



The Power of Partnerships

Caroline Goddard

Strategic Community Partnerships Manager/ Equal Opportunity Officer



Workforce Solutions Alamo

MISSION: Strengthen the Alamo regional economy by growing and connecting talent pipelines to employers.

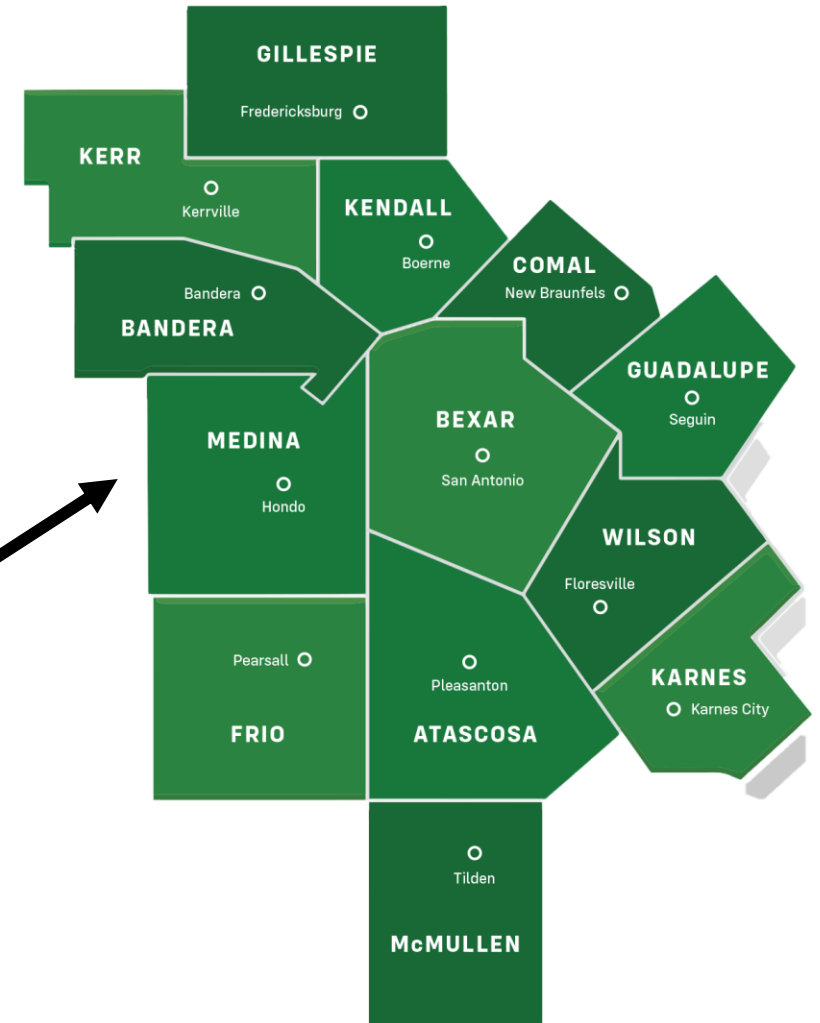
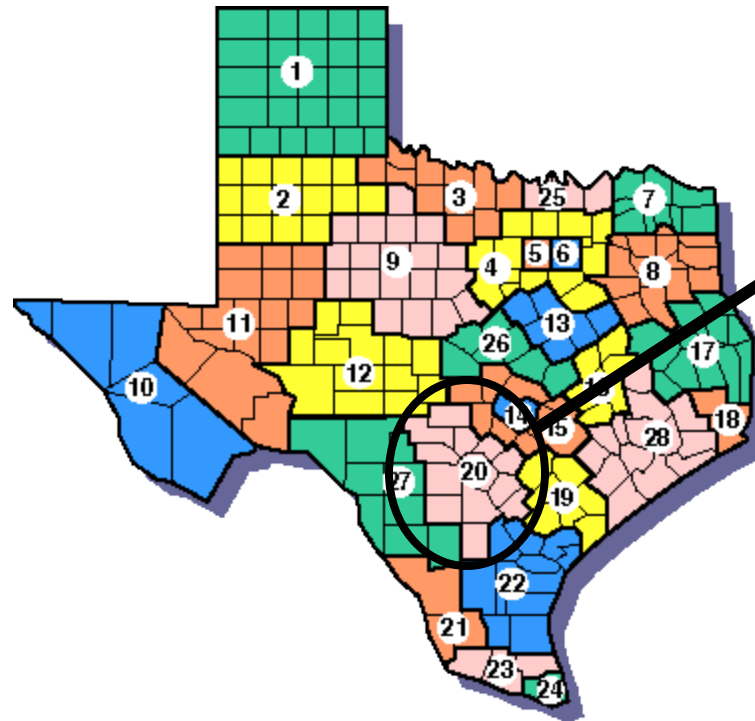
VISION STATEMENT: To lead the most integrated community workforce network in the nation.

Core Values:

- Accountability
- Collaboration
- Excellence
- Innovation
- Integrity

Workforce Solutions Alamo Counties Served

- Atascosa
- Bandera
- Bexar
- Comal
- Frio
- Gillespie
- Guadalupe
- Karnes
- Kendall
- Kerr
- McMullen
- Medina
- Wilson



Who and How Overview

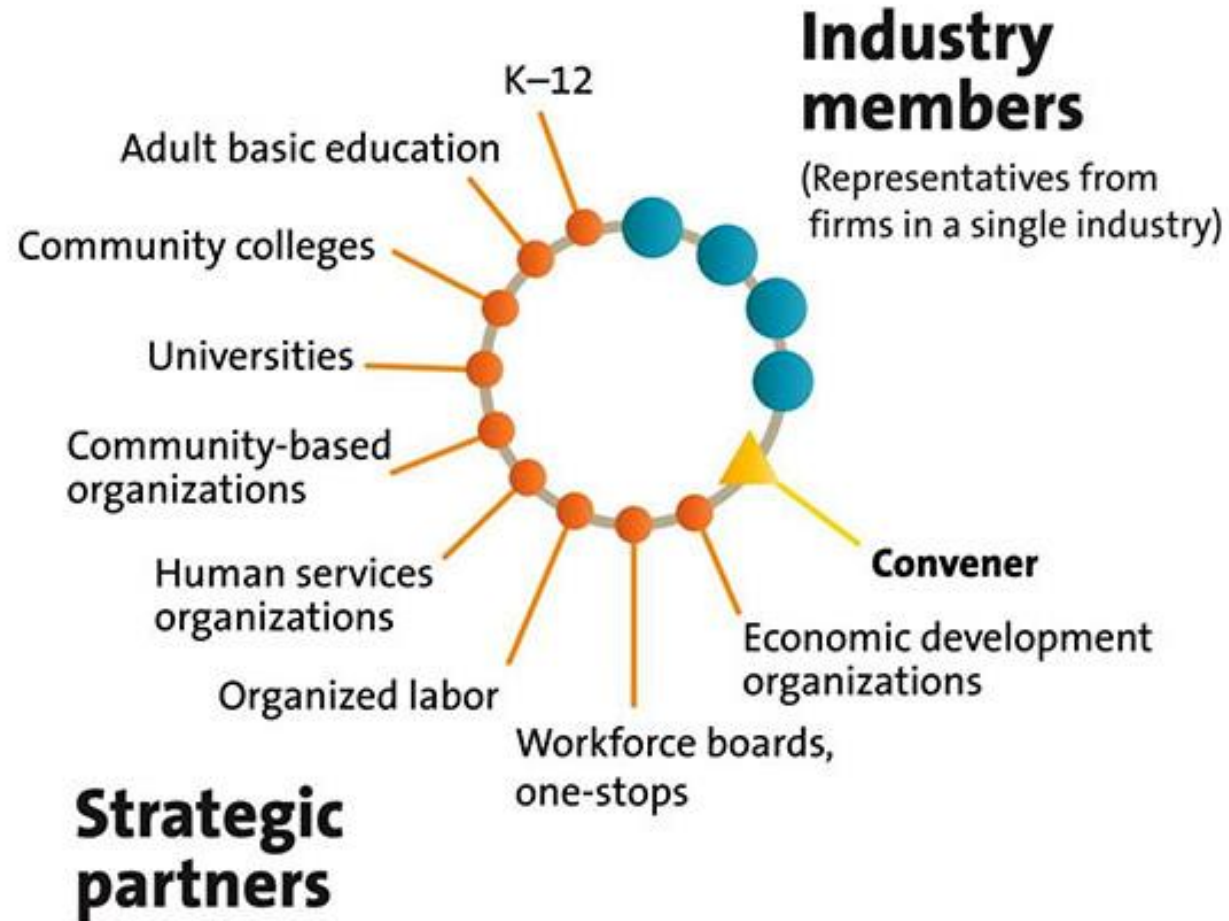


Source: <https://scworks.org/workforce-system>



Board Strategic Vision

Sector-Based Partnerships



WSA Local Plan Economic and Workforce Analysis

Target Clusters and Industries

TARGETS	
Clusters	Industries
Aerospace/Manufacturing	3361 Motor Vehicle Manufacturing 3363 Motor Vehicle Parts Manufacturing 3364 Aerospace Products and Parts Manufacturing
Health	6211 Offices of Physician 6221 General Medical and Surgical Hospitals 6223 Specialty (except Psychiatric and Substance Abuse) Hospitals 6212 Offices of Dentists 6215 Medical and Diagnostic Laboratories
Information Technology/Cybersecurity	5182 Data Processing and Related Services 5415 Computer Systems Design 5416 Management/Scientific, and Technical Consulting Services 4234 Professional and Commercial Equipment and Supplies Merchant Wholesalers
Construction/Architecture/Utilities	2373 Highway, Street, and Bridge Construction 2371 Utility System Construction 5413 Architectural, Engineering, and Related Services 4441 Building Material and Supplies Dealers
Oil & Gas/ Warehousing & Transportation/Finance/Others	5221 Depository Credit Intermediation 5242 Agencies, Brokerages, and Other Insurance Related Activities 2111 Oil & Gas Extraction 4931 Warehousing and Storage 2131 Support Activities for Mining
Education	6111-Elementary and Secondary Schools



Collective Impact Approach



COMMON AGENDA

Keeps all parties moving toward the same goal.

COMMON PROGRESS MEASURES

Measures that get to the TRUE Outcomes.

MUTUALLY REINFORCING ACTIVITIES

Each expertise is leveraged as part of the overall.

COMMUNICATIONS

This allows a culture of collaboration.

BACKBONE ORGANIZATION

Takes on the role of managing collaboration.



Alamo Workforce Consortium

COMMUNITY
COLLABORATION



www.workforcesolutionsalamo.org



United Way of San Antonio
and Bexar County



Chrysalis Ministries



Ready to Work

- Ready to Work is funded by a 1/8-cent sales and use tax collected through December 2025
- Projected to collect \$200 million
- Ready to Work is a one-of-a-kind program to help San Antonio residents find easy access to education and to quality jobs



Targeted Industries

- Awarded \$100 million to serve 15K clients
- Tuition, Emergency Costs, Supportive Services
- Industry Certificates, Associates, Bachelors

SA: RTW Target Industries



Health



Information Technology/Cybersecurity



Construction/Architecture/Utilities



Education



Aerospace/Manufacturing



Oil & Gas/Warehousing &
Transportation/Finance

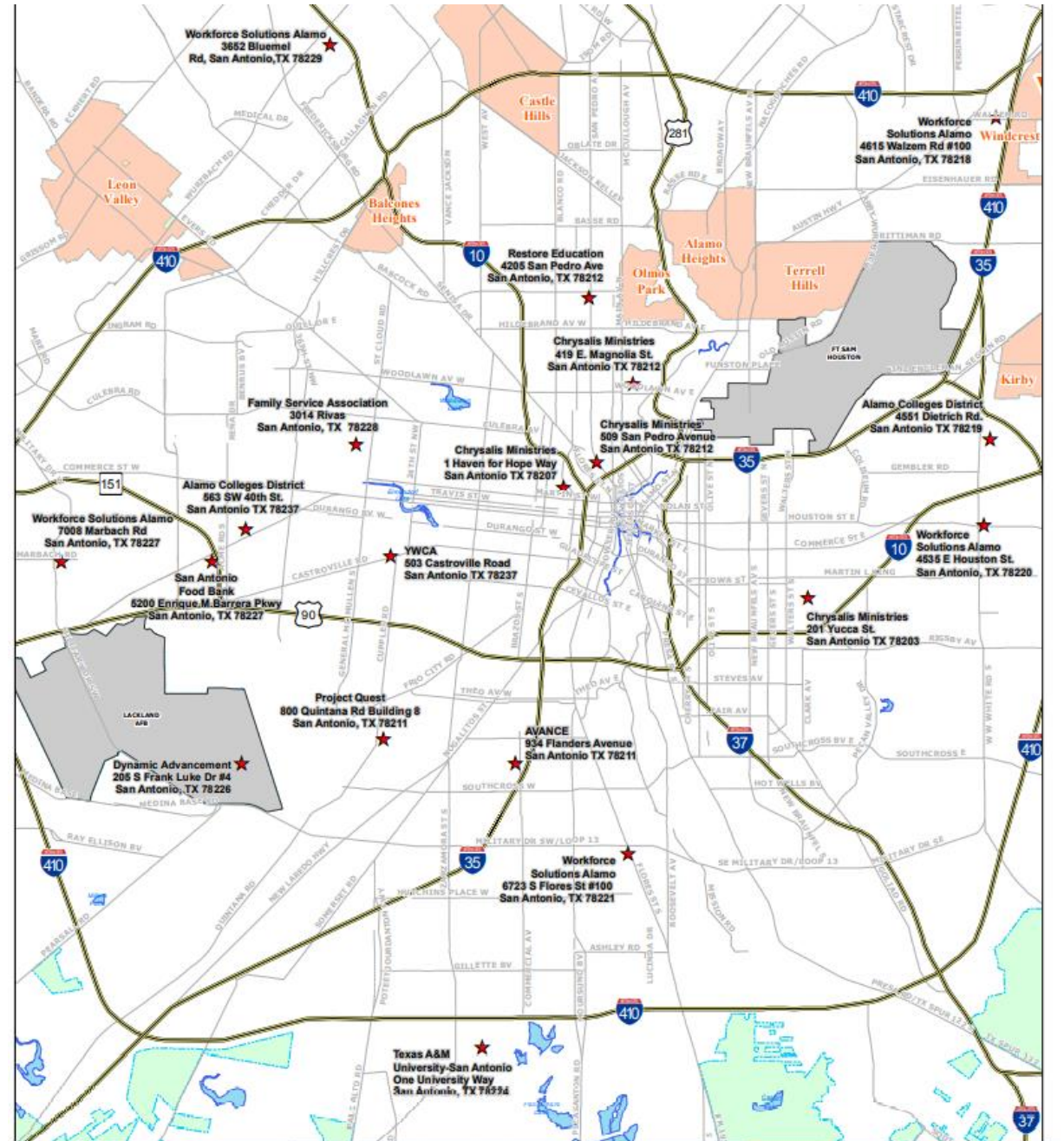
- Align with Workforce Solutions Alamo target industries, occupations and criteria
- Include jobs that pay **at least** \$15/hour, have multiple entry points, and opportunities for job growth
- Allow flexible approach to include additional occupations
- **Advisory Board reviews quarterly**

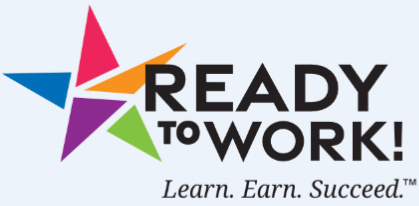


Partner	Services
AVANCE	To create pathways to economic mobility for families with children 0-5 through high quality, culturally responsive, two-generation programming that ensures school-readiness for young children and opportunities for parents to build social and economic capital through case management, career exploration, financial literacy, assessments, 1:1 coaching, childcare services, basic needs, and soft skills development when necessary.
Chrysalis Ministries	To equip and empower individuals and their families to overcome the consequences of incarceration through case management, life skills classes, mental health counseling, job readiness and placement.
Family Service Association	Empowering individuals and families to transform their lives and strengthen their communities through 1:1 financial coaching and job training in demand occupations.
San Antonio Food Bank	The mission of the San Antonio Food Bank is to fight hunger in Southwest Texas through food distribution, programs, education, advocacy and employment services (such as job readiness, job training, case management, financial literacy, etc.) Additionally, SAFB offers Culinary and Warehouse/logistics certifications.
Texas A&M University-San Antonio	TAMUSA transforms lives by delivering a quality higher education experience that is accessible and inclusive, and by empowering students for academic success, rewarding careers, and engaged global citizenship. TAMUSA provides comprehensive support in and out of the classroom to help retain and graduate historically underserved populations. Services include career exploration, financial education, experiential learning, job search assistance, and 1:1 coaching.
YWCA	YWCA is dedicated to eliminating racism, empowering women and promoting Peace, justice, freedom and Dignity for all. Women ages 18+ who are 200% FPL and below.

No Wrong Door

- Consortium represents 15 of the 19 sites
- Leverage funding and expertise
- Build better ecosystem through collective impact





Enrolled in Training: 1,539



WORKFORCE DEVELOPMENT

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.

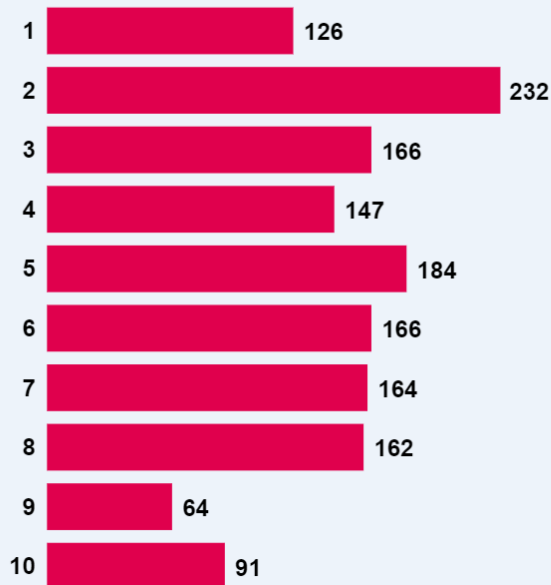
The RTW Advisory Board reviews and approves target occupations quarterly, taking into account labor market data and input from local employers.

[Program Overview](#)
[Applicants Interviewed](#)
[Enrolled in Training](#)
[Placed in Quality Job](#)

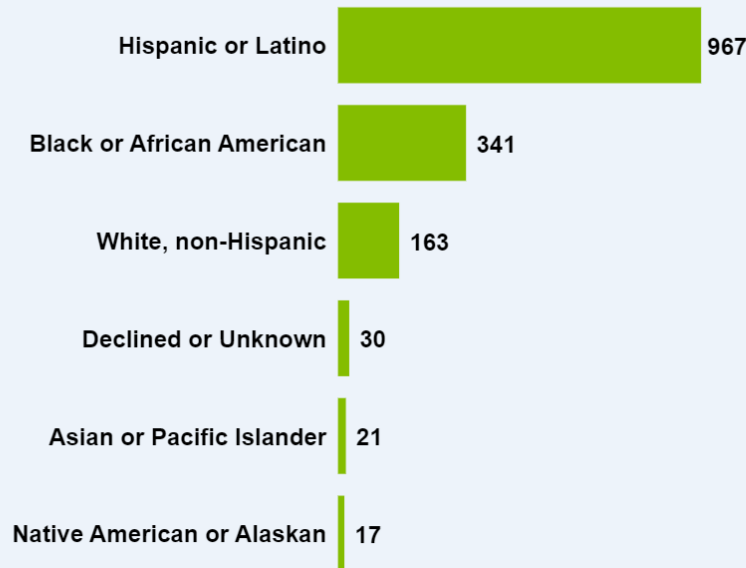
Filter data
Press Ctrl to select multiple values [Clear all filters](#)

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

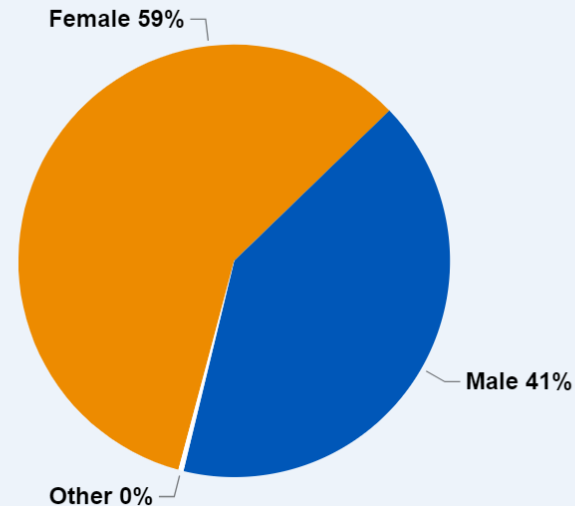
City Council District



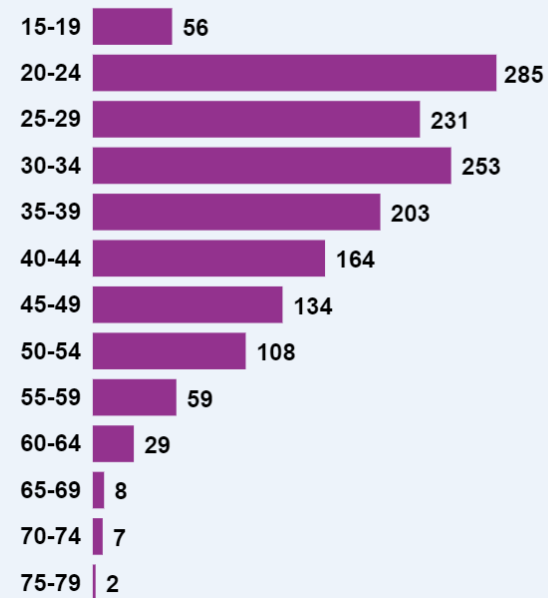
Race & Ethnicity



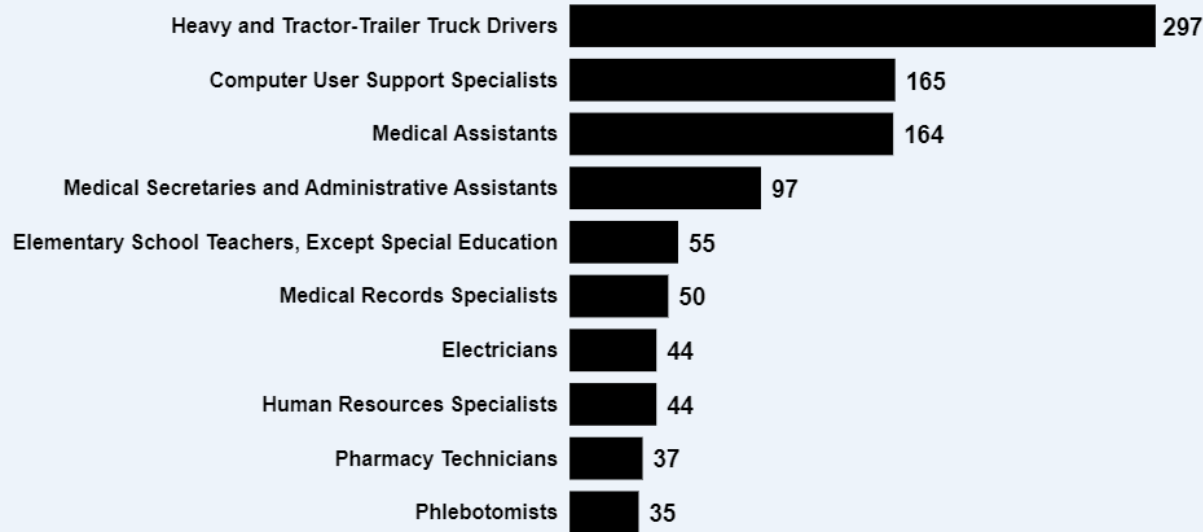
Gender



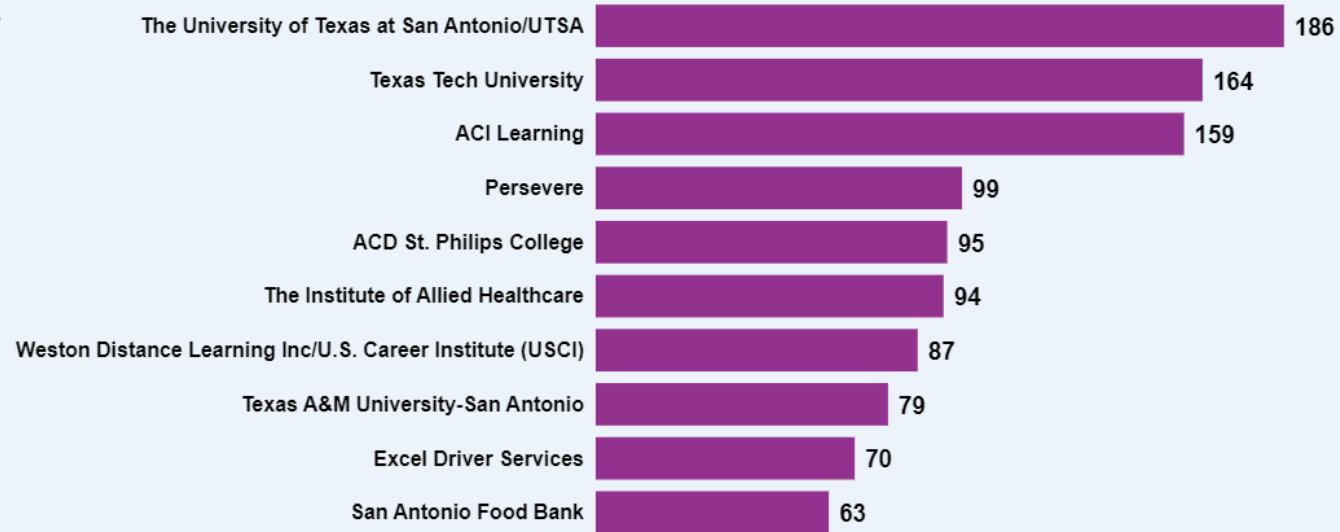
Age



Top 10 Training Occupations by Enrollment



Top 10 Training Providers by Enrollment

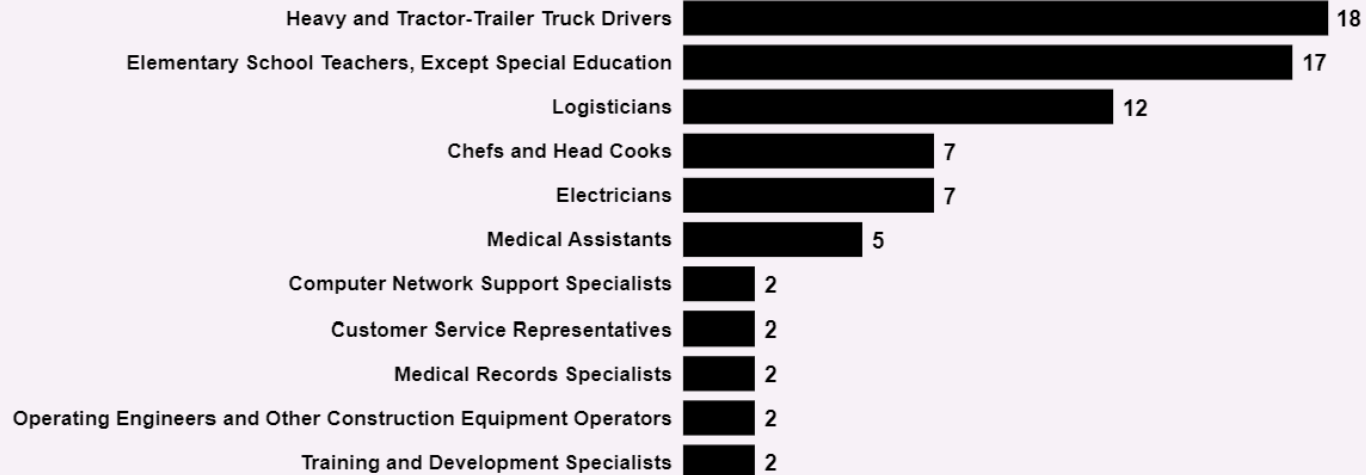


Top Employers of RTW Graduates by Number of Hires

Not responsive to data filters



Top Occupations Hired



Employers Hiring RTW Graduates

63

Median Hourly Wage in New Job

\$17.00

Median Hourly Wage Increase from Intake

\$16.00

Median Annual Salary in New Job

\$35,568

Median Individual Income at Intake

\$9,732

% Placed in Quality Job within 6 months

77%

85 participates placed in "Quality Jobs"!



The Power of Partnership



Workforce Solutions Alamo Winter Season Food Drive

HELP US FIGHT HUNGER BY FILLING SAN ANTONIO FOOD BANK BINS!

Drop off non-perishable food donations
NOW - January 31, 2023
 Located at ALL Workforce Solutions Alamo Locations

Most Needed Donations:

Peanut Butter	Cereal
Mac & Cheese	Tuna
Chili & Soups	Beans
Full Meals Can/Box	Rice
Pop Top Food Items	Canned Lunch Meats
Baby Food & Diapers	Pet Food



Workforce Academies

Workforce Ambassador Program

Grassroots initiative designed to educate frontline staff in partner organizations in the Alamo region & help them better understand & share the services that we provide to clients.

Workforce Leadership Academy

Grass-tops strategic approach for collaboration and systems development designed for senior-level staff to strengthen their leadership skills, apply race & equity framework, identify local & regional systems-based challenges and solutions.

Grass-tops and grassroots are the foundation for a generative collaboration and rapid innovation.



Workforce Ambassador Academy

Individuals complete all three sessions to receive incentives and resources!

- 101 Session
- Programs
- Business Services

Ambassadors refer clients to WSA to help them land a high-demand, high-wage, high-growth career!



Types of Programs

Programs are the vehicles used to get jobs seekers trained and employed in growing occupations.

Childcare Services (CCS)

Classroom Training

Externship for Teachers

On-The-Job Training

Non-Custodial Parent Choices

Apprenticeships & Internships

WIOA- Adult

Rapid Response

General Job Search

WIOA- YES!

TANF

Summer Earn & Learn (SEAL)

WIOA- Dislocated Worker

Trade Adjustment Assistance

Hiring Red, White, & You!

Paid Work Experience

Ready to Work

SNAP- Employment & Training

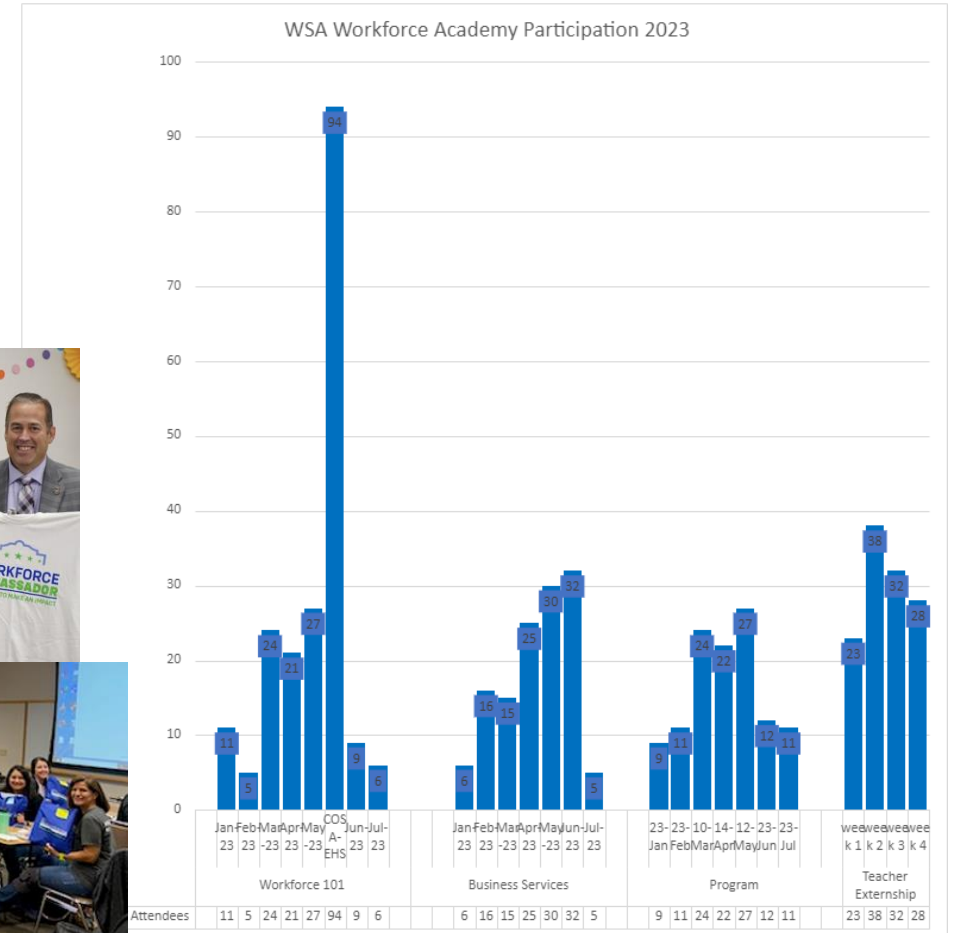
Business Services

- Dedicated Business Development Professionals knowledgeable in the Sector-based model
- Link employers with qualified/ready-to-work job seekers.
- Tax credits & Fidelity Bonding
- Workforce Development Planning, Labor Market Information, cost analysis, and strategic employment planning.
- Virtual & In-Person Job Fairs.
- Connect employers and jobseekers in our [WorkInTexas.com](https://www.WorkInTexas.com) online job board & through work experience opportunities



Workforce Ambassador Academy

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



538 participants/ 500 goal (318- 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.

NEW PARTNERSHIP




WORKFORCE SOLUTIONS ALAMO TO LAUNCH WORKFORCE LEADERSHIP ACADEMY WITH THE ASPEN INSTITUTE

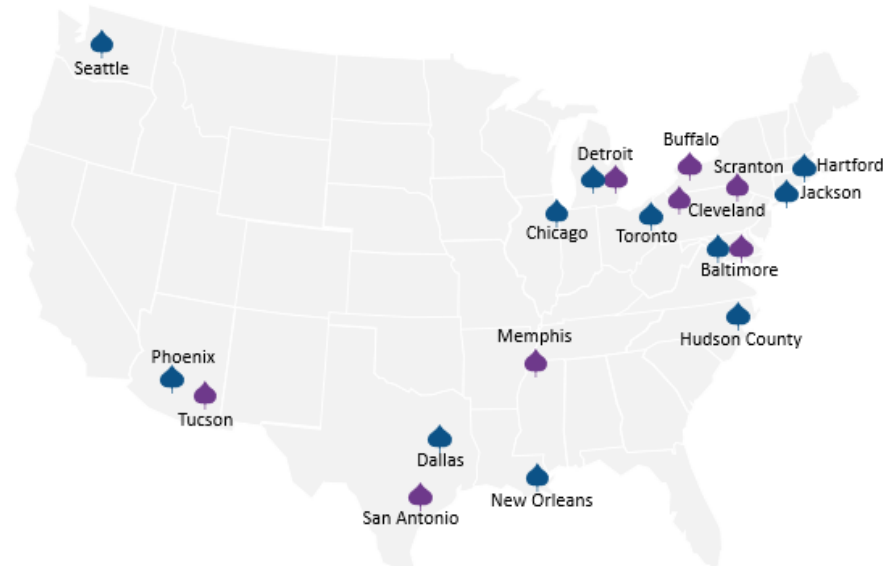
1 of 8


organizations across the country to deliver
workforce development academy

More information:
www.workforcesolutionsalamo.org


2014-2022

- Baltimore
- Chicago
- Dallas
- Detroit
- Hartford
- Hudson County
- Jackson
- New Orleans
- Phoenix
- Seattle
- Toronto




2022-2023

- Baltimore
- Buffalo
- Cleveland
- Detroit
- Memphis
- San Antonio
- Scranton
- Tucson



CONGRATULATIONS!

WORKFORCE SOLUTIONS ALAMO

2023 - 2024

ALAMO REGION

WORKFORCE LEADERSHIP ACADEMY

ASPEN FELLOWS



Alamo Workforce Leadership Academy Fellows

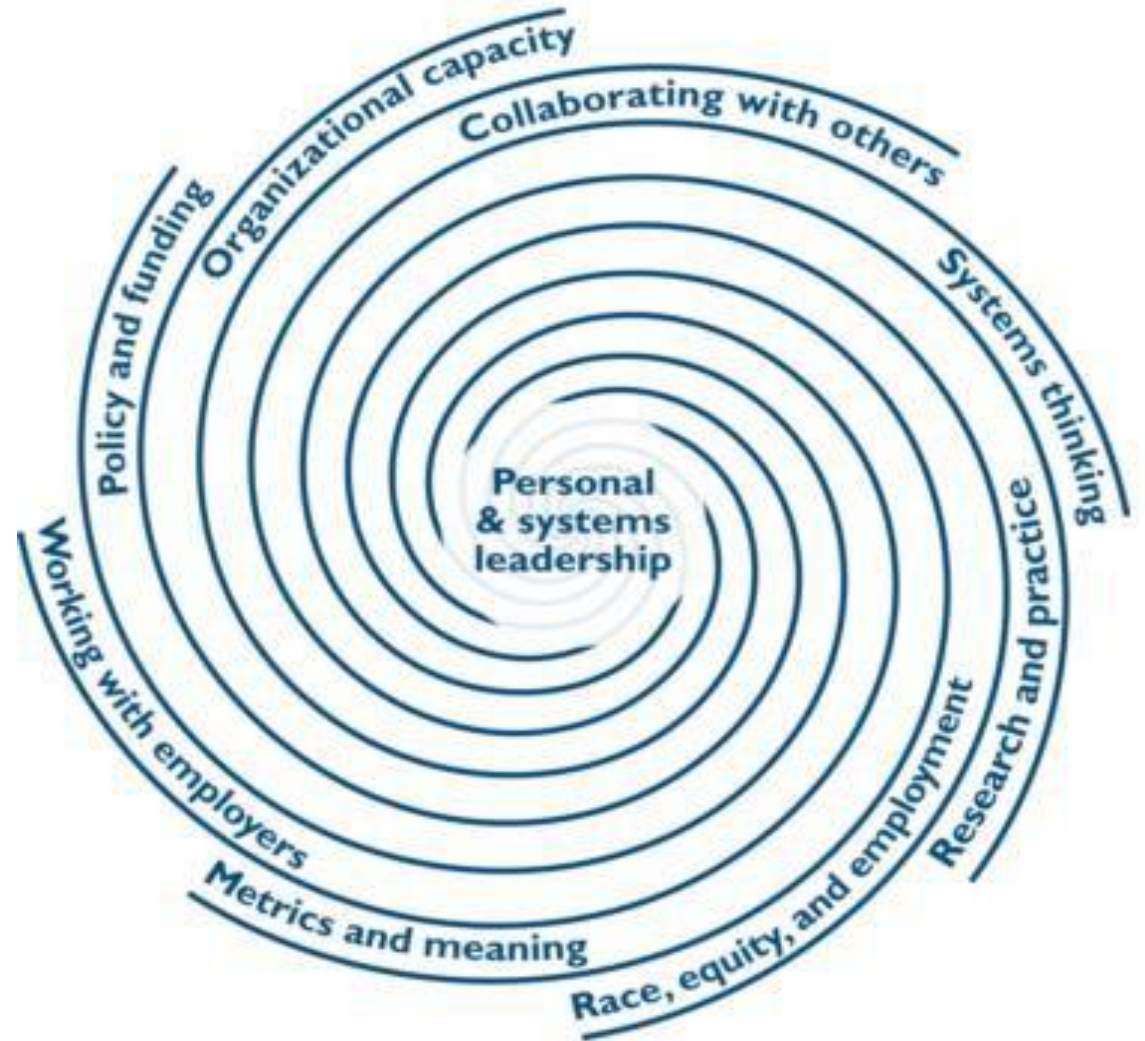


	Fellow Name	Organization	Title
1.	Dr. Adriana Rocha Garcia	San Antonio City Council	District 4 Councilwoman
2.	Angelica Cervantes, LCSW-S	YWCA-SA	Chief Operating Officer
3.	Ashley Geyer	Guido Companies	Director of Employee Engagement
4.	Caroline Goddard	Workforce Solutions Alamo	Strategic Community Partnerships Manager/Equal Opportunity Officer
5.	Christopher Mammen	greater:SATX	Vice President of Workforce Development
6.	Deborah Carter	Bexar County - Economic and Community Development Department	Economic Development Director
7.	Deborah Siller-Cruz	Each One Teach One	Executive Director
8.	Janie Martinez Gonzalez	Webhead	CEO and Digital Engineer
9.	Kat Lallo	Converse Economic Development Corporation	Business Retention and Expansion Manager
10.	Kelli G. Rhodes	Restore Education	President & CEO
11.	Lakeshia Bragg	United Way of San Antonio and Bexar County	Systems Director, Dual Generation Initiative
12.	Lorena Gonzalez	North East ISD	Special Education Director
13.	Manuel Ugues	Serco of Texas, Inc.	Regional Director
14.	Mike Crowley	Greater New Braunfels Chamber of Commerce	Director, Workforce and Industry Development
15.	Natasha Richardson	Communities In Schools	Strategic Partnership Manager
16.	Richard Davidson	Family Service Association of San Antonio, Inc.	COO
17.	Robert H. Reyna, MBA	Bexar County - Economic and Community Development Department	Community Development Director
18.	Robert Spencer	Express Employment Professionals	Owner
19.	Sandra Torres Richardson	Strategic Links	President
20.	Sonia Sandoval	Bexar County Community Supervision & Corrections Dept.	Program Analyst II
21.	Steve Dane	Haven for Hope of Bexar County	Director, Income & Skills Development
22.	Tiffany Walker	San Antonio Lighthouse for the Blind	VP of Services
23.	Virginia "Nina" Villalta	City of San Antonio - Department of Human Services	Senior Management Analyst
24.	Yousef Kassim	Easy Expunctions	CEO

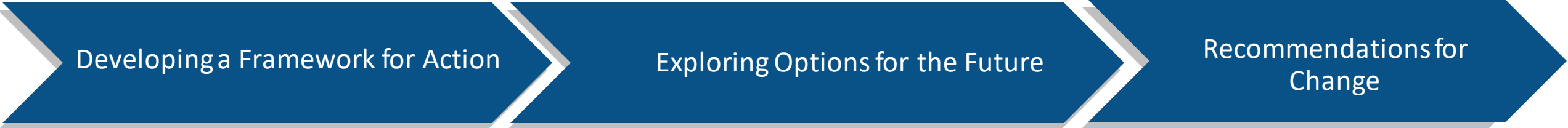
Academy Goals

- Expand and deepen professional networks and partnerships;
- Strengthen organizational and systems leadership skills;
- Apply a race and equity lens to assess and improve workforce services and strategies;
- Apply systems change framework to Fellows' work;
- Deepen understanding of effective strategies and programs; and
- Provide a forum to work collaboratively to identify local and regional systems-based challenges and create shared solutions

Workforce Leadership Academy



Academy Overview



Opening Retreat

Labs:



★ We are here

Fellows conduct local and national interviews and review research

Closing Retreat



Team Meetings:



The Collaborative Lab Process

	Opening Retreat	Lab 1	Lab 2	Lab 3	Team Mtg 1	Lab 4	Team Mtg 2	Lab 5	Team Mtg 3	Closing Retreat	Team Mtg 4	Stakeholder Meeting
Topic	Varied ecosystem perspectives	5-Year Vision	System Issues	Learning Agenda	Local Stakeholder Analysis + Team planning	Lessons from research	Lessons from research	Draft Recs	Prepare Draft Recs	Feedback Draft Recs	Prep for Stakeholder Mtg	Present Final Recs
Process	Visualize the current Workforce Ecosystem Systems Analysis	Articulate practical vision for ecosystem	What is getting in the way of vision becoming reality?	Outline “How Might We” questions to explore through research	Identify effective nat’l practice Identify local stakeholder	Teams debrief research/ interviews and share lessons. Fellows share and reflect across teams	Teams debrief research/ interviews and reflect on implications for local action.	Reflect on lessons learned Discuss implications for systems changes	Slide decks Handouts Making the case	“Dry Run” of Recs Feedback Adjust	Adjust Recs as needed	Present and Discuss
	Fellows conduct interviews, explore national and local efforts online, and review relevant publications.											
Partner Role	Photo of maps/ systems analysis	Develop one-page summary	Develop one-page summary	Support team formation	Coach teams and team chairs, share info on local efforts, connect to advisory council and local leaders. Work with EOP on identifying national practice and share with Collab teams				Support CoLab teams	Support CoLab teams	Advisory council meeting	

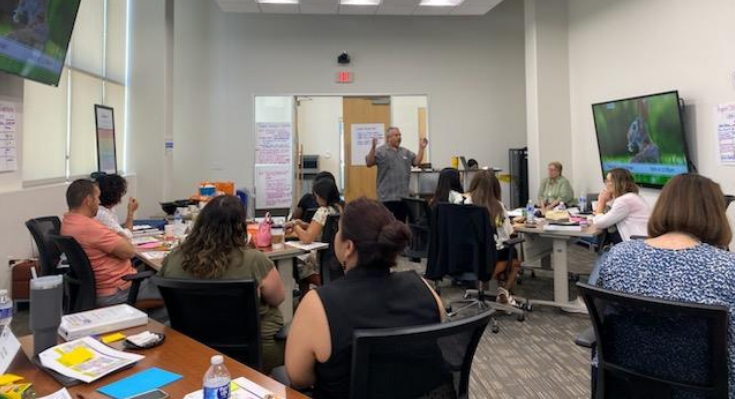
Presentation to Stakeholders

December 2023 Stakeholder Session:

Fellows recommend strategies that will move them toward their vision of the Alamo ecosystem, over the next 12-18 months

Determine what actions could be taken over the next 90 days to catalyze the recommended change

- Recommendations: 2-4 strategic actions, based on research and analysis in teams
- Catalytic Actions: tangible focus over next 90 days after presentations that could really help recommendations take off



Partnership with Texas State Library Archives Commission & Texas State

MBA Field Project Spring 2023

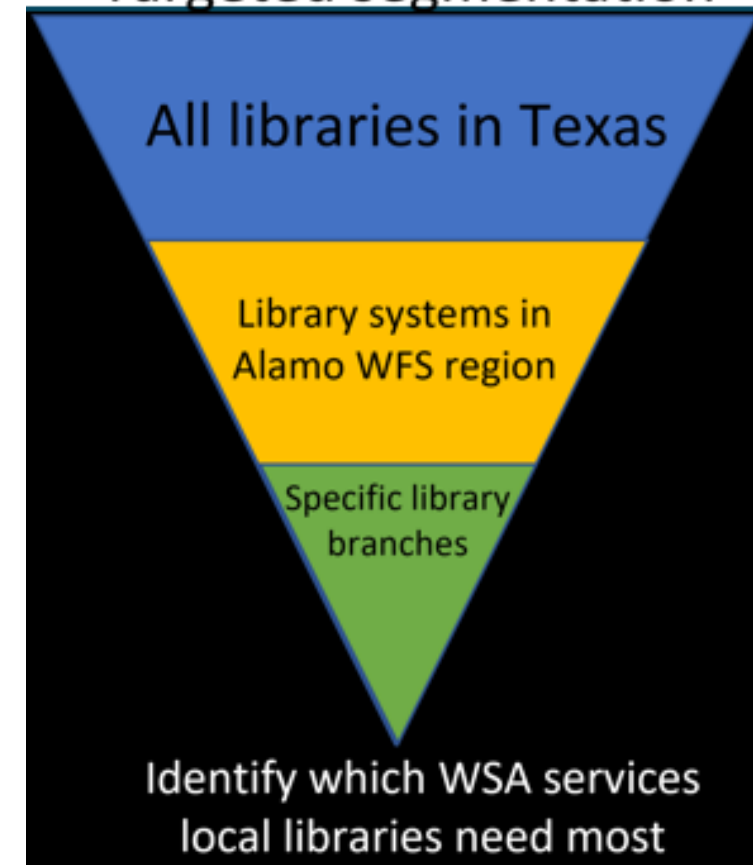
- Connect libraries with Workforce Solutions Alamo
- Expand reach to jobseekers, entrepreneurs, and small-business owners
- Support the economic prosperity of Texans
- Differentiate approaches- there is no one-size fits all
- MBA students with expertise in process improvements, supply chain management, communications & marketing

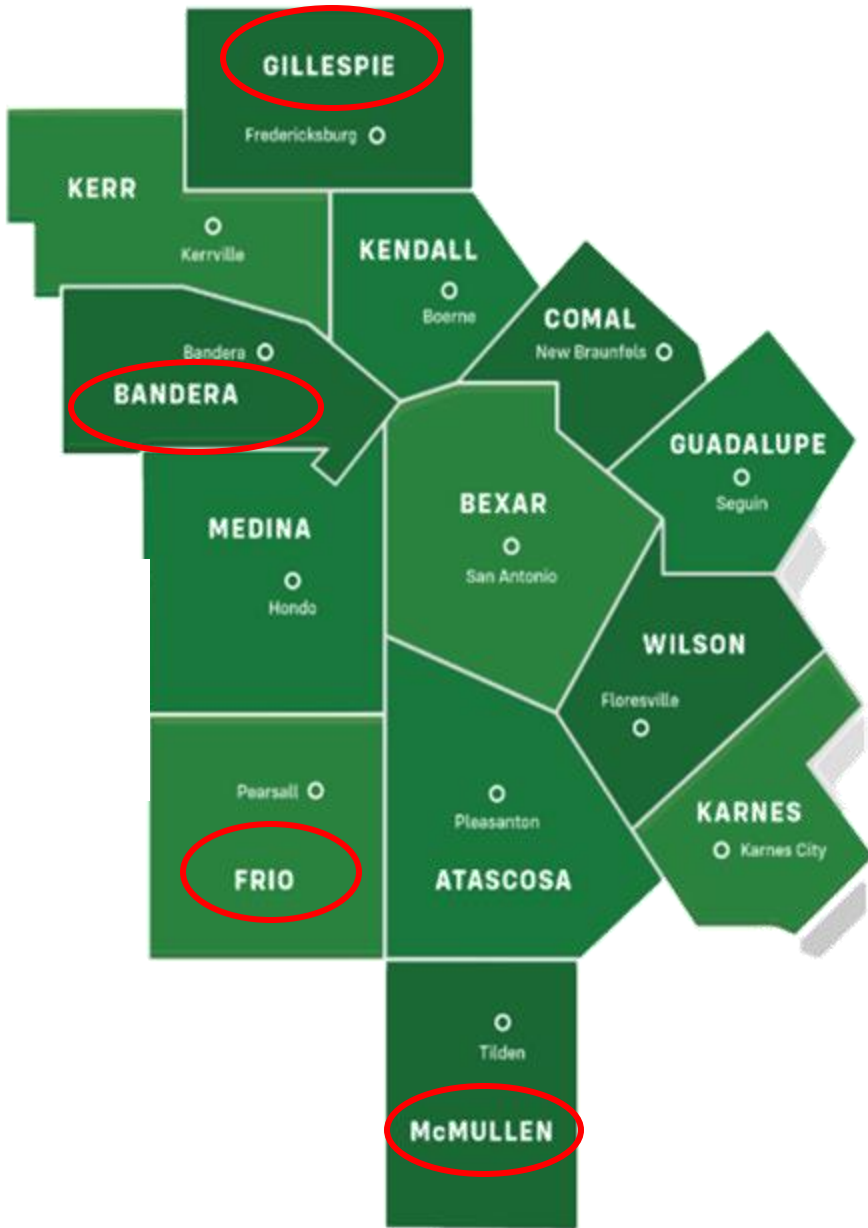


SWOT Analysis

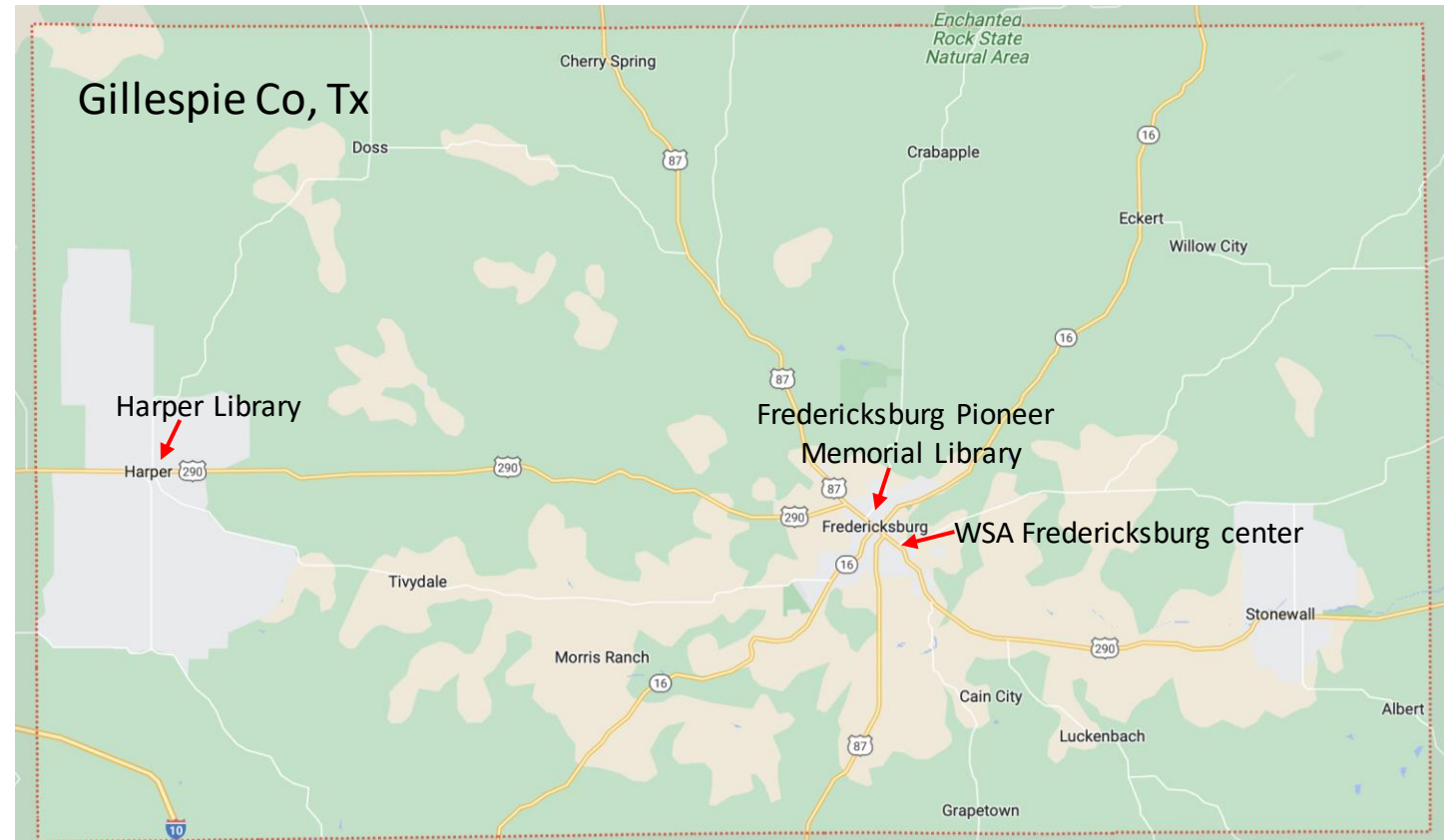
	Alamo Region Libraries	Workforce Solutions Alamo
Strengths	<ul style="list-style-type: none"> • Community outreach programs • Centralized presence in individual counties 	<ul style="list-style-type: none"> • Many training opportunities for business and career development • Effective range around Texas
Weaknesses	<ul style="list-style-type: none"> • Reputation revolves around book rental service • No commonality between each location 	<ul style="list-style-type: none"> • Services in each location are unique • Value is unclear when collaborating organizations
Opportunities	<ul style="list-style-type: none"> • Commercial space available for new programs • Different training options to provide new services 	<ul style="list-style-type: none"> • Increase awareness and usage with collaboration • Increase available training rewards with more usage
Threats	<ul style="list-style-type: none"> • Interest in library usage is limited • Technology availability 	<ul style="list-style-type: none"> • Other forms of career services are more popular • Acceptance from other orgs.

Targeted segmentation





- Libraries: 24 branches in Bexar County & 46 in the surrounding counties
- Complete Lean Library Canvas for: Gillespie, Bandera, Frio, McMullen (no public libraries, 1 high school library)
- Ambassadors: Hondo, New Braunfels, Kerrville, Driscoll, Bandera, Boerne, Lakehills, Bulverde, Seguin, Pleasanton, Jourdanton



Library Lean Canvas Gillespie County: Fredericksburg Pioneer Memorial Library

<p>Library Patron Problem</p> <ul style="list-style-type: none"> Books/printed material Internet/Wifi services Printing <p>Existing Alternatives</p> <ul style="list-style-type: none"> Amazon, Audible, etc Google, home printer 2.9 miles from WSA: Fredericksburg office (on the same street) 	<p>Specific Workforce Development Board Solutions</p> <ul style="list-style-type: none"> Any adult service? Childcare services? General Job search? 	<p>Unique Value Proposition</p> <p>Single clear statement on why this specific library can benefit this specific WDB training?</p> <p>High-Level concept</p> <p>X for Y analogy specific for this library (Photoshop for engineers)</p>	<p>Unfair Advantage</p> <p>WDB specific advantage that cannot be easily replicated or bought</p>	<p>Customer Segments</p> <ul style="list-style-type: none"> County population: 26,725 >800 library visits/month Elderly, children, & tourists Typically aged > 45 y/o, retired Household income > \$200k <p>Early Adaptors</p>
<p>Library Resource Structure</p> <ul style="list-style-type: none"> One ALA-accredited MLS librarian 105 programs (100% children's programs) 4 computers with internet Printing services 	<p>Key Metrics</p> <ul style="list-style-type: none"> ✓ Responds to patron survey Attends WSA orientation Readily refers patrons to WSA office in Fredericksburg 		<p>Channels</p> <ul style="list-style-type: none"> Maria Aleman alemanm@gillespiecounty.org Phone (830) 997-6513 Fax: (830) 997-6514 Fredericksburg, Tx 	

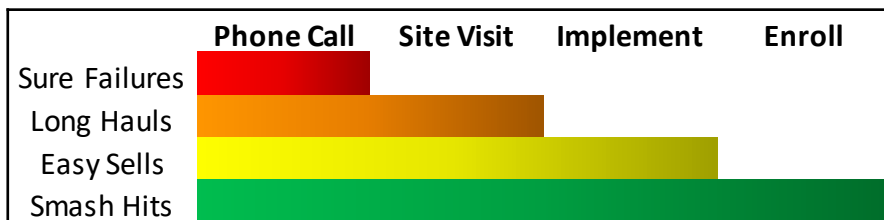
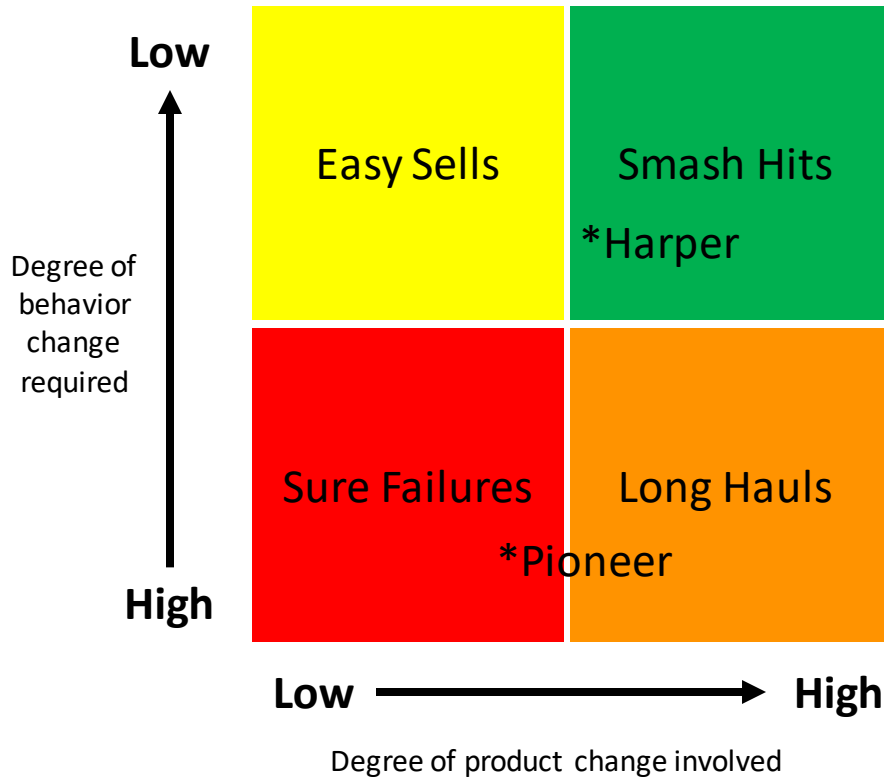
Information to be derived from the Library-patron survey

To be derived from WSA

Information to be defined/researched by TSLAC



Determining Appropriate Level of Engagement



— Sure Failures

- The library patrons don't have a specific workforce development problem
- The Library has its own workforce development solutions

— Long Hauls

- The library patrons don't have a specific workforce development problem
- The Library doesn't have any workforce development solutions

Easy sells

- The specific library and WSA both have programs to solve similar patron problems, but WSA has a better solution

Smash Hits

- The library patrons have a specific problem their library doesn't adequately address
- WSA has a solution to solve patron problem



Recommendations and Conclusion

Goal	Outcome
Help identify specific needs for specific libraries	✓ Lean canvas designed for understanding library needs
Need a way to encourage librarians to take WSA training classes	✓ Point system designed for incentivizing participation
Create success story and expand	✗ Success story in process
Determine the level of engagement needed for specific library successes	✓ Four-level classification system created with varying levels of engagement
Create framework for TSLAC to use when expanding to other regions	✓ Lean canvas, engagement graph, and point program are all universal
Work with TSLAC grant team to create Pilot programs with funding	





Caroline Goddard

Strategic Community Partnerships Manager/ Equal Opportunity Officer

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