



MEMORANDUM

To: Strategic Committee
From: Adrian Lopez, CEO
Presented By: Kristen Rodriguez – Interim Director of Procurement and Contracts Management
Date: January 31, 2025
Subject: **Bandera Update**

Summary: On November 22, 2024, the Board of Directors of Workforce Solutions Alamo awarded a contract to Bandera County Committee on Aging, Inc., a Texas non-profit corporation d/b/a Silver Sage for the lease of a facility located at 803 Buck Creek, Bandera, TX. The estimated annual rent for the 480 square foot facility, including maintenance, taxes, and insurance (NNN), is \$28,800. The contract allows for an annual rent escalation percentage not to exceed 5%. *This initiative aligns with Goal 2 of the Texas Talent and Economic Growth Strategic Plan, which focuses on Service Optimizers.*

Construction Updates:

- Construction is 100% complete
- Ongoing Task:
 - Furniture scheduled to be delivered January 29, 2025
 - IT is assessing the network
 - Signage is currently being procured, 4-6 weeks out
- Opening scheduled for February 2025.
- Grand Opening projected for mid-March 2025

Fiscal Impact: The estimated base rent is \$2,400 monthly. The annual estimated rent amount is \$28,800 for 480 SQFT, with an annual rent escalation not exceeding 5%. The anticipated initial term of the lease will be for 3 years with up to two (2) 3-year options to renew that will be specified in the agreement, not to exceed nine (9) years inclusive of all renewals.

Next Steps: Board staff will continue to coordinate internally and externally for opening.

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MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez, Interim Director of Procurement & Contracts

Date: January 31, 2025

Subject: O'Connor Update

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.

Contract Negotiations – due to landlord delays

- **New Commencement Date:** November 15, 2024
- Installation of new bathroom partitions and the replacement of toilets and urinals
- Window tinting to conceal exposed ductwork and wiring above the entrance

Construction Update:

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

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- A soft opening is projected for early February 2025
- Grand Opening is projected for November 2025

Fiscal Impact: The estimated base rent for the facility is \$61,690 monthly. 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.

Next Steps: Board staff will continue to coordinate internally and externally grand opening.



MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez – Interim Director of Procurement and Contracts Management

Date: January 31, 2025

Subject: Business Services Strategy and Industry Sector Partnership RFP

Summary: Discussion: Workforce Solutions Alamo (WSA) – Board Staff is presenting the scope of work proposed for the upcoming Request for Proposal (RFP) to support the Workforce Solution Alamo (WSA) in meeting its strategic workforce development goals. The tasks outlined below will contribute directly to improving sector-based partnerships, optimizing the delivery of business services, and ensuring measurable impact in alignment with workforce engagement strategies. The objective is to enhance WSA’s capacity to meet the evolving needs of employers, align with industry’s best practices, and strengthen relationships with key partners.

Scope of Work:

1. Support for WSA CEO Related to WSA Board Officer Goals

- **Work Plan Development:** The creation of a comprehensive work plan will support the strategic engagement of both WSA Board staff and contractors. This engagement will focus on developing partnerships that address workforce needs across multiple sectors, ensuring that stakeholders are aligned and mobilized for action.
- **Industry Sector Strategies:** By reviewing and validating existing sector charters and strategies, we ensure that each partnership is aligned with the current business and workforce demands. This provides clarity and direction to the workforce’s development efforts, ensuring that each sector’s needs are being met in a meaningful and impactful way.

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- **Quarterly Reporting Templates**: The development of reporting templates will enable WSA to track progress against defined goals, providing transparency and accountability for each sector partnership. Regular reporting ensures that progress is monitored and enables the adjustment of strategies to stay aligned with workforce engagement goals.
 - **Partnership Goal Alignment**: Defining clear and measurable goals for each partnership ensures that the initiatives are meaningful and impactful for employers. This fosters a results-oriented approach to workforce engagement, where outcomes are directly tied to business needs and talent development.
 - **New Sector Partnership Development**: Developing new sector partnerships as needed will enable WSA to expand its reach and impact, engaging with sectors that require tailored workforce solutions and facilitating further alignment with industry-driven workforce engagement.
2. **Advising CEO and COO on Organizing Board and Career Center Contractor Business Services**
- **Roles and Responsibilities Definition**: Clarifying roles and responsibilities within the WSA Board and Career Center contractors will promote efficiency and effective service delivery. Clear roles also ensure that each entity involved in workforce engagement understands their contribution to meeting employer needs.
 - **Best Practices Research**: Conducting research on talent sourcing and management best practices, particularly in partnership with local Chambers of Commerce, will enable WSA to adopt strategies that are proven to drive success in the private sector. This aligns with our goal of improving workforce engagement by leveraging insights from those with expertise in managing talent pipelines.
 - **Partnership Proposal Development**: Developing partnership proposals for collaboration with local Chambers of Commerce will provide an actionable plan to strengthen relationships with key regional stakeholders. This collaboration will support the workforce engagement strategy by aligning workforce development efforts with the needs of local employers and businesses



Supporting Texas Talent and Economic Growth – Goal 2, Service Optimizers.

These efforts will help ensure that WSA continues to play a leading role in meeting the workforce development challenges faced by local industries, while driving measurable and impactful outcomes for employers.

Next Steps: Once SOW is reviewed and approved procurement department will

1. Develop a Solicitation Timeline
2. Publish the RFP on Bonfire and ESBD
3. Conduct pre bid conference with interested vendors
4. Evaluation of proposal(s)
5. Bring recommendation to the Audit and Finance committee if need board approval
6. Award contract

MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Victoria Rodriguez, Director of Workforce Services

Date: January 31, 2025

Subject: DOL Grant

Summary:

Workforce Solutions Alamo (WSA) was recently awarded a \$2,000,000 grant from the U.S. Department of Labor (DOL) for the San Antonio Infrastructure Academy. The five-year grant, awarded on October 1, 2024, is designed to address gaps in the construction industry by providing training, upskilling, and assessments to support the region's growing infrastructure and renewable energy projects.

Analysis:

The Infrastructure Academy aims to address critical workforce needs in construction and infrastructure by leveraging this DOL grant to enhance training and career pathways.

Key Components:

- **Performance Goals:**
 - WSA is contracted to serve 250 participants over five years.
 - Participants will receive targeted training, skill development, and assessments to prepare them for careers in construction and renewable energy sectors.
- **Program Objectives:**
 - Fill existing workforce gaps in the construction industry.
 - Support infrastructure expansion in the Alamo region.
 - Contribute to renewable energy initiatives by developing a skilled workforce.

Program Benefits:

- This grant provides WSA with additional resources to expand career pathways in construction.
- It directly supports the development of critical skills needed for infrastructure and renewable energy projects.

- Employers benefit from a pipeline of skilled workers, while participants gain access to high-wage, sustainable career opportunities.

Alternatives:

At this time, no alternative approaches are being considered, as this grant fully aligns with WSA's mission and regional workforce development goals.

Fiscal Impact:

The \$2,000,000 grant increases WSA's budget and allows for significant investment in workforce development over the five-year period.

Projected ROI:

- The program will train and place participants into 34 high-demand careers in construction with an average wage ranging from \$34,000-\$117,000 a year, significantly enhancing economic outcomes for individuals and the region.

Recommendation:

This project includes a one-year planning period from October 2024 to July 2025. During this time, WSA will work closely with the DOL to develop a comprehensive employer and participant engagement plan. This planning phase will ensure the program's success by aligning grant objectives with employer needs and regional workforce demands.

The Board will receive regular updates from WSA on program progress, challenges, and outcomes.

Next Steps:

- 1. Planning Phase (October 2024 - June 2025):**
 - a. Collaborate with DOL for technical guidance to develop a detailed implementation plan.
 - b. Conduct a needs assessment to identify skills gaps in construction and renewable energy.
 - c. Establish partnerships with local employers, training providers, and community organizations.
- 2. Employer Engagement:**
 - a. Garner interest and commitment from regional employers to participate in the program.
 - b. Align employer requirements with training programs to ensure participants are job-ready.
- 3. Resource Alignment:**
 - a. Review and integrate WSA's current resources and services to meet the grant's performance goals.
 - b. Identify additional resources or support systems needed to ensure program success.
- 4. Marketing and Outreach:**
 - a. Launch a campaign to recruit program participants, focusing on underserved and underrepresented populations.
 - b. Highlight the benefits of the program, including high wages and career stability, to attract interest.
- 5. Regular Updates:**
 - a. Provide quarterly updates to WSA committees and the Board of Directors on progress, key milestones, and any necessary adjustments.

This grant represents a significant opportunity for WSA to address workforce challenges in construction and renewable energy while driving economic growth in the Alamo region.

MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Victoria Rodriguez, Director of Workforce Services

Date: January 31, 2025

Subject: **Incumbent Worker Funding**

Summary: This memorandum provides detailed information regarding funding options for incumbent worker training programs. With the increasing demand from partners and employers, the Workforce Solutions Administration (WSA) is exploring viable strategies to meet this demand. This document discusses funding options, eligibility requirements, relevant policies, and next steps to support incumbent worker programs.

Analysis: Incumbent worker training is a strategic approach to upskilling current employees while creating opportunities for new hires. This type of training enables employers to address workforce needs more efficiently and enhances employee competencies through investment in skill development.

Traditionally, these programs are funded through Workforce Innovation and Opportunity Act (WIOA) resources. However, the Texas Workforce Commission (TWC) offers additional funding opportunities, such as:

- **Skills for Small Business:** Provides training for employees of small businesses.
- **Skills Development Fund:** Focused on collaborations between employers and training institutions to deliver customized training.
- **Self-Sufficiency Fund:** Designed to support training that leads to better wages and self-sufficient employment for workers.
- **High Demand Job Training Program:** Targets skills training for high-demand occupations.

Eligibility Requirements:

- **For Employers:**
 - Must have a TWC Tax Account Number with an active and liable status.
 - Must maintain an employer account in WorkInTexas.com.
- **For Workers:**
 - Must be currently employed and have been with the employer for at least six months.
 - WIOA eligibility is not a requirement for participation; however, if participants are enrolled in WIOA, they must meet performance indicators tied to WIOA funding.

The Board must carefully evaluate employers, and participants need to determine whether WIOA funds can be allocated or if alternative funding options are more suitable. Each funding source has unique requirements and objectives that may align differently with the region's incumbent worker training needs.

Policy Updates:

Board Policy MR 672 C1 currently addresses incumbent worker training but requires updates to align with the latest guidance provided by TWC. Updating the policy will ensure it reflects current best practices and meets the needs of the region. The projected date of this policy change is February 13, 2025. Attached to this memo is the Board's current policy.

Alternatives: If WIOA funds are not used, WSA could pursue TWC business grant opportunities in collaboration with partners. While this approach may provide additional resources, it could extend the timeline required to address training needs due to the application and approval process.

Fiscal Impact: WSA will need to evaluate regional workforce demands and the current FY25 budget to determine the appropriate allocation of WIOA funds for incumbent worker training. This fiscal analysis will help identify the level of investment necessary to support these programs effectively.

Recommendation:

- WSA should review and revise the current incumbent worker training policy to establish a clear process for program implementation.
- The revised policy must be reviewed and approved by the appropriate committees and the Board of Directors.
- Concurrently, WSA staff should begin planning for incumbent worker training under the existing policy framework to avoid delays.

Next Steps:

1. Internally evaluate available resources within the current fiscal year to support incumbent worker training using WIOA funds.
2. Update Policy MR 672 C1 to incorporate TWC's latest guidance and regional priorities.
3. Engage with partners and employers to assess their training needs and determine the best funding approach.
4. Present policy revisions and program plans for review and approval by the committees and Board of Directors.
5. By addressing these steps, WSA aims to create a sustainable framework for incumbent worker training that meets employer demands and enhances workforce development in the region.

**MEMORANDUM OF RECORD****ID NO: MR 672 C1****DATE ISSUED: June 16, 2023****TO: Workforce Solutions Alamo Contractors****FROM: Katherine Pipoly, Chief Operating Officer**

DocuSigned by:

Katherine Pipoly

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SUBJECT: Incumbent Worker Training-Update**PURPOSE:**

The Texas Workforce Commission released Workforce Development (WD) Letter 06-19 Ch1 Incumbent Worker Training—Update. The WD letter provides updated information on providing and tracking incumbent worker training using Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker funds.

REQUIRED ACTIONS:

Workforce Solutions Alamo (WSA) adopts this WD Letter 06-19 Ch1 as local policy. Workforce center contractors must ensure that staff are aware of and comply with guidance outlined in this WD letter. See Attachment 1-Incumbent Worker Training Tracking Tool, Attachment 2-Notification Form for Incumbent Worker Training, and Attachment 3-Track Changes. Workforce center contractors must complete Attachment 1 to document incumbent worker training for individual incumbent workers and cohorts, the cost of training, and the training outcomes. In addition, prior to beginning the Incumbent Worker Training, workforce center contractors must complete the Notification Form for Incumbent Worker Training and submit the completed form to the assigned WSA Grant Manager following the instructions on the form.

RECISSIONS:

MR 672

EFFECTIVE DATE:

June 6, 2023

INQUIRIES:Please direct all inquiries pertaining to this policy to policyinquiry@wsalamo.org**ATTACHMENT:**

WD 06-19 Ch1 Incumbent Worker Training-Update
Attachment 1-Incumbent Worker Training Tracking Tool
Attachment 2-Notification Form for Incumbent Worker Training
Attachment 3-Track Changes

TEXAS WORKFORCE COMMISSION
Workforce Development Letter

ID/No:	WD 06-19, Change 1
Date:	June 6, 2023
Keyword:	WIOA
Effective:	Immediately

To: Local Workforce Development Board Executive Directors
Commission Executive Offices
Integrated Service Area Managers



From: Courtney Arbour, Director, Workforce Development Division

Subject: **Incumbent Worker Training—Update**

PURPOSE:

The purpose of this updated WD Letter is to provide Local Workforce Development Boards (Boards) with guidance on providing and tracking incumbent worker training using Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker funds.

This change letter removes guidance on inclusion of incumbent worker training information in Board plans. Requirements relating to incumbent worker training and local Board plans will be included in future guidance specific to Board plan requirements.

BACKGROUND:

Federal requirements for incumbent worker training are set forth in WIOA §134(d)(4) and 20 Code of Federal Regulations (CFR) §§680.780–680.820. Incumbent worker training serves to increase the competitiveness of the employee or employer and is designed to meet the specific requirements of an employer or group of employers to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment.

PROCEDURES:

No Local Flexibility (NLF): This rating indicates that Boards must comply with the federal and state laws, rules, policies, and required procedures set forth in this WD Letter and have no local flexibility in determining whether and/or how to comply. All information with an NLF rating is indicated by “must.”

Local Flexibility (LF): This rating indicates that Boards have local flexibility in determining whether and/or how to implement guidance or recommended practices set

forth in this WD Letter. All information with an LF rating is indicated by “may” or “recommend.”

Employer Eligibility

NLF: Boards must be aware that eligibility for incumbent worker training is determined at the employer level by the Board, which determines whether the employer or group of employers is eligible to receive incumbent worker training services.

NLF: Boards must be aware that to be eligible for incumbent worker training services, the employer must have a Texas Workforce Commission (TWC) Tax Account Number with a status of active and liable and must have an employer account in WorkInTexas.com with the same TWC Tax Account Number.

NLF: Boards must consider the following when determining employer eligibility to receive WIOA funds for incumbent worker training:

- The characteristics of the individuals in the program
- The ability of the training to increase the competitiveness of an employee and an employer
- Other factors that the Board determines appropriate, including:
 - the number of employees trained;
 - wages and benefits, including post-training wage increases; and
 - the existence of other training and advancement opportunities provided by the employer.

NLF: Boards must ensure that employers make a commitment to retain or avert the layoffs of incumbent worker trainees.

Non-Federal (Employer-Paid) Share of Cost

NLF: Boards must be aware that employers participating in incumbent worker training must pay the non-Federal share of the cost of providing training to their incumbent workers, as required by WIOA §134(d)(4)(D). The amount of the non-Federal share is determined by the Board, which must take the following factors into consideration:

- The number of employees participating in the training
- The wage and benefit levels of the employees (at the beginning and anticipated wages upon completion of the training)
- The relationship of the training to the competitiveness of the employer and employees
- The availability of other employer-provided training and advancement opportunities

NLF: Boards must be aware that the non-Federal share must not be less than:

- 10 percent of the cost, for employers with 50 or fewer employees;
- 25 percent of the cost, for employers with 51–100 employees; and
- 50 percent of the cost, for employers with more than 100 employees.

NLF: Boards must be aware of the following:

- The non-Federal share provided by an employer may include the amount of the wages paid by the employer to a worker while the worker is attending incumbent worker training.
- The employer may provide the share in cash or in-kind, based on a fair evaluation of the value of the in-kind contribution.
- Boards must evaluate the fairness of the in-kind valuation using the standards in OMB Uniform Guidance, the state's Uniform Grant Management Standards, and TWC's Financial Manual for Grants and Contracts.

Incumbent Worker Eligibility

NLF: Boards must be aware that an individual does not have to meet the eligibility requirements for WIOA career and training services to receive training from his or her employer through incumbent worker training. If an incumbent worker meets eligibility requirements for WIOA career and training services, that worker may be enrolled as a WIOA participant to receive other services from the WIOA adult program, in which case, the individual's participation would be reported under the appropriate WIOA indicators of performance. However, enrollment in the WIOA adult program is not required for participation in incumbent worker training.

NLF: Under 20 CFR §680.780, Boards must establish policies and definitions to determine which workers, or groups of workers, are eligible for incumbent worker training services. To qualify as an incumbent worker, the incumbent worker must:

- be employed;
- meet the Fair Labor Standards Act requirements for an employer-employee relationship; and
- have an established employment history with the employer for six months or more; however, exceptions apply when training is provided to two or more employees in the same cohort. (See next paragraph.)

NLF: Boards must be aware that:

- if the incumbent worker training is being provided to a cohort of employees, at least 50 percent of the employees being trained must have an established employment history with the employer for six months or more; and
- using WIOA funds to provide incumbent worker training to cohorts who do not meet the federally established employment history threshold may result in a disallowed cost to the Board.

LF: Boards may set a cohort employment history threshold at higher than 50 percent to ensure that the federal standard is met, which must be documented in the agreement with the employer.

Allocation

NLF: Boards must not use more than 20 percent of their total WIOA adult and dislocated worker formula allocation to provide incumbent worker training.

NLF: Boards must:

- ensure that the incumbent worker training cost per participant is reasonable and necessary to complete the course of study; and
- identify and document the methodology and factors used in making that determination.

Data Tracking

NLF: Boards must use the Incumbent Worker Training Tracking Tool (Attachment 1) to document incumbent worker training for individual incumbent workers and cohorts, the cost of training, and training outcomes.

NLF: Boards planning to provide incumbent worker training services must coordinate such activities with their assigned Board grant manager, as follows:

- Prior to beginning the incumbent worker training, Boards must complete the Notification Form for Incumbent Worker Training (Attachment 2) and submit the completed form to their assigned grant manager following the instructions on the form.
- The assigned grant manager must assign a unique Cohort ID Number to each incumbent worker training, whether the training is provided to one employee or to a cohort of employees.
- The assigned grant manager will send the Incumbent Worker Training Tracking Tool to the Board with the assigned Cohort ID Number. (One tracking tool with one unique Cohort ID Number will be assigned to each incumbent worker training session.)
- The Cohort ID Number assigned to the tracking tool is a 10-digit number consisting of three parts, as follows:
 - Two-digit Board number
 - Two-digit calendar year in which training begins
 - Unique training session ID beginning with “IWT” and followed by a three-digit number assigned to each unique incumbent worker training
- Each unique training session increases the Cohort ID Number consecutively based on the number of incumbent worker training sessions that the Board funds.
 - Cohort ID Numbers will continue to increase consecutively within a calendar year, because the numbers are based solely on the number of training sessions that the Board funds and are not tied to the number or variety of employers or training providers facilitating incumbent worker training.
 - Unique training session IDs, the third part of the Cohort ID Number, will reset to begin with “IWT001” at the beginning of each new calendar year.
 - For example, a Cohort ID Number of 14-19-IWT001 indicates that the Capital Area Workforce Development Board is funding the training, the training begins in 2019, and this is the first cohort of incumbent worker training being funded in 2019. Similarly, a Cohort ID Number of 14-19-IWT002 indicates that it is the second cohort of incumbent worker training being funded by the Capital Area Workforce Development Board in 2019.

NLF: Boards must encourage the collection of Social Security numbers as part of the training agreement so that incumbent worker wage records can be used to verify employment or training outcomes.

NLF: Following established contract submission deadlines, Boards must submit an updated Incumbent Worker Training Tracking Tool to their assigned grant manager at the end of each quarter and must continue submitting it each quarter thereafter until the final credential outcome has been attained and documented in the tool. The completed tracking tool must be submitted within 20 days of the end of each reporting quarter.

NLF: Boards must ensure that Workforce Solutions Office staff enters the incumbent worker training service in WorkInTexas.com for the employer.

Protection of Personally Identifiable Information

NLF: Boards must ensure that the agreement with the employer and the training provider for incumbent worker training includes provisions to ensure the security of personally identifiable information and other sensitive information that is required for successful tracking of training services and outcomes. All Boards and workforce partners must maintain such information in accordance with TWC's standards and security.

INQUIRIES:

Send inquiries regarding this WD Letter to wfpolicy.clarifications@twc.texas.gov.

ATTACHMENTS:

Attachment 1: Incumbent Worker Training Tracking Tool

Attachment 2: Notification Form for Incumbent Worker Training

Attachment 3: Revisions to WD Letter 06-19 Shown in Track Changes

REFERENCES:

WIOA §134—Use of Funds for Employment and Training Activities

WIOA Regulations at 20 CFR §§680.780–680.820

US Department of Labor Employment and Training Administration, Training and Employment Guidance Letter No. 19-16, issued March 1, 2017, and titled “Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules”

WD Letter 02-18, issued March 23, 2018, and titled “Handling and Protection of Personally Identifiable Information and Other Sensitive Information”

Notification Form for Incumbent Worker Training

Instructions: Before beginning incumbent worker training, this form must be filled out completely. Attach the form to an email and send the completed form to bcm@twc.texas.gov and the Local Workforce Development Board (Board) grant manager for your Board.

Board: _____

Employer: _____

Describe the industry or occupational focus of the incumbent worker training: _____

Training start date for this incumbent worker training: _____

Expected end date for this incumbent worker training: _____

Number of incumbent worker trainees: _____

If the training cohort includes more than one trainee, indicate the number of trainees with six or more months employment with this employer: _____

Provide additional comments or details related to the planned incumbent worker training:

Form submitted by: _

References:

Workforce Innovation and Opportunity Act §134(d)(4)
20 CFR §§680.780–680.820

REVISIONS TO WD LETTER 06-19 SHOWN IN TRACK CHANGES

TEXAS WORKFORCE COMMISSION Workforce Development Letter

ID/No:	WD 06-19, Change 1
Date:	June 6, 2023
Keyword:	WIOA
Effective:	Immediately

To: Local Workforce Development Board Executive Directors
Commission Executive Offices
Integrated Service Area Managers

From: Courtney Arbour, Director, Workforce Development Division

Subject: **Incumbent Worker Training—Update**

PURPOSE:

The purpose of this [updated](#) WD Letter is to provide Local Workforce Development Boards (Boards) with guidance on providing and tracking incumbent worker training using Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker funds.

[This change letter removes guidance on inclusion of incumbent worker training information in Board plans. Requirements relating to incumbent worker training and local Board plans will be included in future guidance specific to Board plan requirements.](#)

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NLF: Boards must be aware that to be eligible for incumbent worker training services, the employer must have a Texas Workforce Commission (TWC) Tax Account Number with a status of active and liable and must have an employer account in WorkInTexas.com with the same TWC Tax Account Number.

NLF: Boards must consider the following when determining employer eligibility to receive WIOA funds for incumbent worker training:

- The characteristics of the individuals in the program
- The ability of the training to increase the competitiveness of an employee and an employer
- Other factors that the Board determines appropriate, including:
 - the number of employees trained;
 - wages and benefits, including post-training wage increases; and
 - the existence of other training and advancement opportunities provided by the employer.

NLF: Boards must ensure that employers make a commitment to retain or avert the layoffs of incumbent worker trainees.

~~**NLF:** As required by 20 CFR §679.560(b)(3)(v), Boards must ensure that their Board Plan describes the process used to develop and complete incumbent worker training contracts with employers~~

Non-Federal (Employer-Paid) Share of Cost

NLF: ~~As WIOA §134(d)(4)(D) states,~~ Boards must be aware that employers participating in incumbent worker training ~~are required to must~~ pay the non-Federal share of the cost of providing training to their incumbent workers, as required by WIOA §134(d)(4)(D). The amount of the non-Federal share is determined by the Board, which must take the following factors into consideration:

- The number of employees participating in the training
- The wage and benefit levels of the employees (at the beginning and anticipated wages upon completion of the training)
- The relationship of the training to the competitiveness of the employer and employees
- The availability of other employer-provided training and advancement opportunities

NLF: Boards must be aware that the non-Federal share must not be less than:

- 10 percent of the cost, for employers with 50 or fewer employees;
- 25 percent of the cost, for employers with 51–100 employees; and
- 50 percent of the cost, for employers with more than 100 employees.

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- The non-Federal share provided by an employer may include the amount of the wages paid by the employer to a worker while the worker is attending incumbent worker training.
- The employer may provide the share in cash or in-kind, based on a fair evaluation of the value of the in-kind contribution.
- Boards must evaluate the fairness of the in-kind valuation using the standards in OMB Uniform Guidance, the state's Uniform Grant Management Standards, and TWC's Financial Manual for Grants and Contracts.

Incumbent Worker Eligibility

NLF: Boards must be aware that an individual does not have to meet the eligibility requirements for WIOA career and training services to receive training from his or her employer through incumbent worker training. If an incumbent worker meets eligibility requirements for WIOA career and training services, that worker may be enrolled as a WIOA participant to receive other services from the WIOA adult program, in which case, the individual's participation would be reported under the appropriate WIOA indicators of performance. However, enrollment in the WIOA adult program is not required for participation in incumbent worker training.

NLF: Under 20 CFR §680.780, Boards must establish policies and definitions to determine which workers, or groups of workers, are eligible for incumbent worker training services. To qualify as an incumbent worker, the incumbent worker must:

- be employed;
- meet the Fair Labor Standards Act requirements for an employer-employee relationship; and
- have an established employment history with the employer for six months or more; however, exceptions apply when training is provided to two or more employees in the same cohort. (See next paragraph.)

NLF: Boards must be aware that:

- if the incumbent worker training is being provided to a cohort of employees, at least 50 percent of the employees being trained must have an established employment history with the employer for six months or more; and
- using WIOA funds to provide incumbent worker training to cohorts who do not meet the federally established employment history threshold may result in a disallowed cost to the Board.

LF: Boards may set a cohort employment history threshold at higher than 50 percent to ensure that the federal standard is met, which must be documented in the agreement with the employer.

Allocation

NLF: Boards must not use more than 20 percent of their total WIOA adult and dislocated worker formula allocation to provide incumbent worker training.

NLF: Boards must:

TEXAS WORKFORCE COMMISSION
Workforce Development Letter

ID/No:	WD 06-19, Change 1
Date:	June 6, 2023
Keyword:	WIOA
Effective:	Immediately

To: Local Workforce Development Board Executive Directors
Commission Executive Offices
Integrated Service Area Managers



From: Courtney Arbour, Director, Workforce Development Division

Subject: **Incumbent Worker Training—Update**

PURPOSE:

The purpose of this updated WD Letter is to provide Local Workforce Development Boards (Boards) with guidance on providing and tracking incumbent worker training using Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker funds.

This change letter removes guidance on inclusion of incumbent worker training information in Board plans. Requirements relating to incumbent worker training and local Board plans will be included in future guidance specific to Board plan requirements.

BACKGROUND:

Federal requirements for incumbent worker training are set forth in WIOA §134(d)(4) and 20 Code of Federal Regulations (CFR) §§680.780–680.820. Incumbent worker training serves to increase the competitiveness of the employee or employer and is designed to meet the specific requirements of an employer or group of employers to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment.

PROCEDURES:

No Local Flexibility (NLF): This rating indicates that Boards must comply with the federal and state laws, rules, policies, and required procedures set forth in this WD Letter and have no local flexibility in determining whether and/or how to comply. All information with an NLF rating is indicated by “must.”

Local Flexibility (LF): This rating indicates that Boards have local flexibility in determining whether and/or how to implement guidance or recommended practices set

forth in this WD Letter. All information with an LF rating is indicated by “may” or “recommend.”

Employer Eligibility

NLF: Boards must be aware that eligibility for incumbent worker training is determined at the employer level by the Board, which determines whether the employer or group of employers is eligible to receive incumbent worker training services.

NLF: Boards must be aware that to be eligible for incumbent worker training services, the employer must have a Texas Workforce Commission (TWC) Tax Account Number with a status of active and liable and must have an employer account in WorkInTexas.com with the same TWC Tax Account Number.

NLF: Boards must consider the following when determining employer eligibility to receive WIOA funds for incumbent worker training:

- The characteristics of the individuals in the program
- The ability of the training to increase the competitiveness of an employee and an employer
- Other factors that the Board determines appropriate, including:
 - the number of employees trained;
 - wages and benefits, including post-training wage increases; and
 - the existence of other training and advancement opportunities provided by the employer.

NLF: Boards must ensure that employers make a commitment to retain or avert the layoffs of incumbent worker trainees.

Non-Federal (Employer-Paid) Share of Cost

NLF: Boards must be aware that employers participating in incumbent worker training must pay the non-Federal share of the cost of providing training to their incumbent workers, as required by WIOA §134(d)(4)(D). The amount of the non-Federal share is determined by the Board, which must take the following factors into consideration:

- The number of employees participating in the training
- The wage and benefit levels of the employees (at the beginning and anticipated wages upon completion of the training)
- The relationship of the training to the competitiveness of the employer and employees
- The availability of other employer-provided training and advancement opportunities

NLF: Boards must be aware that the non-Federal share must not be less than:

- 10 percent of the cost, for employers with 50 or fewer employees;
- 25 percent of the cost, for employers with 51–100 employees; and
- 50 percent of the cost, for employers with more than 100 employees.

NLF: Boards must be aware of the following:

- The non-Federal share provided by an employer may include the amount of the wages paid by the employer to a worker while the worker is attending incumbent worker training.
- The employer may provide the share in cash or in-kind, based on a fair evaluation of the value of the in-kind contribution.
- Boards must evaluate the fairness of the in-kind valuation using the standards in OMB Uniform Guidance, the state's Uniform Grant Management Standards, and TWC's Financial Manual for Grants and Contracts.

Incumbent Worker Eligibility

NLF: Boards must be aware that an individual does not have to meet the eligibility requirements for WIOA career and training services to receive training from his or her employer through incumbent worker training. If an incumbent worker meets eligibility requirements for WIOA career and training services, that worker may be enrolled as a WIOA participant to receive other services from the WIOA adult program, in which case, the individual's participation would be reported under the appropriate WIOA indicators of performance. However, enrollment in the WIOA adult program is not required for participation in incumbent worker training.

NLF: Under 20 CFR §680.780, Boards must establish policies and definitions to determine which workers, or groups of workers, are eligible for incumbent worker training services. To qualify as an incumbent worker, the incumbent worker must:

- be employed;
- meet the Fair Labor Standards Act requirements for an employer-employee relationship; and
- have an established employment history with the employer for six months or more; however, exceptions apply when training is provided to two or more employees in the same cohort. (See next paragraph.)

NLF: Boards must be aware that:

- if the incumbent worker training is being provided to a cohort of employees, at least 50 percent of the employees being trained must have an established employment history with the employer for six months or more; and
- using WIOA funds to provide incumbent worker training to cohorts who do not meet the federally established employment history threshold may result in a disallowed cost to the Board.

LF: Boards may set a cohort employment history threshold at higher than 50 percent to ensure that the federal standard is met, which must be documented in the agreement with the employer.

Allocation

NLF: Boards must not use more than 20 percent of their total WIOA adult and dislocated worker formula allocation to provide incumbent worker training.

NLF: Boards must:

- ensure that the incumbent worker training cost per participant is reasonable and necessary to complete the course of study; and
- identify and document the methodology and factors used in making that determination.

Data Tracking

NLF: Boards must use the Incumbent Worker Training Tracking Tool (Attachment 1) to document incumbent worker training for individual incumbent workers and cohorts, the cost of training, and training outcomes.

NLF: Boards planning to provide incumbent worker training services must coordinate such activities with their assigned Board grant manager, as follows:

- Prior to beginning the incumbent worker training, Boards must complete the Notification Form for Incumbent Worker Training (Attachment 2) and submit the completed form to their assigned grant manager following the instructions on the form.
- The assigned grant manager must assign a unique Cohort ID Number to each incumbent worker training, whether the training is provided to one employee or to a cohort of employees.
- The assigned grant manager will send the Incumbent Worker Training Tracking Tool to the Board with the assigned Cohort ID Number. (One tracking tool with one unique Cohort ID Number will be assigned to each incumbent worker training session.)
- The Cohort ID Number assigned to the tracking tool is a 10-digit number consisting of three parts, as follows:
 - Two-digit Board number
 - Two-digit calendar year in which training begins
 - Unique training session ID beginning with “IWT” and followed by a three-digit number assigned to each unique incumbent worker training
- Each unique training session increases the Cohort ID Number consecutively based on the number of incumbent worker training sessions that the Board funds.
 - Cohort ID Numbers will continue to increase consecutively within a calendar year, because the numbers are based solely on the number of training sessions that the Board funds and are not tied to the number or variety of employers or training providers facilitating incumbent worker training.
 - Unique training session IDs, the third part of the Cohort ID Number, will reset to begin with “IWT001” at the beginning of each new calendar year.
 - For example, a Cohort ID Number of 14-19-IWT001 indicates that the Capital Area Workforce Development Board is funding the training, the training begins in 2019, and this is the first cohort of incumbent worker training being funded in 2019. Similarly, a Cohort ID Number of 14-19-IWT002 indicates that it is the second cohort of incumbent worker training being funded by the Capital Area Workforce Development Board in 2019.

NLF: Boards must encourage the collection of Social Security numbers as part of the training agreement so that incumbent worker wage records can be used to verify employment or training outcomes.

NLF: Following established contract submission deadlines, Boards must submit an updated Incumbent Worker Training Tracking Tool to their assigned grant manager at the end of each quarter and must continue submitting it each quarter thereafter until the final credential outcome has been attained and documented in the tool. The completed tracking tool must be submitted within 20 days of the end of each reporting quarter.

NLF: Boards must ensure that Workforce Solutions Office staff enters the incumbent worker training service in WorkInTexas.com for the employer.

Protection of Personally Identifiable Information

NLF: Boards must ensure that the agreement with the employer and the training provider for incumbent worker training includes provisions to ensure the security of personally identifiable information and other sensitive information that is required for successful tracking of training services and outcomes. All Boards and workforce partners must maintain such information in accordance with TWC’s standards and security.

INQUIRIES:

Send inquiries regarding this WD Letter to wfpolicy.clarifications@twc.texas.gov.

ATTACHMENTS:

Attachment 1: Incumbent Worker Training Tracking Tool

Attachment 2: Notification Form for Incumbent Worker Training

Attachment 3: Revisions to WD Letter 06-19 Shown in Track Changes

REFERENCES:

WIOA §134—Use of Funds for Employment and Training Activities

WIOA Regulations at 20 CFR §§680.780–680.820

US Department of Labor Employment and Training Administration, Training and Employment Guidance Letter No. 19-16, issued March 1, 2017, and titled “Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules”

WD Letter 02-18, issued March 23, 2018, and titled “Handling and Protection of Personally Identifiable Information and Other Sensitive Information”

- ensure that the incumbent worker training cost per participant is reasonable and necessary to complete the course of study; and
- identify and document the methodology and factors used in making that determination.

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NLF: Boards must ensure that the agreement with the employer and the training provider for incumbent worker training includes provisions to ensure the security of personally identifiable information and other sensitive information that is required for successful tracking of training services and outcomes. All Boards and workforce partners must maintain such information in accordance with TWC’s standards and security ~~measures as documented in the following:~~

~~WD Letter 13-08, issued April 1, 2008, and entitled, “Security of Personal Identity Data”~~

~~WD Letter 02-18, issued March 23, 2018, and entitled, “Handling and Protection of Personally Identifiable Information and Other Sensitive Information”~~

INQUIRIES:

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REFERENCES:

WIOA §134—Use of Funds for Employment and Training Activities

WIOA Regulations at 20 CFR §§680.780–680.820

US Department of Labor Employment and Training Administration, Training and Employment Guidance Letter No. 19-16, issued March 1, 2017, and titled, “Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules”

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WD Letter 02-18, issued March 23, 2018, and titled, “Handling and Protection of Personally Identifiable Information and Other Sensitive Information”

~~WD Letter 17-18, issued August 16, 2018, and entitled, "Workforce Automated Systems
Data Entry Deadlines for Board Contract Year 2019"~~

MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Victoria Rodriguez, Director of Workforce Services

Date: January 31, 2025

Subject: TX FAME

Summary: Workforce Solutions Alamo (WSA) now serves as the TX FAME Hub organization, integrating the FAME into its current programs and services. Currently the Youth Service Delivery Model forms the foundation for this innovative integration of services as TX FAME aligns with the pillars of engagement, exploration, and experience. TX FAME provides a pathway for youth to enter manufacturing careers at an accelerated pace. The collaboration between TX FAME and WSA leverages WSA's existing resources and services to create a symbiotic relationship that enhances client success. The primary goal of the youth service delivery model is to offer accessible career opportunities for youth by utilizing a network of partners and resources.

Analysis: TX FAME is focused on developing a skilled manufacturing labor pipeline to address the increasing demand for talent in the sector. Recruitment efforts are employer-driven, ensuring the selection of candidates with the desired qualities and skills. Employers collaborate with each other and local school districts to establish a talent pipeline, with training provided through local community colleges. Upon completion of their training, FAME participants earn an Associate's Degree in Applied Science and Advanced Manufacturing Technology, along with two years of work experience. The shared goals of TX FAME and WSA have resulted in a groundbreaking partnership. After evaluating its resources, WSA has identified TX FAME as a primary focus of its youth service delivery model. The model will be used to recruit and guide participants through five key stages:

- **Exposure:** Introducing and promoting career awareness in manufacturing. Activities such as factory tours, career fairs, and interactive workshops aim to spark youth interest and dispel misconceptions about the manufacturing industry.
- **Engagement:** Facilitating employer engagement with students through mentorship programs, guest lectures, and career exploration events. These opportunities help students gain insights into the industry and build valuable networks.
- **Exploration:** Providing career exploration opportunities through hands-on projects and simulation activities. These experiences help students identify their interests and guide them toward suitable career paths.

- **Experience:** Assisting youth with internships, apprenticeships, and applied learning opportunities. By working directly with employers, students gain practical experience and develop essential workforce skills, ensuring a smooth transition from education to employment.
- **Empowerment:** Helping youth realize their potential in advanced manufacturing pathways. This stage focuses on equipping students with the skills and confidence needed to succeed in the industry. The TX FAME program also reduces financial barriers, often enabling students to graduate debt-free.

Alternatives: Other youth career pathways and workforce programs may be evaluated for integration into WSA's service delivery model, though TX FAME's proven success in developing skilled manufacturing talent positions it as a key focus.

Fiscal Impact: The partnership will require an allocation of resources to support recruitment, training, and program administration. However, the long-term benefits of a skilled workforce and reduced unemployment rates outweigh initial costs.

Recommendation: Endorse the integration of TX FAME into WSA's Youth Service Delivery Model as a critical strategy for addressing the need for skilled manufacturing labor and supporting youth career development.

Next Steps:

1. Finalize the implementation plan for incorporating TX FAME into WSA's service delivery model.
2. Develop a timeline and milestones for recruitment and program rollout.
3. Establish communication channels between employers, school districts, and community colleges.
4. Train WSA staff on the TX FAME model and youth engagement strategies.
5. Launch a promotional campaign to raise awareness of the program among youth and stakeholders.



MEMORANDUM

To: Strategic Committee Meeting
From: Adrian Lopez, CEO
Presented By: Rebecca Espino-Balencia, Director, Ready to Work
Date: 1.31.2025
Subject: Business Services

Summary: Business Services Solution Team Scorecard and Upcoming Events. This item provides an update on the progress of the Business Solutions Services to the Strategic Committee of the WSA Board of Directors. Data as of December 4, 2024. The Business Services Team has developed a comprehensive calendar for the year 2025. This calendar is designed to provide employers and job seekers with specific dates of availability, thereby establishing a structured rhythm for interactions and engagements. The Business Services Team is presently engaged in discussions regarding the overall impact of our initiatives and the strategies needed to enhance and leverage employer partnerships across the Alamo Region. We are committed to fostering these relationships to drive mutual growth and success.

Analysis: Program Scorecard: Includes the 6 sectors industries; Aerospace, Manufacturing, Healthcare, IT/Cybersecurity, Education and Construction & Trades. The definition for each data point is included in the figure below.

Component	Description
Enrolled in Training	Customers enrolled in Apprenticeships, OJT's, or ITA's
Completed Training	Customers who successfully completed a Training service
Enrolled in Work-Based Learning	Customers enrolled in Work Experience or Subsidized Employment
Completed Work-Based Learning	Customers who successfully completed Work-Based Learning Service
Placement	Customers who were placed in Employment

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Fiscal Impact: Workforce Solutions Alamo has effectively utilized formula-funded program dollars to establish talent pipelines within the Alamo Region. By strategically leveraging data and adhering to local plans, we are committed to addressing the specific needs of our community and employers.

Recommendation: WSA will continue exploring data and outcomes to understand the intersections between program investments, including childcare, with eligible job seekers, training completers, and employment placements. The Business Solutions team will continue to strategically meet to discuss opportunities to enhance Training Provider engagement and outcomes that align with the Local Plan developed and create quality talent pipelines for Employer Partners within the Alamo Region. The Business Solutions team and Marketing Team have also identified telling our story and promoting possible outcomes as key. Story telling will be a continued focus as part of the 2025 strategy.

Next Steps: We will continue to examine performance score cards and understand the links between supply and demand.

MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Victoria Rodriguez, Director of Workforce Services

Date: January 31, 2025

Subject: **Mobile Unit Schedule**

Summary: Starting in February, Workforce Solutions Alamo (WSA) will deploy the Workforce One Mobile Unit to serve our 13-county area. This initiative will recognize the 55 employers who participated in the 2024 Summer Earn and Learn (SEAL) program while also supporting Career Centers and engaging with local communities. Additionally, the mobile unit will participate in key community events to provide employment resources, career exploration, and workforce development services.

Analysis:

The mobile unit will travel across the region to recognize SEAL employers and retrieve their commitment to participate in 2025. Below is the scheduled itinerary:

- **February 3rd** – Guadalupe County
- **February 5th** – Karnes and Wilson Counties
- **February 6th** – Atascosa County
- **February 10th** – Frio and Medina Counties
- **February 12th** – Bexar County (Datapoint Career Center)
- **February 13th** – Bexar County (East Houston Career Center)
- **February 17th** – Bexar County (South Flores Career Center)
- **February 19th** – Bexar County (Port SA Career Center)
- **February 26th** – Bexar County (San Antonio Food Bank Satellite Office)
- **February 27th** – Kerr and Bandera Counties
- **February 28th** – Kendall County
- **March 3rd** – Comal County

The Workforce One Mobile Unit is also scheduled for the following community events:

- **February 18th:** West Avenue Compassion – Employment consultation and assistance.
- **February 20th:** TX FAME Open House – Workforce development and employer engagement.
- **February 27th:** Harlandale ISD – Career Exploration event for students.
- **March 1st:** 5th Annual Trades Discovery Day- San Antonio youth and community invited to explore the trades industry.

- **April 2nd:** Joint Base San Antonio (JBSA) Direct Hire Event – On-site hiring opportunities for military personnel and families.

Key Objectives:

- **Recognize Employers:** Celebrate the contributions of the 55 SEAL program employers who supported summer work-based learning experiences.
- **Expand Outreach:** Use the Workforce One Mobile Unit to bring services directly to underserved areas across the 13-county region.
- **Support Career Centers:** Provide additional resources and engagement opportunities at local WSA Career Centers.
- **Engage Communities:** Partner with local organizations and schools to promote career readiness, training opportunities, and workforce development.

This outreach effort will:

- Strengthen relationships with SEAL employers and recognize their impact on workforce development.
- Increase accessibility to employment services for rural and underserved populations.
- Foster partnerships with community organizations, schools, and employers to promote workforce readiness.
- Create opportunities for direct engagement with job seekers, students, and community members.

Alternatives: No alternatives at this time.

Fiscal Impact: There is not a fiscal impact.

Recommendation: WSA staff recommendation is to follow the proposed mobile unit schedule to enhance partnerships and collaborations with employers in future projects.

Next Steps:

1. **Communication:**
 - Notify SEAL employers about recognition efforts and coordinate presentations or events during site visits.
 - Promote the mobile unit schedule through social media, newsletters, and local community channels.
2. **Coordination:**
 - Finalize logistics for the mobile unit's deployment, including staffing and resources for each stop.
 - Confirm arrangements with community partners for reserved events and ensure alignment with event goals.
3. **Monitoring and Feedback:**
 - Track participation and engagement at each stop to evaluate the impact of mobile unit visits.
 - Gather feedback from employers, job seekers, and community organizations to inform future outreach efforts.

The Workforce One Mobile Unit initiative demonstrates WSA's commitment to increasing accessibility to services and celebrating partnerships that advance workforce development throughout our region.

MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Victoria Rodriguez, Director of Workforce Services

Date: January 31, 2025

Subject: **Update on Day Laborer Site Locations**

Summary: In October, Committee Chair Eric Copper raised questions about the extent of services provided to individuals engaged in the day labor trade and what Workforce Solutions Alamo (WSA) could do to better serve this population. Many day laborers face significant barriers, such as a lack of citizenship status, identification, or work authorization, making it difficult to access employment services. This memo provides an analysis of current policies, available resources, and potential strategies to address the unique needs of this community.

Analysis: WSA's one-stop centers and mobile units offer a variety of services to universal customers, including those in the day laborer population.

Current Service Model:

- **Universal Access:**
 - Individuals can access technology, create WorkInTexas.com profiles, or attend job readiness workshops without enrolling in formal programs.
 - Demographic and needs-based questions are asked during check-in but are optional to answer.
- **Eligibility-Based Programs:**
 - **WIOA:** Requires work authorization and selective service verification to qualify for employment and training services.
 - **TANF/SNAP E&T:** Eligibility is verified through the Health and Human Services Commission (HHSC).

Barriers Faced by Day Laborers:

- **Tracking Challenges:** Many in this population are transient and lack consistent contact information.
- **Limited Access:** Day laborers often lack reliable access to technology, transportation, or trusted sources of information.
- **Legal and Documentation Barriers:** Undocumented individuals face restrictions in accessing certain programs and services.

Proposed Solutions:

To better serve the day laborer population, WSA could leverage its mobile unit to deliver services in partnership with trusted community agencies that already serve this demographic.

Benefits of This Approach:

1. **Trusted Partnerships:** Partnering with community organizations can help bridge trust gaps with day laborers.
2. **Accessibility:** Mobile units can bring services to locations where day laborers gather, eliminating transportation barriers.
3. **Information and Awareness:** On-site support can address misconceptions and inform individuals about services they may be eligible to access.
4. **Technology Access:** Mobile units can provide access to the internet and other tools to create job profiles and apply for work opportunities.

This approach ensures that all customers, regardless of eligibility for specific programs, can utilize universal services and gain awareness of pathways to employment.

Alternatives: There are no alternative approaches being considered at this time, as the proposed solution aligns with WSA's mission and capacity.

Fiscal Impact: No immediate fiscal impact is expected, as the proposal utilizes existing resources, such as the WSA mobile unit and partnerships with local organizations.

Recommendation: WSA staff recommend collaborating with local partners to deliver eligible services to the day laborer population through the mobile unit. This approach will maximize outreach, reduce barriers, and provide direct access to employment resources and information.

Next Steps:

1. **Partner Collaboration:**
 - a. Identify and coordinate with community agencies that have established relationships with the day laborer population. For example, NXT Level, school districts, shelters, etc.
 - b. Develop a joint plan to provide services at key locations where day laborers congregate.
2. **Service Planning:**
 - a. Schedule days for mobile unit deployment in collaboration with partners.
 - b. Prepare resources, such as informational brochures, job readiness materials, and technology access for on-site use.
3. **Community Outreach:**
 - a. Promote mobile unit events through partner networks and local communication channels.
 - b. Provide multilingual support to address language barriers and improve engagement.
4. **Data Tracking and Feedback:**
 - a. Track the number of individuals served, services provided, and outcomes achieved.
 - b. Collect feedback from day laborers and partners to improve future outreach efforts.

By implementing this plan, WSA will be able to address critical barriers faced by the day laborer population while promoting inclusivity and access to employment services.



MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented By: Victoria Rodriguez, Director of Workforce Services

Date: January 31, 2025

Subject: **Capstone Project**

Summary: Over a year ago, Workforce Solutions Alamo (WSA) was approached by Jessica Vachon, a student from UT Health San Antonio pursuing an Occupational Therapy degree, seeking a Capstone Project site. After extensive communication and planning, WSA and Jessica formalized a Capstone Project agreement to develop an asset map for the Student HireAbility Navigator role. This memo provides an overview of the project, key objectives, the action plan, and recommendations for successful implementation.

Analysis: The Capstone Project spans 14 weeks, during which Jessica Vachon will shadow the Student HireAbility Navigator to gather insights and create an organized asset map for the 13-county region. This map will serve as a comprehensive resource, identifying services and support available for individuals with disabilities.

Jessica will also conduct interviews with employers, schools, childcare providers, and community-based organizations to collect data and better understand the existing network of resources. This initiative is designed to leave a lasting impact, offering a valuable tool for WSA, its clients, and its partners to utilize in the future.

Project Benefits:

- A comprehensive, user-friendly asset map for the 13-county region.
- Enhanced understanding of available disability resources for workforce development.
- Strengthened relationships with employers, schools, and community organizations.

Project Objectives:

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1. **Timely Completion:** Ensure the project is completed on schedule with clear deliverables.
2. **Data Quality:** Maintain high standards of data accuracy, relevance, and consistency.
3. **Team Collaboration:** Foster an effective and supportive working relationship between Jessica, the Student HireAbility Navigator, and other stakeholders.
4. **Risk Mitigation:** Identify and manage any potential challenges that may impact project success.

Action Plan:

1. **Regular Meetings:**
 - a. **Weekly Check-ins:** Hold one-on-one meetings with Jessica to monitor progress and address questions.
 - b. **Bi-weekly Team Meetings:** Facilitate group discussions to share updates, resolve challenges, and align objectives.
2. **Task Assignments and Deadlines:**
 - a. Set clear expectations for each phase of the project, including task assignments and timelines.
 - b. Regularly review progress to ensure the project stays on track.
3. **Quality Assurance:**
 - a. Implement a data validation process to ensure collected information is accurate and complete.
 - b. Conduct peer reviews and provide constructive feedback to improve the quality of the deliverables.
4. **Training and Support:**
 - a. Provide Jessica with training on data collection, analysis, and reporting tools.
 - b. Offer ongoing support and supervision to address any challenges she encounters.
5. **Risk Management:**
 - a. **Risk Assessment:** Identify potential risks, such as delays, data inconsistencies, or resource constraints.
 - b. **Mitigation Strategies:** Develop solutions to minimize or prevent the impact of identified risks.

Phase	Supervisor Activity
Project Initiation	Review project plan, assign tasks, and schedule meetings.



Data Collection	Guide data collection methods and monitor progress.
Data Analysis	Ensure quality by reviewing techniques and outcomes.
Report Writing	Provide feedback on drafts and ensure clarity of content.
Final Presentation	Review and refine the final report and presentation.
Project Closure	Conduct a post-project evaluation and document lessons.

Alternatives: Currently, there are no alternatives, as this project leverages local talent to achieve goals in a cost-effective manner.

Fiscal Impact: By collaborating with a local student, WSA is offsetting monetary costs associated with short-term projects. This partnership maximizes resources while achieving project goals.

Recommendation: It is recommended that Jessica Vachon present her findings to the appropriate committee at the conclusion of her Capstone Project. Her presentation will provide insights into the asset map and its practical applications for WSA and its partners.

Next Steps:

1. Coordinate closely with Jessica to ensure steady progress on the project.
2. Provide regular supervision and feedback throughout each phase.
3. Prepare for a final presentation to the committee upon project completion.
4. This partnership underscores WSA's commitment to innovative workforce solutions while fostering collaboration with local academic institutions.