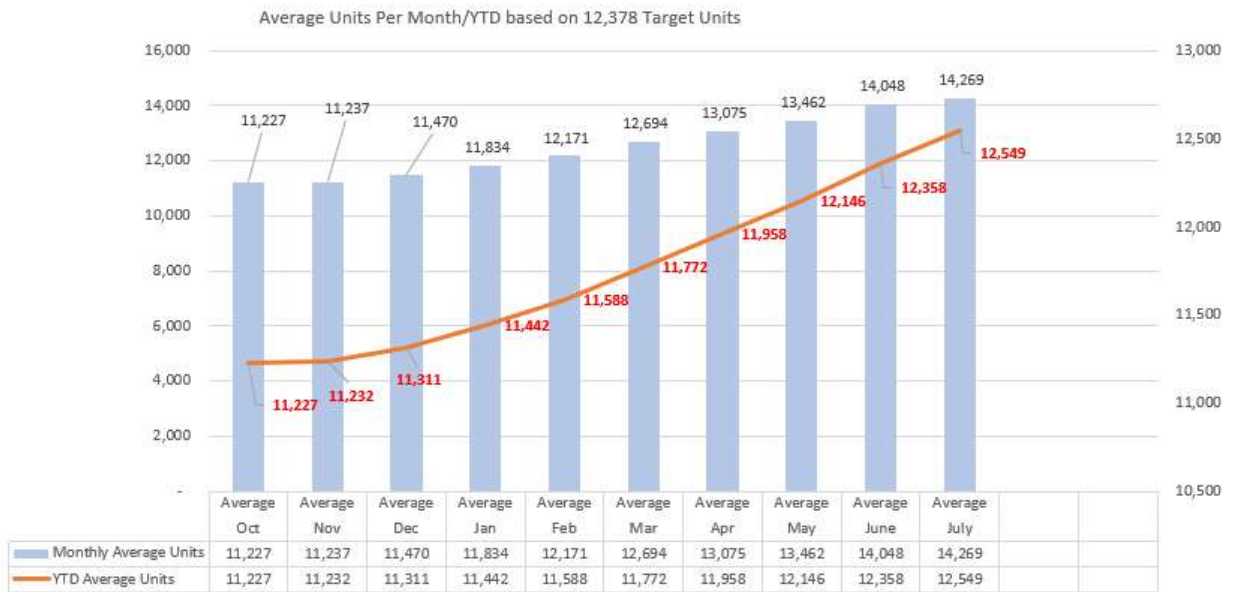
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awaiting scholarship.

- Child Care Services team is actively enrolling.
- The breakdown according to age group on waitlist is as follows: 1226 Infants, 1304 Toddlers, 1317 Preschool, and 1298 School Age.

Information collected: 08/13/2024





	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average
Monthly Average	90.70%	90.78%	92.67%	95.61%	98.32%	102.55%	105.63%	108.76%	113.49%	115.28%
YTD Average Uni	90.70%	90.74%	91.38%	92.44%	93.62%	95.11%	96.61%	98.13%	99.83%	101.38%

	Oct	Nov	December	Jan	Feb	March	Apr	May	June	July	August	September
	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average
Choices	208	237	227	222	222	230	223	225	218	225		
Low Income	10,312	10,269	10,465	10,803	11,158	11,668	12,049	12,408	12,979	13,150		
Former DFPS	568	591	634	650	632	622	630	652	661	698		
Homeless	140	140	144	159	158	175	174	178	190	196		
Monthly Average	11,227	11,237	11,470	11,834	12,171	12,694	13,075	13,462	14,048	14,269	-	-
Monthly % Average	90.70%	90.78%	92.67%	95.61%	98.32%	102.55%	105.63%	108.76%	113.49%	115.28%	0.00%	0.00%
YTD Average Uni	11,227	11,232	11,311	11,442	11,588	11,772	11,958	12,146	12,358	12,549		
YTD % Average	90.70%	90.74%	91.38%	92.44%	93.62%	95.11%	96.61%	98.13%	99.83%	101.38%		
TWC Target	12,378	12,378	12,378	12,378	12,378	12,378	12,378	12,378	12,378	12,378		

08/16/2024

County	Families in Care	Children in Care	Families on Waitlist	Children on Waitlist
Atascosa	219	414	90	148
Bandera	40	66	17	30
Bexar	7015	12354	2667	4269
Comal	308	464	105	162
Frio	72	132	25	45
Gillespie	51	68	13	16
Guadalupe	396	680	146	234
Karnes	21	32	6	8
Kendall	66	105	28	41
Kerr	170	270	47	67
McMullen	0	0	0	0
Medina	163	275	65	114
Wilson	103	175	28	51
Totals	8624	15035	3237	5185



As of 08/16/2024

Age Group	Total on the Waitlist
Infant	1266
Toddler	1304
Preschool	1317
School Age	1298
Totals	5185

At a previous committee meeting, the question was asked: How much would it cost to place the children, currently on the waitlist, in care, in the Alamo area. The following information was collected to show the estimated cost based on county to place the children in care.

Total Amount Needed to Cover Children in Waitlist by Month and County

County	May-24			Jun-24		
	Avg. Monthly Cost	# Children in Waitlist	Total Amount Needed	Avg. Monthly Cost	# Children in Waitlist	Total Amount Needed
Atascosa	\$ 682.41	110	\$ 75,065.10	\$ 640.20	118	\$ 75,543.60
Bandera	\$ 678.96	26	\$ 17,652.96	\$ 621.60	26	\$ 16,161.60
Bexar	\$ 814.66	3669	\$ 2,988,987.54	\$ 748.00	3781	\$ 2,828,188.00
Comal	\$ 820.41	133	\$ 109,114.53	\$ 751.40	146	\$ 109,704.40
Frio	\$ 835.59	33	\$ 27,574.47	\$ 754.60	39	\$ 29,429.40
Gillespie	\$ 781.77	26	\$ 20,326.02	\$ 680.40	27	\$ 18,370.80
Guadalupe	\$ 785.91	191	\$ 150,108.81	\$ 732.00	204	\$ 149,328.00
Karnes	\$ 623.76	10	\$ 6,237.60	\$ 545.80	16	\$ 8,732.80
Kent	\$ 812.59	37	\$ 30,065.83	\$ 762.60	47	\$ 35,842.20
Kerr	\$ 713.23	55	\$ 39,227.65	\$ 647.00	56	\$ 36,232.00
Medina	\$ 797.87	64	\$ 51,063.68	\$ 731.40	81	\$ 59,243.40
Wilson	\$ 653.66	52	\$ 33,990.32	\$ 638.20	53	\$ 33,824.60

** Amounts for current month are based on prior month's average rate per county multiplied by billable days in month. Totals are estimated & not intended to be exact cost amount. Multiple factors can affect the amounts, some variations could be attributed to children dropping, additional children in care, summer care, center certification status/enhanced rates, number of days in particular month, etc.*

Fiscal Impact:

- Each fiscal year beginning in October, TWC distributes funding and places an annual performance target for each board.
- TWC provides boards with a performance status methodology that is based on the annual target and budget, outlining percentage ranges for 3 performance measures:
 - Meets Performance (MP), Exceeds Performance (+P), and Below Performance



(-P)

CCDF Performance Status Methodology

Year-to-Date numbers to calculate performance

MP = 95%-105%

+P = 105% or above

-P = <94.99

- Boards who exceed the budgeted amount for enrollments may have negative impact on future funding.
- As a result, WSA closely monitors and carefully balances both the enrollment target as well as the budget allocated to placing children in care to provide childcare to as many families as possible while remaining in good standing with TWC.

Recommendation: N/A

Next Steps: Continue to enroll and monitor performance goals and budget allocations for FY 2024, to maximize enrollments while remaining within program budget.



MEMORANDUM

To: Early Care & Education Committee

From: Adrian Lopez, CEO

Presented By: Jessica Villarreal, Director of Child Care

Date: August 23, 2024

Subject: Texas Rising Star Assessment Update

Summary:

The Texas Workforce Commission's (TWC) three-member Commission (Commission) approved final rules for revisions to the Texas Rising Star program on January 5, 2021. Along with the rule changes, the Commission approved statewide protocols for implementation of the revised Texas Rising Star standards. The Commission-approved implementation protocols include a deferment of assessments and in-person visits during the time that Texas Rising Star staff members are learning about and transitioning to the revised standards.

On August 3, 2021, the Commission approved modifications to the implementation protocols, which include establishing an implementation date of September 1, 2021.

Analysis:

Alamo has 15 mentors and 1 mentor manager actively working with our centers.

As of 08/07/2024, Alamo board reflected a total of 263 Early Learning Programs certified as Texas Rising Star. Alamo has 164 Early Learning Programs certified as 4 Star, 87 certified as 3 Star, and 12 certified as 2 Star. As of 8/16/24, the percentage of TRS Programs to *sum of* CCS programs is 43%, (46% is percentage for Bexar, and 32% percentage of Rural). TRS mentors and boards continue to participate in meetings with the Centralizing Assessment Entity to understand the new processes and responsibilities assigned to TRS mentors/assessors, boards, and the Centralizing Assessment Entity.

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The total number of providers who have agreements to provide scholarships continues to fluctuate. As of August 6th, we have 611 Centers with an active agreement to provide scholarships for children. This total includes Licensed Centers, Licensed Child Care Homes, Military, Registered Child Care Homes, and Relative Care Listed Homes. ****Relative Care is not included for TRS percentages/numbers**** These 611 centers have an overall capacity of serving 59,870 children, based on Child Care Regulations. For those centers in the rural area, the total capacity available is 12,334, and the total for Bexar County centers is 47,536.

Data as of 08/07/2024

Centers awaiting NEW certification	104
Number of 4* to date	164
Number of 3* to date	87
Number of 2* to date	12
# Of Accredited Centers	64
# Of Non-Accredited Centers	199
# Of Military Centers: included in accredited total	7
# Of Initial Centers (as of Sept 2022)	255
# Of Centers Closed/Withdrew/CCR Deficiencies	13
# Of centers who have increased star level since Sept. 2022 (When TWC allowed assessments to resume)	40
2 STAR → 3 STAR	4
2 STAR → 4 STAR	10
3 STAR → 4 STAR	26



Data below as of 08/05/24

Note for Programs Section Below: Includes Licensed Center, Licensed Home, Registered Home, Listed, and Military. Military does not show up on the HHSC CCL Data list – needed to add in.

Location	Programs	CCS Programs	TRS Programs	Percentage TRS of CCS Programs
Bexar Early Learning Programs	837	481	222	46%
Rural Early Learning Programs	306	130	41	32%
Total	1143	611	263	43%

Provider Type	Total Providers	Total Capacity	Rural Providers	Rural Capacity
Licensed Center	506	58875	108	12130
Licensed Child Care Home	41	491	12	144
Military	7	N/A	0	N/A
Registered Child Care Home	43	504	5	60
Relative Care Listed Home	14	N/A	5	N/A
Totals	611	59870	130	12334

BCY 2024

Month	Number of New Providers	Sum of New Provider Capacity	Number of Providers Ending Agreement	Sum of Providers Ending Capacity	Net Capacity Change
October	8	264	7	560	-296
November	13	960	15	1135	-175
December	12	1184	9	703	481
January	8	887	7	332	555
February	8	594	8	472	122
March	21	1064	4	107	957
April	3	40	2	24	16
May	16	1710	9	294	1416
June	4	245	3	192	53
July	4	498	4	340	158
August					
September					
Totals					



Below is a breakdown of the data listed above, by zip code.

ZIP	ENDED	NEW	DIFFERENCE
78003		93	93
78016		52	52
78017	35		-35
78023	123	12	-111
78025	108		-108
78026	107	144	37
78028	85	114	29
78064	84	84	0
78108	131		-131
78109	301		-301
78114	12	12	0
78130	586	215	-371
78148	12	64	52
78154	195	67	-128
78155	30	12	-18
78201	114	305	191
78207	48	110	62
78212	103	78	-25
78214	12	22	10

ZIP	ENDED	NEW	DIFFERENCE
78217		29	29
78218	117	158	41
78219	243	12	-231
78220		103	103
78222	92	93	1
78223	133	122	-11
78225		123	123
78227	190	206	16
78228	12		-12
78229	12		-12
78230		120	120
78232		243	243
78233	86	174	88
78237		90	90
78238	39	83	44
78239	164	129	-35
78240	100	522	422
78242	13		-13
78245	61	304	243

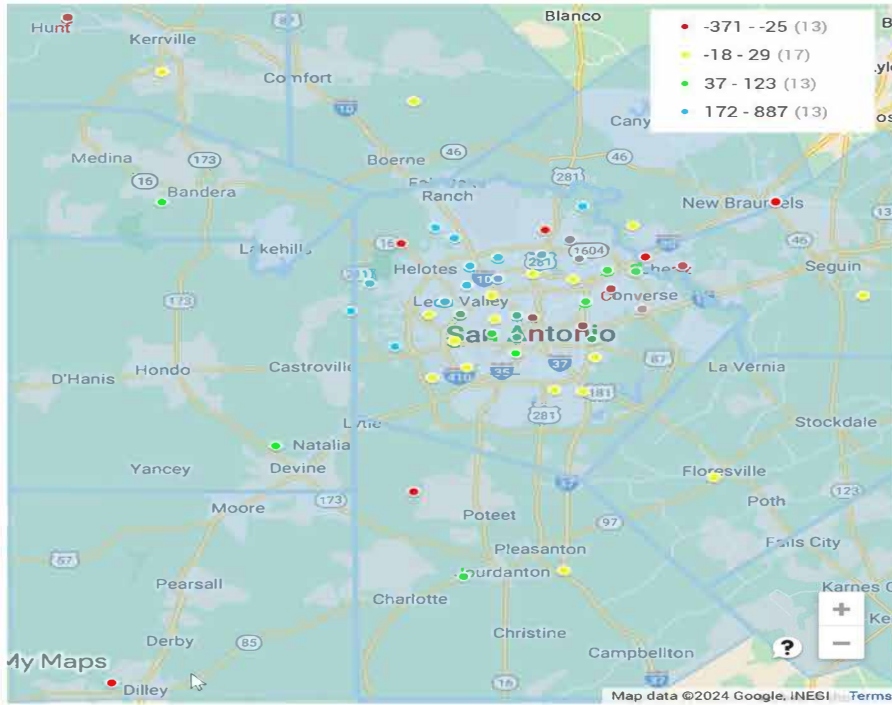
ZIP	ENDED	NEW	DIFFERENCE
78247		301	301
78249		276	276
78250	12	184	172
78251	44	53	9
78252		26	26
78253		887	887
78254	12	199	187
78255		222	222
78256		221	221
78258	208	181	-27
78259	440	360	-80
78266		12	12
78231		325	325
78006	12		-12
78666		63	63
78216		10	10
78261		231	231
78065	83		-83

Below shows those from above, where 50 or more slots were lost when CCS agreement was ended.

ZIP	ENDED	NEW	DIFFERENCE
78023	123	12	-111
78025	108		-108
78108	131		-131
78109	301		-301
78130	586	215	-371
78154	195	67	-128
78219	243	12	-231
78259	440	360	-80
78065	83		-83



The map below shows the areas of impact with gains/losses in slots due to the beginning or ending of agreements to provide scholarships. The areas in blue are those Centers who had the most Child Care slot increases/gains, the areas in red are the Centers/areas with the most Child Care slot losses.



Alternatives: N/A

Fiscal Impact: N/A

Recommendation: N/A

Next Steps: WSA will continue monitoring the assessment preparation and program's application submissions. Assessments & Scheduling of assessments are completed by the Centralizing Assessment Entity, following TWC guidance and processes.



MEMORANDUM

To: Strategic Committee
From: Adrian Lopez, CEO
Presented By: Rebecca Espino-Balencia, Director, Ready to Work
Date: August 30, 2024
Subject: Alamo Workforce Consortium

Summary: WSA established The Alamo Workforce Consortium in 2021 to expand its reach to job seekers being served by community partners.

Consortium partners included seven key agencies committed to coordinating their collective contribution to remove barriers for individuals and families that are on the path to self-sufficiency through education, training and employment.

The consortium combines community support such as financial literacy, housing, food, childcare, with education, training and workforce development. Together we determine how these efforts could best support the community. Partners entered the Ready to Work contract as part of these efforts. As Ready to Work progresses, our Alamo Workforce Consortium is meeting on how to expand beyond Ready to Work.

Analysis:

Alamo Workforce Consortium continues to press forward looking for ways to support each other, stay agile in a changing market to best serve employer partners and the community.

- Subagencies are collaborating and sharing training opportunities and events to leverage resources and promote each other's missions.
- Sharing best practices that support all programs.
- Leaning on each other's talents and skills.
- Joining together for grant proposals.
- Discussing other community partners to join the consortium.

Fiscal Impact: NA

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Recommendation: No board action is needed.

Next Steps: Discuss how other community partners can join to enhance our efforts. An upcoming meeting to be held in future months.



MEMORANDUM

To: Oversight Committee
From: Eric Vryn, Chief Process Officer
Date: September 6, 2024
Subject: Procurement, Information Technology, and Ready to Work

Summary:

This memo addresses three key areas: improvements to Procurement and Contract Management (PCM), migration of IT systems to the cloud with a focus on Personally Identifiable Information (PII) security, and the fiscal and programmatic processes of the Ready to Work (RTW) program. For each area ongoing wins and challenges are shared, along with proposed strategic interventions.

Updates on Procurement and Contract Management (PCM) Improvements:

Our upcoming priorities in PCM are focused on advancing key initiatives to improve operational efficiency and maintain compliance standards. We have created a forecast model to enhance procurement planning and are testing a new facility ticketing system to streamline maintenance requests. These initiatives were developed using Monday boards.

We are also enhancing and preparing to circulate our third- and fourth-party risk management policy and tool to help minimize vendor risk to WSA. In preparation for the upcoming TWC Audit, PCM is closely working with our Fiscal and QA departments to review all contracts and leases. Additionally, we are assessing new facility locations to replace the Bandera location previously approved by the board (4173 Highway 16, Bandera, TX).

IT Cloud Migration and PII Security:

Personally Identifiable Information (PII) assessment conducted by Kadmak Consulting LLC on Workforce Solutions Alamo's on-premise environment yielded positive results. Two servers were scanned using Manage Engine Data Security Plus. Initially, 41,227 files were flagged; however, refining the confidence level to "High" reduced this number to just one instance. Upon review, this single case was confirmed to be a false positive - a Microsoft wizard template containing sample PII. No actual PII was discovered in any of the scanned files, indicating robust current data protection practices.

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The assessment found no PII vulnerabilities but emphasized the importance of ongoing vigilance in data security. The report recommends regular assessments, tool calibration improvements, and expanding scans to cloud environments to maintain a high standard of data protection. Overall, the findings reflect positively on Workforce Solutions Alamo's current data security measures while emphasizing the need for continued proactive management of potential PII risks.

Ready to Work Analysis:

Executive Summary:

The Ready-to-Work (RTW) program is currently facing significant operational inefficiencies that are impeding its effectiveness and scalability. This analysis focuses on identifying critical bottlenecks, quantifying process inefficiencies, providing data-driven recommendations for improvement, and proposing further in-depth studies. The key issues include:

- Underperformance in meeting program goals
- Suboptimal intake procedures
- Overburdened case management
- Inefficient invoice processing
- Misaligned financial incentives
- Excessive documentation and compliance requirements

These challenges stem from duplicative efforts, rework, stringent compliance mandates, frequent system and programmatic changes, and inadequate inter-organizational communication.

Current State Analysis:

1. Program Performance Metrics (as of September 11, 2024)

<i>Metric</i>	<i>Actual</i>	<i>Goal</i>	<i>Performance</i>
<i>Unique Applicants (Interviewed at Intake)</i>	6,256	11,072	51%
<i>Enrolled in Approved Training Programs</i>	3,590	8,711	40%
<i>Participants that exited or Completed Approved Training</i>	1,243	N/A	N/A
<i>Employers Hiring RTW Graduates</i>	469	N/A	N/A



Analysis:

The RTW program is underperforming in all key metrics, achieving between 40% and 51% of its established targets. This underperformance indicates substantial underlying challenges within the program and participant engagement.

Key Metrics:

- Enrollment in Approved Training to Completion: 35.5% (1,243 out of 3,503)
- Completion of Approved Training to Employers Hiring RTW Graduates: 37.7% (469 out of 1,243)

The enrollment in approved training programs to completion shows a 64.5% attrition rate within training programs, indicating potential issues with program retention and participant support mechanisms. Additionally, the ratio of employers hiring graduates to participants who completed or exited training (469:1,243 or approximately 1:2.65) suggests that there are about 2.65 participants who completed or exited training for every employer hiring. This ratio highlights the connection between program completion and job placement outcomes.

The disparity between the number of participants who have completed or exited an approved training program (1,243) and the total number of enrollments in an approved training program (3,503) underscores the challenges in program retention and completion rate (35.5%).

The completion of approved training to employers hiring RTW graduates 37.7% (469 out of 1,243) indicates that out of the 1,243 participants who completed approved training, 469 were hired.

2. Intake and Assessment Process:

- Process capacity: 120-150 intake assessments per month
- Staff allocation: 5 intake specialists
- Cycle time per assessment: 1.0-1.5 hours
- Lead time per participant: 7-30+ days
- Verification time per contactable lead: 5-20 minutes
- Required SYNC fields: 150+, with 37 critical for invoicing
- Compliance requirement: 100%

Process capacity: This refers to the number of intake assessments that can be completed in a month.

Cycle time: This is the duration of time required to complete a single intake assessment from start to finish.

Lead time: This is the total elapsed time from the initial contact with a participant to the completion of their intake process.

Analysis:



The current process is significantly impacted by a duplicative verification process, leading to overprocessing, duplication, and wait times. One example found was that COSA provides 311 referrals of individuals interested in the RTW program, which COSA considers verified. However, due to contract language, C2 Global must still conduct and include the same verification in SYNC to avoid potential disallowed costs. This non-value-added activity increases processing time by an average of 5-20 minutes per lead, highlighting the need for streamlining and efficiency.

Capacity calculation:

- $135 \text{ assessments (average)} * 1.25 \text{ hours (average)} = 168.75 \text{ hours per month}$
 $168.75 \text{ hours} / 5 \text{ specialists} = 33.75 \text{ hours per specialist per month.}$

This calculation reveals that the current team is operating at or near capacity, leaving minimal room for handling increased volume or addressing backlogs.

Additional Metrics:

- Takt Time calculation: Available time: 5 specialists
 $* 7 \text{ hours} * 20 \text{ days} = 700 \text{ hours} = 42,000 \text{ minutes}$
(Assuming 1 hour per day for breaks, meetings, and other non-assessment tasks) Customer demand: 150 assessments per month (using upper limit) Takt Time = $42,000 \text{ minutes} / 150 \text{ assessments} = 280 \text{ minutes per assessment.}$
- Process Capability Index (Cpk) = $\min ((21 - 14) / (3 * 2.33), (14 - 7) / (3 * 2.33)) = 1.00$

The takt time of 280 minutes (4 hours and 40 minutes) per assessment significantly exceeds the actual cycle time of 60-90 minutes. This suggests that there may be additional steps not considered in the current process, leading to a longer overall workflow time than indicated by the analysis. Therefore, the total lead time is likely much longer than the analysis indicates.

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3. Case Management:



- Case manager to participant ratio: 1:300-350
- Daily case workload expectation: 30 cases
- Engagement frequency: 1-2 times monthly during training, monthly for six months post-placement
- Engagement duration: 2-5 minutes during training, 30 seconds to 2 minutes post-placement
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- SYNC data entry time per participant: 4-5 hours over program duration
- Staff allocation: 5 case managers

Analysis:

The current case management process exhibits signs of staff being overburdened by heavy compliance and documentation requirements, high-volume caseloads, and participants with significant barriers and challenges that impact overall processing times.

Workload calculation:

- Assuming 325 participants per case manager: 325 participants * 2 engagements per month * 3.5 minutes (average) = 2,275 minutes or 37.92 hours per month.

This leaves approximately 2 hours per day for other tasks, including data entry and addressing participant issues, which is insufficient. The 4-5 hours spent on SYNC data entry per participant represents 1,300-1,625 hours of data entry across all current participants (1,419), or 260-325 hours per case manager.

Additional metric:

- Value Added Ratio (VAR) = (37.92 hours of engagement + 60.94 hours of data entry) / (160 working hours per month) = 0.62

This VAR of 0.62 or 62% suggests that while a significant portion of case managers' time is spent on value-added activities, there's still room for improvement in reducing non-value-added time.

Value Added Ratio (VAR): used to measure the proportion of time spent on activities that directly contribute to the desired outcome versus total time spent; thus, a higher VAR indicates a more efficient process with less time wasted on non-essential tasks.

4. Invoice Processing:

- Invoice revision rate: 63.64%
- First Pass Yield (FPY): 36.36%
- Average revisions per invoice: 1.45
- Process efficiency: 36.36%
- Monthly time allocation to RTW tasks: 616 hours (30% of fiscal staff workload)
- Monthly cost of RTW task allocation: \$41,047.85
- Funding guide revisions: 5 in 6 months



Analysis:

The invoice processing system is operating at a 1.1 sigma level, resulting in defects at a rate of 697,700 parts per million opportunities (DPMO). To put this into context, a Six Sigma process, considered excellent, produces only 3.4 DPMO. The 1.1 sigma level indicates that significant improvements are needed in the process.

Although WSA and COSA invoice processing and communication are relatively efficient, there remains a high degree of inefficiency and rework between WSA and the subprime agencies. This inefficiency seems to be linked to process changes and fragmented communication regarding updates in SYNC from COSA to WSA and partner organizations. One cited and witnessed during observations was changes in SNYC that occurred but were not communicated before updates in the system occurred. Additionally, in 2024 alone, COSA updated its funding guide five (5) times over six (6) months, indicating that they are still working to optimize the platform to meet the program's needs. Other factors contributing to inefficiency include high workload volumes and general compliance fatigue due to program requirements.

Financial Impact:

The estimated internal revision cost is \$41,047.85, calculated as follows: 616 hours * 63.64% * \$104.75. This cost is specifically linked to the 392.02 hours (over 30 days) affected by inefficiencies or rework. It is assumed that 63.64% of the 616 total hours were inefficient or required rework. Please be aware that these figures do not include other overhead costs or personnel assigned to assist with special projects, data analysis, and administrative tasks.

Additional Metric:

- Defects Per Million Opportunities (DPMO) = (Number of defects / (Number of units * Opportunities per unit)) * 1,000,000
- $DPMO = (63.64 / (100 * 1)) * 1,000,000 = 636,400$
- This DPMO value confirms the 1.1 sigma level and provides a concrete measure of the error rate in invoice processing.

5. Financial Model

- Intake and Assessment Fee: \$350 per participant (covered by partners)
- Case Management Fee: \$1,914.85 per participant (covered by partners)
- WSA Revenue: \$40.75 (Intake) + \$267.18 (Case Management) per participant
- Admin Fee: 8% of Intake and Case Management fees (covered by partners)

Analysis:

The current financial model was created over two years ago for a unique program after the height of COVID. The model was likely based on several key principles and practices common in program



management and workforce development initiatives. However, as the program has evolved and grown, the system and processes established by COSA have shown the need for more resources to keep up with the program's growing demands. A significant aspect of the program that must be considered in the financial model is the extensive effort required to place participants into quality jobs within the allotted 6-month timeframe. This process involves a multitude of critical activities, including:

1. Job matching
2. Soft skill development
3. Resume development
4. Interview preparation
5. Participant follow-up
6. Engagement with local employers

These activities represent only a portion of the total effort required of partners to ensure successful job placements. The depth and breadth of these services are crucial to the participant's success and contribute significantly to the workload of partner organizations.

COSA's unwillingness to ease the 100% compliance requirement significantly burdens partner organizations, forcing them to absorb added staff costs and establish internal processes to meet the strict compliance requirements for tracking participants. Additionally, it is unclear how the city is using this data, which may have the unintended consequence of limiting funding for process improvements or partner organizations' ability to add needed resources.

Placing participants into quality jobs involves significant work and includes various challenges. Partners are tasked with matching participants with suitable job opportunities in a changing market, offering ongoing support for job retention, and managing nuanced compliance requirements. While these efforts are crucial for the program's success, they add complexity to the partners' roles and responsibilities within the current financial structure.

The existing financial model reflects the initial understanding of the program's needs from more than two years ago. As the RTW program continues to evolve, ongoing evaluation of the model's effectiveness in supporting the program's goals and the partners' efforts will be crucial for ensuring this workforce development initiative's long-term sustainability, adaptability, and success.

Key Recommendations - Strategic Action for Lasting Change:

1. Streamline Invoicing Process and Enhance Communication:

The current invoicing process is fraught with errors and inefficiencies, leading to significant rework and delays. We recommend:



- Marking critical fields in the SYNC system as required or highlighting them with asterisks provides clear visual cues to users and reduces the likelihood of errors.
- Limiting funding guide changes and related communications to quarterly, with a minimum 30-day advance notice period. Any changes outside this schedule should require consortium agreement before implementation.

2. Reevaluate 100% Compliance Requirements:

COSA's current 100% compliance requirement is creating an undue burden on partner organizations. We recommend:

- Engaging in an exploratory dialogue with COSA to reevaluate this requirement and adopt a more balanced approach to compliance.
- Considering a tiered compliance system where critical data points remain at 100% compliance, but less crucial elements are held to a slightly relaxed standard

Compliance Requirements: Refers to set of rules and standards that organizations must follow to meet legal, regulatory, or contractual obligations. In this report, it refers to the obligations imposed on the RTW program and its partners to ensure that processes and documentation meet specific standards, often leading to increased workload and administrative burden.

3. Conduct Cost-Benefit Analysis:

To ensure fair compensation and optimal resource allocation, we recommend:

- Conducting a detailed cost-benefit analysis across all partner organizations to provide empirical data on the actual time, effort, and costs required for various program activities.
- Assessing the economic benefits generated by these activities, including job matching, soft skill development, and employer engagement.
- Using this data to engage in informed discussions with COSA about appropriate compensation levels that accurately reflect the work involved in achieving program goals and the value created.

Conclusion:

The Ready to Work (RTW) program is at a critical juncture. This analysis reveals a program grappling with significant operational challenges that undermine its effectiveness. From intake to job placement, these challenges result in underperformance across key metrics and strain the resources of partner organizations.

Key issues include case managers' high caseloads and administrative burdens, with a 1:300-350 ratio, and an invoice processing system operating at a 1.1 sigma level with a 63.64% revision rate. These issues are further compounded by a financial model created over two years ago that may not fully capture the



intricacies and efforts in guiding participants to successful employment within the allotted 6-month timeframe.

The program's struggles are not simply internal. COSA's 100% compliance requirement, while well-intentioned, has created additional hurdles, and frequent funding guide changes (5 in 6 months) have left partners in a constant state of adaptation. The result is a program that, despite the dedication of its staff, is falling short of its potential to transform lives and bolster the local workforce.

Yet, despite these challenges, there are opportunities for meaningful improvement. The RTW program can move towards a more efficient and effective model by streamlining processes, reevaluating compliance standards, and conducting a thorough cost-benefit analysis. The road ahead will require more open dialogue, particularly with COSA, and a commitment to assessing the program's financial sustainability.

As the program evolves, regular evaluation and adaptability will be paramount. With thoughtful implementation of the recommendations - including streamlining the invoicing process, reevaluating compliance requirements, and conducting a detailed cost-benefit analysis - the RTW program can better align its operations with its aspirations, ultimately serving as a more powerful catalyst for workforce development in Greater San Antonio.

Next Steps:

Our upcoming priorities are focused on advancing key initiatives across the PCM and Ready to Work programs. In PCM, we have created a forecast model to improve procurement planning, and we are testing a new facility ticketing system to streamline maintenance requests. These initiatives were developed using Monday boards. We are also enhancing and circulating our third- and fourth-party risk management processes to staff for feedback. Additionally, PCM is reviewing all contracts and leases with the Fiscal and QA departments in preparation for the upcoming TWC Audit. These efforts are aimed at improving our operational efficiency and maintaining organizational compliance standards.

Regarding the IT Cloud Migration project, the PII verification process has been completed. As a result, no additional action is required.

For the Ready to Work program, the CPO will work with program staff to assess resource time and cost implications, as recommended to conduct a cost-benefit analysis. At the same time, we will evaluate compliance and system issues and their impact. We will focus on the potential for a more balanced approach to compliance and improvements to the invoicing process. This approach will help us continue to identify inefficiencies and develop targeted improvements for the RTW program processes. The CPO will also coordinate with the CEO on further action while continuing to review and analyze the program.

Fiscal Impact:

The fiscal impact is TBD and pending further analysis.



Attachments:

None.



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez, Interim Director, Procurement and Contracts Management

Date: September 13, 2024

Subject: Discussion and Possible Action: Partners for Reentry Opportunities in Workforce Development (PROWD) Services

Summary: For discussion and potential action: The Workforce Solutions Alamo (WSA) - Board of Directors is presented with a proposal to award a contract to Goodwill Industries of San Antonio, the highest-ranked offeror, for the purchase of Partners for Reentry Opportunities in Workforce Development (PROWD) Services in the estimated aggregate amount of \$1,057,050, unless an authorized signed amendment by all parties. The contract term will be effective October 1, 2024, through September 30, 2025, with the option to renew for up to two (2) one-year periods upon written mutual consent of Workforce Solutions Alamo and the selected Contractor.

This action aligns with Supporting Texas Talent and Economic Growth - Goal 2, Service Optimizers, in our strategic plan.

Analysis: The Contractor will provide comprehensive services to be delivered to providers, directors, teachers, and community partners and shall comply with the following required elements:

The goal of Texas PROWD is to implement evidence-based, dedicated services that will improve the outcomes for individuals currently in, or recently released from, the custody of the Federal Bureau of Prisons (BOP). Workforce Solutions Alamo (WSA) was one (1) of seven (7) Workforce Development Boards selected as recipients of the Texas PROWD grant. The Workforce Solutions Alamo (WSA) requested proposals from qualified firms to assist in identifying job opportunities for participants by analyzing criminogenic and employment assessments, along with local labor

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market information (LMI). Based on these assessments, participants will be matched with career pathways that align with their education, work history, and training requirements.

A Request for Proposals (RFP) notice was published online and, in the Texas, Electronic State Business Daily (ESBD) on July 9, 2024. Procurement and Contracts sent an email inviting potential respondents to participate in the RFP, also posted on its eBid portal, Bonfire. WSA received seven (7) proposals by the August 7, 2024, deadline, and these proposals underwent evaluation by internal assessors in accordance with the RFP's specifications and requirements.

Alternatives: Not approving the recommendation could result in significant risks and challenges across various areas. This could include delays in starting the contract for the new fiscal year, difficulties in collaboration and information sharing, impacts on financial strategy and planning, challenges in maintaining accurate financial reporting and compliance, obstacles in effective risk management, and disruptions to strategic decision-making processes.

Fiscal Impact: The contract will initially span one (1) year with the possibility of two (2) additional renewals. The initial term is effective from October 1, 2024, to September 30, 2025, with subsequent 12-month renewal periods possible upon mutual written consent of both parties. The estimated aggregate amount of \$1,057,050, unless an authorized signed amendment by all parties.

Below is the breakdown of the anticipated costs for the term of the contract:

Item	Oct 24' – Sep 25'	Oct 25'- Sep 26'	Oct 26'- Sep 27'
Estimated Annual Contract Amount	\$352,350	\$352,350	\$352,350
Contract Total			\$ 1,057,050

Recommendation: PCM recommends proceeding with the evaluators' recommendation to award the contract to, Goodwill Industries of San Antonio, the highest-ranked contractor, for Partners for



Reentry Opportunities in Workforce Development (PROWD) Services in the Alamo Workforce Development Area.

Next Steps: Upon approval of this action, WSA Procurement and Contract Management (PCM), in collaboration with the WSA Program Services Team, will initiate negotiations and facilitate the execution of contracts for Partners for Reentry Opportunities in Workforce Development (PROWD) Services.

Attachments: RFP 2024-017 Proposal Tabulation

**RFP 2024-017 Proposal Tabulation
Partners for Reentry Opportunities in Workforce Development (PROWD) Services**

Item #	Item Description	Goodwill Industries of San Antonio	San Antonio Food Bank	American Indian in Texas at the Spanish Colonial Missions	Thrive DX	Modern Assessment Group	Chrysalis Ministries	Phase Consulting Partners
1	Quality & Experience	19.67	18.00	16.33	11.67	12.33	17.33	12.67
2	Services Meet the Needs of the Organization	26.67	22.00	24.67	20.00	18.00	10.00	18.67
3	Collaboration and Partnerships	22.78	15.00	11.12	16.11	11.11	7.23	4.45
4	Budget Workbook	7.00	6.00	5.00	2.00	4.00	6.00	4.00



5	Budget Narrative	9.33	8.00	8.00	4.67	8.00	6.00	6.00
6	Hub	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total	85.45	69.00	65.12	54.44	53.45	46.56	45.78



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez, Interim Director, Procurement and Contracts Management

Date: September 13, 2024

Subject: Discussion and Possible Action: Fiber Internet Consolidation

Summary: For discussion and potential action: The Workforce Solutions Alamo (WSA) - Board of Directors is presented with a proposal to award a contract to the best-valued offeror, Spectrum Enterprise, for the purchase of Fiber Internet service at all workforce centers in the estimated aggregate amount of \$445,719.68, unless an authorized signed amendment by all parties. The contract term will be effective October 1, 2024, through September 30, 2027, with no renewal options.

This action aligns with Supporting Texas Talent and Economic Growth - Goal 2, Service Optimizers, in our strategic plan.

Analysis: Workforce Solutions Alamo (WSA) has identified a need to consolidate all the current fiber networks with various providers into one contract with a single provider. This allows WSA to simplify billing, negotiate better terms, and reduce administrative overhead by streamlining to one provider. This approach minimizes the complexities associated with managing multiple providers, leading to faster support, easier troubleshooting, and more cohesive service delivery. Additionally, a unified network enhances service quality, as a single provider can offer comprehensive service level agreements and robust support, resulting in improved performance metrics. Strategically, consolidating supports long-term growth by simplifying technology adoption and network expansion, positioning the organization for future scalability and adaptability.

A Request for Quotes (RFQ) notice was released to three (3) qualified DIR vendors. Procurement and Contract Management (PCM) along with IT staff assessed all quotes and determined Spectrum Enterprise is the best valued offeror. Spectrum currently supports 12 site locations, each

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under various contract terms. Consolidating the remaining 7 sites onto Spectrum would offer the best value for the following reasons:

1. WSA will avoid penalties associated with breaking current contract terms, as there would be no need to disrupt existing agreements.
2. Spectrum has absorbed the construction cost of over \$100,000 for the new O'Conor location and other locations that would require construction, demonstrating their commitment to our infrastructure.
3. Migration would involve only 7 sites with Spectrum, compared to 19 or 12 sites if we opted for ATT or TPX, respectively. Additionally, Spectrum's costs are presented as budgetary, and there could be unforeseen changes as implementation progresses with ATT or TPX.
4. Spectrum services our core locations, including Santa Rosa and the 11:11 Data Center. Transitioning to a different provider would necessitate significant modifications to our core infrastructure, requiring extensive planning and additional work.

Alternatives: Any alternative to not approving the recommendation could lead to increased costs due to fragmented billing and complex contract management, which can prevent access to volume discounts and efficient negotiations. Furthermore, maintaining multiple providers can hinder strategic planning, and service quality can become inconsistent, with slower response times and more frequent disruptions due to the lack of a unified support system.

Fiscal Impact: The contract will span thirty-six (36) months with no additional renewals. The initial term is effective from October 1, 2024, to September 30, 2027. The estimated aggregate amount is \$445,719.68, unless an authorized signed amendment by all parties.

Below is the breakdown of the anticipated costs for the term of the contract:

Item	Oct 24' – Sep 25'	Oct 25'- Sep 26'	Oct 26'- Sep 27'
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Estimated Annual Contract Amount	\$147,826.56	\$147,826.56	\$147,826.56
One Time Startup Fee	\$2,240		
Total	\$150,066.56	\$147,826.56	\$147,826.56

Recommendation: PCM recommends proceeding with the recommendation to award the contract to Spectrum Enterprise, the best-valued contractor for Fiber Internet Service consolidation for all workforce centers.

Next Steps: Upon approval of this action, WSA PCM, in collaboration with the WSA IT Team, will initiate negotiations and facilitate the execution of contract for Fiber Internet Services for all workforce centers.

Attachments: None



MEMORANDUM

To: Adrian Lopez, Chief Executive Officer
From: Eric Vryn, Chief Process Officer
Date: September 6, 2024
Subject: Ready-to-Work Program Analysis

Executive Summary:

The Ready-to-Work (RTW) program is currently facing significant operational inefficiencies that are impeding its effectiveness and scalability. This analysis focuses on identifying critical bottlenecks, quantifying process inefficiencies, providing data-driven recommendations for improvement, and proposing further in-depth studies. The key issues include:

- Underperformance in meeting program goals
- Suboptimal processes and procedures
- Overburdened case management
- Inefficient invoice processing
- Misaligned reimbursement model
- Excessive documentation and compliance requirements

These challenges stem from duplicative efforts, rework, stringent compliance mandates, frequent system and programmatic changes, and inadequate inter-organizational communication.

Current State Analysis:

1. Program Performance Metrics (as of September 11, 2024)

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<i>Metric</i>	<i>Actual</i>	<i>Goal</i>	<i>Performance</i>
<i>Unique Applicants (Interviewed at Intake)</i>	6,256	11,072	51%
<i>Enrolled in Approved Training Programs</i>	3,590	8,711	40%
<i>Participants that exited or Completed Approved Training</i>	1,243	N/A	N/A
<i>Employers Hiring RTW Graduates</i>	469	N/A	N/A

Analysis:

The RTW program is underperforming in all key metrics, achieving between 40% and 51% of its established targets. This underperformance indicates substantial underlying challenges within the program and participant engagement.

Key Metrics:

- Enrollment in Approved Training to Completion: 35.5% (1,243 out of 3,503)
- Completion of Approved Training to Employers Hiring RTW Graduates: 37.7% (469 out of 1,243)

The enrollment in approved training programs to completion shows a 64.5% attrition rate within training programs, indicating potential issues with program retention and participant support mechanisms. Additionally, the ratio of employers hiring graduates to participants who completed or exited training (469:1,243 or approximately 1:2.65) suggests that there are about 2.65 participants who completed or exited training for every employer hiring. This ratio highlights the connection between program completion and job placement outcomes.

The disparity between the number of participants who have completed or exited an approved training program (1,243) and the total number of enrollments in an approved training program (3,503) underscores the challenges in program retention and completion rate (35.5%).

The completion of approved training to employers hiring RTW graduates 37.7% (469 out of 1,243) indicates that out of the 1,243 participants who completed approved training, 469 were hired.



Process capacity: This refers to the number of intake assessments that can be completed in a month.

Cycle time: This is the duration of time required to complete a single intake assessment from start to finish.

Lead time: This is the total elapsed time from the initial contact with a participant to the completion of their intake process.

2. Intake and Assessment Process:

- Process capacity: 120-150 intake assessments per month
- Staff allocation: 5 intake specialists
- Cycle time per assessment: 1.0-1.5 hours
- Lead time per participant: 7-30+ days
- Verification time per contactable lead: 5-20 minutes
- Required SYNC fields: 150+, with 37 critical for invoicing
- Compliance requirement: 100%

Analysis:

The current process is significantly impacted by a duplicative verification process, leading to overprocessing, duplication, and wait times. One example found was that COSA provides 311 referrals of individuals interested in the RTW program, which COSA considers verified. However, due to contract language, C2 Global must still conduct and include the same verification in SYNC to avoid potential disallowed costs. This non-value-added activity increases processing time by an average of 5-20 minutes per lead, highlighting the need for streamlining and efficiency.

Capacity calculation:

- $135 \text{ assessments (average)} * 1.25 \text{ hours (average)} = 168.75 \text{ hours per month}$
 $168.75 \text{ hours} / 5 \text{ specialists} = 33.75 \text{ hours per specialist per month.}$

This calculation reveals that the current team is operating at or near capacity, leaving minimal room for handling increased volume or addressing backlogs.

Additional Metrics:



- Takt Time calculation: Available time: 5 specialists * 7 hours * 20 days = 700 hours = 42,000 minutes (Assuming 1 hour per day for breaks, meetings, and other non-assessment tasks) Customer demand: 150 assessments per month (using upper limit) Takt Time = 42,000 minutes / 150 assessments = 280 minutes per assessment.
- Process Capability Index (Cpk) = $\min((21 - 14) / (3 * 2.33), (14 - 7) / (3 * 2.33)) = 1.00$

The takt time of 280 minutes (4 hours and 40 minutes) per assessment significantly exceeds the actual cycle time of 60-90 minutes. This suggests that there may be additional steps not considered in the current process, leading to a longer overall workflow time than indicated by the analysis. Therefore, the total lead time is likely much longer than the analysis indicates.

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Additional metric:

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- This DPMO value confirms the 1.1 sigma level and provides a concrete measure of the error rate in invoice processing.

5. RTW Reimbursement Model

- Intake and Assessment Fee: \$350 per participant (covered by partners)
- Case Management Fee: \$1,914.85 per participant (covered by partners)
- WSA Revenue: \$40.75 (Intake) + \$267.18 (Case Management) per participant
- Admin Fee: 8% of Intake and Case Management fees (covered by partners)

Analysis:



The current reimbursement model was created over two years ago following the height of COVID. The model was likely based on several key principles and practices common in program management and workforce development. However, as the program has evolved and grown, the system and processes established by COSA have shown the need for more resources to keep up with the program's growing demands. A significant aspect of the program that must be considered in the financial model is the extensive effort required to place participants into quality jobs within the allotted 6-month timeframe. This process involves a multitude of critical activities, including:

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COSA's unwillingness to ease the 100% compliance requirement significantly burdens partner organizations, forcing them to absorb added staff costs and establish internal processes to meet the strict compliance requirements for tracking participants. Additionally, it is unclear how the city is using this data, which may have the unintended consequence of limiting funding for process improvements or partner organizations' ability to add needed resources.

Placing participants into quality jobs involves significant work and includes various challenges. Partners are tasked with matching participants with suitable job opportunities in a changing market, offering ongoing support for job retention, and managing nuanced compliance requirements. While these efforts are crucial for the program's success, they add complexity to the partners' roles and responsibilities within the current financial structure.

The existing reimbursement model reflects the initial understanding of the program's needs from more than two years ago. As the RTW program continues to evolve, ongoing evaluation of the model's effectiveness in supporting the program's goals and the partners' efforts will be crucial for ensuring this workforce development initiative's long-term sustainability, adaptability, and success.



Key Recommendations - Strategic Action for Lasting Change:

1. Streamline Invoicing Process and Enhance Communication:

The current invoicing process is fraught with errors and inefficiencies, leading to significant rework and delays. We recommend:

- Marking critical fields in the SYNC system as required or highlighting them with asterisks provides clear visual cues to users and reduces the likelihood of errors.
- Limiting funding guide changes and related communications to quarterly, with a minimum 30-day advance notice period. Any changes outside this schedule should require consortium agreement before implementation.

2. Reevaluate 100% Compliance Requirements:

COSA's current 100% compliance requirement is creating an undue burden on partner organizations. We recommend:

- Engaging in an exploratory dialogue with COSA to reevaluate this requirement and adopt a more balanced approach to compliance.
- Considering a tiered compliance system where critical data points remain at 100% compliance, but less crucial elements are held to a slightly relaxed standard

Compliance Requirements: Refers to set of rules and standards that organizations must follow to meet legal, regulatory, or contractual obligations. In this report, it refers to the obligations imposed on the RTW program and its partners to ensure that processes and documentation meet specific standards, often leading to increased workload and administrative burden.

3. Conduct Cost-Benefit Analysis:

To ensure fair compensation and optimal resource allocation, we recommend:

- Conducting a detailed cost-benefit analysis across all partner organizations to provide empirical data on the actual time, effort, and costs required for various program activities.
- Assessing the economic benefits generated by these activities, including job matching, soft skill development, and employer engagement.
- Using this data to engage in informed discussions with COSA about appropriate compensation levels that accurately reflect the work involved in achieving program goals and the value created.



Conclusion:

The Ready to Work (RTW) program is at a critical juncture. This analysis reveals a program grappling with significant operational challenges that undermine its effectiveness. From intake to job placement, these challenges result in underperformance across key metrics and strain the resources of partner organizations.

Key issues include case managers' high caseloads and administrative burdens, with a 1:300-350 ratio, and an invoice processing system operating at a 1.1 sigma level with a 63.64% revision rate. These issues are further compounded by a financial model created over two years ago that may not fully capture the intricacies and efforts in guiding participants to successful employment within the allotted 6-month timeframe.

The program's struggles are not simply internal. COSA's 100% compliance requirement, while well-intentioned, has created additional hurdles, and frequent funding guide changes (5 in 6 months) have left partners in a constant state of adaptation. The result is a program that, despite the dedication of its staff, is falling short of its potential to transform lives and bolster the local workforce.

Yet, despite these challenges, there are opportunities for meaningful improvement. The RTW program can move towards a more efficient and effective model by streamlining processes, reevaluating compliance standards, and conducting a thorough cost-benefit analysis. The road ahead will require more open dialogue, particularly with COSA, and a commitment to assessing the program's financial sustainability.

As the program evolves, regular evaluation and adaptability will be paramount. With thoughtful implementation of the recommendations - including streamlining the invoicing process, reevaluating compliance requirements, and conducting a detailed cost-benefit analysis - the RTW program can better align its operations with its aspirations, ultimately serving as a more powerful catalyst for workforce development in Greater San Antonio.

Next Steps:

Our upcoming priorities are focused on advancing key initiatives across the PCM and Ready to Work programs. In PCM, we have created a forecast model to improve procurement planning, and we are testing a new facility ticketing system to streamline maintenance requests. These initiatives were developed using Monday boards. We are also enhancing and circulating our third- and fourth-party risk management processes to staff for feedback. Additionally, PCM is reviewing all



contracts and leases with the Fiscal and QA departments in preparation for the upcoming TWC Audit. These efforts are aimed at improving our operational efficiency and maintaining organizational compliance standards.

Regarding the IT Cloud Migration project, the PII verification process has been completed. As a result, no additional action is required.

For the Ready to Work program, the CPO will work with program staff to assess resource time and cost implications, as recommended to conduct a cost-benefit analysis. At the same time, we will evaluate compliance and system issues and their impact. We will focus on the potential for a more balanced approach to compliance and improvements to the invoicing process. This approach will help us continue to identify inefficiencies and develop targeted improvements for the RTW program processes. The CPO will also coordinate with the CEO on further action while continuing to review and analyze the program.

Fiscal Impact:

The fiscal impact is TBD and pending further analysis.

Attachments:

None.