



## MEMORANDUM

**To:** Board of Directors  
**From:** Adrian Lopez, CEO  
**Presented By:** Ricardo Ramirez, Director of Quality Assurance  
**Date:** March 1, 2024  
**Subject:** TWC Equal Opportunity Monitoring (Final Report/Letter)

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**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.

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**Recommendation:** TWC requires the assignment of an EO Officer to oversee the board's EO responsibilities. Continue supporting WSA's EO activities to ensure adherence to EO laws.

**Strategic Objective:** To help ensure WSA fully complies with EO laws, which help (a) ensure that all customers benefit from full access to every program/service and (b) protect the civil rights of customers, employees, and the public.

**Attachments:** FY24 Workforce Solutions Alamo – EO Final Board Notice.

# Texas Workforce Commission

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Edward Serna  
Executive Director

## Report 24.20.0201

January 9, 2024

**VIA Email:** [alopez@wsalamo.org](mailto:alopez@wsalamo.org)

Mr. Adrian Lopez, Chief Executive Director  
Workforce Solutions Alamo  
100 N. Santa Rosa St., Suite 120  
San Antonio, TX 78207

Dear Mr. Lopez:

The Texas Workforce Commission (TWC) is required to monitor whether our grant subrecipients are complying with the equal opportunity laws (29 CFR § 38.31(b)). Equal Opportunity is a critical subject because (a) these rules assure all customers full access to every program, and also (b) these rules protect the civil rights of customers, employees and the public.

TWC's Equal Opportunity Compliance Department (EOCD) has completed our FY 2024 review for the Workforce Solutions Alamo Board. This letter is our report. The EOCD has no findings and there are no issues which would necessitate a corrective action plan.

Thank you again for your cooperation with this important task. We appreciate the assistance of Ms. Caroline Goddard, your local EO officer. Should you have any further questions concerning the EOCD review, please call the EO Compliance Department Hotline at 512-463-2400.

Sincerely,

*Jon Pokorney*

Jon Pokorney  
State of Texas Equal Opportunity Officer

cc: Leslie Cantu, Board Chair, Workforce Solutions Alamo  
Nicholas Lalpui, Regional Administrator, ETA, USDOL  
Robert Kenyon, Regional Director, Office of State Systems, ETA, USDOL  
Bryan Daniel, Chairman and Commissioner Representing the Public, TWC  
Alberto Treviño, III, Commissioner Representing Labor, TWC  
Joe Esparza, Commissioner Representing Employers, TWC  
Edward Serna, Executive Director, TWC  
Courtney Arbour, Director, Workforce Development Division, TWC  
Charles E. Ross, Jr., Director, Fraud Deterrence and Compliance Monitoring, TWC



# TWC Equal Opportunity Monitoring

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## BACKGROUND:

- Federal regulations requires TWC to monitor compliance with equal opportunity laws.
- The WIOA law also prohibits discrimination based on 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 our policies/procedures and a thorough assessment of EO and accessibility requirements at center locations.



# EO Monitoring Outcomes

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The State of Texas Equal Opportunity Officer issued WSA a letter dated 01/09/2024 to report the completion of the review.

TWC's Equal Opportunity Compliance Department (EOCD) reported no findings and no issues.

Recommendations:

Continue supporting the assignment of an EO Officer which TWC requires to oversee the board's EO responsibilities and continue supporting WSA's EO activities to ensure adherence to EO laws.



## MEMORANDUM

**To:** Board of Directors  
**From:** Adrian Lopez, CEO  
**Presented By:** Ricardo Ramirez, Director of Quality Assurance  
**Date:** March 1, 2024  
**Subject:** TWC Performance – Number of Employers Receiving Workforce Assistance

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**Summary:** This memorandum presents the role and definitions of TWC-contracted performance measures. TWC contracts boards for two *Reemployment & Employer Engagement Measures (REEMS)*, one of which includes the Number of Employers Receiving Workforce Assistance.

### Definition

The measure counts the number of employers 'reporting units' served in the WSA area.

### Goal

The performance aims to measure the effectiveness of serving employers through a series of activities that help meet local labor demands. The measure captures a mix of services, such as employer penetration or local reach, focusing on quantity. It also focuses on intensity, such as customized/incumbent worker training or services for specific populations.

### Methodology

The measure counts the number of employer locations (based on WorkInTexas/WIT Employer ID and tax accounts – so an employer may have multiple locations) that receive one of the following services in the performance period (October to September). Employer services include:

- Taking job postings;
- Providing specialized testing of job seekers on behalf of an employer;

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- Performing employer site recruitment;
- Job Fairs;
- Providing employer meeting or interview space;
- Providing customized or incumbent worker training;
- Entering into a subsidized/unsubsidized employer agreement;
- Providing Rapid Response;
- Job Development (if recorded with a valid UI Tax ID);
- Work Opportunity Tax Credit (WOTC); and
- Other services provided for a fee.

### Sources

TWC uses WIT data to record employer services.

### Reporting

TWC reports the year-end performance in the September Monthly Performance Report (MPR).

### Current and Historical Outcomes

The following figure reports TWC's Monthly Performance Report (MPR) outcomes from the End-of-Year (EOY) 2015 to July 2023. Except for this current year, WSA has consistently met or exceeded the TWC target.



Meeting  $\geq 95\%$ ; Exceeding  $\geq 105\%$ . Source TWC's MPR.



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

**Recommendation:** TWC requires boards to meet or exceed TWC-contracted performance measures as contracted to service providers. The board staff recommends a continued focus on TWC-contracted measures.

**Strategic Objective:** The Workforce Innovation and Opportunity Act (WIOA) sets out employer engagement and penetration expectations.

**Attachments:** None.



# TWC Performance - # of Employers Receiving Assistance

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TWC contracts boards for two Reemployment & Employer Engagement Measures (REEMS), one of which includes:

- The Number of Employers Receiving Workforce Assistance.

Definition:

The count/number of employer 'reporting units' served in the WSA area. The performance period runs from October 1<sup>st</sup> to September 30<sup>th</sup>.



# Goal

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- The performance measures the effectiveness of serving employers through a series of activities that help meet local labor demands.
- It captures a mix of services, such as employer penetration or local reach, which focuses on quantity.
- It also focuses on intensity, such as with customized/incumbent worker training or services for specific populations.



# Methodology

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A count of the number of employer locations that receive one of the following services (an employer may have multiple locations):

Job Postings	Specialized testing of job seekers
Site Recruitment	Job Fairs
Offering meeting/interviewing space	Customized/Incumbent Worker training
Subsidized/unsubsidized work agreement	Rapid Response
Job Development	Work Opportunity Tax Credit (WOTC)
Fee for Services	

TWC reports the year-end performance in the September Monthly Performance Report (MPR).



# Current & Historical Outcomes



From Sept 2015 to Sept 2023.

WSA has consistently met or exceeded the measure.

*Meeting  $\geq 95\%$*

*Exceeding  $\geq 105\%$*

*Source: TWC's MPR*



## MEMORANDUM

**To:** Board of Directors

**From:** Adrian Lopez, CEO

**Presented By:** Jeremy Taub, CPPPO, Director of Procurement and Contracts

**Date:** March 1, 2024

**Subject:** Update on Implementation of Recommendations from the Procurement Consultant

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**Summary:** Workforce Solutions Alamo Board Procurement staff contracted with a procurement consultant, The Syndicate Wave, LLC. This report is intended to summarize procurement processes and improvements the board has implemented to improve processes and efficiencies. *Supporting Texas Talent and Economic Growth – Goal 2, Service Optimizers.*

**Updates:** The procurement process improvements have been ongoing since October 2022, and are 91% complete with final implementation expected to be completed this year.

- Remaining items include, and are expected to be fully implemented by the end of 2024:
  - Certifications for all Procurement Staff
  - Strategic Plan
  - Reporting and Spend Management

**Analysis:** The independent consultant assessed the procurement area, identifying several required vital control needs. WSA and The Syndicate Wave, LLC collectively finalized all enhancements and Procurement and Contract Management has continued actively implementing these recommendations.

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**Next Steps:** Procurement and Contracts Management will continue monitoring compliance, embracing a continuous process improvement culture, implementing the remaining recommendations from the assessment.

**Fiscal Impact:** Strengthening controls will ensure full compliance and guard against future questioned costs. Additionally, it's anticipated these controls will yield more significant cost-savings and contract negotiation positions.

**Timeline:** Expected to be fully implemented by the end of 2024.

**Attachments:** None.



# Update on Implementation of Recommendations from the Procurement Consultant

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The procurement process improvements ongoing since October 2022 are 90% complete with final implementation expected to be completed this year.

- Open items:
  - Certifications for all procurement staff.
  - Implement Strategic Plan for Procurement and Contracts.
  - Enhance Reporting and Spend Management.
- Completed items:
  - The Procurement SOPs and Policy have been implemented.
  - Proactively monitoring contracts for timely renewals and procurement cycling.
  - Ongoing monthly training is provided to board staff on procurement processes and contract management.
  - Improved Procurement File Retention.



## MEMORANDUM

**To:** Board of Directors  
**From:** Adrian Lopez, CEO  
**Presented By:** Teresa Chavez, COO  
**Date:** March 1, 2024  
**Subject:** Performance, Programs, and Operational Updates

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**Performance:** There are five performance measures across all WIOA programs (Adult, Dislocated Worker, Youth and Career & Training) that are tracked on the Monthly Performance Report (MPR) by TWC. Performance measures are for Claimant Re Employment within 10 Weeks, Employers Receiving Workforce Assistance from Boards or Self Services, Choices Full Engagement Rate and Average Number of Children Served per day combined. Each measure has a specific definition included in the presentation for all measures. The target needed to meet performance measures vary by measure. Some of them meet at 90% of target performance and others at 95% of target performance. All WIOA measures start periods are either from July to June or January to December. The End of Year Report for these measures concludes in August. Claimant Re Employment within 10 Weeks, Employers Receiving Workforce Assistance from Boards or Self Services, Choices Full Engagement Rate and Average Number of Children Served per day combined start periods are from previous month to year. The End of Year Report on these measures concludes in September. Board contract year 2023 end of the year MPR report shows WSA meeting all measures except for the Claimant Re Employment within 10 Weeks at the end of the program year. All boards are waiting for the TABLAU system to be rolled out by TWC to see if this is going to change the final numbers for this measure. The September 23 MPR was released by TWC on January 8, 2024. The October 23, November 23, and December 23 MPR were released all at once on February 16, 2024. The September 23 MPR shows the change of the current year target for most measures as well as what the previous year target was. Each MPR shows the measures that we are currently not meeting, which according to the December 23 MPR are eight measures. Some measures have not been met for four consecutive months, three consecutive months, or one month. Our goal is to address the recurrence of not meeting

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performance by measure. As of the December 23 MPR, we are missing meeting the measure by different number of cases or dollar amounts. Twelve measures have been increased, one has remained the same and nine have been reduced. TWC might update the current targets two more times this program year. The board is moving towards tracking performance measures in different ways.

**Workforce Center Certification:** As of December 20, 2023, 16 WSA workforce centers have been certified by TWC according to WIOA Workforce Center Requirements. The centers that have been certified are Hondo, Pleasanton, Seguin, Kerrville, Bandera, Pearsall, Boerne, New Braunfels, Fredericksburg, Floresville, Kennedy, Walzem, Marbach, South Flores, East Houston, and DataPoint. Staff has submitted a Y-9 form for Tilden, Bexar County Justice Center, Military Support at JBSA, and San Antonio Food Bank. Y-9 form is a form that must be submitted to TWC before a center can be considered to go through the WIOA certification.

**Child Care Performance:** Childcare is trending at 91.38% for children served. December's unofficial year to date average is 11,311. TWC (Texas Workforce Commission) has set Alamo's 2024 performance target at 12,378. Childcare staff are actively enrolling and pulling families from waitlist.

**Child Care Quality:** At the beginning of January, our board had 181 Texas Rising Star certified centers, 34% from Bexar and 19% from Rural, for a total of 31% for our board area. Mentors continue to partner with external organization coaches to support and assist Early Learning programs preparing for Texas Rising Star certification.

### **Special Grants & Other Initiatives:**

**Summer Earn and Learn:** Employer Recognition Event on January 12, 2024, was successful and earned airtime on News 4. Commissioner Joe Esparza representing employers joined and enjoyed the excitement that the event created. The community referral link is active and will begin to receive youth through outreach events attended by WSA staff and partners.

**Student Hireability Navigators:** Navigators have increased Rural presence for Transitional Services towards Vocational Rehabilitation Awareness and Career Exploration activities at the Youth Expo on January 10, 2024, and Northeast Lakeview College Youth Summit activities on Jan 19<sup>th</sup> and 26<sup>th</sup>. Over 400 young adults and educators received information on Labor Market Career Information and Modules.



**Training and Employment Navigator Pilot:** During the past program quarter (Q7) there were 16 active enrollments and 49 total YTD participants. The new grant period will start from 02/01/24 to 10/30/25.

**Military Family Support Program (MFSP):** Currently, there are 31 total YTD participants, 4 in training, and 7 receiving support services. The new program year started on 01/01/24 to 12/31/24.

**Middle Skills Pilot – Gears for Careers:** This grant ends in March. This is to assist individuals with support services when entering new employment.

**Re-Employment Services and Eligibility Assessment (RESEA):** According to the last TWC RESEA report, WSA is meeting performance at 95.5%. The required rate is 80% to provide RESEA services within 7 days.

**Workforce Commission Initiatives - FY2023:** Texas Veterans Leadership Program is one of the WCI programs within this grant. Others include Red, White, And You! and Jobs Y'all. As of last month, the TVL program staff have attended three Job Fairs. Staff reached out to 226 veterans through email or phone and 24 applications were submitted for the Work Opportunity Tax Credit program.

**WIOA Youth:** WSA continues to work with the youth contractor, SERCO, as they monitor and process enrollments. WSA maintains ongoing communication with the youth contractor on TWC's performance goal range of meeting performance at 95-105% and to remain within the allocated budget.

The yearly goal for Urban In-School and Out-of-School Youth is 306 and is currently at 15% met with 45 enrolled youth. This is the trending enrollment for the beginning of a new program year. The yearly goal for Rural In-School and Out-of-School Youth is 88 which is currently at 32% met with 28 youth enrolled, again the trending enrollment for the beginning of a new program year. The current total of active WIOA youth participants is 73. Services provided in alignment with the 14 elements consist of Occupational/Vocational Training at 36% of measures met, Work Experience at 8% measures met (this increases tremendously in the summer months), and Supportive Services with 73% measures met.

Section 5.5 in the Workforce Commission Initiatives (WCI) Grant Statement of Work requires that WSA utilize TANF grant funds distributed to the workforce area to support the agency's Jobs Y'all events for middle school, high school, and postsecondary students. The events



should invite employers to participate in a relevant way to help students explore career opportunities in their industries. Student participation should encourage exploration of career opportunities including understanding pathways to in-demand careers, networking, internships, and other applied learning opportunities. Parents should also be invited to attend with their children to discuss their special role in career exploration. Events shall be held using the branding of Jobs Y'all and may include board-specific branding. Boards have the ability to locally determine dates.

For FY2024, WSA will continue to shift from one large event to several smaller, industry focused events, in addition to the cohosting of youth events to reach a higher number of students and leverage resources. This will support the engagement of youth at different locations, including both rural and urban areas, and the targeting of a variety of industries and youth sub-populations. In addition, it will provide youth opportunities to attend multiple events over the course of the year and provide a greater variety of career exploration, resources, and employer interactions.

#### Jan 10, 2024 - Rural Co-hosted Event: Seguin Youth Career Expo

- Held at Seguin City Coliseum in Seguin, Texas from 9am-1pm
- 820 youth, 32 employers/community organizations in attendance
- Industry-focused for all industries

The Seguin Youth Career Expo was an interactive and dynamic experience that facilitated a connection between 8th grade students, their Career & Technical Education (CTE) pathways and local companies. A stronger partnership was developed between the Seguin EDC. The short-term goal was to inspire before they choose their CTE pathway in high school. The long-term goal was to connect employers to their future workforce and help students make informed, inspired decisions about their careers after high school, whether they choose a four-year university, community college, or apprenticeship training center.

#### January 19th and 26th 2024 – Urban Event: Future Ready Summit

- Held at Northeast Lakeview College
- College and Career Readiness
- Goal: 1,000 youth (350 Juniors attended Jan 19th)

The Future Ready Summit is meant to help students in their final years of high school to gather resources to prepare them for life after graduation. Students had the opportunity to learn about career pathways in workshop sessions and meet with employers.



#### April – Rural Event: Lytle High School

- Planning in Progress

#### August – Urban Event: Alamo Colleges District

- Planning in Progress

Work Experience opportunities exist in both urban and rural areas and are available to youth ages 16-24. Work experience data through 1/23/24 is as follows: 164 current WEX agreements, 599 WEX positions available, 365 participant WEX enrollment target, and 47 current participants enrolled in WEX to date.

**SA Ready to Work:** Finalized all seven subprime contracts.

- Ready to Work is a one-of-a-kind program to help San Antonio residents find easy access to education and quality jobs. WSA is the largest funded COSA partner at \$105,781,953.00 and includes 7 subgrantees providing case management, training/certification, and job placement. Ready to work is funded by a 1/8 cent sales and use tax collected through December 2025.
- Year to date WSA has completed intake for 4,363 and 2,609 individuals are case managed/enrolled in training with 299 completing their training. 141 participants have gained employment and earn more than \$15.00 per hour. The average wage of those graduates securing employment has increased from \$16.00 to \$17.24, above the requirement. The top training courses being selected are medical, IT, and construction. \*Data is from 12-12-23.
- Placement: We have been addressing placement challenges and have developed strategies to help improve our numbers. WSA has established a Placement Committee with meetings twice a month to focus on improving placement outcomes, sharing employer leads and building relationships among sub-agencies, collaboration to provide participant advice for individuals who are challenging to place, building support for sub agencies, especially those new to the placement process, and maintaining a consortium presence at Housing Trust sites and Joint Base San Antonio (JBSA) in alignment with the MOU.
- The new data platform, SYNC, is currently in use. However, there have been some 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.



- The majority of our subagencies 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.
- 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.
- 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: 3 case files pulled for review concluded clients were not entered in Work in Texas (WIT) or not being documented in Signify correctly and 1 case file had no documentation that follow up was done while client was in training.

**TANF Initiative Proposal:** The proposal has been approved by the state and WSA is prepared to utilize 10% of TANF funding for prevention programs focused on inspiring young people's interest through a unique STEM opportunity and engage with industry employers through a 12-week summer program. This program would seek to enroll 200 youth, ages 16-24, and would begin May 2023 through August 2023.

**Fiscal Impact:** No additional fiscal impact currently.

**Recommendation:** Recommendation is for WSA staff to review internal processes for supporting employers and community partners in leveraging TWC funded opportunities. This includes establishing standard performance measures demonstrating the proposed program's contribution to increasing employment within the sector-based model. WSA is also exploring the collection of data from grant funded initiatives to determine the collective contribution across existing grant programs.

**Next Steps:** Move forward with items recommended on Ready to Work Placement Committee meetings, additional Sync training, and Training Provider workshop. Continue to monitor program outcomes, budgets, and working collaboratively with the data team to understand program data to enhance services for job seekers and employers. As initiatives sunset, teams are reviewing new opportunities to secure funding supporting the WSA sector-based model.

# Performance, Programs & Operational Updates



Item	Description	On target
1	WSA Met all performance measures for BCY 23. Currently not meeting some performance measures for BCY24	
2	Childcare is trending at 91.38% for children served.	
3	Student HireAbility Hiring event was a success.	
4	WIOA Adult Grants & Initiatives	
5	The Middle Skills Employment Pilot Program is designed to support Texans preparing to join the workforce or who have upskilled and gained new employment.	
6	WIOA Youth.	
7	Ready to Work current enrollment: 2,609 participants in training. Healthcare industry continues to be the industry of choice for many participants seeking training.	



# Programs Performance BCY23

## AT-A-GLANCE COMPARISON - BOARD CONTRACTED MEASURES

Percent of Target

As Originally Published

## BOARD CONTRACT YEAR 2023 YEAR END REPORT

Green = +P    White = MP    Yellow = MP but At Risk    Red = -P

Board	WIOA Outcome Measures														
	Adult					DW					Youth				
	Employed Q2 Post-Exit	Employed Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential Rate	Measurable Skills Gains (YTD-Only)	Employed Q2 Post-Exit	Employed Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential Rate	Measurable Skills Gains (YTD-Only)	Employed/Enrolled Q2 Post-Exit	Employed/Enrolled Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential Rate	Measurable Skills Gains (YTD-Only)
Alamo	95.45%	93.84%	105.03%	101.45%	100.89%	100.24%	99.88%	99.36%	101.46%	97.29%	96.23%	96.48%	114.44%	114.33%	99.50%

Board	WIOA Outcome Measures (cont.)			Reemployment and Employer Engagement		Participation		Total Measures			
	C&T Participants			Claimant ReEmployment within 10 Weeks	Employers Rcvg Wkfc Asst Fm Bds or Self Svc	Choices Full Engagement Rate	Average # Children Served Per Day-Combined	+P	MP	-P	% MP & +P
	Employed/Enrolled Q2 Post-Exit	Employed/Enrolled Q2-Q4 Post-Exit	Credential Rate								
Alamo	98.97%	104.92%	95.47%	93.72%	107.20%	127.86%	106.27%	5	16	1	95%



# Formula - Funded Grants

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- The following performance measures are track on the Monthly Performance Report (MPR):
  - Adult, Dislocated Worker, Youth, C&T Employed Q2 Post-Exit
  - Adult, Dislocated Worker, Youth, C&T Employed Q4 Post-Exit
  - Adult, Dislocated Worker, Youth Median Earnings Q2 Post-Exit
  - Adult, Dislocated Worker, Youth, C&T Credential Rate
  - Adult, Dislocated Worker, Youth, Measurable Skills Gains
  - Claimant ReEmployment within 10 Weeks
  - Employers Receiving Workforce Assistance From Boards or Self Service
  - Choices Full Engagement Rate
  - Average # Children Served Per Day-Combined



# How are Performance Measures Tracked?

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- **Employed Q2 Post Exit:** The percent of exiting program participants (Exiters) Employed in the 2<sup>nd</sup> Calendar Quarter after Exit.
- **Employed Q4 Post Exit:** The percent of exiting program participants (Exiters) Employed in the 4<sup>th</sup> Calendar Quarter.
- **Median Earnings Quarter 2 Post Exit:** The median earnings in the 2<sup>nd</sup> Calendar Quarter after exit for participants employed in the 2<sup>nd</sup> Calendar Quarter after exit.
- **Credential Rate:** The percent of Exiting program participants (Exiters) who were in training/education other than OJT or Employer Customized Training and who achieved a Recognized Credential withing one Year of Exit.

# How are Performance Measures Tracked?

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- **Measurable Skills Training:** The percent of program participants who (during the program year) were enrolled in an Education or Training program that leads to a recognized postsecondary credential or employment and who are achieving documented academic, technical, occupational, or other forms of progress towards, such as, credential or employment.
- **Claimant Reemployment within 10 Weeks:** The percent of monetarily eligible, registered initial claimants subject to work search reemployed within 10 weeks.
- **Number of Employers Receiving Workforce Assistance:** The number of employer reporting units served.
- **Choices Full Engagement Rate:** The percentage of Employment Expected Choices Families that meet their participation goal through any combination of allowable activities supplemented by employment preferred families and those in the two month ramp up phase who meet participation in the same activities.
- **Average Number Children Served Per Day:** The Average Number of Units of Low Income, Transitional Homelessness, Choices, TANF Applicant, SNAP E&T, and Former DFPS Child Care paid for or subsidized by CCDF or Title funds during the performance period.



# Targets Needed to Meet Measure

## TWC-Contracted Performance

	EOY Report	Exiters		Target	Lagged	
		Period	Year			
Employed Q2 Post Exit – Adult (DOL)	August	July to June	previous	Meeting >= 90%	YES	
Employed Q4 Post Exit – Adult (DOL)		Jan to Dec				
Median Earnings Q2 Post Exit – Adult (DOL)		July to June				
Credential Rate – Adult (DOL)		Jan to Dec	previous			
Measurable Skills Gains - Adult (DOL)		July to June				
Employed Q2 Post Exit – DW (DOL)		July to June				
Employed Q4 Post Exit – DW (DOL)		Jan to Dec	previous			
Median Earnings Q2 Post Exit – DW (DOL)		July to June				
Credential Rate – DW (DOL)		Jan to Dec				
Measurable Skills Gains - DW (DOL)		July to June	previous			
Employed/Enrolled Q2 Post Exit – Youth (DOL)		July to June				
Employed/Enrolled Q4 Post Exit – Youth (DOL)		Jan to Dec				
Median Earnings Q2 Post Exit – Youth (DOL)		July to June	previous			
Credential Rate – Youth (DOL)		Jan to Dec				
Measurable Skills Gains - Youth (DOL)		July to June				
Employed/Enrolled Q2 Post Exit – C&T Participants		July to June	previous			Meeting >=95%
Employed/Enrolled Q2-Q4 Post Exit – C&T Participants		Jan to Dec				
Credential Rate – C&T Participants		Jan to Dec				
Claimant Reemployment within 10 Weeks	September	previous month	same	Meeting >= 95%	NO	
Employers Receiving Workforce Assistance from Boards or Self-Service						
Choices Full Engagement Rate - All Family Total	September	previous month	same	Meeting >= 95%		
Avg # Children Served Per Day - Combined				refer to child care		

Source: TWC's Monthly Performance Reporting (MPR) Access Database



# Individual Measures Status YTD

## INDIVIDUAL MEASURES - MEETING/NOT MEETING STATUS

	Sep23	Oct23	Nov23	Dec23	Jan24	Feb24	Mar24	Apr24	May24	Jun24	Jul24	Aug24	Sep24	EOY	Months Not Meeting	% of Year Meeting
<b>TWC-Contracted Performance</b>																
Employed Q2 Post Exit - Adult (DOL)	MP	MP	MP	-P											1	75.00%
Employed Q4 Post Exit - Adult (DOL)	MP	MP	MP	-P											1	75.00%
Median Earnings Q2 Post Exit - Adult (DOL)	-P	-P	-P	-P											4	0.00%
Credential Rate - Adult (DOL)	-P	-P	-P	-P											4	0.00%
Measurable Skills Gains - Adult (DOL)	-P	-P	-P	MP											3	25.00%
Employed Q2 Post Exit - DW (DOL)	MP	MP	MP	MP											0	100.00%
Employed Q4 Post Exit - DW (DOL)	MP	MP	MP	MP											0	100.00%
Median Earnings Q2 Post Exit - DW (DOL)	MP	MP	MP	MP											0	100.00%
Credential Rate - DW (DOL)	-P	-P	-P	MP											3	25.00%
Measurable Skills Gains - DW (DOL)	-P	-P	-P	-P											4	0.00%
Employed/Enrolled Q2 Post Exit - Youth (DOL)	MP	MP	MP	MP											0	100.00%
Employed/Enrolled Q4 Post Exit - Youth (DOL)	-P	-P	-P	-P											4	0.00%
Median Earnings Q2 Post Exit - Youth (DOL)	MP	MP	MP	+P											0	100.00%
Credential Rate - Youth (DOL)	-P	MP	MP	MP											1	75.00%
Measurable Skills Gains - Youth (DOL)	-P	-P	-P	-P											4	0.00%
Employed/Enrolled Q2 Post Exit - C&T Participants	MP	n a	n a	n a											0	100.00%
Employed/Enrolled Q2-Q4 Post Exit - C&T Participants	MP	n a	n a	n a											0	100.00%
Credential Rate - C&T Participants	-P	n a	n a	n a											1	75.00%
<b>Claimant Reemployment within 10 Weeks*</b>																
Employers Receiving Workforce Assistance from Boards or Self-Service	n a	n a	n a	n a											0	100.00%
	n a	n a	n a	n a											0	100.00%
<b>Choices Full Engagement Rate - All Family Total</b>																
Avg # Children Served Per Day - Combined	n a	n a	n a	n a											0	100.00%
	-P	-P	-P	-P											3	25.00%

Source: TWC's Monthly Performance Reporting (MPR) Access Database

not meeting	9	7	7	7
meeting	9	8	8	8
% of measures meeting	50.0%	46.7%	46.7%	46.7%

highlights <50%

# Cases or Dollar Amount Needed to Meet Performance Per Measure



## NUMBER OF PARTICIPANTS (NEEDED TO MEET THE % OF TARGET)

TWC-Contracted Performance	Dec23	Jan24	Feb24	Mar24	Apr24	May24	Jun24	Jul24	Aug24	Sep24
Employed Q2 Post Exit - Adult (DOL)	-1									
Employed Q4 Post Exit - Adult (DOL)	-4									
Median Earnings Q2 Post Exit - Adult (DOL)	-\$1,802.83									
Credential Rate - Adult (DOL)	-13									
Measurable Skills Gains - Adult (DOL)	1.33									
Employed Q2 Post Exit - DW (DOL)	9									
Employed Q4 Post Exit - DW (DOL)	3									
Median Earnings Q2 Post Exit - DW (DOL)	-\$740.69									
Credential Rate - DW (DOL)	1									
Measurable Skills Gains - DW (DOL)	-7									
Employed/Enrolled Q2 Post Exit - Youth (DOL)	7									
Employed/Enrolled Q4 Post Exit - Youth (DOL)	-12									
Median Earnings Q2 Post Exit - Youth (DOL)	\$545.32									
Credential Rate - Youth (DOL)	2									
Measurable Skills Gains - Youth (DOL)	-26									
Employed/Enrolled Q2 Post Exit - C&T Participants	na									
Employed/Enrolled Q2-Q4 Post Exit - C&T Participants	na									
Credential Rate - C&T Participants	na									
Claimant Reemployment within 10 Weeks	na									
Employers Receiving Workforce Assistance from Boards or Self-Service	na									
Choices Full Engagement Rate - All Family Total										
Avg # Children Served Per Day - Combined										

Source: TWC's Monthly Performance Reporting (MPR) Access Database

# Current Year Target VS Prior Year End Target



## Performance Target Changes

	Targets			Absolute Chg		Relative Chg		Target Change Estimates			
	EOY23	Sep23	Dec23	EOY23- Sep23	Sep- Dec23	EOY23- Sep23	Sep- Dec23	-5%	-2%	2%	5%
1 Employed Q2 Post Exit - Adult (DOL)	74.70%	76.50%	76.50%	1.80%	0.00%	2.41%	0.00%	72.68%	74.97%	78.03%	80.33%
2 Employed Q4 Post Exit - Adult (DOL)	79.60%	75.30%	75.30%	-4.30%	0.00%	-5.40%	0.00%	71.54%	73.79%	76.81%	79.07%
3 Median Earnings Q2 Post Exit - Adult (DOL)	\$7,600.00	\$8,300.00	\$8,300.00	\$700.00	0.00%	9.21%	0.00%	\$7,885.00	\$8,134.00	\$8,466.00	\$8,715.00
4 Credential Rate - Adult (DOL)	75.80%	85.00%	85.00%	9.20%	0.00%	12.14%	0.00%	80.75%	83.30%	86.70%	89.25%
5 Measurable Skills Gains - Adult (DOL)	67.40%	66.80%	66.80%	-0.60%	0.00%	-0.89%	0.00%	63.46%	65.46%	68.14%	70.14%
6 Employed Q2 Post Exit - DW (DOL)	82.00%	76.90%	76.90%	-5.10%	0.00%	-6.22%	0.00%	73.06%	75.36%	78.44%	80.75%
7 Employed Q4 Post Exit - DW (DOL)	83.50%	83.50%	83.50%	0.00%	0.00%	0.00%	0.00%	79.33%	81.83%	85.17%	87.68%
8 Median Earnings Q2 Post Exit - DW (DOL)	\$11,000.00	\$10,300.00	\$10,300.00	-\$700.00	0.00%	-6.36%	0.00%	\$9,785.00	\$10,094.00	\$10,506.00	\$10,815.00
9 Credential Rate - DW (DOL)	75.60%	85.00%	85.00%	9.40%	0.00%	12.43%	0.00%	80.75%	83.30%	86.70%	89.25%
10 Measurable Skills Gains - DW (DOL)	73.70%	71.70%	71.70%	-2.00%	0.00%	-2.71%	0.00%	68.12%	70.27%	73.13%	75.29%
11 Employed/Enrolled Q2 Post Exit - Youth (DOL)	71.70%	80.00%	80.00%	8.30%	0.00%	11.58%	0.00%	76.00%	78.40%	81.60%	84.00%
12 Employed/Enrolled Q4 Post Exit - Youth (DOL)	76.60%	83.00%	83.00%	6.40%	0.00%	8.36%	0.00%	78.85%	81.34%	84.66%	87.15%
13 Median Earnings Q2 Post Exit - Youth (DOL)	\$3,700.00	\$3,900.00	\$3,900.00	\$200.00	0.00%	5.41%	0.00%	\$3,705.00	\$3,822.00	\$3,978.00	\$4,095.00
14 Credential Rate - Youth (DOL)	65.60%	74.60%	74.60%	9.00%	0.00%	13.72%	0.00%	70.87%	73.11%	76.09%	78.33%
15 Measurable Skills Gains - Youth (DOL)	80.60%	80.10%	80.10%	-0.50%	0.00%	-0.62%	0.00%	76.10%	78.50%	81.70%	84.11%
16 Employed/Enrolled Q2 Post Exit - C&T Participants	68.10%	68.10%	n/a	0.00%	na	0.00%	na	64.70%	66.74%	69.46%	71.51%
17 Employed/Enrolled Q2-Q4 Post Exit - C&T Participants	83.40%	83.40%	n/a	0.00%	na	0.00%	na	79.23%	81.73%	85.07%	87.57%
18 Credential Rate - C&T Participants	70.90%	70.90%	n/a	0.00%	na	0.00%	na	67.36%	69.48%	72.32%	74.45%
19 Claimant Reemployment within 10 Weeks	59.89%	93.89%	n/a	34.00%	na	56.77%	na	89.20%	92.01%	95.77%	98.58%
20 Employers Receiving Workforce Assistance from Boards or Self-Service	5596	5596		0		0.00%		5316	5484	5708	5876
21 Choices Full Engagement Rate - All Family Total	50.00%	50.00%	n/a	0.00%	na	0.00%	na	47.50%	49.00%	51.00%	52.50%
22 Avg # Children Served Per Day - Combined											

Source: TWC's Monthly Performance Reporting (MPR) Access Database

**TWC updates targets to reflect more current casemix and industry (TWC may update the targets three times this year)**

RELATIVE CHANGE →	average	5.49%
	median	0.00%
By Grant	Adult	3.49%
	DW	-0.57%
	Youth	7.69%
	C&T	0.00%
By Type of Measure	REEMS	28.39%
	EmpQ2	2.59%
	EmpQ4	0.98%
	ME	2.75%
	Cred	12.76%
	MSGs	-1.41%



# MPR Next Steps

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- Targets might be updated twice during this program year
- The board is moving towards tracking performance measures in different ways
- Exception Reports
- C2 and Serco Next Steps



# 2023 Workforce Grants & Project Updates

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## Training and Employment Navigator Pilot

**\$195,856**

Aims to deter repeated victimization of sex-trafficked youth and foster youth ages 16-25 by aiding them in navigating Workforce Center services and increase their chances of securing employment or obtaining higher education.

Target Enrollment	Q7 Active Enrollment	Total YTD Participants Served
12	16	49

Timeline: October 1, 2022 - October 30, 2025  
In April 2023, Grant was extended for two more years. A no cost grant extension was done until January 31, 2023.





# 2023 Workforce Grants & Project Updates

## Military Family Support Prog. (MFSP)

\$221,896

For BCY 2023:		
YTD Total Enrollments	Training	Support Services
31	4	7

Timeline: January 1, 2024 - December 31, 2024

### Targeted Industries:

- Health
- IT/Cybersecurity

Provides active-duty military spouses with job search assistance and training.

- Strengthening partnership with JBSA, US Chamber of Commerce Foundation-Hiring Our Heroes, Spouse Networking Groups.
- Braiding Ready to Work



# 2023 Workforce Grants & Project Updates

## Gears for Careers: Middle Skills Pilot

**\$116,439.00**

**Timeline: March 8, 2023 – March 7, 2024**

The Middle Skills Employment Pilot Program is designed to support Texans preparing to join the workforce or who have upskilled and gained new employment. Services provided:

- **Supplies**
- **Clothing**
- **Other support services**

**Timeline: January 1, 2023 - December 31, 2023**

<b>BCY23</b>
<b>Referrals</b>
<b>87</b>

Priority clients:

- Incarcerated at local correctional facilities and scheduled to be released within 60 days
- Veterans or Military Spouses
- Foster Youth/Former Foster Youth



Or use the link below:  
<https://bit.ly/WSA-GearForCareers>



# Workforce Commission Initiatives Grant

## Texas Veterans Leadership Prog. (TVLP)

**\$18,895.00**

For BCY 2023:		
Job Fairs Attended	Veterans Outreach	Submitted Work Opp. Tax Credit App.
3	226	24

Timeline: October 1, 2023 – September 30, 2024

### Other initiatives are included in this grant

Support the agency’s Texas Veterans Leadership Program (TVLP) staff. The board shall ensure agency TVLP staff is provided access to and use of common equipment, software or hardware platforms, consumables, and telecommunications networks in shared facilities. The board may acquire goods or services needed to support the agency’s TVLP staff.



# 2023 Workforce Grants & Project Updates

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## Re-Employment Services and Eligibility Assessment (RESEA)

**\$576,704**

Provides Unemployment Insurance (UI) claimants a variety of services to support their re-employment before benefits expire. Prior year funds expended. **Grant renewed for BCY23.**

- **For WSA** – Per last TWC report, monthly RESEA reporting is at 95.5%.
- "RESEA services are required within 7 days" - 80% completion rate required for boards in BCY 2023.



**Timeline: October 1, 2023 – September 31, 2024**



# 2023 Workforce Grants & Project Updates

## Ready to Work Program

**\$105,781,953**

Ready to Work is a one-of-a-kind program to help San Antonio residents find easy access to education and quality jobs. Ready to Work is funded by a 1/8 cent sales and use tax collected through December 2025. \*Data 10.31.23.

### WSA Ready to Work Subgrantees

1. AVANCE
2. C2 Global
3. Chrysalis
4. Family Service Association
5. San Antonio Food Bank
6. Texas A&M San Antonio
7. YWCA San Antonio

FY22/24 Goals (April – June)	WSA Applicants Interviewed	Case Managed / Enrolled in Training	Completed Training	Placed in Quality Jobs
	7332	6367		
YTD	4365	2617	302*	146

\*Clients actively seeking employment: 156

Data validation is confirmed up to December 12, 2023, as a result of the migration to the new SYNC system.



## MEMORANDUM

**To:** Board of Directors  
**From:** Adrian Lopez, CEO  
**Presented By:** Teresa Chavez, COO  
**Date:** March 1, 2024  
**Subject:** Workforce Center Certifications

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**Summary:** As of December 20, 2023, 16 WSA workforce centers have been certified by TWC according to WIOA Workforce Center Requirements. The centers that have been certified are Hondo, Pleasanton, Seguin, Kerrville, Bandera, Pearsall, Boerne, New Braunfels, Fredericksburg, Floresville, Kennedy, Walzem, Marbach, South Flores, East Houston and DataPoint. Staff has submitted a Y-9 form for Tilden, Bexar County Justice Center, Military Support at JBSA and San Antonio Food Bank. Y-9 form is a form that must be submitted to TWC before a center can be considered to go through the WIOA certification.

**Analysis:** This certification assists WSA to be in compliance with WIOA requirements as well as with TWC requirements. All workforce boards are required to have at least one comprehensive center, which is DataPoint, and as many affiliate sites as needed. Comprehensive center is where all required workforce partner programs and services are available, either physically co-located or through direct linkage. An affiliate site is a Workforce Solutions Office where job seekers and employers can access the programs, services, and activities of one or more workforce partners and where the operation of the Workforce Solutions Office adds a cost to the board's operational budget, or the board is responsible for oversight and management of the center.

**Alternatives:** None.

**Fiscal Impact:** None.

**Recommendation:** None.

[workforcesolutionsalamo.org](http://workforcesolutionsalamo.org)  
[communications@wsalamo.org](mailto:communications@wsalamo.org)

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

A proud partner of the AmericanJobCenter network.



**Next Steps:** Mark our calendars for the next workforce center certification which will be three years from now. Once we receive the approved Y-9 forms for the other locations we can save them for the next workforce center certification date to submit them for certification.

# Texas Workforce Commission

A Member of Texas Workforce Solutions

Bryan Daniel, Chairman  
Commissioner Representing  
the Public

Alberto Treviño III  
Commissioner Representing  
Labor

Joe Esparza  
Commissioner Representing  
Employers

Edward Serna  
Executive Director

December 20, 2023

Mr. Adrian Lopez  
Chief Executive Officer  
100 N. Santa Rosa St., Suite 120  
San Antonio, Texas 78207

Dear Mr. Lopez:

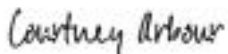
We are pleased to notify you that the Workforce Solutions Offices overseen by the Workforce Solutions Alamo (Board) meet the standards required by the Workforce Innovation and Opportunity Act (WIOA). Once every three years, the Texas Workforce Commission's (TWC) review team verifies that the Workforce Solutions Offices in each local workforce development area (workforce area) meet the WIOA standards.

TWC commends the Board for providing high-quality services to customers in its local workforce area. As a partner of the American Job Center Network, your Workforce Solutions Offices serve as a critical source of assistance for job seekers, employees who want to advance in their careers, and employers that need human resource assistance. The Board's commitment, hard work, and dedication add value to our workforce system.

Additionally, please share with your staff our sincere appreciation for helping TWC complete the review. We look forward to continuing to work as partners with you to meet the needs of employers and job seekers in your community.

If you have questions or need assistance, please contact Shunta Williams, Deputy Director, Board Support & Agency Administered Programs, at (512) 516-0030 or [shunta.williams@twc.texas.gov](mailto:shunta.williams@twc.texas.gov).

Sincerely,



Courtney Arbour, Director  
Workforce Development Division

cc: Ms. Leslie Cantu, Board Chair, Workforce Solutions Alamo  
Ms. Shunta Williams, Deputy Director, Board Support & Agency Administered Programs, TWC

101 E. 15th Street • Austin, Texas 78778-0001 • (512) 463-2222 • [twc.texas.gov](http://twc.texas.gov)  
Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities.  
Relay Texas: 800-735-2989 (TTY) and 711 (Voice).







# Overview of Centers

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- **Comprehensive Center:** Each workforce area must include at least one comprehensive center where all required workforce partner programs and services are available, either physically co-located or through direct linkage. Direct linkage through technology provides customers with access to program staff who can provide meaningful information or services for those workforce partner programs not physically located in a comprehensive center.
- **Affiliate Site:** A Workforce Solutions Office where job seekers and employers can access programs, services, and activities of one or more workforce partners and where the operation of the Workforce Solutions Office adds a cost to the board's operational budget, or the board is responsible for oversight and management of the center.



# Center Certification Outcomes

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- WSA workforce centers met the standards required by the Workforce Innovation and Opportunity Act (WIOA) during TWC review. Workforce centers are now certified for the next three years. Certification started as of December 20, 2023.
- The following centers have been certified: Hondo, Pleasanton, Seguin, Kerrville, Bandera, Pearsall, Boerne, New Braunfels, Fredericksburg, Floresville, Kennedy, East Huston, DataPoint, South Flores, Marbach and Walzem.
- We have submitted a Y-9 form for the following locations: Tilden, Bexar County Justice Center, MFSP at JBSA, and SA Food Bank.



# IT IMPLEMENTATION PROGRESS REPORT

Chuck Agwuegbo, Director of Innovation and Technology





# Initial Challenges

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The Organization previously faced significant technology challenges with the absence of a culture of innovation and technology roadmap leading to:

- Limited collaboration and lack of proactive oversight
- Inconsistent security standards and controls
- Exposure based on end-of-life equipment management

This increased vulnerability to exploits and reduced ability to anticipate and address emerging threats resulting in a security incident addressed by TWC through a corrective action plan. WSA successfully completed all elements of the plan.



# Current Technology Roadmap

ACCOMPLISHED IN CY 2023-2024

## PREVIOUS STATE OF IT INFRASTRUCTURE



### Business Continuity (BCP) & Disaster Recovery (DR):

Data replication between sites with no offsite back up or DR/BCP in place



### Best practice processes

- Very limited documented processes



### Security

- Endpoint security
- Web filtering
- Network base filtering

### Training

- No formal training portal exists
- Enterprise skill sets are siloed

## FUTURE STATE OF IT INFRASTRUCTURE

- Establish an enterprise backup and disaster recovery solution plan that will be validated periodically based on approved time frame
- ISP redundancy in remote sites

- Implement best practice processes and document in IT centralized repository

- Implement comprehensive Endpoint security
- Implement full scale Intrusion Prevention/Detection
- Cloud based web filtering suitable to remote work
- Upgrade network base firewall
- Install Application base firewall
- Fully Implement Data Loss Prevent (DLP) solution
- Disk Encryption on user laptops
- Implement Single Sign On and 2 factor authentication
- Establish best practice across Active Directory (re)

- Ensure that employees are working along side with consultants and knowledge is being transferred
- Establish skill redundancy across the team
- Enterprise skill sets are siloed

- Establish an immutable enterprise backup solution then proceeded to migrate services to the cloud establishing a redundant infrastructure - shared drive, MIP, etc.
- Implemented IT best practices across the organization and created centralized repository for “How to documents””
- Implemented the following:
  - A Cisco Enterprise Security Solution
  - A 24/7 security operational center (SOC)– comes with a \$500,000 cybersecurity insurance policy
  - Bitlocker end user encryption
  - Password manager
  - Mobile device manager
  - Active directory auditor
- Knowledge transfer was performed when adopting new technology along with documentation that will ensure team is able to effectively manage suite of products
- Cross functional knowledge transfers is now happening across the team



# Current Technology Roadmap

ACCOMPLISHED IN CY 2023-2024

## PREVIOUS STATE OF IT INFRASTRUCTURE

### Upgrade

- No process in place, replacement is performed only when a device is down. Too reactive

### Helpdesk system

- Outdated helpdesk system

### Cloud Strategy

- Non existing today

## FUTURE STATE OF IT INFRASTRUCTURE

- Implement an asset management system
- Procure and replace EOL devices

- Implement enterprise helpdesk system that is mobile accessible and can be integrate to a KMS

- Explore cloud strategy for cost benefit analysis

- Upgrade over 35 end of life equipment
- Implemented proactive monitoring tools and installed on core infrastructure, integrating alerts with security operation center
- Cutdown average ticket response time
- Trained staff on how to submit a helpdesk ticket and created documentation
- Planned replacement of helpdesk system for later this year
- Implemented a robust cloud solution

# Accomplished through CY 2022 - 2023



Procured and replaced over 35 end of life hardware elements such as routers and switches that were no longer supported by manufacturer

Streamlined network equipment by lowering number of hardware components and upgrading patches on remaining equipment lowering exposure in both number of hardware devices to be managed and exposure created by outdated patches

Retired a third of on-premises servers and migrated mission critical core services such as Microix (purchase approval application) and Cabinet (programs and fiscal records repository) and shared drives to the cloud.



# Cloud Strategy Success

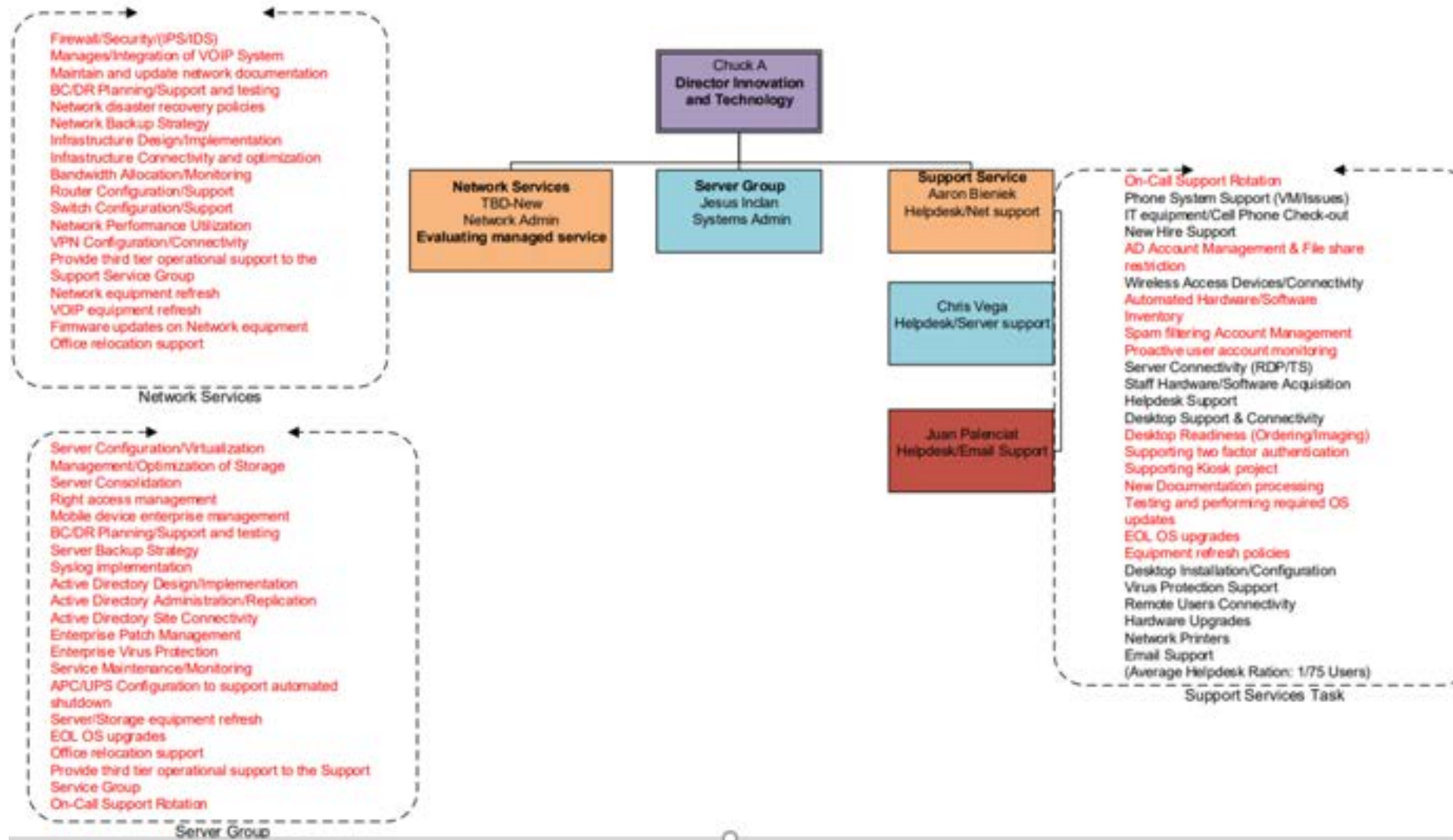
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- Our transition to the cloud was seemingly with little to no downtime.
- We have been running successfully in the cloud environment for over 6 months.
- Implement a cloud strategy to migrate directly to the cloud and allow physical datacenter to be fall back if any issues arise.
- All application licenses migrated to the cloud such as Cabinet, Microix, MIP.
- Link to Cloud via Multiprotocol Label Switching (MPLS), SDWAN or private WAN for reliable, secure, and efficient data transmission.
- Disaster Recovery/Business Continuity Plan Enhancements:
  - Multiple service providers, highly secured environment, scalable and flexible, elimination of capex cost.
  - Standard of 4-hour recovery time objective (RTO) compliant with internal SLA validated as compliant with local and TWC NIST framework.
  - Consolidation of multiple data centers eliminating any single point of failure.





# Previous Org Chart

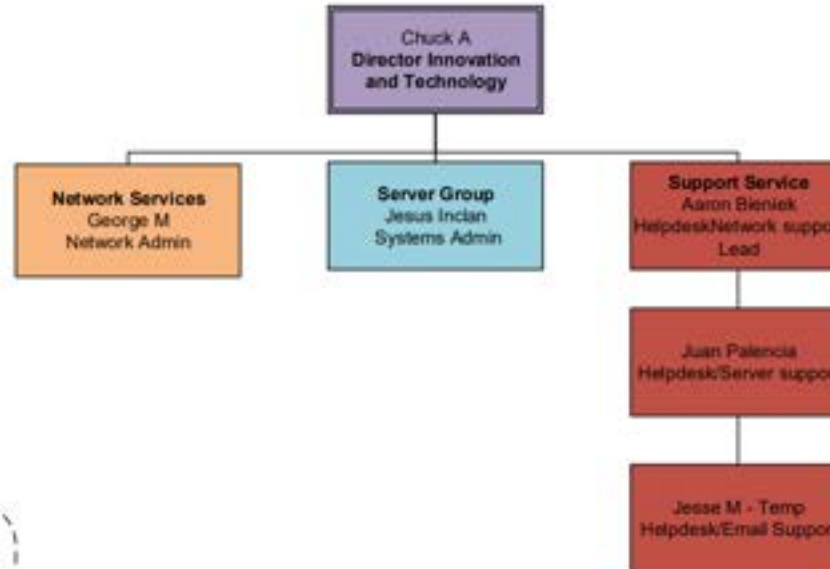




# Current Org Chart

Firewall/Security(IPS/IDS)  
 Manages/Integration of VOIP System  
 Maintain and update network documentation  
 BC/DR Planning/Support and testing  
 Network disaster recovery policies  
 Network Backup Strategy  
 Infrastructure Design/Implementation  
 Infrastructure Connectivity and optimization  
 Bandwidth Allocation/Monitoring  
 Router Configuration/Support  
 Switch Configuration/Support  
 Network Performance Utilization  
 VPN Configuration/Connectivity  
 Provide third tier operational support to the Support Service Group  
 Network equipment refresh  
 VOIP equipment refresh  
 Firmware updates on Network equipment  
 Office relocation support

Network Services



On-Call Support Rotation  
 Phone System Support (VM/Issues)  
 IT equipment/Cell Phone Check-out  
 New Hire Support  
 AD Account Management & File share restriction  
 Wireless Access Devices/Connectivity  
 Automated Hardware/Software Inventory  
 Spam filtering Account Management  
 Proactive user account monitoring  
 Server Connectivity (RDP/TS)  
 Staff Hardware/Software Acquisition  
 Helpdesk Support  
 Desktop Support & Connectivity  
 Desktop Readiness (Ordering/Imaging)  
 Supporting two factor authentication  
 Supporting Kiosk project  
 New Documentation processing  
 Testing and performing required OS updates  
 EOL OS upgrades  
 Equipment refresh policies  
 Desktop Installation/Configuration  
 Virus Protection Support  
 Remote Users Connectivity  
 Hardware Upgrades  
 Network Printers  
 Email Support  
 (Average Helpdesk Ratio: 1/75 Users)

Support Services Task

Server Configuration/Virtualization  
 Management/Optimization of Storage  
 Server Consolidation  
 Right access management  
 Mobile device enterprise management  
 BC/DR Planning/Support and testing  
 Server Backup Strategy  
 Syslog implementation  
 Active Directory Design/Implementation  
 Active Directory Administration/Replication  
 Active Directory Site Connectivity  
 Enterprise Patch Management  
 Enterprise Virus Protection  
 Service Maintenance/Monitoring  
 APC/UPS Configuration to support automated shutdown  
 Server/Storage equipment refresh  
 EOL OS upgrades  
 Office relocation support  
 Provide third tier operational support to the Support Service Group  
 On-Call Support Rotation

Server Group



# Additional Projects Completed

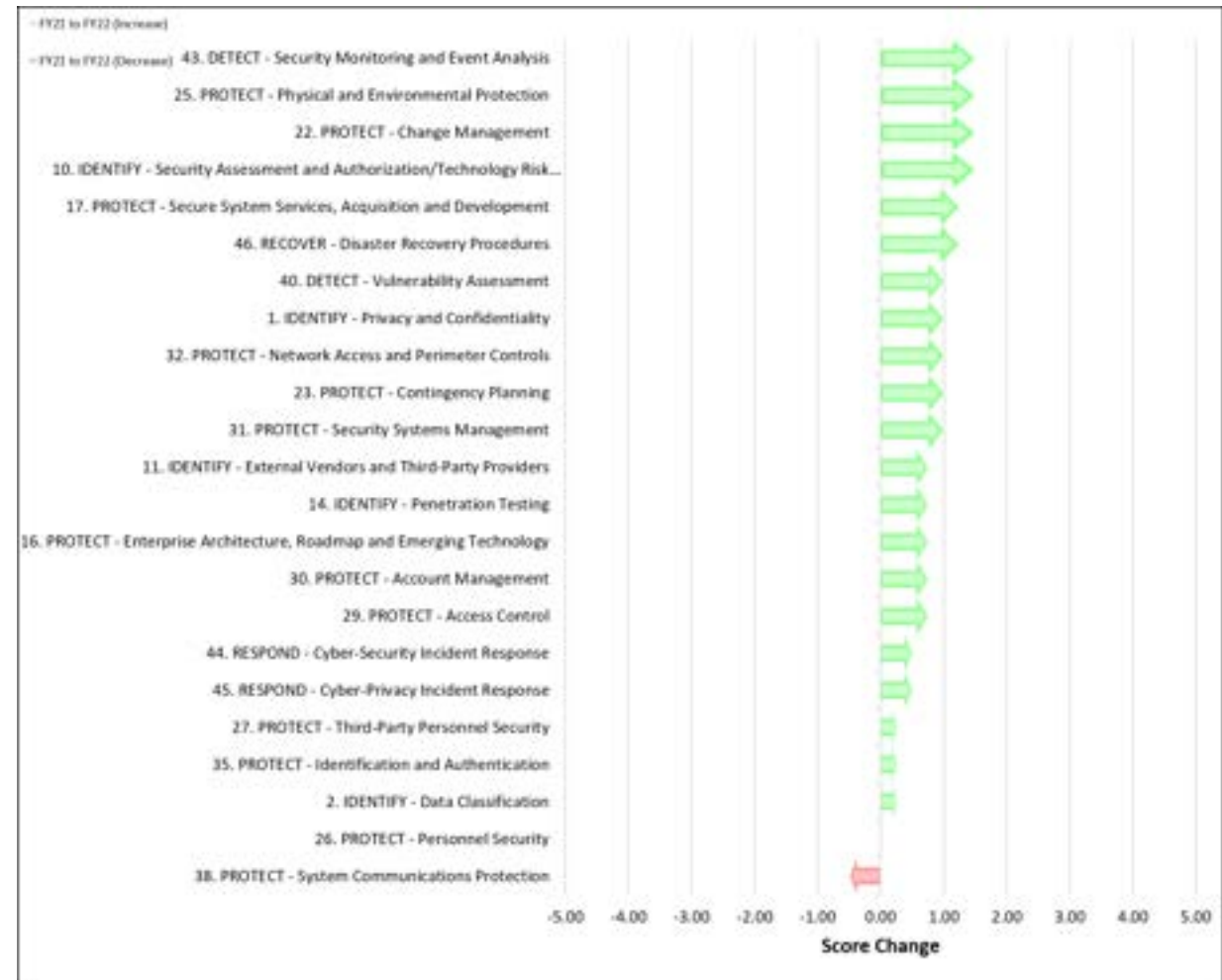
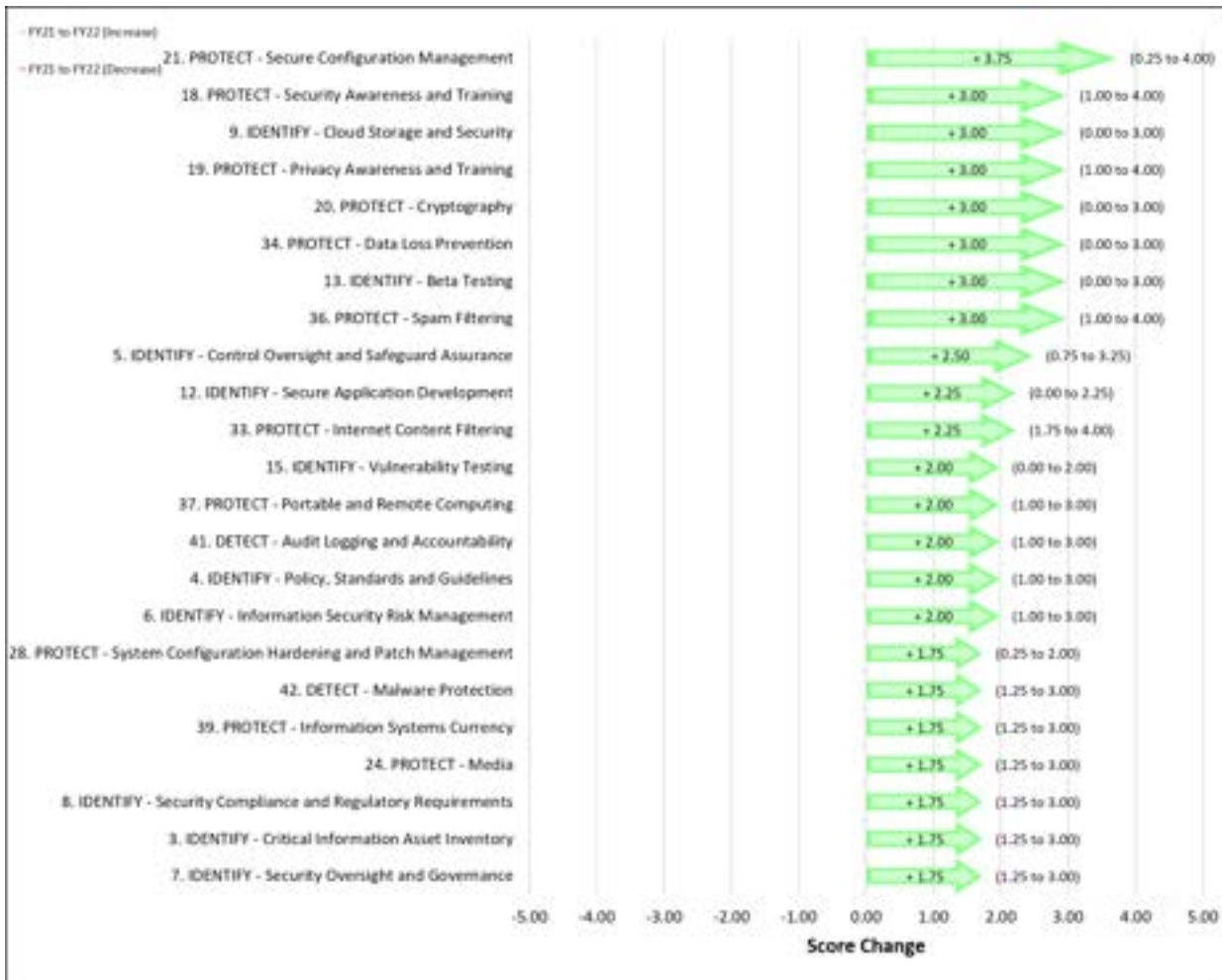
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- Upgrade of enterprise wireless
- New roll out of ADA equipment
- Hardware upgrades for our resource rooms
- Infrastructure upgrade and streamlining
- Telecommunication optimization
- Project management tool





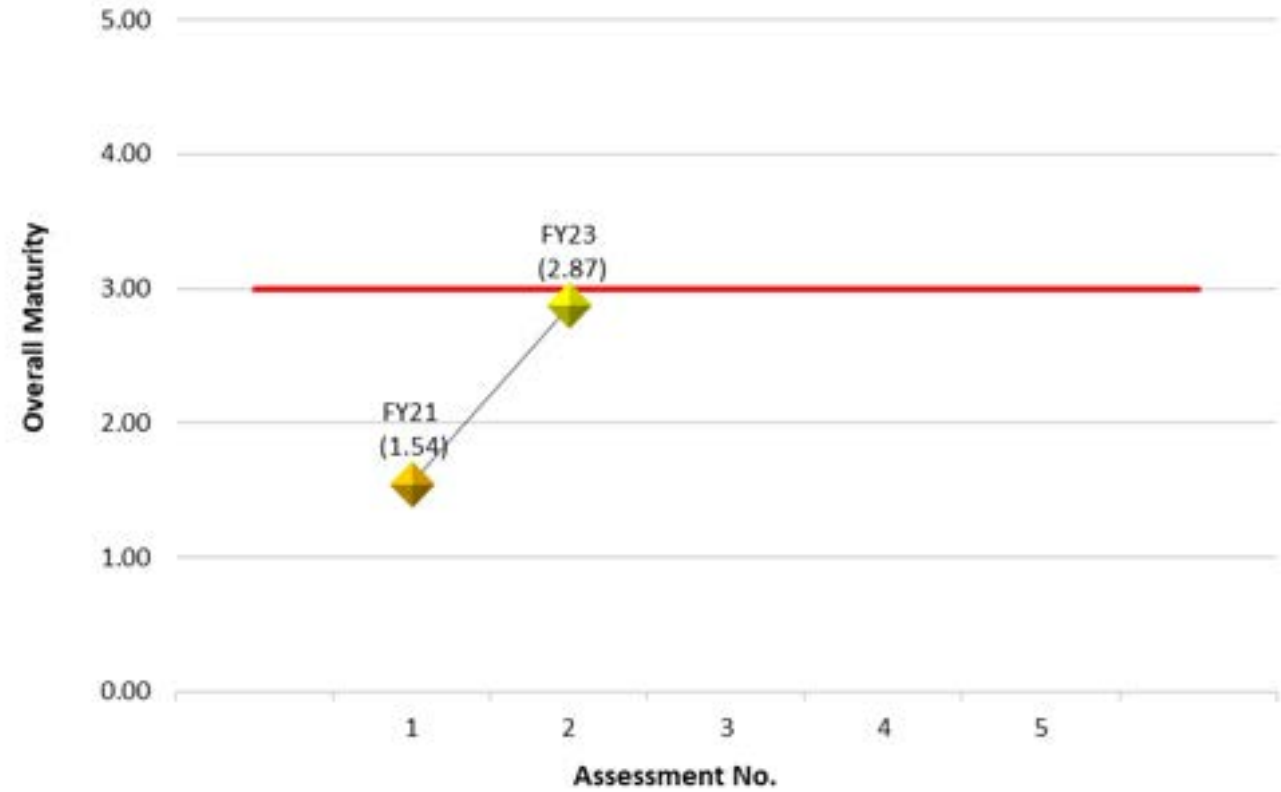
# Maturity – Historical Trends



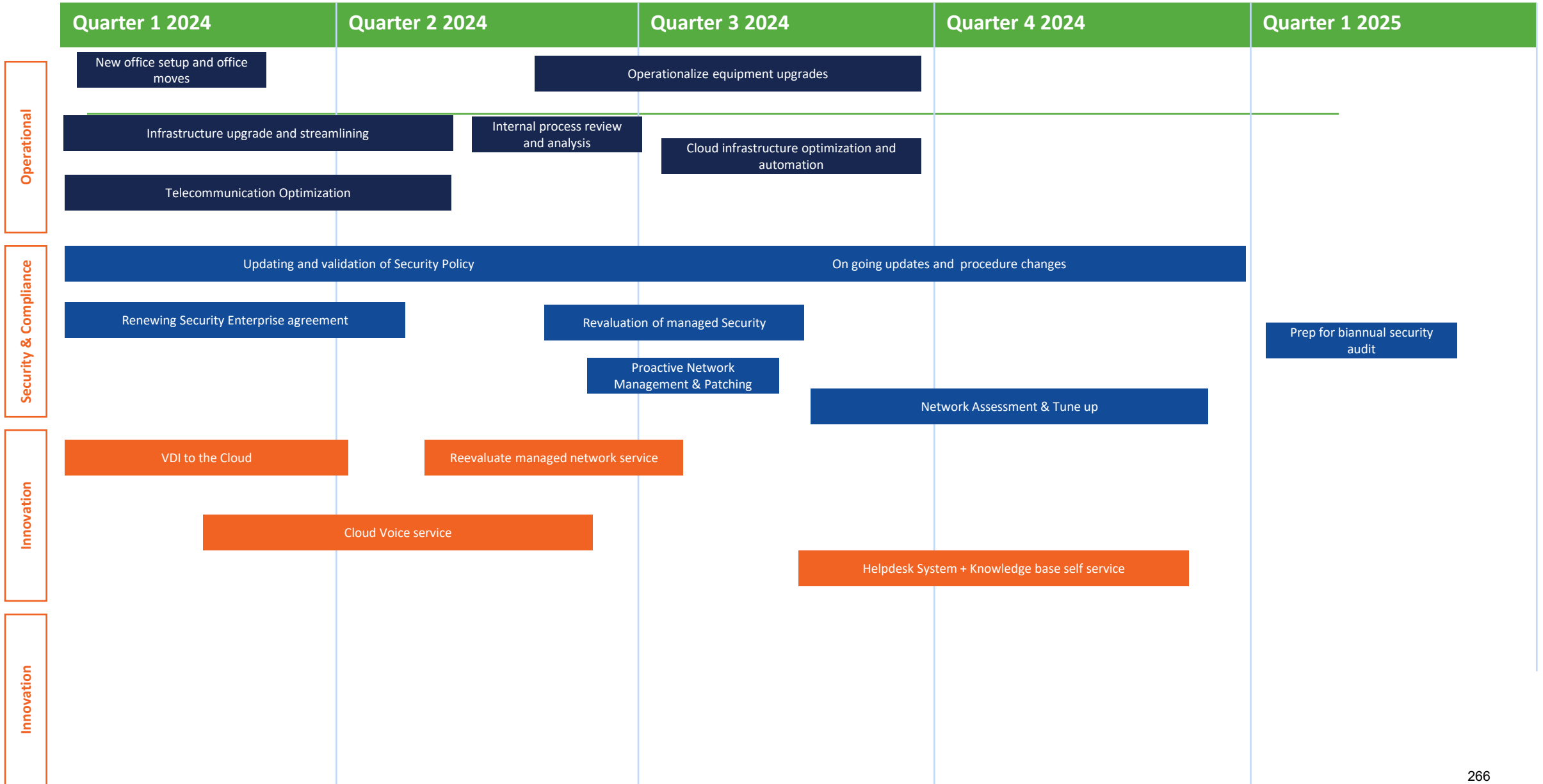


# Overall Comparison to 2021 Audit findings

- ◆ Level 0
- ◆ Level 1
- ◆ Level 2
- ◆ Level 3
- ◆ Level 4
- ◆ Level 5



# WSA IT Roadmap





# Seeking Board Approval

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- Migration of voice to the cloud
- Renewal of cisco enterprise license agreement



# Questions







# Audit & Finance

Committee Report





## MEMORANDUM

**To:** Board of Directors  
**From:** Adrian Lopez, CEO  
**Presented By:** Gabriela Navarro Garcia, Controller, and Angela Bush, CFO Consultant  
**Date:** March 1, 2024  
**Subject:** FY24 Budget Amendment #1

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**Summary:** The board staff prepares a budget based on the assumption of planned allocations from the Texas Workforce Commission and anticipated carryover funds from existing contracts. The budget is prepared by utilizing Texas Workforce Commission planning estimates and forecasting contractor expenditures before actual budgets and allocations are received. Budget Amendment #1 provides a reconciliation of actual to those estimates.

**Analysis:** The board requests approval to increase the budget from \$192,112,907 to \$197,870,857, an increase of \$5,757,950, or approximately 3%. The increase is primarily in service delivery, with \$5,381,483 in Childcare Quality and Ready-to-Work; additional adjustments are summarized below.

**Corporate:** Corporate expenditures were initially budgeted at \$9,345,696. The board is requesting \$110,000, or approximately 1%, increase to \$9,455,697, which reflects the following increases in Marketing (\$50,000), Non-Federal (\$50,000), and Payroll Service Fees (\$10,000). Payroll Service Fees are currently out for bid; if a new vendor is selected, additional costs may be related to the transition.

**Reserve:** The reserve was initially budgeted at \$10,91,296. The board is projecting a \$110,802 increase, or approximately 1%. This represents adjusting Ready to Work (RTW) and Summer Earn and Learn (SEAL) project surpluses. We are projecting a \$250,000 surplus in RTW, *which should be reserved for questioned costs until the final program closeout*, and \$75,000 in SEAL.

[workforcesolutionsalamo.org](http://workforcesolutionsalamo.org)  
[communications@wsalamo.org](mailto:communications@wsalamo.org)

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

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**Projects:** Projects were initially budgeted at \$94,250, which represented TWC Workforce Initiatives that include jobs fairs such as Red White and YOU!, and youth job fairs. Currently, \$41,721 of these funds have been expended. The board is requesting to increase the project by \$155,666.

- San Antonio Area Foundation and the Aspen Institute support initiatives that have been extended into FY24. These initiatives focus on Capacity Building, the Workforce Academy, and the completion of the Aspen Initiative. These programs represent an additional \$101,429.

**Service Delivery:** The reconciliation of actual carryover funds, closeouts, and awards increased Service Delivery by approximately \$5,381,843. The primary program adjustments are as follows:

Adult	RESEA	\$	195,993
Adult	TANF		(1,164,611)
Adult	Middle Skills		57,695
Adult	Upskill & Training		170,471
Adult	Misc. Adjustments		(316,977)
Adult	Ready to Work		3,697,343
Adult	Toyota Foundation		46,525
Child Care	Discretionary		1,518,051
Child Care	Mandatory		(1,551,657)
Child Care	Contracted Slots		(216,968)
Child Care	Quality		568,479
Child Care	Quality-Providers		2,450,000
Special	Teacher Externship		(75,446)
Special	Summer Earn & Learn		(14,214)
Youth			<u>16,799</u>
<b>Total</b>		<b>\$</b>	<b>5,381,482</b>

**Alternatives:** None

**Fiscal Impact:** Increase the budget from \$192,112,907 to \$197,870,857, an increase of \$5,757,950, or approximately 3%.

**Recommendation:** Increase the budget from \$192,112,907 to \$197,870,857, an increase of \$5,757,950, or approximately 3%.

**Next Steps:** Board staff will continue to monitor expenditures and report any significant variance through a subsequent budget amendment.

Workforce Solutions Alamo FY24  
Budget Amendment #1  
October 1, 2023-September 30, 2024

Budget Comparison- FY24 Initial Budget to FY24 Budget Amendment #1									
Budget Category	FY24 Approved Budget	FY24 Actuals (Dec'23)	Exp. %	FY24 Forecast	FY24 Projected Expenditures	FY24 Proposed Budget Amendment #1	Increase/Decrease (\$)	Increase/Decrease (%)	Budget Justification
Salaries	\$ 4,359,985	\$ 982,421	23%	\$ 3,377,564	77.47%	\$ 4,359,985	\$ -	0.00%	
Fringe Benefits	1,153,947.00	234,021	20%	919,926.00	79.72%	1,153,947	-	0.00%	
Staff Travel	160,045.00	28,852	18%	131,193.00	81.97%	160,045	-	0.00%	
Staff Development	193,250.00	2,356	1%	190,894.00	98.78%	193,250	-	0.00%	
<b>Total Personnel</b>	<b>\$ 5,867,227</b>	<b>\$ 1,247,650</b>	<b>21%</b>	<b>\$ 4,619,577</b>	<b>78.74%</b>	<b>\$ 5,867,227</b>	<b>\$ -</b>	<b>0.00%</b>	
Corporate -Facilities	526,665	107,911	20%	418,754	79.51%	526,665	-	0.00%	
Corporate -Equipment Related	277,994	36,282	13%	241,712	86.95%	277,994	-	0.00%	
Corporate -General Office	641,700	69,445	11%	597,255	93.07%	741,700	100,000	15.58%	Non-Federal & Marketing
Corporate - Professional Services	1,987,110	242,839	12%	1,744,271	87.78%	1,997,110	10,000	0.50%	Payroll Fees
Corporate - Board of Directors	45,000	2,250	5%	42,750	95.00%	45,000	-	0.00%	
<b>Corporate Total</b>	<b>\$ 9,345,696</b>	<b>\$ 1,706,377</b>	<b>18%</b>	<b>\$ 7,664,319</b>	<b>82.01%</b>	<b>\$ 9,455,696</b>	<b>\$ 110,000</b>	<b>1.18%</b>	
Facilities	7,777,328	1,484,795	19%	6,292,533	80.91%	7,777,328	-	0.00%	
Reserve	10,891,296	-	0%	10,605,494	97.38%	11,002,098	110,802	1.02%	Increase Surplus
Projects	94,250	58,529	62%	249,616	264.84%	249,916	155,666	165.16%	SAFD-ASPEN
Service Delivery	164,004,337	35,195,337	21%	66,612,917	40.62%	169,385,819	5,381,482	3.28%	
<b>Facilities &amp; Service Delivery</b>	<b>\$ 182,767,211</b>	<b>\$ 36,738,661</b>	<b>20%</b>	<b>\$ 83,760,560</b>	<b>45.83%</b>	<b>\$ 188,415,161</b>	<b>\$ 5,647,950</b>	<b>3.09%</b>	
<b>Total Budget</b>	<b>\$ 192,112,907</b>	<b>\$ 38,445,038</b>	<b>20%</b>	<b>\$ 91,424,879</b>	<b>47.59%</b>	<b>\$ 197,870,857</b>	<b>\$ 5,757,950</b>	<b>3.00%</b>	

Workforce Solutions Alamo FY24 Budget Amendment #1  
October 1, 2023-September 30, 2024

					REVENUE BUDGET
FUNDING SOURCE	CFDA	End Date	ANNUAL BUDGET	BUDGET AMENDMENT #1	BUDGET AMENDMENT #1
ADULT-MIDDLE SKILLS GRANT	ADULT-17.258	3/31/2024	58,220.00	57,695.00	115,915.00
<b>ADULT-MILITARY FAMILY SUPPORT - BEXAR ONLY</b>	ADULT-17.258	12/31/2024	323,144.45	(15,571.12)	307,573.33
<b>ADULT-NON CUSTODIAL PARENT-BEXAR ONLY</b>	TANF-93.558	9/30/2024	437,578.00	24,259.83	461,837.83
ADULT-RE-EMPLOYMENT SERVICES	UI-17.225	9/30/2024	850,280.00	196,594.77	1,046,874.77
ADULT-SNAP E&T	SNAP-10.561	9/30/2023	1,326,152.00	(42,963.00)	1,283,189.00
ADULT-STUDENT HIREABILITY NAVIAGATOR	VR	8/31/2024	209,300.00	700.00	210,000.00
ADULT-TANF	TANF-93.558	10/31/2023	8,373,248.65	(1,185,463.50)	7,187,785.15
ADULT-TRADE ACT SERVICES	TAA-17.245	12/31/2023	46,780.00	(9,366.78)	37,413.22
ADULT-TRAINING & EMPLOYMENT NAVIGATOR (PILOT PROGRAM)	WPA-17.207	10/31/2023	220,127.32	(84,418.85)	135,708.47
ADULT-VRS PAID WORK EXPERIENCE	VR	9/30/2023	225,000.00	(37,500.00)	187,500.00
ADULT-WIOA ADULT	ADULT-17.258	6/30/2025	5,669,734.00	(157,114.90)	5,512,619.10
ADULT-WIOA UPSKILL AND TRAINING	ADULT-17.258	7/31/2024	-	170,471.00	170,471.00
ADULT-WIOA DISLOCATED	DW-17.278	6/30/2025	5,515,552.00	(69,315.25)	5,446,236.75
ADULT-WIOA RAPID RESPONSE	DW-17.278	6/30/2024	59,607.00	-	59,607.00
CHILD CARE CCDF-DISCRETIONARY	CCDF-93.575	12/31/2025	97,620,342.00	1,518,265.92	99,138,607.92
CHILD CARE CCDF-MANDATORY	CCDF-93.575	12/31/2025	6,250,691.00	-	6,250,691.00
CHILD CARE CCM-MATCH	CCDF-93.596	12/31/2025	15,124,070.00	-	15,124,070.00
CHILD CARE CCP-DFPS PROTECTIVE SERVICES	CCDF-93.575	8/31/2024	7,151,657.40	(1,551,657.40)	5,600,000.00
CHILD CARE CONTRACT SLOTS	CCDF-93.575	12/31/2023	512,064.00	(216,968.00)	295,096.00
CHILD CARE QUALITY	CCDF-93.575	10/31/2024	2,958,898.00	563,813.00	3,522,711.00
CHILD CARE QUALITY PROVIDER ONLY	CCDF-93.575	10/31/2024	2,000,000.00	2,450,000.00	4,450,000.00
<b>CITY OF SAN ANTONIO-READY TO WORK -BEXAR ONLY</b>	CITY GENERAL	3/31/2025	27,776,304.00	3,784,087.00	31,560,391.00
FACILITIES-EMPLOYMENT SERVICES	ES-17.207	12/31/2023	146,105.58	279,534.13	425,639.71
FACILITIES-EMPLOYMENT SERVICES	ES-17.207	12/31/2024	772,072.60	(104,176.60)	667,896.00
FACILITIES-INFRA SUPPORT VR	VR-REIMB	8/31/2024	537,342.00	865.59	538,207.59
FACILITIES-VETERANS EMPLOYMENT SERVICE	ES-17.801	9/30/2024	284,084.00	-	284,084.00
SPECIAL-RESOURCE ADMIN GRANT	ES-17.207	9/30/2024	11,857.00	-	11,857.00
SPECIAL-SUMMER EARN & LEARN	VR	8/31/2024	900,000.00	-	900,000.00
SPECIAL-TEACHERS EXTERNSHIP	DW-17.278	1/31/2024	220,000.00	(75,400.00)	144,600.00
SPECIAL-WORK COMMISSION INITIATIVES	ADULT-17.258	9/30/2024	94,250.00	-	94,250.00
SPECIAL-SAF WORKFORCE ACADEMY	PRIVATE	12/31/2024	-	64,728.37	64,728.37
SPECIAL-SAF CAPACITY BUILDING	PRIVATE	12/31/2024	-	36,701.00	36,701.00
SPECIAL- ASPEN INSTITUTE	PRIVATE	3/31/2024	-	54,236.44	54,236.44
SPECIAL-TOYOTETSU	PRIVATE	4/30/2024	-	46,525.00	46,525.00
UNRESTRICTED-NON-FEDERAL	Z-UNRESTRICTED	9/30/2024	50,000.00	50,000.00	100,000.00
YOUTH-WIOA YOUTH	YOUTH-17.259	6/30/2025	6,388,446.00	9,388.24	6,397,834.24
<b>Total</b>			<b>\$ 192,112,907.00</b>	<b>\$ 5,757,949.89</b>	<b>\$ 197,870,856.90</b>