



Committee of Six

December 11, 2024





Local Plan Update

Adrian Lopez
Chief Executive Officer



Local Plan Input and Development



- 2025-2029 Local Plan Development
 - Regulatory Document (Prescribed by TWC)
 - 13 County Workforce Solutions Alamo Region socioeconomic, economic and workforce analysis
 - WSA Workforce Development Activities – Core Services
 - Alignment with The Texas Workforce System Strategic Plan Goals, and compliance with TWC policies and guidance.
- **NEW** : Statewide Action Plan Input Model
 - Attached as an addendum as serves as a vision document for the next 4 years.
 - Creates more direct connections and considers each County's specific needs.



GOAL 1
TEXAS TALENT EXPERTS

To establish the state's public workforce system as the go-to resource for expertise about the Texas talent market.

WSA Local Plan Questions: Data 2025-2029



Goal: Secure input from City, County, Eco Dev, School District, 3 CBO working with priority populations. Talent demand will be gathered through a business survey and target interviews.

	Business Services	Adult	Youth	Childcare
Current	1.CEO Report a) Labor Market Information b)Wage and Availability Data	1. Continuous Improvement: CEO Report, Demographic Reports, Letters of Support 2. Quarterly CEO Report presentations to Area Judges 3. Annual Business Outreach and Partnership Presentation to Area Judges		
Partners	City/County, Eco Dev Corp, Chamber	Non-Profits, CBO, Local Diversion Programs, Faith Based Orgs	+ School Districts	Providers, Non-Profits, Parents
2025 WSA Local Plan	What information/analysis can we produce provide for you?	What information can we provide, produce, or co-author? What information should we have?	What information can we provide, produce, or co-author? What information should we have?	What information can we provide, produce, or co-author? What information should we have?



GOAL 2
SERVICE OPTIMIZERS

To deploy unmatched services of value to employers and economic development organizations and more effectively tell the story of the public workforce system's toolbox.

WSA Local Plan Questions: Services 2025-2029



Goal: Secure input from City, County, Eco Dev, School District, 3 CBO working with priority populations. Talent demand will be gathered through a business survey and target interviews.

	Business Services	Adult	Youth	Childcare
Current	1. Recruitment Business Services a) WF Incentive Development 2. Retention Business Services a) BRE Visits b) Training Dollars c) Direct Hire Event/Job Fair	1. Referral 2. Assessment 3. Career Counseling 4. Training 5. Employment		1. Technical Assistance to Parents on access to programs. 2. Technical Assistance to Service Providers towards quality care
Partners	City/County, Eco Dev Corp, Chamber	Non-Profits, CBO, Local Diversion Programs, Faith Based Orgs	+ School Districts	Providers, Non-Profits, Parents
2025 WSA Local Plan	How do we coordinate business outreach and service? How do we deepen the level of incumbent worker training?	Who should we formalize partnerships with on Referrals, Space, formal feedback loop, how do we establish goals?	Who should we formalize partnerships with on Referrals, Space, formal feedback loop, how do we establish goals?	Who should we formalize partnerships with on Referrals, Space, formal feedback loop, how do we establish goals?



GOAL 3
PARTNERSHIP MANAGERS

To create and manage more intentional partnerships to facilitate talent solutions, pursue shared goals in support of a healthy and robust workforce, and leverage joint resources.

WSA Local Plan Questions: Strategy 2025-2029



Goal: Secure Feedback from City, County, Eco Dev, School District, 3 CBO working with priority populations. Talent demand will be gathered through a business survey and target interviews.

	Business Services	Adult	Youth	Childcare
Current	1.) Common definitions of degrees of Workforce Ready through shared tracking system.	1) Justice involved interventions 2) Incumbent Worker Training	1) Justice Involved 2) Industry Outreach 3) Identify Funds for Training	1) Establish Childcare Co-ops 2) Integrate space provision into Eco Dev policy 3) Conduct outreach to providers for potential partnerships
Partners	City/County, Eco Dev Corp, Chamber	Non-Profits, CBO, Local Diversion Programs, Faith Based Orgs	+ School Districts	Providers, Non-Profits, Parents
2025 Local Plan	What strategies are the most important for us to consider? What are the areas should we pursue grant dollars as a region?	What strategies are the most important for us to consider? What are the areas should we pursue grant dollars as a region?	What strategies are the most important for us to consider? What are the areas should we pursue grant dollars as a region?	What strategies are the most important for us to consider? What are the areas should we pursue grant dollars as a region?



Local Plan Industry Feedback Requested



GOAL 2 SERVICE OPTIMIZERS

To deploy unmatched services of value to employers and economic development organizations and more effectively tell the story of the public workforce system's toolbox.

	Target Occupations Contains and In-Demand Occupation	Recommend Industry In-Demand Occupation	Use of Work-Based Learning	Interest in Academy Model
Desired Input	<p>Do we have what you need?</p> <p>Industry In-Demand Occupations Included on Draft List</p> <ul style="list-style-type: none"> - Consistent Demand, Hard to Source - Greater than HS, less than degree 	<p>Not on the List?</p> <p>Send us a title and/or occupation</p> <p>Provide demand information</p>	<p>Are you growing your own talent?</p> <p>Are you using Apprenticeships or other tools for Incumbent Worker Training?</p> <p>Preferred Training Provider?</p>	<p>Interested in development a grow your own talent model?</p> <p>Interest in participating in coaching.</p>



October Outreach

- Completed
 - Client Serving Partners (91 Contacts)
 - Email and explainer videos distributed to partners by service domain
 - Initial feedback on outreach is that partners want to discuss how they can partner with us going forward.
 - Industry Feedback (100 businesses)
 - Presented to Greater Chamber Education and Workforce Council
 - Developing Partnerships with Local EDC and Chambers for distribution of survey



LOCAL PLAN

Workforce Solutions Alamo (WSA) provides a variety of services for local employers and talent. A large part of what we do is direct funding and resources toward workforce development services throughout our area, which includes Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina and Wilson Counties.

One way we do that is through our Local Plan. The Workforce Innovation and Opportunity Act (WIOA) requires us to set priorities to oversee the workforce development system in this region. The Local Plan is a comprehensive 4-year guide that analyzes the local workforce development area and provides specific detail related to the WSA strategy to meet the economic and employment needs of the area's job seekers and employers.

This plan is developed in cooperation with local community stakeholders including elected officials, area employers, education and training partners, community-based organizations, and individuals who are the recipients of services provided by Workforce Solutions Alamo.

We are now hosting virtual and in person Local Plan meetings throughout the 13-county region to gather your thoughts and ideas.

STEP 1

Overview to learn what WSA and the Local Plan are and how to provide feedback.



October Outreach



- On-Going

- Outreach and Tracking of appropriate mix of service domain partners from each county.
- Securing Chamber/EDC partners for distribution of Industry Survey
- Scheduling virtual listening sessions in mid-December

STEP 2

Learn a little about WSA

[DOWNLOAD ANNUAL REPORT](#)



STEP 3

Understand how The Local Plan Works as a Policy Document

[READ THE CURRENT LOCAL PLAN](#)

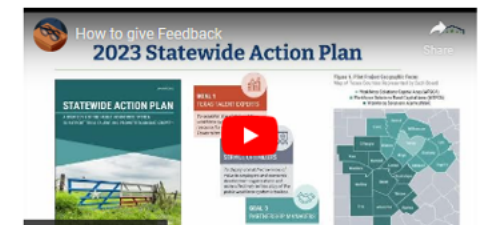


STEP 4

Provide Input as a WSA Client -Serving Partner

Goal 1: [Texas Talent Experts \(Data\)](#)

- ▶ Will ask you to identify which populations your organization most directly serves and how WSA can partner in providing, producing, co-authoring, presenting data to serve this population within your specified geography.



November Weekly Outreach



Outreach Emails and Calls Week : Oct 21st – Nov 1st	Individual Calls Secure Input Week of: Nov 4th – Nov 15th	Nov 18th – Dec 6th Drafting Input	Presentations and Listening Sessions Dec 11th – Dec 18th
<p>Continue outreach to Client Serving Partners to secure feedback from each service Domain for each County</p> <p>Distribution of Industry Input Survey in partnership with Chamber and EDC Partners</p>	<p>Schedule individual technical assistance sessions for partners</p> <p>Continue work with EDC's for Industry outreach based on industry mix of response.</p>	<p>Staff will integrate feedback on each of the Goals into an Addendum to the Local Plan</p>	<p>Recorded Listening Sessions to ensure capture of feedback</p> <p>Presentation on:</p> <ol style="list-style-type: none"> 1. On Overall Plan 2. New Initiatives 3. Target Occupations



Draft Occupations

Number	SOC Code	SOC Title	Current Employment (2023)	Education	Entry Level Wage (as of 2023)	Experienced Level Wage (as of 2023)	Employment - Base year 2022	Employment - Projected year 2032	Change in employment 2032 - 2022	Percentage Change	Change in Emp by Growth	Help Wanted Ads - 2nd Qtr 2024	Career Cluster	Appears in Multiple Clusters	Middle STEM	Middle Skill	Mean Annual Wage 2023	Number of Industries Hire this Occupation
Construction/Utilities																		
1	11-9021	Construction Managers	3,610	Bachelor's Degree	\$65,322	\$122,929	4,281	4,932	651	15.21	65	761	Architecture and Construction	Yes	No	No	\$103,727	4
2	47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	6,450	High-School Diploma or Equivalent	\$49,000	\$83,970	7,221	8,137	916	12.69	92	264	Architecture and Construction	Yes	No	No	\$72,313	4
3	47-2111	Electricians	5,850	High-School Diploma or Equivalent	\$38,292	\$62,653	5,544	6,630	1,086	19.59	109	273	Energy	Yes	No	Yes	\$54,532	1
4	47-2152	Plumbers, Pipefitters, and Steamfitters	3,130	High-School Diploma or Equivalent	\$36,964	\$60,968	3,658	4,174	516	14.11	52	232	Architecture and Construction	No	No	Yes	\$52,966	2
5	49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	5,300	High-School Diploma or Equivalent	\$45,676	\$84,412	5,379	6,304	925	17.2	92	725	Transportation, Distribution and Logistics	No	No	No	\$71,500	9
6	49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2,990	Postsecondary Non-Degree Award	\$35,105	\$60,070	3,140	3,705	565	17.99	56	514	Manufacturing	Yes	No	Yes	\$51,748	2
Manufacturing																		
7	17-2112	Industrial Engineers	1,560	Bachelor's Degree	\$71,979	\$119,584	1,374	1,736	362	26.35	36	343	Engineering	Yes	Yes	No	\$103,716	5
8	17-2141	Mechanical Engineers	1,110	Bachelor's Degree	\$67,610	\$119,240	1,118	1,324	206	18.43	21	382	Engineering	Yes	Yes	No	\$102,030	3
9	17-3029	Engineering Technologists and Technicians, Except Drafters, All Other *New	550	Associate's Degree	\$41,401	\$78,266	572	707	135	23.6	14	115	Engineering	No	Yes	Yes	\$65,978	1
10	19-4042	Environmental Science and Protection Technicians, Including Health *New	280	Associate's Degree	\$41,010	\$61,708	185	236	51	27.57	5	61	Agriculture, Food and Natural Resources	No	No	Yes	\$54,808	1
11	49-9041	Industrial Machinery Mechanics	2,990	High-School Diploma or Equivalent	\$43,327	\$71,134	2,685	3,492	807	30.06	81	151	Manufacturing	Yes	Yes	Yes	\$61,865	2
12	51-9162	Computer Numerically Controlled Tool Programmers	70	Postsecondary Non-Degree Award	\$38,284	\$76,778	60	70	10	16.67	1	15	Manufacturing	No	Yes	Yes	\$63,947	1
13	53-3032	Heavy and Tractor-Trailer Truck Drivers	16,260	Postsecondary Non-Degree Award	\$35,015	\$58,873	18,186	22,749	4,563	25.09	456	2,236	Transportation, Distribution and Logistics	No	No	Yes	\$50,920	3
Health																		
14	29-1126	Respiratory Therapists	950	Associate's Degree	\$61,078	\$81,104	956	1,178	222	23.22	22	255	Health Science	No	Yes	Yes	\$74,429	1
15	29-1141	Registered Nurses	23,030	Bachelor's Degree	\$67,452	\$99,334	21,514	24,451	2,937	13.65	294	8,568	Health Science	No	Yes	Yes	\$88,706	5
16	29-1292	Dental Hygienists	1,260	Associate's Degree	\$75,433	\$89,884	1,134	1,344	210	18.52	21	148	Health Science	No	No	Yes	\$85,067	1
17	29-2032	Diagnostic Medical Sonographers	570	Associate's Degree	\$66,001	\$88,449	780	972	192	24.62	19	161	Health Science	No	Yes	Yes	\$80,966	3
18	29-2034	Radiologic Technologists and Technicians	1,920	Associate's Degree	\$55,557	\$81,453	1,597	1,878	281	17.6	28	399	Health Science	No	Yes	Yes	\$72,821	2
19	29-2035	Magnetic Resonance Imaging Technologists *New	200	Associate's Degree	\$71,624	\$91,139	185	219	34	18.38	3	350	Health Science	No	No	Yes	\$84,634	2
20	29-2052	Pharmacy Technicians	3,290	High-School Diploma or Equivalent	\$37,097	\$47,966	3,398	4,224	826	24.31	83	493	Health Science	No	No	Yes	\$44,343	3
21	29-2055	Surgical Technologists	1,170	Postsecondary Non-Degree Award	\$37,288	\$58,196	1,150	1,338	188	16.35	19	322	Health Science	No	No	Yes	\$51,227	2
22	29-2061	Licensed Practical and Licensed Vocational Nurses	5,970	Postsecondary Non-Degree Award	\$46,578	\$62,076	6,268	7,000	732	11.68	73	1,021	Health Science	No	No	Yes	\$56,910	4
23	31-2011	Occupational Therapy Assistants	450	Associate's Degree	\$58,904	\$81,989	368	465	97	26.36	10	135	Health Science	No	Yes	Yes	\$74,294	1
24	31-2021	Physical Therapist Assistants	950	Associate's Degree	\$48,779	\$82,366	904	1,154	250	27.65	25	328	Health Science	No	No	Yes	\$71,170	2
25	31-9091	Dental Assistants	3,430	Postsecondary Non-Degree Award	\$33,972	\$46,226	3,454	4,041	587	16.99	59	669	Health Science	No	No	Yes	\$42,141	1



Draft Occupations

Computer and Cybersecurity																		
26	11-3021	Computer and Information Systems Managers	3,580	Bachelor's Degree	#####	\$191,560	3,600	4,776	1,176	32.67	118	48	Information Technology	No	Yes	No	\$161,136	10
27	15-1211	Computer Systems Analysts	3,170	Bachelor's Degree	\$65,647	\$124,119	3,037	3,862	825	27.16	82	391	Information Technology	No	Yes	No	\$104,629	7
28	15-1212	Information Security Analysts	1,250	Bachelor's Degree	\$76,751	\$137,528	1,188	1,799	611	51.43	61	251	Information Technology	No	Yes	No	\$117,269	3
29	15-1231	Computer Network Support Specialists	700	Associate's Degree	\$51,192	\$82,444	740	900	160	21.62	16	55	Information Technology	No	No	Yes	\$72,026	3
30	15-1232	Computer User Support Specialists	5,140	Some College, No Degree	\$36,617	\$63,712	5,369	6,529	1,160	21.61	116	775	Information Technology	No	No	Yes	\$54,681	12
31	15-1242	Database Administrators	460	Bachelor's Degree	\$58,396	\$121,738	489	595	106	21.68	11	332	Information Technology	No	Yes	No	\$100,624	1
32	15-1244	Network and Computer Systems Administrators	2,400	Bachelor's Degree	\$59,579	\$108,052	2,488	3,070	582	23.39	58	334	Information Technology	No	Yes	No	\$91,894	7
33	15-1252	Software Developers	6,240	Bachelor's Degree	\$79,320	\$141,849	4,879	7,055	2,176	44.6	218	1,185	Information Technology	Yes	Yes	No	\$121,006	9
24	15-1253	Software Quality Assurance Analysts and Testers	1,420	Bachelor's Degree	\$64,817	\$114,655	1,196	1,622	426	35.62	43	129	Information Technology	No	Yes	No	\$98,042	2
35	15-1254	Web Developers	450	Associate's Degree	\$54,264	\$109,352	559	746	187	33.45	19	135	Information Technology	No	Yes	No	\$90,990	1
36	15-1299	Computer Occupations, All Other	5,300	Bachelor's Degree	\$63,556	\$125,591	5,329	6,670	1,341	25.16	134	1,698	Information Technology	No	No	No	\$104,913	5
37	15-2031	Operations Research Analysts	870	Bachelor's Degree	\$58,426	\$111,595	982	1,377	395	40.22	40	191	Business, Marketing, and Finance	No	Yes	No	\$93,872	3
38	15-2051	Data Scientists * New	1,250	Bachelor's Degree	\$60,665	\$135,971	793	1,208	415	52.33	42	730	Information Technology	Yes	Yes	No	\$110,869	1
Oil & Gas/Warehousing & Transportation/Finance/Others																		
39	49-3023	Automotive Service Technicians and Mechanics	6,360	Postsecondary Non-Degree Award	\$31,210	\$60,451	6,820	8,170	1,350	19.79	135	895	Transportation, Distribution and Logistics	No	No	Yes	\$50,704	2
40	11-1021	General and Operations Managers	33,690	Bachelor's Degree	\$44,789	\$147,052	35,453	42,160	6,707	18.92	671	1,656	Business, Marketing, and Finance	Yes	No	No	\$112,964	10
41	13-1071	Human Resources Specialists	7,740	Bachelor's Degree	\$42,315	\$82,899	7,362	8,564	1,202	16.33	120	691	Business, Marketing, and Finance	No	No	No	\$69,371	13
42	13-1081	Logisticians	1,920	Bachelor's Degree	\$52,178	\$94,000	1,708	2,285	577	33.78	58	363	Transportation, Distribution and Logistics	No	No	No	\$80,059	5
43	13-1082	Project Management Specialists	9,260	Bachelor's Degree	\$54,801	\$107,873	7,624	8,916	1,292	16.95	129	1,067	Architecture and Construction	No	No	No	\$90,183	13
44	13-1111	Management Analysts	4,840	Bachelor's Degree	\$58,992	\$116,490	4,670	5,674	1,004	21.5	100	593	Business, Marketing, and Finance	No	No	No	\$97,324	6
45	13-1161	Market Research Analysts and Marketing Specialists *New	4,250	Bachelor's Degree	\$42,280	\$86,284	4,340	5,570	1,230	28.34	123	514	Business, Marketing, and Finance	Yes	No	No	\$71,616	7
46	13-2011	Accountants and Auditors	8,210	Bachelor's Degree	\$54,865	\$103,575	9,047	10,732	1,685	18.62	168	684	Business, Marketing, and Finance	No	No	No	\$87,339	13
47	41-3031	Securities, Commodities, and Financial Services Sales Agents * New	3,470	Bachelor's Degree	\$40,553	\$109,098	3,181	3,863	682	21.44	68	343	Business, Marketing, and Finance	No	No	No	\$86,250	1
48	43-3031	Bookkeeping, Accounting, and Auditing Clerks	10,110	Some College, No Degree	\$32,840	\$52,661	12,509	13,338	829	6.63	83	633	Business, Marketing, and Finance	No	No	Yes	\$46,054	17
49	53-1047	Suprs of Trans & Material Moving Wkrs, Ex Aircraft Cargo Handling Suprs *New	4,210	High-School Diploma or Equivalent	\$37,636	\$71,106	4,359	5,362	1,003	23.01	100	300	Transportation, Distribution and Logistics	No	No	No	\$59,949	4
Education																		
50	11-9051	Food Service Managers	1,880	High-School Diploma or Equivalent	\$44,812	\$71,396	2,456	2,877	421	17.14	42	1,094	Hospitality and Tourism	No	No	Yes	\$62,535	1
51	25-2011	Preschool Teachers, Except Special Education * New	3,540	Associate's Degree	\$27,153	\$52,005	4,829	5,781	952	19.71	95	601	Education and Training	No	No	Yes	\$43,721	1
52	25-2021	Elementary School Teachers, Except Special Education	11,050	Bachelor's Degree	\$53,332	\$69,191	11,397	13,097	1,700	14.92	170	400	Education and Training	No	No	No	\$63,905	1
53	25-2022	Middle School Teachers, Except Special and Career/Technical Education	5,160	Bachelor's Degree	\$54,202	\$65,814	4,943	5,691	748	15.13	75	142	Education and Training	No	No	No	\$61,943	1



Draft Occupations Notes

- Staff is still reviewing how to include some of the existing Occupations such as those in Hospitality
- WSA is seeking input on these occupations and there is still time to change through January 2025
- There is an email address setup for anyone to email any suggestions or comments
- WSA is seeking local wisdom from partners, industry leaders and others to ensure a comprehensive plan is developed
- Occupations can continue to be modified even after the Local Plan submission; that would require local approval



WSA 2025 Local Plan Input Time





Questions





Fiscal Updates

Brandee Perez
Chief Financial Officer



Financials

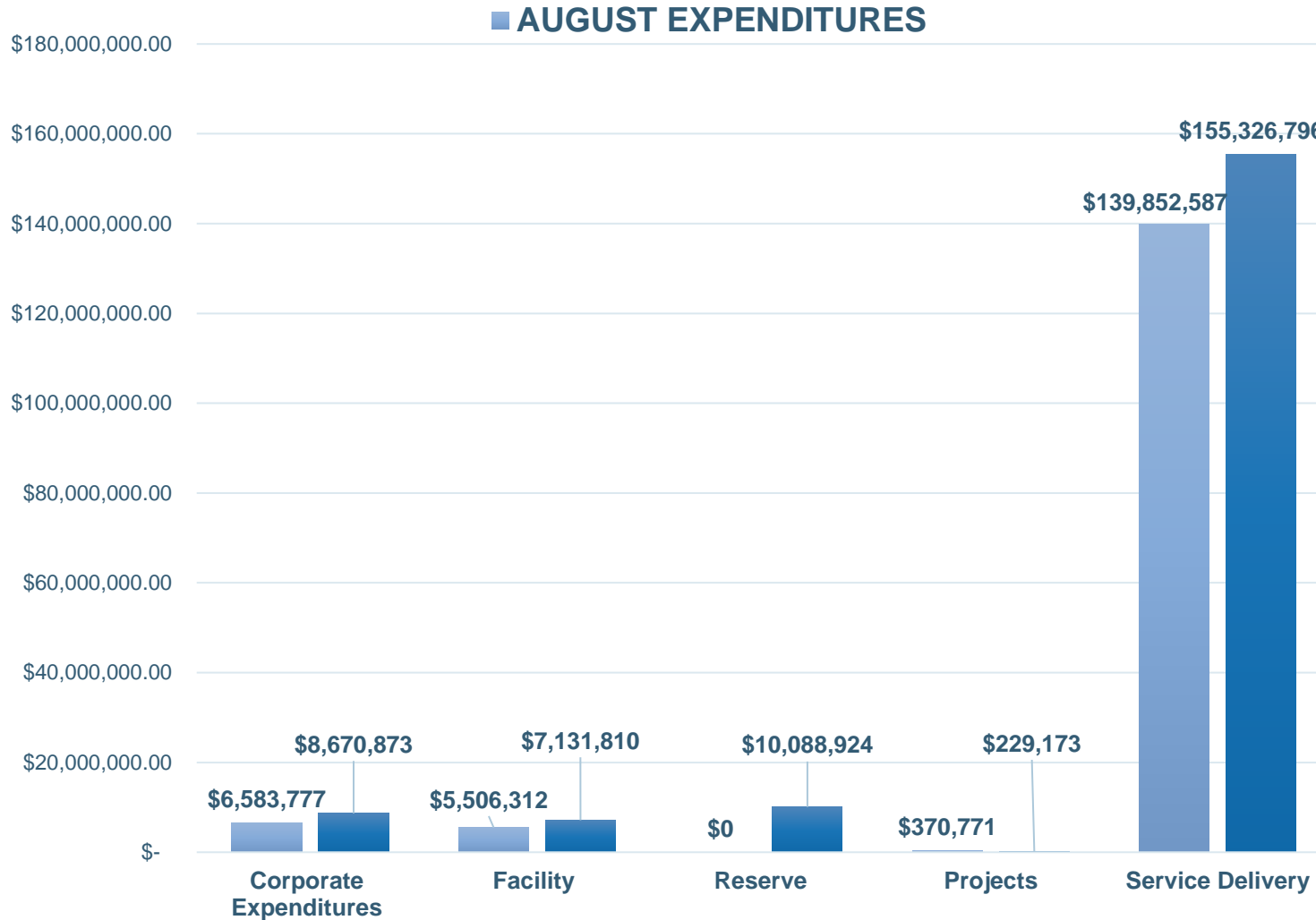


Budget to Actual Expenditures

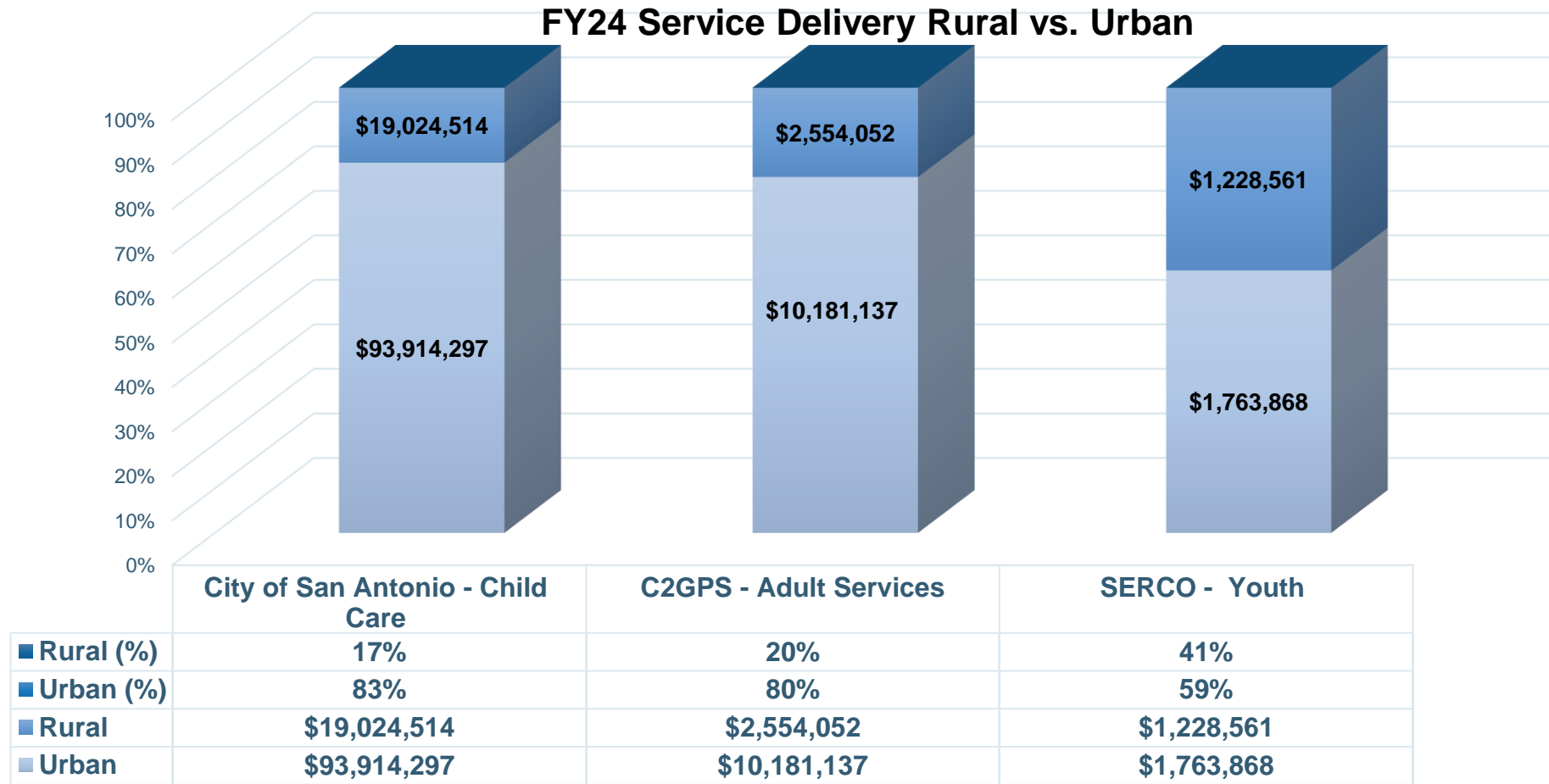
August 2024 Budget to Actual Variance Analysis					
Budget Category	FY24 Budget	FY24 Actuals	% Expensed	Straight-Line Target (91.7%)	YTD Variance %
Corporate -Personnel	\$ 5,867,227	\$ 4,555,430	77.64%	\$ 5,380,247	14.06%
Corporate -Facilities	\$ 526,665	\$ 417,754	79.32%	\$ 482,952	12.38%
Corporate -Equipment Related	\$ 277,994	\$ 161,493	58.09%	\$ 254,920	33.61%
Corporate -General Office	\$ 741,700	\$ 339,901	45.83%	\$ 680,139	45.87%
Corporate - Professional Services	\$ 1,997,110	\$ 1,082,268	54.19%	\$ 1,831,350	37.51%
Corporate - Board of Directors	\$ 45,000	\$ 26,931	59.85%	\$ 41,265	31.85%
Corporate Total	\$ 9,455,696	\$ 6,583,777	69.63%	\$ 8,670,873	22.07%
Facilities	\$ 7,777,328	\$ 5,506,312	70.80%	\$ 7,131,810	20.90%
Reserve	\$ 11,002,098	\$ -	0.00%	\$ 10,088,924	91.70%
Projects	\$ 249,916	\$ 370,771	148.36%	\$ 229,173	-56.66%
Service Delivery - TWC	\$ 18,983,727	\$ 16,225,117	85.47%	\$ 17,408,078	6.23%
Service Delivery - TWC Child Care	\$ 120,209,630	\$ 112,938,812	93.95%	\$ 110,232,231	-2.25%
Service Delivery Ready to Work	\$ 30,192,462	\$ 10,688,658	35.40%	\$ 27,686,488	56.30%
Total Budget	\$ 197,870,857	\$ 152,313,448	76.98%	\$ 181,447,576	14.72%



YTD Expenditures by Budget Category Comparison



Service Delivery Comparison – Rural vs. Urban Counties



Key Variances – Childcare

CCP(DFPS)- Contract ends 12/31/2024 and we have 99.66% expensed.

The board received 1.5M additional funding from TWC to extend the service through the end of the contract.

Childcare Quality- Contract ends 10/31/2024 and we have 68.29% expensed.

The Board anticipates increased expenditures with the purchase of supplies and materials for the TRS providers. The grant is forecasted to expend 90% of the grant.



Key Variances – TWC Programs

Reemployment Services – The grant was extended through February 2025. The percentage of funds expended is 89.96%. Program staff anticipates the grant will be fully expended by the end date.

Paid Work Experience – The Board expects to receive referrals over the next few months which will increase the funds expended.

Training & Employment Navigator – The grant assists a specific population who has access to free education and training. Program staff will continue to work with the service providers to emphasize the funding available for support services.



Key Variances – Other Funding

Toyota Grant

- Grant was extended through September 2024.
- Incentives for RTW participants who are successful in job placement.
- The grant is expected to be fully expended.

Area Foundation Grants

- Grants were extended through December 2024.
- Funds are utilized for Workforce Academy and staff capacity building.
- The grant is expected to be fully expended.





Questions





TWC Audit Acceptance Letter

Brandee Perez
Chief Financial Officer





Acceptance Letter from TWC

Dear Ms. Garcia:

We have completed our desk review of Alamo Workforce Development, Inc.'s audit report for fiscal year ending September 30, 2023. The Supplemental Nutrition Assistance Program (SNAP), Employment Service/Wagner-Peyser (ES), Workforce Innovation and Opportunity Act (WIOA), Trade Adjustment Assistance, Child Care (CC), Disabled Veteran's Outreach, Temporary Assistance for Needy Families (TANF), Unemployment Insurance, Skills Development and Social Services Block Grant programs that you administered for the Texas Workforce Commission were included in this report. We have determined the audit report with the *U.S. Code of Federal Regulations*, Uniform Guidance, and the *State of Texas Grant Management Standards*. The audit report is accepted, and the audit file is closed.

Thank you for your assistance during the single audit resolution process. Should you have any questions or concerns, please contact Adam Padilla at (737) 667-6069, or via email at: adam.padilla@twc.texas.gov

Sincerely,

Kathleen Runnels



Questions

