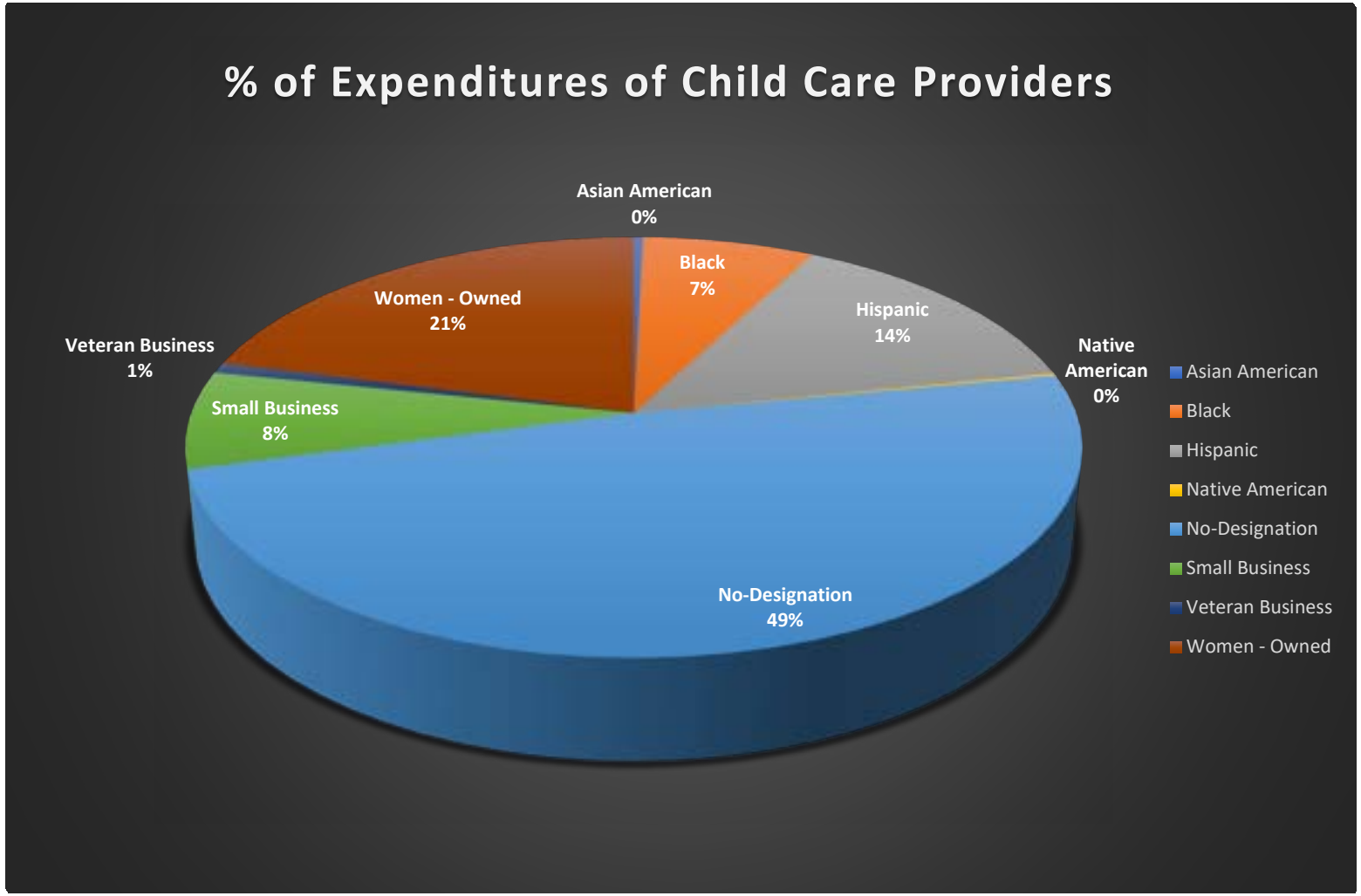
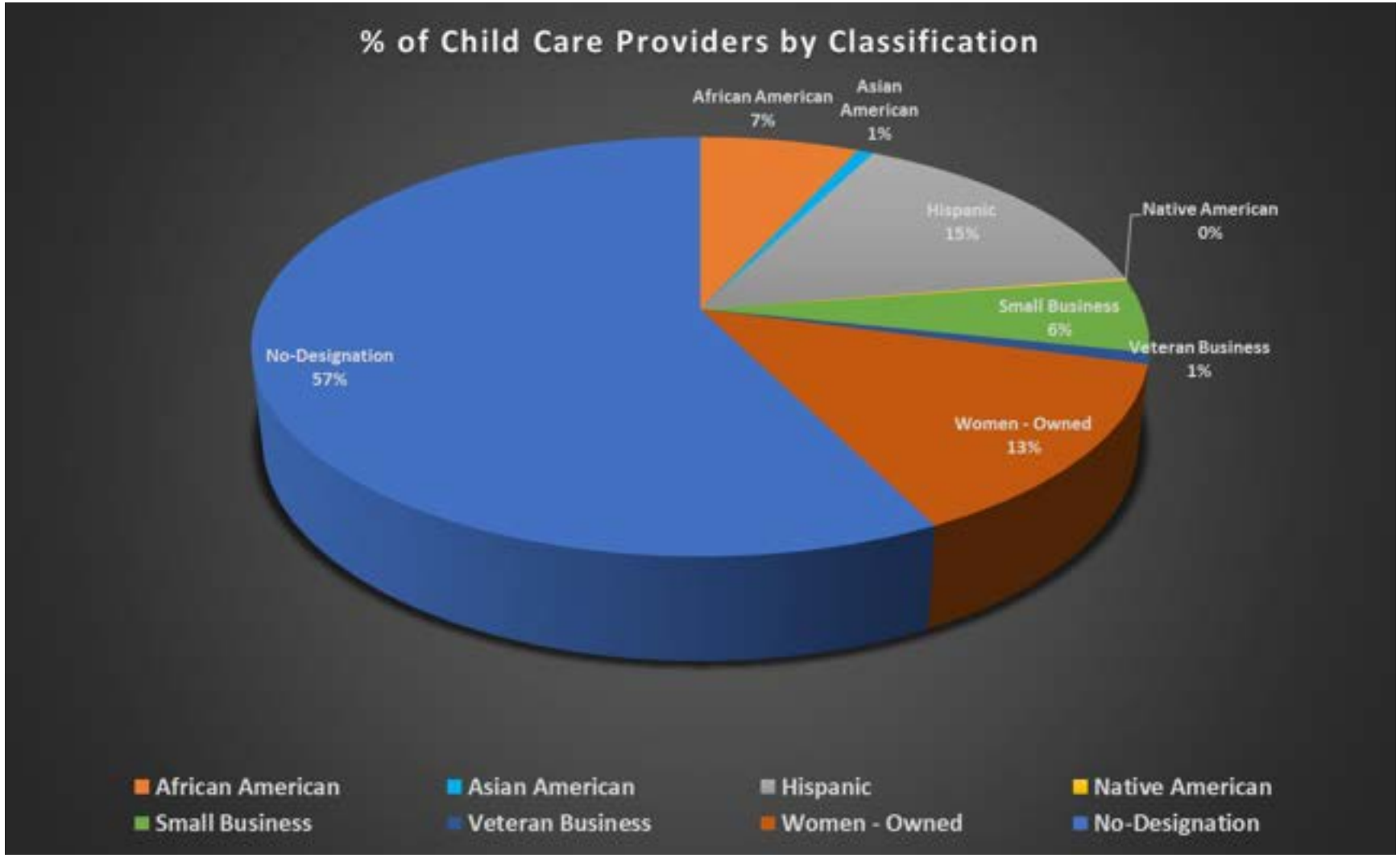
Percent of Expenditures by SMWVBE Classification of Childcare Providers



SMWVBE Classification of Child Care Providers



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Adrian Perez, CIO

Date: February 16, 2024

Subject: Sector-Based Model Update – Sector-Based Score Cards & Strategic Partnership Manager Update

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Summary: This item is to provide an update on the progress of the implementation of the 2021-2024 Local Plan and to provide current labor market information to the Strategic Committee of the WSA Board of Directors.

Labor Marketing Data: Workforce Solutions Alamo (WSA) reports that the December unemployment rate for the eight-county San Antonio-New Braunfels metropolitan statistical area (MSA) is 3.1 percent, lower than the 3.2 rate in November. Since December of 2021, the MSA unemployment rate dropped 0.7 percentage points from a rate of 3.8 percent. The December unemployment rate for the San Antonio-New Braunfels metropolitan statistical area (MSA) is lower than the state's not seasonally adjusted (actual) rate of 3.5 percent.

Program Scorecard: Includes the six 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, OJTs, 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 a Work-Based Learning service
Placement	Customers who were placed in Employment

Employer Collaborative: The Business Solutions Team will be hosting a Construction Collaborative on February 27, Healthcare on March 7, Manufacturing on March 21, IT/Cybersecurity on April 10, and IT/Cybersecurity and Hospitality on April 24 to learn about critical needs employers are facing, including finding qualified individuals, average time to fill the roll, and losing talent to national employers paying a higher wage. The purpose of the employer collaborative is to convene local sector-based employers to explore and validate labor market trends, talent pipeline concerns, and training needs.

Ready to Work: Year to date, WSA has successfully completed intake processes for 4,363 individuals. Out of this total, 2,609 participants have been case-managed and enrolled in training, with 299 individuals having already completed their training programs. Impressively, 141 participants have secured employment, earning a wage exceeding $15.00 per hour. Notably, the average wage for graduates who have obtained employment has risen from $16.00 to $17.24, surpassing the required benchmark. The most popular training courses selected by participants include medical, IT, and heavy and tractor-trailer truck driver programs. Please note that the data provided is accurate as of 12/12/23.

Workforce Academy: A total of 586 people have attended academy sessions, and the goal for the calendar year is 500 academy participants. Of those, 346 have completed all 3 sessions and graduated. WSA will host another graduation in the winter for those who completed all sessions.

Alternatives:
Alternative data sources are considered to support the analysis of existing labor pool and talent pipeline.

Fiscal Impact:
No additional fiscal impact currently.

Recommendation:
Recommendation is for WSA data team to explore additional data sets and integrate program outcomes to understand the intersections between program investments, including childcare, with eligible job seeker, training completions, and employment placements.

Next Steps:
Continue examining labor market data, performance score cards, and understand the links between supply and demand. Integrate other data sources as identified by data team to create a more robust understanding of talent pool and pipeline.

Youth Industry Sector Scorecard BCY24

Industry Sector Scorecard BCY24								
Industry	Enrolled	Active	Completions	Successful Completions	Success Rate	Successful Credential	Credential Rate	Placement
Healthcare	8	8						
Transportation	1	1						
Information Tech	2	2						
Construction & Trades	9	9						
Grand Total	20	20						

Timeframe: 10/1/2023 – 09/30/2024

Adult Industry Sector Scorecard BCY23

Industry Sector Scorecard - Standard Programs - BCY24									
Industry	Enrolled	Active	Completions	Successful Completions	Success Rate	Successful Credential	Credential Rate	Successful Employment	Employment Rate
Healthcare	32	24	8	8	100%	1	13%	1	13%
Other	7	5	2	1	50%	1	50%	1	100%
Information Tech	22	15	7	5	71%	2	29%	4	80%
onstruction & Trade	21	13	8	7	88%	5	63%	2	29%
Manufacturing	1	1	0	0	-	0	-	0	-
Grand Total	83	58	25	21	84%	9	36%	8	38%

Information is YTD and reported live monthly; therefore, data consistently changes as enrollments in sector base trainings increase and decrease, and credentials obtained month to month --- Timeframe: 10/1/2023 - 01/03/2023

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WORKFORCE DEVELOPMENT

Completed Intake: 4,363

Program Overview | **Completed Intake** | Enrolled in Training | Placed in Quality Job

This page displays data about Ready to Work (RTW) applicants that have completed intake and assessment interviews.

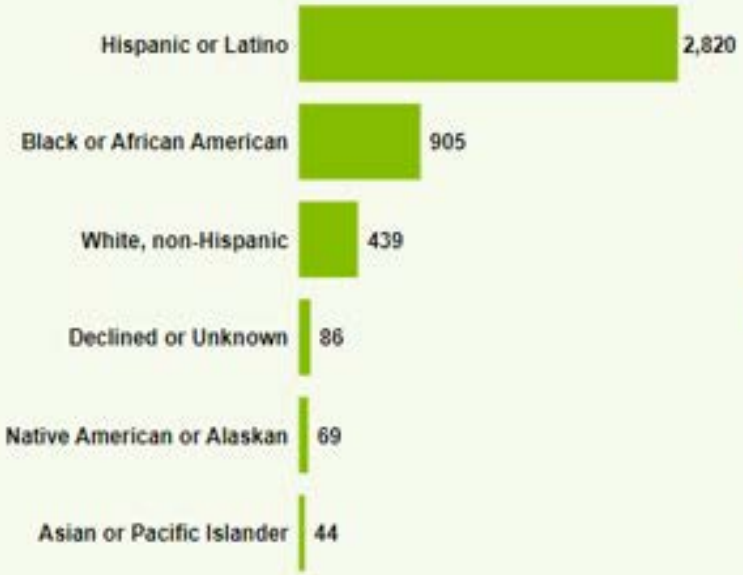
The City has contracted with four partner agencies to interview RTW applicants to assess eligibility and potential barriers: Workforce Solutions Alamo, Alamo Colleges District, Project QUEST, and Restore Education. Workforce Solutions Alamo manages a consortium of seven subcontractors to assist, including Avance, C2Global, Chrysalis Ministries, Family Service Association, SA Food Bank, Texas A&M San Antonio, and YWCA. Ready to Work also supports participants in the Department of Human Services Training for Job Success program.

Filter data
Press Ctrl to select multiple values
Clear all filters

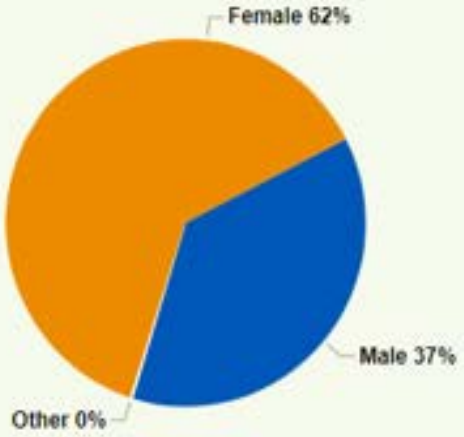
City Council District: All
Partner Agency: Workforce Solutions Alamo
Race & Ethnicity: All
Eligibility Status: All
Gender: All
Age Range: 17 – 84

City Council District

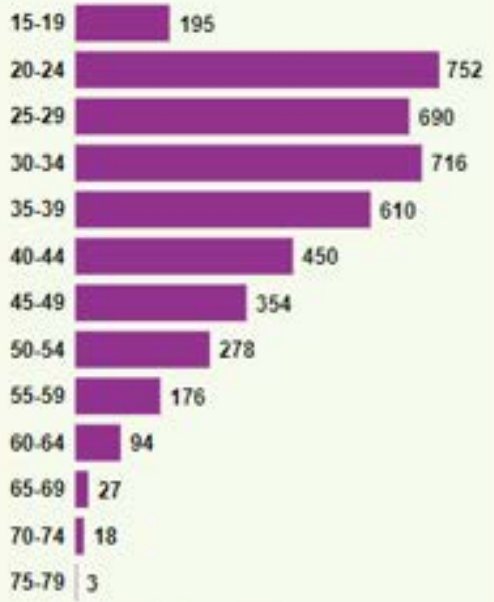
Race & Ethnicity



Gender



Age



The City of San Antonio is sharing this data publicly in line with the program's guiding principle of transparency. This data is current as of **12/12/2023** and is subject to change on a daily basis. Hundreds of Ready to Work coaches manually input and update information in a central case management data platform as they work every day with program applicants and participants. Contact 210-207-JOBS (5627) or RTWHelp@sanantonio.gov with any questions or comments.

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WORKFORCE DEVELOPMENT

Enrolled in Training: 2,609

Program Overview | Completed Intake | Enrolled in Training | Placed in Quality Job

This page displays data about eligible Ready to Work (RTW) participants that have enrolled in approved training courses. RTW coaches have been guiding them through career exploration, taking into consideration their educational level, skills, needs and goals.

The City pays tuition (up to a cap) for participants who enroll in approved courses that align with approved target occupations. RTW offers an online training catalog in which over 70 local training providers offer over 1,200 approved courses. The catalog includes credentials, specialized training certifications, apprenticeship certificates of completion, and associate and bachelor's degrees. Each approved course is aligned to careers that are well-paid and in high demand. Participants may receive limited, short-term funding for urgent needs while in training.

The RTW Advisory Board reviews and approves target occupations quarterly, taking into account labor market data and input from local employers.

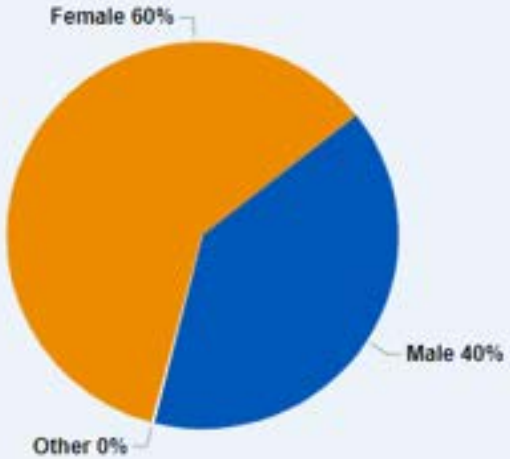
Filter data
Press Ctrl to select multiple values
Clear all filters

City Council District: All
Partner Agency: Workforce Solutions Alamo
Race & Ethnicity: All
Industry: All
Gender: All
Age Range: 17 – 84

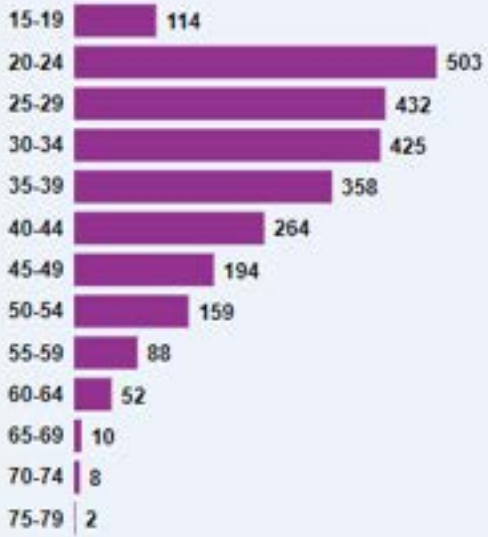
City Council District

Race & Ethnicity

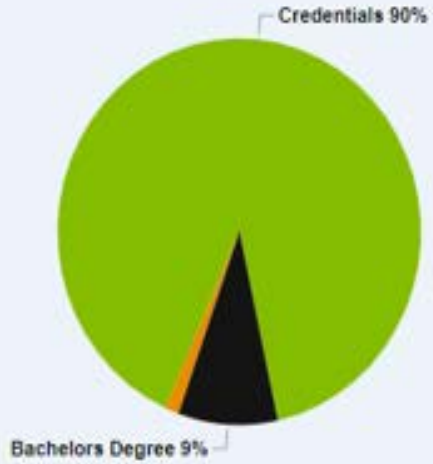
Gender



Age



Type of Credential



Enrollment by Target Industry

Successfully Completed Training

299

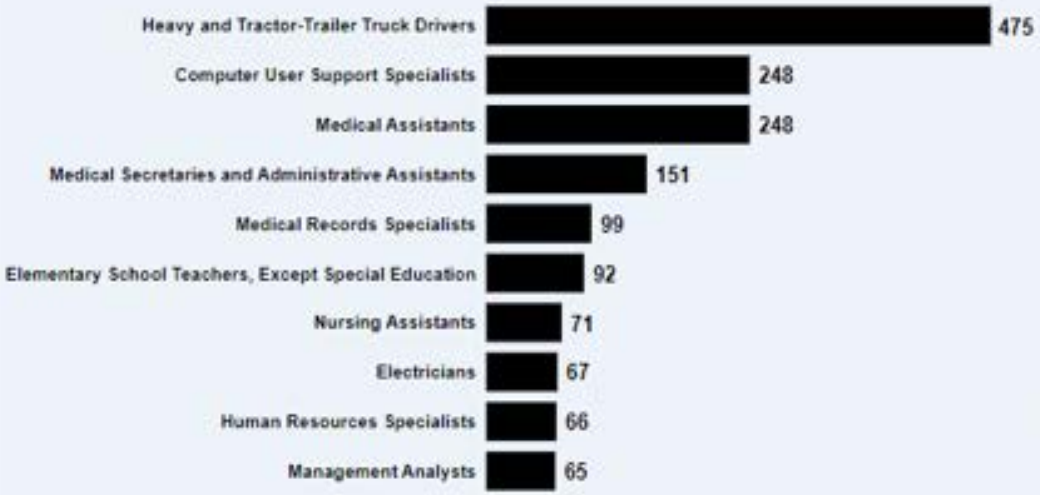
Training Retention Rate

91%

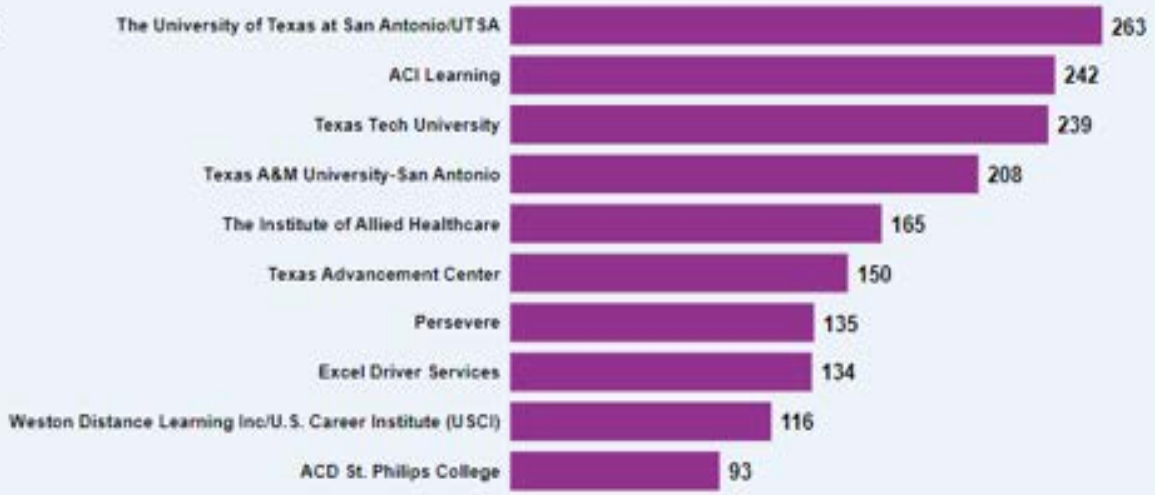
Successful Training Completion Rate

54%

Top 10 Training Occupations by Enrollment



Top 10 Training Providers by Enrollment



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WORKFORCE DEVELOPMENT

Placed in Quality Jobs: 141

This page displays data about Ready to Work (RTW) participants that have been placed in quality jobs. RTW defines a quality job as one that offers an hourly wage of at least $15 and an annual salary of at least $31,200, plus benefits, in a RTW target occupation.

RTW coaches assist participants with interview skills, resume preparation and online profiles. Employers share critical needs, engage in employer roundtables and collaboratives to enhance training pipelines, offer work-based learning opportunities like internships and apprenticeships, and hire RTW participants upon completion of training programs.

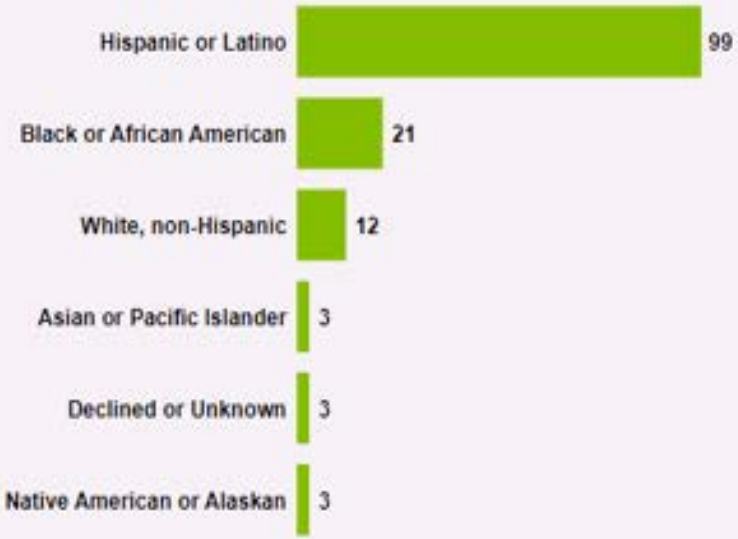
Program Overview | Completed Intake | Enrolled in Training | Placed in Quality Job

Filter data
Press Ctrl to select multiple values
Clear all filters

City Council District: All
Partner Agency: Workforce Solutions Alamo
Race & Ethnicity: All
Industry: All
Gender: All
Age Range: 17 – 84

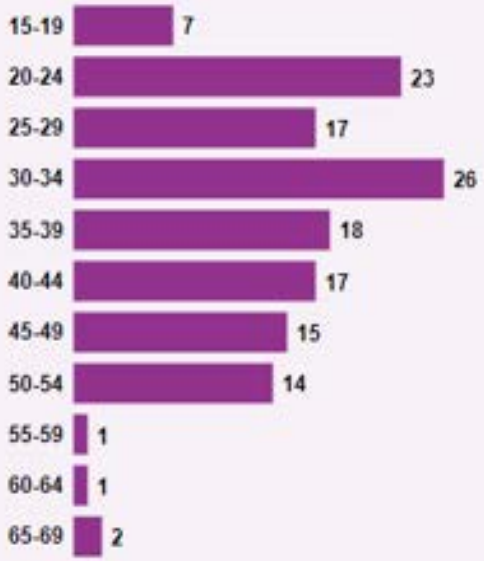
City Council District

Race & Ethnicity



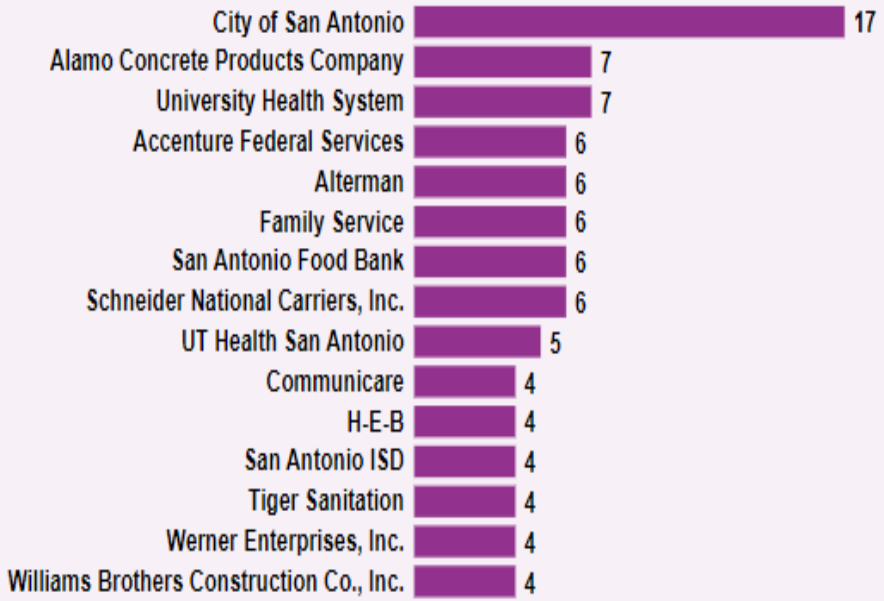
Gender

Age

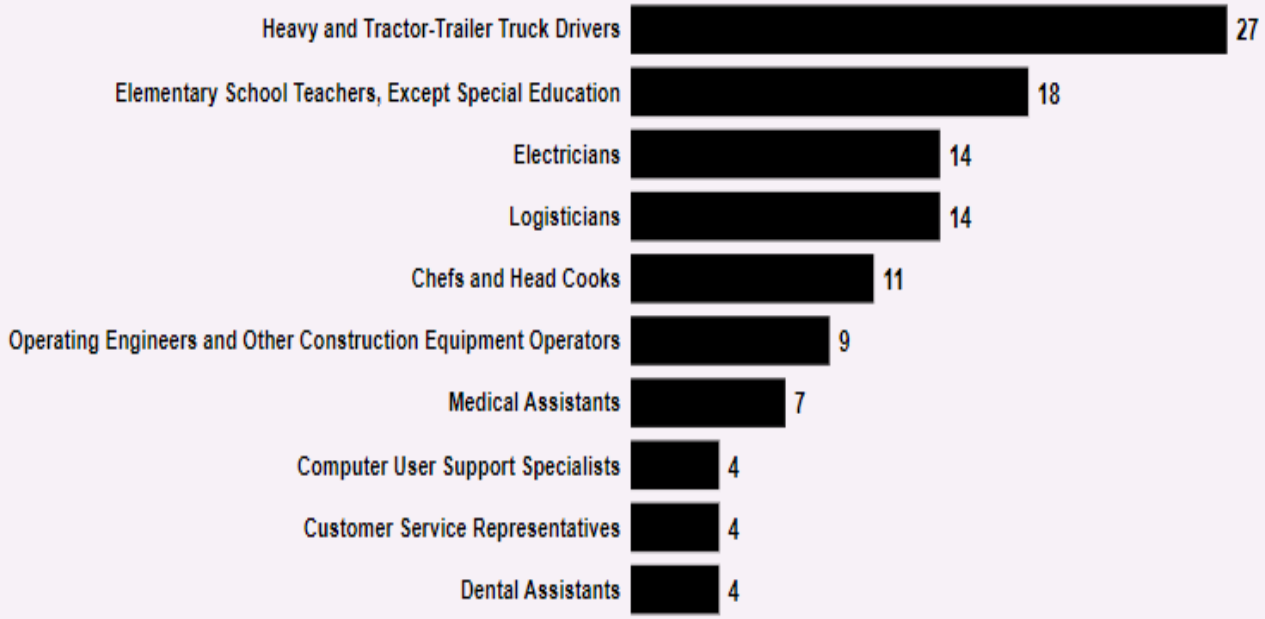


Top Employers of RTW Graduates by Number of Hires

Responsive only to Industry data filter



Top Occupations Hired



Employers Hiring RTW Graduates	Median Hourly Wage in New Job	Median Hourly Wage Increase from Intake	Median Annual Salary in New Job	Median Individual Income at Intake	% Placed in Quality Job within 6 months
103	$17.24	$16.00	$35,568	$7,720	61%

The City of San Antonio is sharing this data publicly in line with the program's guiding principle of transparency. This data is current as of **12/12/2023** and is subject to change on a daily basis. Hundreds of Ready to Work coaches manually input and update information in a central case management data platform as they work every day with program applicants and participants. Contact 210-207-JOBS (5627) or RTWHelp@sanantonio.gov with any questions or comments.

Overall Impact

Industry Sector Scorecard				
Industry	Enrolled	Successful Completions	Placement	Employment Rate
Healthcare	893		46	
Transportation/ Warehousing	451		47	
Information Tech	418		21	
Construction & Trades	208		57	
Other: Education, Finance, Professional Service	451		48	
Grand Total	**2421**	**409**	**219**	**53.54%**

*Ready to Work Timeframe: 06/01/23 - 10/31/23
This includes all Alamo Consortium Partners.
*Adult and Youth Oct 2022 to September 2023

Adult October 2022-December 2023

Business Solutions Team

County	Sector Based Model Industries	Employers	Job Orders	Openings	Applicants	Key Accounts	Hiring Events	Number Hiring Event Participants	Training Worksites	Confirmed Hires
Bexar	Aerospace	12	27	59	150	5	3	1240	3	1,559
	Manufacturing	80	387	472	2,342	20	2	1078	64	
	Healthcare	84	684	771	2,632	67	2	1183	80	
	IT/Cybersecurity	10	250	250	865	12	3	1195	23	
	Construction	51	206	725	1,161	17	1	1058	30	
	Oil & Gas/Warehousing & Transportation	33	148	609	944	11	4	1320	10	
	Education	22	190	194	765	13	2	1183	53	
	Other	506	3,371	4,646	15,762		5	1320	261	
Rural	Aerospace	3	4	4	4	0	0	0	4	394
	Manufacturing	28	191	212	367	7	2	141	13	
	Healthcare	26	312	343	667	16	2	159	27	
	IT/Cybersecurity	6	11	12	15	6	0	0	3	
	Construction	16	63	89	303	8	1	76	2	
	Oil & Gas/Warehousing & Transportation	11	31	81	48	43	1	65	6	
	Education	6	26	43	48	5	1	77	10	
	Other	160	484	1,159	1,608		3	224	48	
Grand Total	All Industries Urban and Rural	1,054	6,385	9,669	27,681	230	*10	*1,817	637	1,953

Youth October 2022 - December 2023

County	Sector Based Model Industries	Employers	Job Orders	Openings	Applicants	Key Accounts	Hiring Events	Number Hiring Event Participants	Training Worksites	Confirmed Hires
Bexar	Aerospace	1		3		1			1	3
	Manufacturing	6		66	4	6			6	
	Healthcare	20		56	5	20			20	
	IT/Cybersecurity	5		19	3	5			5	
	Construction	5		25	3	5			5	
	Oil & Gas/Warehousing & Transportation	1		1	1	1			1	
	Education	9		57	3	9			9	
	Other	22		144	10	22			22	
Rural	Aerospace									
	Manufacturing	6		11	1	6			6	
	Healthcare	28		56	6	28			28	
	IT/Cybersecurity	3		6		3			3	
	Construction	4		10	1	4			4	
	Oil & Gas/Warehousing & Transportation	7		20		7			7	
	Education	8		25	2	8			8	
	Other	36		90	12	36			36	

Total impact within Urban and Rural

County	Sector Based Model Industries	Employers	Job Orders	Openings	Applicants	Key Accounts	Hiring Events	Number Hiring Event Participants	Training Worksites	Confirmed Hires
Rural and Urban Total Impact	Aerospace	38	177	513	394	5	12	1864	8	4705
	Manufacturing	277	2228	4038	12282	32	29	2808	88	
	Healthcare	265	4037	6238	20766	120	33	2608	144	
	IT/Cybersecurity	60	941	1775	4206	21	24	2381	32	
	Construction	215	1228	4021	4327	32	31	2707	39	
	Oil & Gas/Warehousing & Transportation	144	1291	4204	6440	61	29	2669	24	
	Education	78	721	1168	3796	30	26	2512	75	
	Other	1586	18777	27881	77423		36	3592	365	
	Grand Total	2663	28553	49838	129,643	301	220	19440	775	

Adult and Youth data combined. Total impact within Urban and Rural.

Partnership Updates

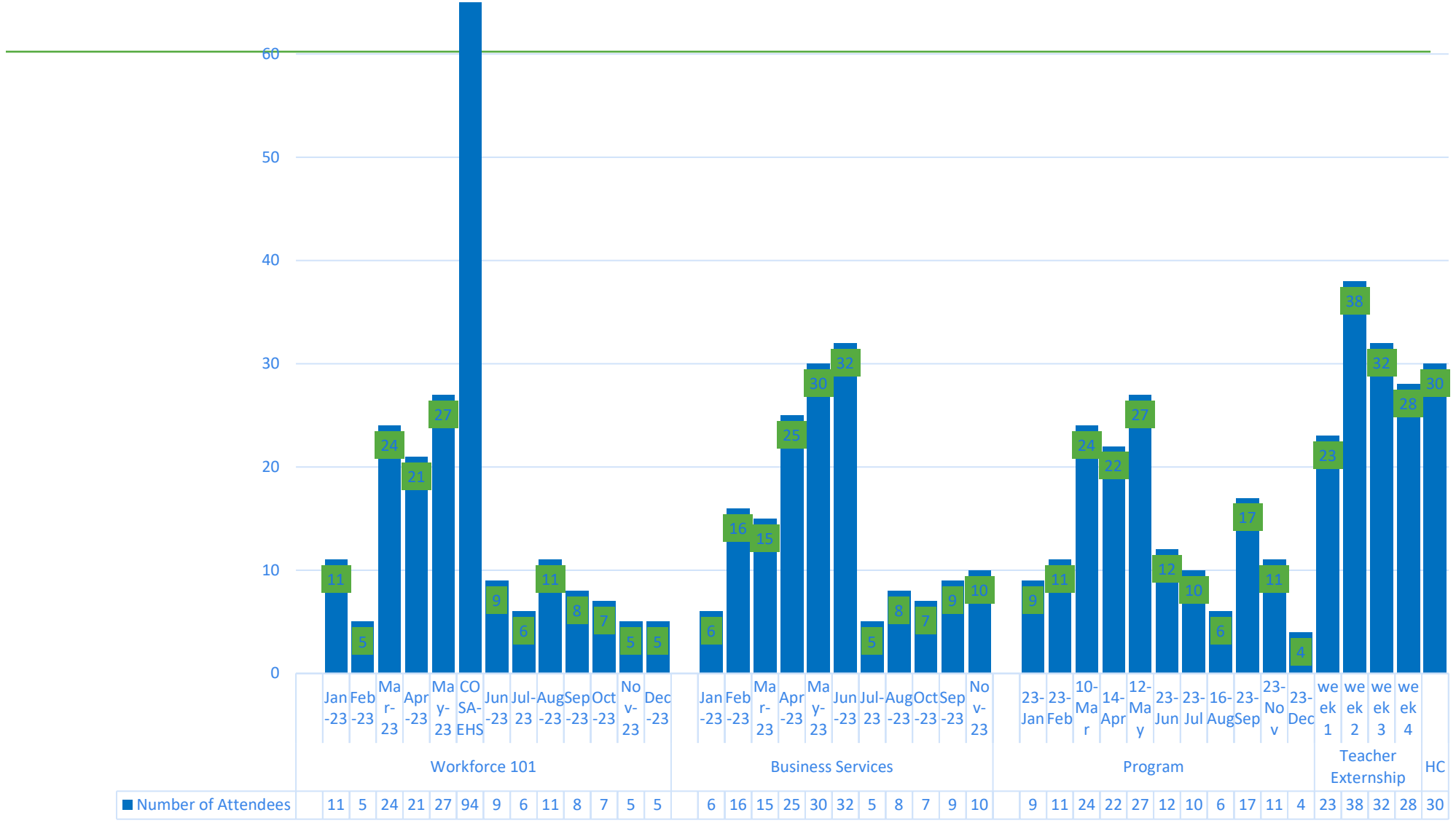
Perkins Postsecondary CTE (4) & Community Service Block Grants (2)	100 Black Men: Youth Build	Off Base Training Opportunities
Youth: Seguin EDC & Lytle ISD and Youth Internship Application	Hondo Apartments (3)	Opportunity Home: Jobs Plus Matched Partnership
Gary Job Corps	YMCA	2nd Chance Partners: Sentencing Foundation, CVS

MOUs & MOAs

- **Bexar County Office of Criminal Justice for Reentry Center Services:**
  - Facilitate access to services through a service delivery model/workflow
  - Implement strategies that augment traditional service delivery and increase access to services and programs
  - Leverage resources and capacity to assist the formerly incarcerated individuals re-enter back into society so he/she does not recidivate
  - Collaborate to develop and implement a variety of special initiatives that benefit returning citizens (including the Reentry Center's Second Change Job Fair)

Workforce Academy

Area Foundation awarded WSA a $100,000 Workforce Development grant to advance equity and economic mobility through our workforce development services.



586 participants/ 500 goal for the year (346-graduates)

Workforce Leadership Academy

WSA was awarded $50,000 to implement a Fellowship program that will bring cross-sector leaders together to foster a more clearly aligned local workforce ecosystem that delivers integrated services to businesses and workers.

- Fellows pitched their ideas to stakeholders in December:
  - *Create mutual **partnership** with employers within the Alamo Region workforce ecosystem.*
  - ***Educate & train employers** on best practices to hire justice involved individuals in the Alamo Region.*
  - *Improve **engagement and outcomes** from workforce development initiatives in areas characterized by disproportionately high poverty and unemployment rates.*
  - *Map and improve the **strategic navigation** of the workforce ecosystem for job seekers, employees, and employers in the Alamo Regional Area.*

Community Conversations

Comal	8/9/2023	10/4/23	1/17/24
Guadalupe	8/9/23	10/4/23	1/17/24
Gillespie	9/1/23	10/10/23	1/24/24
Kerr	9/1/23	10/10/23	1/24/24
Atascosa	8/24/23	10/19/23	1/31/24
McMullen	8/24/23	10/19/23	1/31/24
Bandera	8/28/23	10/24/23	1/9/24
Kendall	8/28/23	10/24/23	1/9/24
Medina	9/5/23	10/31/23	2/14/24
Frio	9/5/23	10/31/23	2/14/24
Wilson	9/21/23	11/8/23	2/21/24
Karnes	9/21/23	11/8/23	2/21/24

County Outreach & Action Plan

- Prioritize outreach to partners
- Secure Letter of Intent or MOU that defines roles & responsibilities
  - Define services
  - Define annual calendar
  - Points of intersection
  - Define Points of Contact
  - Determine what data to share and how to report to elected officials
- Creation of Workforce Councils
- **Continue to deepen partnership**
- Attend Chamber and EDC Events
- Attend Interagency Meetings
- Table at Community Events
- Host a Job Fair
- Identify and connect with the ISDs and Community Agencies to increase referrals

MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Rebecca Espino-Balencia, Interim Director of Workforce Services

Date: February 16, 2024

Subject: Ready to Work Analysis

Summary: Year to date, WSA has successfully completed intake processes for 4,363 individuals. Out of this total, 2,609 participants have been case-managed and enrolled in training, with 299 individuals having already completed their training programs. Impressively, 141 participants have secured employment, earning a wage exceeding $15.00 per hour. Notably, the average wage for graduates who have obtained employment has risen from $16.00 to $17.24, surpassing the required benchmark. The most popular training courses selected by participants include medical, IT, and heavy and tractor-trailer truck driver programs. Please note that the data provided is accurate as of 12/12/23.

Analysis: Placements, New Data Tracking System, Sync Transition, and Training Completion are all areas of focus as we begin 2024.

Fiscal Impact: NA

Recommendation:

1. We have been addressing placement outcomes and targets and have developed strategies to help improve program outcomes.
    - WSA Placement Committee established.
    - Focus on placement outcomes.
    - Sharing employer leads and building relationships between sub-agencies.
    - Building support for sub agencies, especially those new to the placement process.
    - Continue Consortium presence at Housing Trust sites and Joint Base San Antonio (JBSA) in alignment with the MOU.

workforcesolutionsalamo.org
communications@wsalamo.org
100 N. Santa Rosa Street
San Antonio, Texas 78207
(210) 272-3260

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- Utilize City's Greenlight System to identify employers.

2. Ready to Work transitions to a new data platform, SYNC, is currently in use. Staff working on issues related to data migration and reports. WSA has maintained constant communication with COSA to address these concerns, and efforts are underway to resolve the issues. Reports are expected to be available in the coming weeks, and Phase 2 updates are anticipated to be ready within the next month or two.

3. The majority of our sub agencies have requested additional SYNC training. We will be providing Teams or in-person training to accommodate the different learning styles of individuals. We will continue to offer the same type of support, including email and phone call assistance, once the new reporting system is available.

4. Marketing efforts to support Ready to Work visibility: WSA marketing team is working with COSA marketing on branding and awareness of Ready to Work.

5. We continue to address recommendations from the Process Improvement Plan and Technical Assistance Review 2, and our numbers indicate an improvement since the time of the PIP/TAR2 assessment. Placement successfully completed training goal.
    - Fiscal Impact: None. No disallowed cost.

6. The Official Audit completed by COSA's Daniel Zuniga has not been received. However, we anticipate the following areas to be included based on verbal feedback. Three (3) case files pulled for review concluded clients were not entered in Work in Texas (WIT) or not being documented in Signify correctly and one (1) case file had no documentation that follow up was done while client was in training.
    - Fiscal Impact: None. No disallowed cost.

Next Steps: Move forward with items recommended. Placement Committee meetings, employer initiatives, training provider initiatives, and additional Sync training.

Q2 SCORECARD SUMMARY

❖ <u>Annual Goals: Intake/Interview (3,480) and Program Enrollment (1,896)</u>

- Mid Year Target 50%
  - Interviewed 1,653 - 48%
  - Enrolled in Training 1,112 - 59%.

❖ <u>Training Completion and Job Placement</u>

- Training Completed/Exited
  - Target: 70%
  - Performance: 47/71 - 66%
- Placed in Quality Jobs within Six Months:
  - Target: 80%
  - Performance: 21/47 - 45%.

Q2 COSA Scorecard

Performance Measure	2022-2027 Cumulative Total (60 months)	July 2023 – June 2024																
		Annual	YTD Total	Jul-23	Aug-23	Sep-23	1st Quarter (Jul - Sep 2023)	Oct-23	Nov-23	Dec-23	2nd Quarter (Oct - Dec)	YTD %	Conversion Rates		Jan-24	Feb-24	Mar-24	3rd Quarter (Jan -Mar 2024)
1. Unique Applicants (interviewed at intake)	14,663	3,480	1,653	320	368	331	1019	298	271	65	634	48%	Intake to CM	96%				
2. Participant Training Slots (same as PM#4)	15,273	1,896	1,115	179	261	238	678	204	193	40	437	59%	CM to Training	70%				
3. Participants (case managed)	15,273	1,896	1,584	229	342	327	898	334	259	93	686	84%	Successful Completer to Quality	38%				
4. Enrolled in Approved Training Programs (100%)	15,273	1,896	1,112	176	261	238	675	204	193	40	437	59%						
5. Participants that Exited or Completed Approved Training Programs			239	43	77	48	168	38	31	2	71							
6. Successfully Completed Approved Training Programs			124	24	29	24	77	23	22	2	47							
7. Successful Approved Training Completers (at least 70%) (=#6/#5)				56%	38%	50%	46%	61%	71%	100%	66%							
7a. Participants that Earned Certifications/Credentials			124	24	29	24	77	23	22	2	47							
7b. Unique Participants that Earned Associate's Degrees			0	0	0	0	0	0	0		0							
7c. Participants that Earned Bachelor's Degrees			2	0	1	0	1	1	0		1							
8. Completers Employed in Approved Job within 6 Months (80%)			47	9	12	5	26	10	8	3	21							
9. Employed -Retained 1 year after Placement in approved job			0	0	0	0	0	0	0		0							

* 7a. Participants that Earned Certifications/Credentials
124 count includes 2 Apprenticeship Certificate of Completion I competed in Oct and the other in November (Carpenter OSHA)

Data Driven Strategies

More focused coordination with training providers and sub agencies regarding on individual contributions towards overall outcomes.

Addressing Barriers: Are unplaced participants justice involved?

Training Providers: Are careers services/job developers or lack thereof impacting placement outcomes?

Over-Performing Occupations: CDL - How many CDL driver vacancies?

Placement Strategies 2024
Placement Committee

Placement Committee was formed 1/4/2024 made up of all sub-agencies. Committee will be meeting twice a month.

Purpose of the Placement Committee:

- Focus on placement outcomes.
- Share employer leads and relationship building between our sub-agencies.
- Sub-agencies will work together and provide participant advice for those harder to place.
- Build support for sub-agencies since placement is new to most.
- Continue Consortium presence at Housing Trust sites and JBSA 2024 (per MOU).

Placement Strategies 2024
Employer Initiatives

- Utilize employers with internship opportunities.
- Utilize COSA-Play IT-Forward campaign. COSA is matching opportunities utilizing career industry. Connecting participant to the right employer offering the opportunity.
- Share all events among team. Placement Committee tasked to create one calendar.
- Coordinate graduation events with Training Providers; Excel Driving is the first training provider to request support for a February 2024 event. Planning in the works. Warehouse, Logistics, and CDL focused.

Placement Strategies 2024
Training Provider Initiatives

- Training Providers utilized for Ready to Work
- * Eligible Training Provider List (ETPL)

Provider Type
ACD Continuing Education
ACD St. Philips College
ACI Learning*
Codeup LLC* no longer available
Coding Dojo
Dental Assisting School of San Antonio North
EC-Council
edOpp Solutions LLC*
Excel Driver Services
Family Service Association of San Antonio Inc
gener8tor
Goodwill Industries of San Antonio/Good Careers Academy*
Lone Star Construction Trades Training
NPower
OHP Living Heritage Trades Academy
Partners In Progress/SA Trainers
Persevere*
Restore Education
SAGE Truck Driving School LLC*
San Antonio Food Bank
Texas Advancement Center
Texas Tech University*
The Institute of Allied Healthcare*
The University of Texas at San Antonio/UTSA*
University of the Incarnate Word*
Weston Distance Learning Inc/U.S. Career Institute (USCI)

Ready to Work – SYNC Transition

- Delay in ability to assign incoming 311 referrals to sub-agencies. (now working and caught up!)
- Reassign clients when asking to move to new prime or sub-agency.
- No report capability currently available. Data is from Dec. 12, 2023.
- Without reports we cannot monitor program results thoroughly.
- Sub-agencies understanding of Sync usage. Daily questions have increased. Handouts provided, video and in person training provided. We will need to repeat these training until they understand Sync.
- Temporary staff would help in referral distribution, spot checking for error, and event planning.

Marketing

- Marketing is working to develop phone messaging with COSA.
- COSA is providing us new logos and branding.
- In addition, working together to develop signs for computers and some type of button for staff to wear in centers: Ask us about Ready to Work!

MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Ricardo Ramirez, Director of Quality Assurance

Date: February 16, 2024

Subject: Quality Assurance Update

Summary: Quality Assurance's briefing of current monitoring activities for the WSA Board of Directors. The items do not require board action.

TWC Monitoring

Annual Monitoring: We have prepared a separate briefing to report follow-up actions to address TWC's Exit Conference Report.

EO Monitoring: Staff is presenting the information as a separate agenda item.

Other Monitoring Activities

Office of Child Care (OCC): WSA childcare staff are working with TWC to complete the Office of Child Care's (OCC) Texas monitoring of the CCDF (a federal-level review). Childcare board staff will report the engagement to the Early Care & Education Committee.

Health & Human Services Commission (HHSC): HHSC's monitoring of SNAP E&T fiscal transactions is ongoing. Fiscal board staff will report the item to the Audit & Finance Committee.

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

- *Child Care – COSA:* 61% complete.

WSA Internal QA Program Monitoring

- *Summer Earn and Learn (SEAL)* – C2 GPS: 100% complete; 100% accuracy rate.
- *Teacher Externship* – C2 GPS: 100% complete; 100% accuracy rate.
- *SNAP, NCP, Choices, TAA, WIOA Adult/Dislocated Worker* – C2 GPS: Informal Technical Assistance review: 97% complete.

WSA Other Activities

- *Technical Assistance (TA)*: Supporting WSA departments and subrecipients with TA for areas with low accuracy rates, policy development, and other supports.

Fiscal Impact: WSA's External Program Monitoring contract with Ms. Christine Nguyen, CPA: $225,000.

Recommendation: TWC requires Boards to have qualified Monitoring Staff to carry out the Board's oversight responsibilities. Continue supporting WSA's QA Department to promote the agency's integrity and continuous quality improvement efforts.

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:

Estimated Timeline – *External* Program Monitoring Activities 2023-2024
Estimated Timeline – *Internal* Program Monitoring Activities 2023-2024

Estimated Timeline – *External* Program Monitoring Activities 2023-2024

Initial Estimated Timeline				Actual Timeline						
External Program Monitoring	***Duration*** **	***Start***	***Finish***	***Duration*** **	***Effort***	***Variance***	***Start***	***Finish***	***% complete***	***Comments***
Estimated Timeline: 2023-2024	**263**	**11/6/2023**	**11/6/2024**	**233**	**0**	***Duration***	**12/18/2023**	**11/6/2024**	**61.0%**	
COSA - Child Care Services	32	12/18/2023	1/30/2024				12/18/2023		61%	In progress
COSA - CC QIA	46	1/8/2024	3/11/2024							
CONSORTIUM - Ready to Work	60	2/1/2024	4/24/2024							
C2GPS - WIOA Adult & Dislocated Worker	55	3/25/2024	6/7/2024							
C2GPS - SNAP	45	5/1/2024	7/2/2024							
C2GPS - NCP	49	6/3/2024	8/8/2024							
SERCO - WIOA Youth	40	7/8/2024	8/30/2024							
C2GPS - TANF/Choices	47	9/3/2024	11/6/2024							
Avg Duration or Effort (days) →	47									
Multi-tasking (% days overlapping projects) →	29.7%									

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 and tool development, etc.)*

Estimated Timeline – *Internal* Program Monitoring Activities 2023-2024

Initial Estimated Timeline				Actual Timeline						
Internal Program Monitoring	***Duration*** [++]	***Start***	***Finish***	***Duration*** [++]	***Effort***	***Variance***	***Start***	***Finish***	***Comments***	***% complete***
Estimated Timeline: 2022-2023	**253**	**11/14/2023**	**10/31/2024**	**253**	**41**	***Duration***	**11/14/2023**	**10/31/2024**		**100.0%**
C2GPS - Teacher Externship	45	11/14/2023	1/15/2024	39	34	-6	11/14/2023	1/5/2024		100%
C2GPS - SEAL	41	12/20/2023	2/14/2024	9	7	-32	12/6/2023	12/18/2023		100%
C2 GPS - PII & Priority of Service	29	1/30/2024	3/8/2024							
C2 GPS - TAA Phase II	42	3/11/2024	5/7/2024							
C2 GPS - RESEA	45	4/15/2024	6/14/2024							
C2 GPS - PII & Priority of Service	29	8/1/2024	9/10/2024							
Other projects as the need arises	66	8/1/2024	10/31/2024							
Avg Duration or Effort (days, excludes "Other") →	39			24	21	-19				
Multi-tasking (% days overlapping projects) →	14.8%			-427.1%						

Duration *: total days from start to finish (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 and tool development, etc.)*

TWC Monitoring

Annual Monitoring

- We have prepared a separate briefing to report follow-up actions to address TWC's Exit Conference Report.

EO Monitoring

- Staff is presenting the information as a separate agenda item.

Other Monitoring Activities

Office of Child Care (OCC)

- Staff are working with TWC on an OCC Texas Monitoring Review (this is a federal-level review). Childcare board staff will report the item to the Early Care & Education Committee.

Health & Human Services Commission (HHSC)

- HHSC continues to monitor the SNAP E&T fiscal transactions. The fiscal department will report the item to the Audit & Finance Committee.

External / Internal Monitoring

- **Child Care Services Program - COSA:** Currently in progress; 61% complete.
- **Summer Earn and Learn (SEAL) – C2 GPS:** 100% complete, with 100% accuracy rate.
- **Teacher Externship – C2 GPS**: 100% complete, with 100% accuracy rate.
- **SNAP, NCP, Choices, TAA, WIOA Adult and Dislocated Worker – C2 GPS:** Informal Technical Assistance Review, 97% complete.
- **Technical Assistance (TA)**: QA offers varied supports to WSA departments and subrecipients, including technical assistance to help improve areas with low accuracy rates, policy development, and other processes.

Monitoring Timeline – External Engagements

Initial Estimated Timeline				Actual Timeline						
External Program Monitoring	*Duration* [++]	*Start*	*Finish*	*Duration* [++]	*Effort*	*Variance*	*Start*	*Finish*	*% complete*	*Comments*
Estimated Timeline: 2023-2024	**263**	**11/6/2023**	**11/6/2024**	**233**	**0**	***Duration***	**12/18/2023**	**11/6/2024**	**61.0%**	
COSA - Child Care Services	32	12/18/2023	1/30/2024				12/18/2023		61%	In progress
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C2GPS - SNAP	45	5/1/2024	7/2/2024							
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SERCO - WIOA Youth	40	7/8/2024	8/30/2024							
C2GPS - TANF/Choices	47	9/3/2024	11/6/2024							
Avg Duration or Effort (days) →	47									
Multi-tasking (% days overlapping projects) →	29.7%									

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 and tool development, etc.)*

Monitoring Timeline – Internal Engagements

Initial Estimated Timeline				Actual Timeline						
Internal Program Monitoring	*Duration* [++]	*Start*	*Finish*	*Duration* [++]	*Effort*	*Variance*	*Start*	*Finish*	*Comments*	*% complete*
Estimated Timeline: 2022-2023	**253**	**11/14/2023**	**10/31/2024**	**253**	**41**	***Duration***	**11/14/2023**	**10/31/2024**		**100.0%**
C2GPS - Teacher Externship	45	11/14/2023	1/15/2024	39	34	-6	11/14/2023	1/5/2024		100%
C2GPS - SEAL	41	12/20/2023	2/14/2024	9	7	-32	12/6/2023	12/18/2023		100%
C2 GPS - PII & Priority of Service	29	1/30/2024	3/8/2024							
C2 GPS - TAA Phase II	42	3/11/2024	5/7/2024							
C2 GPS - RESEA	45	4/15/2024	6/14/2024							
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Multi-tasking (% days overlapping projects) →	14.8%			-427.1%						

***Duration** : total days from start to finish (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 and tool development, etc.)*

MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Ricardo Ramirez, Director of Quality Assurance

Date: February 16, 2024

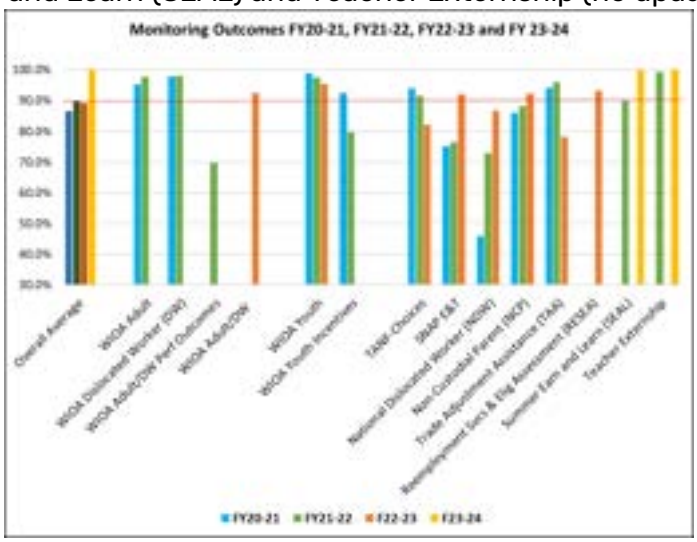
Subject: Monitoring Outcomes and Technical Assistance

Summary: This memorandum presents a summarized version of monitoring outcomes for the year. We also include information tied to providing technical assistance (TA). The briefing does not require board action.

Monitoring Outcomes

The table below compares monitoring outcomes for Fiscal Years 2020-2021, 2021-2022, 2022-2023, and 2023-2024 (Oct-Sep timeframe). The red line at 90% represents the minimum expected accuracy rate threshold. We updated the figures to include:

- Summer Earn and Learn (SEAL) and Teacher Externship (no updates in childcare yet).



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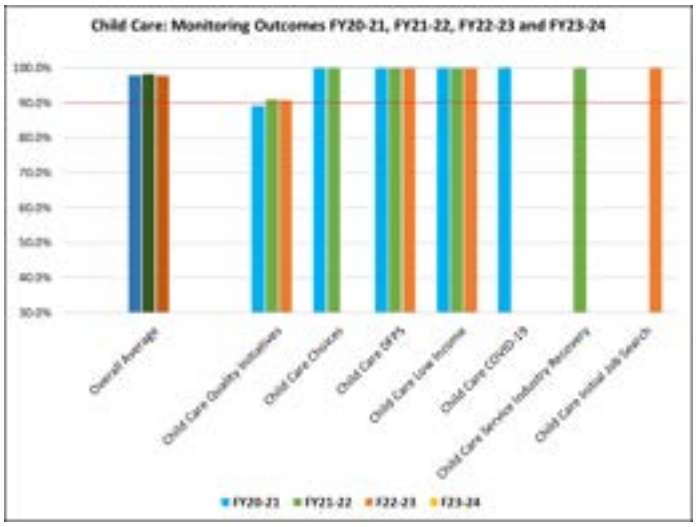


Background

Board staff offers partners technical assistance (TA) when outcomes fall below expected goals. TA plans include several components, such as:

a) updating policies and procedures,
b) training,
c) additional monitoring,
d) increased oversight,
e) documenting measurable progress.

Successful strategies require the identification of root causes and the implementation of adequate actions. Successful strategies result in accuracy rates equal to or greater than 90% (e.g., for each attribute we test). Successful outcomes aim to prevent questionable costs, improper performance reporting, and individual issues from turning into 'repeat' findings.

Technical Assistance

QA works with the Programs/Operations team to highlight monitoring areas needing continuous quality improvement:

- While an overall accuracy rate for a single engagement may exceed the 90% threshold, one or more of the attributes that we test may fall below the threshold.
- Attributes that fall below the 90% threshold prompt intervention in the form of technical assistance and process improvements.

Update on Contractor Monitoring: TWC requires boards to implement corrective action plans and document improvement for items with low accuracy rates.

To assist with the process, QA developed a 'dashboard' that identifies monitoring trends for each grant for the past 2-3 years, from which board staff have identified several grants with 'repeat' findings.

Board staff are working on process improvements for the following grants:

- SNAP,
- NCP,
- Choices,
- TAA, and
- WIOA Adult/Dislocated Worker.

Based on the information, board staff implement process or continuous improvement efforts with contractors, including:

- The actions described in the 'Background' section (above);
- Board staff review the items during monthly Board-Contractor meetings and offer technical assistance;
- Board staff develop TEAMS portals to centralize and manage progress and improvement efforts;
- Contractor staff intensify their internal monitoring reviews to focus on attributes that we know TWC will test and submit their monitoring results to board staff regularly;
- QA implements an 'informal' regular review/sampling of the attributes in question (the first round is 97% complete);
- Board staff prepares the needed documentation for submission to TWC
    - TWC usually requests the information during the Annual Monitoring to validate the board's oversight capacity.

Fiscal Impact: Not applicable.

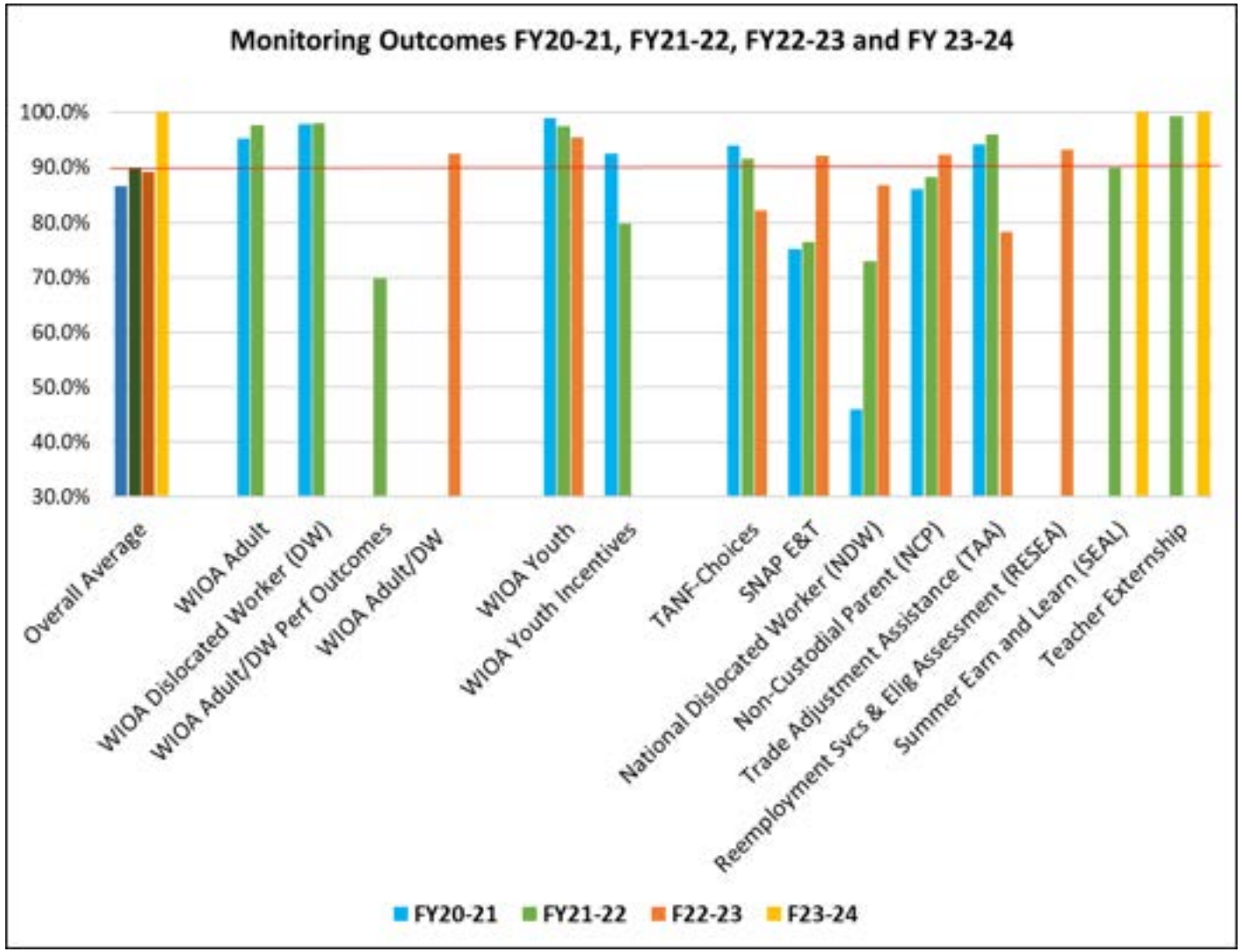
Recommendation: QA recommends the continued support of the board as we coordinate continuous improvement efforts with contractors.

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: None.

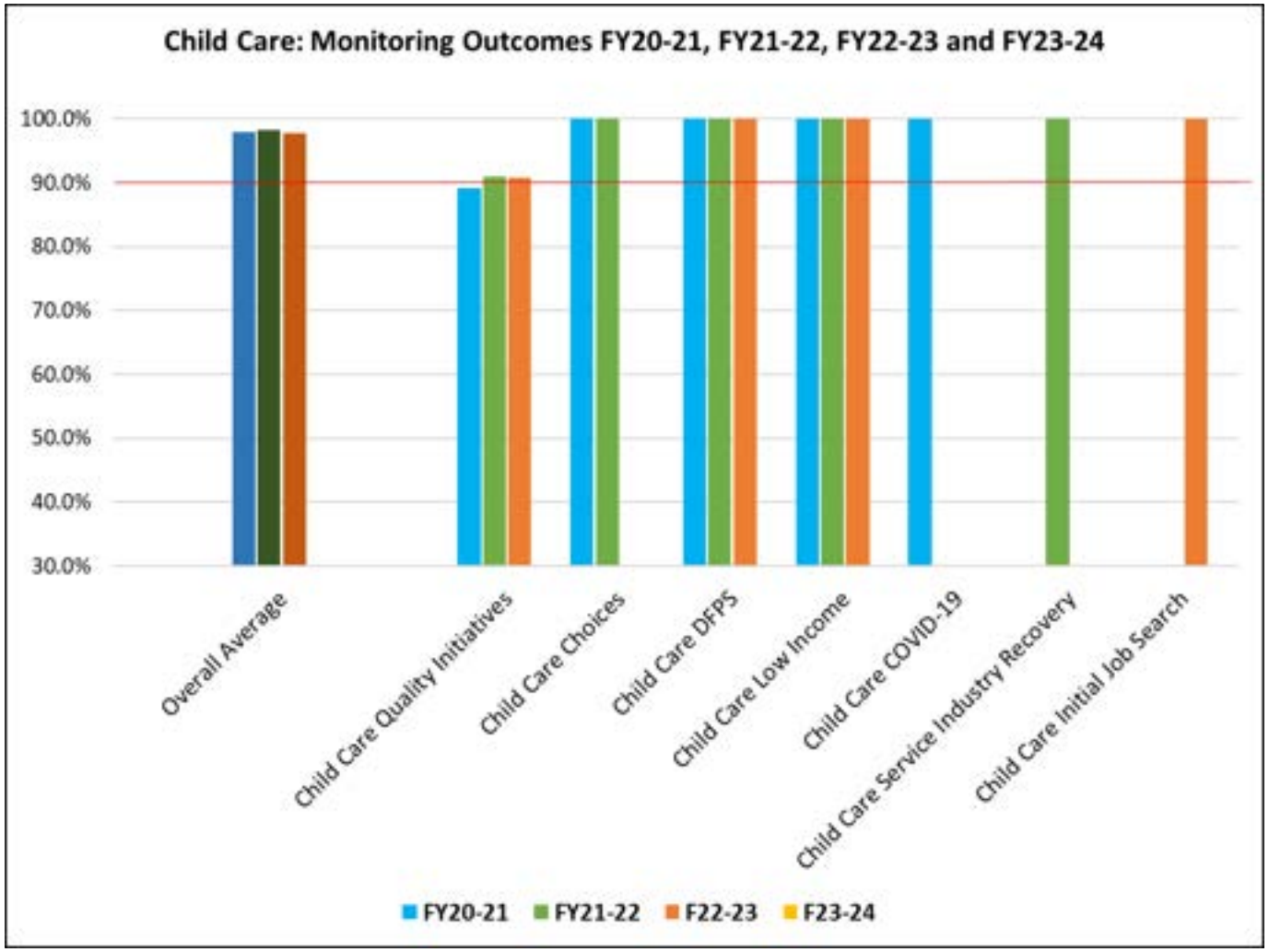
Briefing – Monitoring Outcomes



Added: Summer Earn and Learn (SEAL) and Teacher Externship.
The chart summarizes outcomes of monitoring engagements for FY20-21, FY21-22, FY22-23, and FY 23-24.

The red line highlights the 90% expected accuracy rate.

Briefing – Monitoring Outcomes



The chart summarizes outcomes of monitoring engagements for Child Care in FY20-21, FY21-22, FY22-23, and FY 23-24.

The figure does not yet include FY24 outcomes.

The red line highlights the 90% expected accuracy rate.

Update on Contractor Monitoring

TWC requires boards to implement corrective action plans for items with low accuracy rates.

To assist with the process, QA developed a ‘dashboard’ that identifies monitoring trends for each grant for the past 2-3 years, from which board staff have identified several grants with ‘repeat’ findings.

Board staff are currently working on process improvements with contractors for the following grants:

- SNAP, NCP, Choices, TAA, and WIOA Adult/Dislocated Worker.

MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Ricardo Ramirez, Director of Quality Assurance

Date: February 16, 2024

Subject: TWC Equal Opportunity Monitoring (Final Report/Letter)

Summary: Briefing on TWC's Equal Opportunity (EO) Monitoring outcomes. The item does not require board action.

Background: The Code of Federal Regulations (29 CFR § 38.31(b)) requires the Texas Workforce Commission (TWC) to monitor boards' compliance with equal opportunity laws. The effort aligns with Section 188 of WIOA, which prohibits discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, or for beneficiaries, applicants, and participants only, on the basis of citizenship status.

TWC's audit includes a review of the board's policies and procedures and a thorough assessment of EO and accessibility requirements at center locations.

TWC EO Monitoring Outcomes: The State of Texas Equal Opportunity Officer issued a letter to WSA dated January 9, 2024, to report TWC's completion of the FY 2024 review of WSA. In the letter, TWC's Equal Opportunity Compliance Department (EOCD) reported no findings and no issues. TWC thanked Ms. Caroline Goddard, WSA's EO Officer, for her assistance during the review.

Fiscal Impact: WSA purchases accessibility equipment and software, but we have not estimated related costs. Staff will estimate costs moving forward.