



OVERSIGHT COMMITTEE MEETING

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

November 8, 2024

9:00 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 a two-way audio and video of the meeting between each Board member sufficient that Board members and public can hear and see them. WSA will comply with all Videoconferencing Guidelines.

For those members of the public that would like to participate and cannot attend in person at the host location, please call toll-free 1-877-858-6860, which will provide two-way communications through a speaker phone. For additional information, please call Teresa Chavez at (210) 452-9405.

Please join WebEx meeting from your computer, tablet, or smartphone.

You can also dial in using your phone.

United States (Toll Free): 1-415-655-0002

<https://wsalamo.webex.com/wsalamo/j.php?MTID=m378964b6e579e9d0376b024faf15fee>

Access Code: 2488 203 3322

New to WebEx? Get the app now and be ready when your first meeting starts:

<https://www.webex.com/>

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

Workforce Solutions Alamo is an equal opportunity employer/program. Persons with disabilities who plan to attend this meeting and who may need auxiliary aids, services, or special accommodation should contact Teresa Chavez at (210) 452-9405. so that appropriate arrangements can be made. Relay Texas: 1-800- 735-2969 (TDD) or 711 (Voice).

- I. CALL TO ORDER
Presenter: Dr. Sammi Morrill, Committee Chair
- II. ROLL CALL AND QUORUM DETERMINATION
Presenter: Dr. Sammi Morrill, Committee Chair
- III. DECLARATIONS OF CONFLICT OF INTEREST
Presenter: Dr. Sammi Morrill, Committee Chair
- IV. PUBLIC COMMENT
Presenter: Dr. Sammi Morrill, Committee Chair
- V. DISCUSSION AND POSSIBLE ACTION ON MEETING MINUTES FROM
SEPTEMBER 6, 2024
Presenter: Dr. Sammi Morrill, Committee Chair
- VI. QUALITY ASSURANCE BRIEFING (DISCUSSION AND POSSIBLE ACTION)
 - a. Quality Assurance Update – TWC Monitoring
 - b. TWC Performance – Upcoming Target Changes
- VII. PROCESS BRIEFING
 - a. Risk Analysis
 - b. Ready To Work
- VIII. PROGRAMS & OPERATIONAL BRIEFING (DISCUSSION AND POSSIBLE
ACTION)
 - a. Performance, Programs, and Operational Updates
 - i. TX FAME
 - ii. SEAL NDEAM
 - iii. Workforce One
 - b. A Closer Look: WIOA Youth Program
- IX. CEO REPORT
Presenter: Adrian Lopez, CEO
 - a. New Organizational Chart
- X. CHAIR REPORT
Presenter: Dr. Sammi Morrill, Committee Chair
- XI. 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.

XII. ADJOURNMENT

Presenter: Dr. Sammi Morrill, Committee Chair



OVERSIGHT COMMITTEE MEETING - MINUTES

Workforce Solutions Alamo
100 N. Santa Rosa St., Suite 120, Boardroom
San Antonio, TX 78207
September 06, 2024
9:00 AM

BOARD OF DIRECTORS: Dr. Sammi Morrill, Leslie Cantu, Jennifer Lange, Charles Camarillo, Yvonne Addison

WSA STAFF: Adrian Lopez, Brandee Perez, Chuck Agwuegbo, Dr. Ricardo Ramirez, Eric Vryn, Gabriela Navarro Garcia, Gilbert Monk, James Keith, Jessica Villarreal, Teresa Chavez, Victoria Rodriguez, Erica Laderos, Caroline Goddard, Gabriela Ore, Avis Burrow, Ruby Elizondo, Trema Cote, Alfred Salazar Jr. , Juan Palencia, Geroge Mazariegos, Joel Morgan

LEGAL COUNSEL: None.

CONTRACTORS: Gabriela Horbach, Manuel Uges, Roberto Corral, Brenda Garcia, Sylvia Perez

GUESTS: Melissa Vicenti, Oscar Dominguez

AGENDA

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

I. CALL TO ORDER

Presenter: Dr. Sammi Morrill, Committee Chair- **Start: 9:07AM**

II. ROLL CALL AND QUORUM DETERMINATION

Presenter: Dr. Sammi Morrill, Committee Chair – **Quorum Present.**

III. DECLARATIONS OF CONFLICT OF INTEREST

Presenter: Dr. Sammi Morrill, Committee Chair- **None.**

IV. PUBLIC COMMENT

Presenter: Dr. Sammi Morrill, Committee Chair-

- **Yes-** Melissa Vicenti (student) director of student services and marketing along with Oscar Dominguez a tenured licensed massage therapist with Academy of Massage therapy training. Presented on making a connection with the workforce to assist in helping students in their pathway to becoming a licensed massage therapist with

funding assistance. Would like to add the career to the list of target in demand occupations with the intent to have greater success in having partners such as Project Quest to assist with it being listed on the target occupations.

V. DISCUSSION AND POSSIBLE ACTION ON MEETING MINUTES FROM JULY 8, 2024

Presenter: Dr. Sammi Morrill, Committee Chair

Motion: 1st Leslie Cantu 2nd: Jennifer Lange

VI. QUALITY ASSURANCE BRIEFING (DISCUSSION AND POSSIBLE ACTION)

a. Quality Assurance Update – TWC Monitoring

- TWC Initiated its annual monitoring. Audit will include TWC'S Document request packet, TWC'S sample request, TWC's On-site and Virtual testing, TWC's Exit Conference and report, TWC's Final 'Embargo' reports. TWC's Final report, and the TWC Audit resolution.
- External monitoring the WIOA Adult-C2 GPS is 100% complete with 96.19% overall accuracy. WIOA Dislocated work-C2 GPS 100% complete with overall accuracy of 95.68%. Snap- C2 GPS 100% complete with an overall accuracy of 93.26%. In progress non-custodial parent- 82%, WIOA Youth Serco- 54% and TANF/Choices 2% complete.
- Internal monitoring activities – PII Walkthroughs 100% complete with overall accuracy rate of 96.8%. Priority of service walkthroughs 100% complete with an overall accuracy of 90.6% including 87.1% for veterans and 98.3% for Foster Youth.

b. TWC Performance – Upcoming Target Changes

- TWC Contracted Performance for PY 2024-2025 shown with TWC performance targets for this upcoming year. TWC will amend the targets periodically with updated, more current data. Compared to this year's targets, 11 increase in numbers and 1 stay the same.

VII. PROCESS BRIEFING

a. Procurement

- Working on several projects to include piloting new facility maintenance tracking system. Conducting comprehensive contract and lease review for TWC Audit compliance and evaluating facility relocation options to optimize resource allocation.

b. Information Technology

- Successfully completed PII verification process in cloud management project.

c. Ready to Work

- Ongoing assessment of resource time and cost implications, continued evaluation of compliance and system issues and their impact. Working to identify inefficiencies to develop targeted improvements for processes.

VIII. PROGRAMS & OPERATIONAL BRIEFING (DISCUSSION AND POSSIBLE ACTION)

- a. Performance, Programs, and Operational Updates
 - Annual monitoring documentation request. Common program attributes scoring below 90% are program intake, service tracking, MSG and credentials, employment outcomes. Actions taken are to revisit the program and policy requirements, provide frontline staff training, collaborate with contractors on training items needed, recommend reoccurring training topics, and to refine processes or policy with input from contractors.
 - Summer Earn and learn overview 360 students currently enrolled, 160 completed their 5-weeks, 425 worksite slots, and the program will conclude on August 30th.
- b. A Closer Look: WIOA Dislocated Worker Program
 - A brief overview of the Workforce Innovation and Opportunity Act that includes the WIOA Youth, WIOA Adult and WIOA Dislocated Worker program.
 - Discussion on the eligibility categories for a dislocated worker with a look at Categories 1-8. The programs associated with dislocated workers are Rapid Response, Trade Adjustment Assistance, and Reemployment Services Eligibility Assessment.

IX. CEO REPORT

Presenter: Adrian Lopez, CEO

- a. Ready to Work
 - Several analyses in progress. First, January started the analysis on the fiscal portions associated with Ready to Work. Second, the work of CPO Eric Vryn with improvements. Third improvements in the client analysis, looking at the successes based on demographics of individuals and the selection of industries with staff assistance. Intent is to fill in gaps that exist.

X. CHAIR REPORT

Presenter: Dr. Sammi Morrill, Committee Chair

- Comments on the efficiency through technology and capability within the Ready to Work System.
- Concern for the amount of PII documentation collected for Ready to Work. Purposes for data match and needing to minimize the PII being requested.

XI. 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.

XII. ADJOURNMENT

Presenter: Dr. Sammi Morrill, Committee Chair

Motion to adjourn: 1st Dr. Sammi Morrill, 2nd Jennifer Lange

End Time: 10:28 AM



MEMORANDUM

To: Oversight Committee
From: Adrian Lopez, Chief Executive Officer
Presented by: Ricardo Ramirez, Director of Quality Assurance
Date: November 8, 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 and focuses on TWC’s annual audit.

TWC Annual Monitoring

WIOA §184 requires TWC to perform annual monitoring at each Board area to address fiscal accountability and programmatic compliance applicable to all programs operated by the Boards.

At TWC’s discretion, TWC may choose to rely on the results of the Board’s local monitoring staff and procedures rather than conducting direct testing. TWC will also periodically ‘recertify’ this arrangement with a Board by performing a fresh assessment of the reliability of local systems.

TWC completed the audit virtually and in-person, covering Fiscal, Procurement, Property, Programs, MIS/Automation, MOU/Infrastructure Agreement, Monitoring, and certain Equal Opportunity (EO) elements.

TWC auditors began the ‘performance audit¹’ testing phase on 8/12/2024 and completed their testing with an Exit Conference on 10/15/2024.

Of the hundreds of different attributes that TWC tested, the *Exit Conference Report* identified zero disallowed costs and two potential issues:

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

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

Walkthroughs

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

- o **Two instances involving PII:** TWC may not to include these in the final report because of the strength of our internal PII control system.

¹ Performance audit within the meaning of generally accepted government auditing standards, or GAGAS (also known as ‘Yellow Book,’ found here: <https://gaoinnovations.gov/yellowbook/2024/index.html>).

- **Paper Records:** Some reception areas used paper forms. TWC recommended eliminating paper records and ensuring the VOS system works properly (or using an alternate electronic system, such as tablets).
- **Records Retention:** Ensure centers process paper documents for shredding/destruction according to records retention schedules.
- **Priority of Service:** TWC recommended larger/multiple notices in reception areas.

Next Steps

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

Other Monitoring Activities

Equal Opportunity: TWC is currently testing EO, and the audit is ongoing.

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

- **Non-Custodial Parent Choices (NCP) – C2 GPS:** 100% complete with an 88.80% overall accuracy rate, which did not meet the expected 90%, and three attributes for continuous quality improvement:
 - Monthly tracking of Planned Gap until OAG approval (82.61%).
 - Case closures in TWIST and COLTS once program requirements were met (75.0%).
 - TWIST and COLTS entries within three business days (46.67%).
- **TANF/Choices – C2 GPS:** 100% complete, issuing the final report.
- **Youth – SERCO:** 100% complete, issuing the final report.
- **Ready to Work – multiple partners:** 68% complete.

WSA Internal QA Program Monitoring

QA successfully completed all the engagements and projects for the year, and the staff is preparing for the new year (updated timelines included as an attachment).

Other Activities:

- **Board Oversight Capacity:** Staff completed the Board’s annual ‘Oversight Capacity’ assessment and submitted it to TWC (we complete these every October).
- **Data Sharing Agreements:** Staff are finalizing the development of data-sharing Partner Agreements (e.g., to continue expanding WSA’s customer base and leveraging of local knowledge and resources).

Next Steps

- **Consultant Contract Renewal:** Finalize the renewal to initiate in late November.
- **Monitoring Tools/Instruments:** Update tools based on TWC's instruments and new/updated policies.
- **Timeline:** Complete a Risk Assessment and develop next year's Timeline based on its results.

STAFF RECOMMENDATIONS:

- QA held TWC performance audit debriefings with the subrecipients (C2GPS, SERCO, and COSA), with follow-up items.
- Staff are working on the items resulting from the audit, including the two potential findings, the PII, and the Priority of Service.
- Staff are focusing on actions to ensure we address items falling below the 90% threshold (TWC reported they will focus on these next year).

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:

QA Timelines.



Estimated Timeline – External Program Monitoring Activities 2023-2024

Initial Estimated Timeline				Actual Timeline						
<i>External Program Monitoring</i>	<i>Duration</i> ⁺⁺	<i>Start</i>	<i>Finish</i>	<i>Duration</i> ⁺⁺	<i>Effort</i>	<i>Variance</i>	<i>Start</i>	<i>Finish</i>	<i>% Complete</i>	<i>Comments</i>
Estimated Timeline: 2023-2024	263	11/6/2023	11/6/2024	229	279	<i>Duration</i>	12/18/2023		96%	
COSA - Child Care Services	32	12/18/2023	1/30/2024	41	25	9	12/18/2023	2/12/2024	100%	Adjusted finish date due to extenuating circumstances.
COSA - CC QIA	46	1/8/2024	3/11/2024	36	34	-10	2/8/2024	3/28/2024	100%	Adjusted start date as monitors finalized the COSA CCS review. Extended finish date in receipt of COSA's HR information.
CONSORTIUM - Ready to Work	60	2/1/2024	4/24/2024				10/10/2024		68%	Adjusted schedule to allow for the City's transitioning of the data system. Review ongoing.
C2GPS - WIOA Adult & Dislocated Worker	55	3/25/2024	6/7/2024	54	51	-1	3/26/2024	6/7/2024	100%	Adjusted start date as monitors finalized the COSA QIA review.
C2GPS - SNAP	45	5/1/2024	7/2/2024	48	43	3	5/13/2024	7/17/2024	100%	Adjusted start and finish dates to allow for TWC's transitioning of the data system.
C2GPS - NCP	49	6/3/2024	8/8/2024	63	45	14	6/4/2024	8/29/2024	100%	Adjusted start date, exit conference date and finish date due to extenuating circumstances.
SERCO - WIOA Youth	40	7/8/2024	8/30/2024	61	41	21	7/8/2024	9/30/2024	100%	Adjusted finish date to 09/30/2024 due to extenuating circumstances.
C2GPS - TANF/Choices	47	9/3/2024	11/6/2024	43	40	-4	9/3/2024	10/31/2024	100%	Completed ahead of time.
Avg Duration or Effort (days) →	47			49	40	3				
Multi-tasking (% days overlapping projects) →	29.7%			-33.8%						

Duration : total days from start to finish to complete project (includes some holidays); *Effort (or Work)* : actual number of days spent on each project.

Modification Notes

⁺⁺The Duration is not equal to the time that the contractors are actively involved in the project - it includes additional internal QA work (e.g., desk and policy review, tool development, etc.).



MEMORANDUM

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

SUMMARY: This Memorandum presents information about this year’s TWC-contracted performance, effective October 2024 and ending September 2025.

Context

The Texas Workforce Commission (TWC) added three new* performance measures to the Board’s contract. The following tables present the 25 measures.

WIOA Measures

'Siloed' WIOA Measures Adult, Dislocated Worker, & Youth (fifteen measures)	Career & Training (C&T) These Include Special Grants (three measures)
Employed Q2 Post Exit (also 'Enrolled' for Youth)	Employed/Enrolled Q2 Post Exit
Employed Q4 Post Exit (also 'Enrolled' for Youth)	Employed/Enrolled Q2-Q4 Post Exit
Credential Rate	Credential Rate
Measurable Skills Gains	
Median Earnings Q2 Post Exit	
Program Participation Measures (two measures)	
Choices Full Engagement Rate All Family Total	Average # Children Served Per Day Combined
Reemployment & Employer Engagement Measures (five measures)	
Claimant Reemployment w/in Ten Weeks	Successful Talent Assistance*
Texas Talent Assistance	Active Job Seeker New Employment Connection Rate*
	Maintaining Employment Connection*

Next Steps

- Staff will focus on presenting the three new* measures during the upcoming committee meetings.



STAFF RECOMMENDATIONS: TWC requires WSA to meet contracted performance measures and applies sanctions for failing 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, including presenting outcomes and ‘exception’ reports to the Board.

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: Eric Vryn, Chief Process Officer

Date: November 8, 2024

Subject: Comprehensive Risk Assessment & Ready-to-Work Update

Summary:

This memo provides an update on two critical organizational initiatives: the development and implementation of a comprehensive risk assessment framework and the Ready to Work (RTW) program analysis. The report outlines our current progress, key findings, and proposes the next steps for each initiative.

Risk Analysis:

As Workforce Solutions Alamo (WSA) programs and operational reach expand to meet increasing service demands, we are developing and implementing a modernized approach to risk management. This new framework will be designed to proactively address potential issues and reduce risk to the agency. This data-driven, scalable approach will supplement and enhance our current approach to risk management.

The framework emphasizes adaptable principles, focusing on data-informed decisions and transparent accountability. It incorporates advanced risk matrix analysis and weighted scoring models for a comprehensive risk assessment approach. Technology integration is a key component, with plans to explore platforms supporting long-term implementation, automation, and enhanced data analysis and reporting capabilities.

Implementation follows a structured seven-week timeline, beginning with framework design and preparation, followed by stakeholder training and phased implementation. This measured approach allows for careful monitoring and adjustment based on organizational feedback throughout the process.

Ready to Work Analysis Update:

An analysis of the RTW program has revealed critical areas of concern: program performance, operational infrastructure, and resource allocation. The program's effectiveness stands at a concerning 41% of the

workforcesolutionsalamo.org
communications@wsalamo.org

100 N. Santa Rosa Street
San Antonio, Texas 78207
(210) 272-3260

A proud partner of the  American Job Center network.



target, with completion rates and job placement outcomes at 34.6% and 37.7% respectively. These figures underscore the need for strategic improvements to program.

Operational constraints are evident in process capability analysis. Assessment procedures currently require 160 minutes of takt time against a 90-minute cycle time, indicating significant inefficiencies. With operations utilizing 80% of capacity and a Cpk of 1.00, the program is operating without a buffer, leaving little room for error or unexpected challenges.

Perhaps most troubling are the disparities in employment outcomes across participant groups. Individuals aged 45 and older, justice-involved participants, those with disabilities, and those with lower education levels all face substantially lower success rates compared to their counterparts. These disparities not only highlight systemic inequities but also represent missed opportunities for economic empowerment and social mobility.

In response to these findings, that analysis focuses on three proposed strategic recommendations. First, a tiered compliance system that focuses on critical data points while allowing for operational flexibility. Second, process optimization through agreed upon quarterly update cycles and streamlined process for data management system changes. The final recommendation centers around the commissioning a of third-party cost-benefit analysis to establish a sustainable, and equitable reimbursement model. These recommendations, if implemented thoughtfully and monitored closely, have the potential to significantly enhance the RTW program's impact and effectiveness.

Next Steps:

The risk analysis framework is a project currently in development, aimed at modernizing our approach to risk management. As WSA's operational reach expands to meet increasing service demands, this framework will help us stay ahead of potential issues and mitigate risk to the organization.

Key aspects of the proposed framework include:

1. Adaptable Principles:
 - a. Data-informed decisions
 - b. Transparent accountability
 - c. Scalability to meet growing demands
2. Robust Methodologies:
 - a. Advanced Risk Matrix (5x5)
 - b. Weighted Scoring
 - c. FMEA / RICE Model



3. Technology Integration:

- a. Explore platforms to support long-term implementation and automation
- b. Leverage technology for data analysis and reporting

The framework aims to improve our risk management approach, potentially leading to better resource allocation and increased risk awareness across the agency.

As we develop and implement the framework, we will communicate the purpose and use to all stakeholders. The rollout will follow our established timeline, using a phased approach. This will allow us to introduce the framework gradually, test its effectiveness, and make necessary adjustments along the way.

For the RTW program enhancement, the CPO and CEO offices will coordinate on the timing of the analysis release. Our focus moving forward encompasses three key areas:

1. Compliance Assessment:

- a. Continue reviewing compliance requirements and their system impacts
- b. Document opportunities for process redesign and improvement

2. Data Analytics Enhancement:

- a. Expand data research efforts
- b. Enhance data analysis capabilities for improved program reporting
- c. Identify strategic opportunities through comprehensive data review

3. Process Automation:

- a. Review current manual processes for automation potential
- b. Prioritize high-impact automation opportunities

These initiatives aim to address the identified gaps in process capability and participant success rates. We will provide progress updates on both the risk analysis framework and these RTW program enhancements at future committee meetings.

Fiscal Impact: The fiscal impact is TBD and pending further analysis.

Attachments: None.



MEMORANDUM

To: Oversight Committee

From: Teresa Chavez, COO

Presented By: Victoria Rodriguez, Director of Workforce Services

Date: November 8, 2024

Subject: Performance, Programs, and Operational Updates

TX FAME Summary: Workforce Solutions Alamo (WSA) and FAME USA have partnered to strengthen workforce development in the region. As the designated TX FAME Hub agency, WSA will lead local operations and integrate workforce services into FAME USA's programs. On October 9th, WSA was officially announced as the TX FAME Hub, with the attendance of TWC Commissioner Joe Esparza, TX FAME President Leslie Cantu, and CEO Adrian Lopez.

This partnership aims to connect regional talent with local industries by combining WSA's workforce development expertise and TX FAME's educational focus. The collaboration will expand program reach, enhance employer engagement, and provide individuals with access to training, counseling, and job placement services. To foster future talent, WSA will engage with students at Poteet and Sotomayor High Schools.

Summer Earn and Learn (SEAL) Summary: This summer, 360 youth with unique abilities participated in the Summer Earn and Learn (SEAL) program, gaining valuable work experience and transferable skills. Of these youth, 160 successfully completed the 5-week program, earning a combined total of \$260,966. As SEAL concludes on August 30th, Alamo looks forward to the Employer Recognition ceremony in January 2025 to celebrate these achievements and secure commitments for future program growth.

National Disability Employment Awareness Month (NDEAM) Alamo Hire Event Summary: Alamo's NDEAM hiring fair, held in partnership with the Workforce Inclusion Network (WIN) and Texas Workforce Commission's Vocational Rehabilitation services, was a resounding success. The event brought together 331 job seekers, 29 employers, and nine resource agencies to foster connections and opportunities. Renowned speakers, including Gordon Hartman, Adrian Lopez,

workforcesolutionsalamo.org
communications@wsalamo.org

100 N. Santa Rosa Street
San Antonio, Texas 78207
(210) 272-3260

A proud partner of the  American Job Center network.



and Dawn Natalino-White, shared their insights on the advantages of hiring individuals with disabilities, inspiring attendees and employers alike.

Workforce One Summary: Workforce One's mobile unit has been a valuable asset to the community, providing essential services and resources. After a successful launch at a Dilley health fair, the unit has been in high demand, with numerous requests from agencies and representatives. This month, Workforce One participated in the Hiring, Red, White and You event and will be at the Construction Career and Trades Day on November 13th at Freeman Coliseum. To schedule the mobile unit for events and outreach we will begin utilizing a request form.



Recommendation: To better serve the community and employers, WSA is prioritizing efficiency and effectiveness. By integrating services across TX FAME, special initiatives, and formula-funded programs, WSA will streamline operations, optimize resource allocation, and strengthen its overall impact.



MEMORANDUM

To: Oversight Committee

From: Teresa Chavez, COO

Presented By: Victoria Rodriguez, Director of Workforce Services

Date: November 8, 2024

Subject: A Closer Look: WIOA Youth Program

Summary: The Workforce Innovation and Opportunity Act (WIOA) is a comprehensive youth employment program designed to help young people ages 14-24 who face barriers to education, training, and employment. It focuses primarily on out-of-school youth, with states required to allocate at least 75% of WIOA youth funds to this population.

WIOA offers a range of services, including:

Core Services:

- Assessment of individual needs and goals
- Job search assistance
- Career counseling and guidance
- Case management and support services

Intensive Services:

- Education and training programs
- Work experience opportunities
- Supportive services like transportation and childcare
- Post-secondary education and training

Eligibility

1. In-School Youth:

- **Age:** 14-21 years old at the time of enrollment.
- **School Attendance:** Must be attending school, including secondary or postsecondary education.
- **Low-Income:** Must meet federal income guidelines for low-income individuals.

workforcesolutionsalamo.org
communications@wsalamo.org

100 N. Santa Rosa Street
San Antonio, Texas 78207
(210) 272-3260

A proud partner of the  American Job Center network.



2. Out-of-School Youth:

- **Age:** 16-24 years old.
- **Out-of-School Status:** Must meet one of the following criteria:
 - School dropout
 - Not attending school for at least one full school year quarter
 - High school graduate or equivalent who is low-income, basic skills deficient, or an English Language Learner
- **Barriers to Employment:** Must meet at least one of the following barriers:
 - Offender
 - Homeless
 - In foster care
 - Pregnant or parenting
 - Individual with a disability
 - Basic skills deficient
 - English Language Learner
 - Low-income individual requiring additional assistance to complete education or secure employment

WIOA prioritizes work experience, requiring a minimum expenditure of 20% of youth funds on work experience programs. Local programs implement these services in partnership with American Job Centers and under the direction of local Workforce Development Boards.

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



Oversight Committee

November 8, 2024





Quality Assurance Briefing

Dr. Ricardo Ramirez
Director of Quality Assurance



Quality Assurance Update - TWC Monitoring





TWC Annual Monitoring – Context

WIOA §184 requires TWC to perform annual monitoring at each Board area to address fiscal accountability and programmatic compliance applicable to all programs operated by the Boards.

At TWC's discretion, TWC may choose to rely on the results of the Board's local monitoring staff and procedures rather than conducting direct testing. TWC will also periodically 'recertify' this arrangement with a Board by performing a fresh assessment of the reliability of local systems.

TWC completed the audit virtually and in-person, covering Fiscal, Procurement, Property, Programs, MIS/Automation, MOU/Infrastructure Agreement, Monitoring and certain Equal Opportunity (EO) elements.



TWC Monitoring – Outcomes

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

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

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

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



TWC Monitoring – Walkthroughs

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

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



TWC Monitoring – Next Steps

- a. **TWC’s ‘Embargoed’ Report:** TWC will issue an informational (non-public) copy of the report to the CEO five business days before issuing the final report (around February). The report gives WSA the option to respond to each finding.
- b. **Monitoring Letter:** If there are no issues, TWC will issue a letter (otherwise, they issue a report).
- c. **Monitoring Report:** TWC will issue the final report via e-mail.
- d. **Audit Resolution:** Findings from the report go to TWC’s Audit Resolution, which provides the Board with 45 days to resolve the items.



External Monitoring (Ms. Nguyen, CPA)

- ***Non-Custodial Parent Choices (NCP) – C2 GPS:*** 100% complete, with an overall accuracy rate of 88.80%, which did not meet the expected 90%.

Three attributes reported for continuous quality improvement:

1. Monthly tracking of the Planned Gap until OAG approval (82.61%).
 2. Case closures in TWIST and COLTS once program requirements were met (75.00%).
 3. TWIST and COLTS entries within three business days (46.67%).
- ***TANF/Choices – C2 GPS:*** 100% complete, issuing final report.
 - ***Youth – SERCO:*** 100% complete, issuing final report.
 - ***Ready to Work – multiple partners:*** 68% complete.



Internal Monitoring Activities & Next Steps

QA successfully completed all the engagements and projects for the year, and the staff is preparing for the new year (updated timelines included in the packet).

Other Activities:

- **Board Oversight Capacity:** Completed the Board's annual 'Oversight Capacity' assessment and submitted to TWC (we complete every October).
- **Data Sharing Agreements:** Finalizing data-sharing Partner Business Agreements (to continue expanding WSA's customer base and leveraging of local knowledge and resources).

Next Steps

- **Consultant Contract Renewal:** Finalize the renewal to initiate in late November.
- **Monitoring Tools/Instruments:** Update tools based on TWC's instruments and new/updated policies.
- **Timeline:** Complete a Risk Assessment and develop next year's Timeline based on its results.



Staff Recommendations

- QA held TWC performance audit debriefings with the subrecipients (C2GPS, SERCO, COSA), with follow-up items.
- Staff are working on the items resulting from the audit, including the two potential findings, the PII and the Priority of Service.
- Staff are focusing on actions to ensure we address items falling below the 90% threshold (TWC reported they will focus on these next year).



Questions



TWC Performance - Upcoming Target Changes





TWC-Contracted Performance Measures

TWC added three new* performance measures to the Board's contract.

WIOA Measures

'Siloed' WIOA Measures Adult, Dislocated Worker, & Youth (fifteen measures)	Career & Training (C&T) These Include Special Grants (three measures)
Employed Q2 Post Exit (also 'Enrolled' for Youth)	Employed/Enrolled Q2 Post Exit
Employed Q4 Post Exit (also 'Enrolled' for Youth)	Employed/Enrolled Q2-Q4 Post Exit
Credential Rate	Credential Rate
Measurable Skills Gains	
Median Earnings Q2 Post Exit	



Twenty-five (25) Total Measures

Program Participation Measures (two measures)

Choices Full Engagement Rate
All Family Total

Average # Children Served Per Day
Combined

Reemployment & Employer Engagement Measures

Claimant Reemployment w/in Ten Weeks
Texas Talent Assistance

Successful Talent Assistance*
Active Job Seeker New Employment Connection Rate*
Maintaining Employment Connection*

Next Steps

- Staff will focus on presenting the three new* measures during the upcoming committee meetings.



Questions





Process Briefing

Eric Vryn
Chief Process Officer



Update: Risk Analysis and Ready to Work





Agenda

- ❖ Risk Analysis
- ❖ RTW Analysis Update
- ❖ Next Steps





Risk Policy & Assessment Tool

- ❖ **Purpose:** As our agency's portfolio and operational reach expand to meet increasing service demands, so too does our exposure to risk. This framework is designed to modernize our approach to risk management, ensuring we stay ahead of potential issues while capitalizing on opportunities.
- ❖ **Objective:** Implement a data-driven, scalable risk assessment methodology to enhance organizational resilience and decision-making in our rapidly evolving service environment.

❖ Key Components

❖ **Adaptable Principles**

- ❖ Data-informed decisions
- ❖ Transparent accountability
- ❖ Scalable to growing demands

❖ **Robust Methodologies**

- ❖ Advanced Risk Matrix (5x5)
- ❖ Weighted Scoring
- ❖ FMEA / RICE Model

❖ **High-Impact Outcomes**

- ❖ Fortified organizational resilience
- ❖ Optimized resource allocation
- ❖ Elevated stakeholder confidence
- ❖ Strategic goal alignment
- ❖ Risk-aware culture

❖ **Technology Integration**

- ❖ Explore platforms to support long-term implementation and automation
- ❖ Leverage tech for data analysis and reporting



RTW Update & Analysis:

Key Areas of Focus: Analysis

1. Program Performance
2. Operational Infrastructure
3. Resource Allocation

* Program Performance:

- ❖ Program delivery effectiveness (41% of target)
- ❖ Completion rate analysis (34.6%)
- ❖ Job placement outcomes (37.7%)

* Process Capability:

- ❖ Takt Time: 160 min/assessment
- ❖ Cycle Time: 90 min/assessment
- ❖ Cpk: 1.00 (no buffer)
- ❖ VAR: 80% capacity utilized

Employment Barriers:

- ❖ Age 45+:38.7% vs 44.3% (25-44)
- ❖ Justice-Involved:29% vs 44.6% (non-involved)
- ❖ With Disabilities:24.2% vs 44% (no disability)
- ❖ Education Level:36% (HS or less)



Strategic Recommendations:

1. **Compliance Restructuring:** Implement tiered compliance system focusing on critical data points while allowing operational flexibility.
2. **Process Optimization:** Establish quarterly update cycle with 30-day notice period and streamline data management systems.
3. **Resource Analysis:** Commission third-party cost-benefit analysis to establish sustainable reimbursement model

** Program Performance & Process Capability Data last updated on 8/30/2024*



Next Steps: Risk Analysis Timeline:

Timeline	Activities
Week 1-2: Framework Design and Preparation	Day 1-5: Finalize framework design and create implementation roadmap Day 6-10: Develop training materials and communication plan
Week 3-4: Rapid Rollout and Training	Day 11-15: Conduct intensive training sessions for key stakeholders Day 16-20: Begin phased implementation across departments
Week 5-6: Full Implementation and Initial Assessment	Day 21-30: Complete organization-wide implementation Day 31-35: Conduct initial assessment and gather feedback
Week 7 (if needed): Refinement and Optimization	Day 36-45: Make necessary adjustments based on initial feedback Initiate exploration of long-term technology solutions



Next Steps: Ready-to-Work

- 1. CPO/CEO coordination on analysis release timing.**
- 2. Compliance Assessment**
 1. Continue review of compliance requirements and system impacts
 2. Document opportunities for process improvement
- 3. Data Analytics Enhancement**
 1. Expand data research
 2. Enhance data analysis for improved program reporting
 3. Identify strategic opportunities through comprehensive data review
- 4. Process Automation**
 1. Review current manual processes for automation potential
 2. Prioritize high-impact automation opportunities.



Programs & Operational Briefing

Victoria Rodriguez

Director of Workforce Services



Performance, Programs, and Operational Updates



TX FAME

- TX FAME Announcement October 9th

Outreach Events:

- Poteet Highschool November 15th
- Sotomayor Highschool on November 22nd



Special Initiatives

Summer Earn and Learn

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



- 360 Students enrolled
- 160 Completed 5-weeks
- \$260,966 Earned
- 20,877 Hours worked



National Disability Employment Awareness Month Hiring Event

- 331 individuals
- 29 employers and resources
- Workforce Inclusion Network and TWC Vocational Rehabilitation



Workforce One

High demand for mobile unit services.

Requests:

- City of Balcones Heights
- City of Floresville
- Learn4Life HS
- Bexar County Economic and Community Development



SCAN ME

Upcoming Events:

- Construction Career and Trades Day November 13th
- Heroes 5k November 16th





Questions



A Closer Look: WIOA Youth Program



Workforce Innovation and Opportunity Act

WIOA Youth

WIOA Adult

WIAO Dislocated
Worker

WIOA aims to enhance the U.S. workforce development system. This entails expanding access to employment, education, and training for individuals, harmonizing various systems for a cohesive approach, ensuring program quality by focusing on relevant skills, optimizing service delivery, fostering prosperity for both workers and employers, and ultimately elevating the overall quality and competitiveness of our workforce.

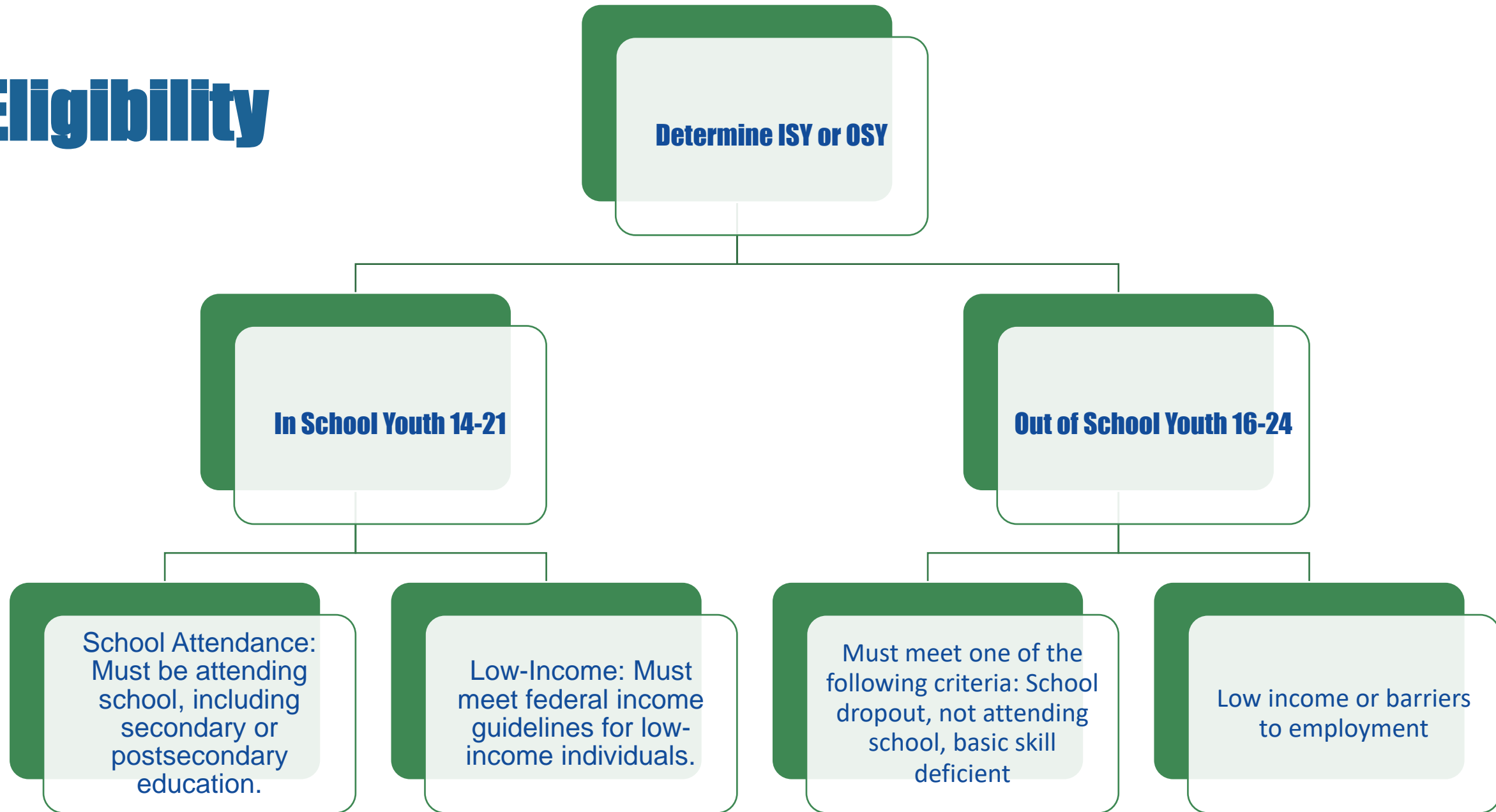


Cycle of Services

Workforce Solutions Alamo's Youth Empowerment Services (YES!) program prepares the future workforce by offering comprehensive, no cost services to eligible youth between the ages of 14-24 who face challenges and barriers to education, training, and employment.



Eligibility





WIOA 14 Elements

- Tutoring, study skills, training, instruction, and dropout prevention
- Alternative secondary school services or dropout recovery services
- Paid and Unpaid Work Experience
- Occupational Skills Training
- Education offered concurrently with workforce preparation and training for a specific occupation
- Leadership Development Opportunities
- Support Services, Financial Support, incentives
- Mentoring
- Follow-up services
- Guidance and Counseling
- Financial Literacy Education
- Entrepreneurial (Owning a Business) Training
- Labor Market information

WIOA 14 Youth Elements (SERVICES OFFERED)





Questions





CEO Report

Adrian Lopez
Chief Executive Officer



New Organizational Chart





Questions





Chair Report

Dr. Sammi Morrill
Committee Chair





Questions



Thank you!

