

**ECONOMIC AND WORKFORCE DEVELOPMENT
COUNCIL COMMITTEE MEETING MINUTES
TUESDAY, MARCH 2, 2021 2:00 PM
VIDEOCONFERENCE**

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| Members Present: | Councilmember Rebecca Viagran, <i>Chair, District 3</i> Councilmember Adriana Rocha Garcia, <i>District 4</i> Councilmember Shirley Gonzales, <i>District 5</i> Councilmember Melissa Cabello Havrda, <i>District 6</i> |
| Members Absent: | Councilmember Manny Pelaez, <i>District 8</i> |
| Staff Present: | Carlos J. Contreras, III, <i>Assistant City Manager</i> ; Christina Ramirez, <i>Assistant City Attorney</i> ; Alejandra Lopez, <i>Director, Economic Development Department</i> ; Christina Reck-Guerra, <i>Assistant Director, PreK4SA</i> ; Justina Tate, <i>Budget Director, Economic Development Department</i> ; Nancy Cano, <i>Office of the City Clerk</i> |
| Others Present: | Mary Garr, <i>President & CEO, Family Service</i> ; Dr. Mike Flores, <i>Chancellor, Alamo Colleges District</i> ; David Zammiello, <i>Executive Director, Project Quest</i> ; Adrian Lopez, <i>CEO, Workforce Solutions Alamo</i> ; Mark Milton, <i>Chief Operating Officer, Workforce Solutions Alamo</i> ; Nino Tarantino, <i>CEO, Chrysalis Ministries</i> ; Jenna Saucedo, <i>President & CEO, San Antonio Economic Development Foundation</i> ; Kelli Rhodes, <i>Executive Director, Restore Education</i> ; Julia Grizzard, <i>Senior Strategist, Southwest Strategem</i> ; Nick Thompson, <i>Statewide Initiatives Manager, Texas Homeless Network</i> ; Celina Pena, <i>Chief of Advancement, LiftFund</i> |

Call to Order

Chair Viagran called the meeting to order.

- Briefing on the Train for Jobs SA program, which implements the Workforce Development Pillar within the COVID-19 Community Recovery and Resiliency Plan and implementation planning for the SA: Ready to Work initiative.** [Carlos J. Contreras, III; Assistant City Manager; Alejandra Lopez, Director, Economic Development]

Alex Lopez reported that the Train for Jobs SA Program would implement more long-term training versus short-term training, as was indicated by feedback from participants received by the Workforce Development partners over the past few months. She added that the partners would shift the training focus accordingly and substantial changes would impact the time participants spent in training, additional time invested in case management, and career exploration. She stated that projected program costs would increase and partner contracts would be amended to increase the service level terms and the Budget. She presented a Unit Cost Update and an Updated Service Plan with itemized breakdowns of initial projection costs and revised estimates for Case Management, High School Equivalency, Short-term Training, Long-term training, and On the Job (OJT) Training.

Ms. Lopez presented an Updated Service Plan for the Workforce Development Partners as follows:

| Workforce Development Partner | Original Budget | Updated Budget |
|--------------------------------------|------------------------|-----------------------|
| Alamo Colleges District (ACD) | \$32,753,000 | \$19,075,135 |
| Chrysalis Ministries (CM) | \$160,000 | \$216,291 |
| Family Service (FS) | \$315,000 | \$1,351,578 |
| Project Quest (PQ) | \$17,680,000 | \$15,668,946 |
| Restore Education (RE) | \$2,507,000 | \$5,961,118 |
| Workforce Solutions Alamo (WSA) | \$16,125,000 | \$16,165,736 |
| SA Works | \$240,000 | \$240,000 |

Ms. Lopez explained that initial projections included more emphasis on short-term training for 10,000 participants to rescale, upskill, and reenter the job force quickly and the pivot to long-term training required more resources and the majority of funding was reallocated accordingly. She highlighted the substantial \$13 million decrease from the ACD Program and noted that extensive conversations were held with all of the Workforce Development Partners to develop attainable targets. She noted that programs would be monitored to identify further opportunities to augment budgets as needed.

Ms. Lopez provided an update on the SA Ready to Work Plan and discussed the Preliminary Guiding Principles with a focused approach on target solutions for maximum impact. She noted that training and degrees should align with current and projected employer needs to ensure that participants were hired. She indicated that wraparound support would be designed to eliminate barriers to training, and improvement of the workforce ecosystem was core. She emphasized that equity would be embedded in the program to serve historically underserved populations.

Ms. Lopez stated that policy considerations would identify target populations, ages, specific groups, income restrictions, and overall eligibility criteria. She noted that a focus on targeted industries demonstrated current and future opportunities, not just for jobs, but for careers where participants could continue to grow their skills and wages.

Ms. Lopez reported that the stakeholder engagement process refined the Preliminary Guiding Principles, goals, objectives, and policy considerations into a series of four future Request for Proposal (RFPs) solicitations to identify partners for specific functions of the program: Intake, Case Management, Community Outreach and Marketing, and Program Education. She reported that stakeholder meetings would be held on March 3-5, 2021.

Chairwoman Viagran requested further information on the stakeholders. Ms. Lopez reported that stakeholders included targeted industry employers, community organizations, chambers, businesses and local universities.

Councilmember Rocha Garcia asked the Workforce Development partners of their strategic plans to reach their new goals and how their marketing strategies had changed.

David Zammiello reported that PQ shifted drastically to digital, targeted marketing, tailored its outreach over the last year, and tracked outreach performance that resulted in significant interaction and interest. He added that PQ partnered with the SA Food Bank and engaged in outreach at mass food distribution events and Church parish partners published PQ advertisements in their Church bulletins. He stated that marketing through social media platforms was a major success for PQ.

Mary Garr stated that FS had reported no problems with outreach and that FS had a broad array of programs and services. She added that FS had many partners that referred clients to them and FS could achieve their new goals with confidence.

Adrian Lopez reported that WSA collaborated closely with a network of partners and many training providers promoted the Train for Jobs SA Program. He stated that training partners provided wraparound services and issued laptops, technology devices, and internet access as part of their curriculum. He stated that WSA continued marketing efforts through robocalls and social media.

Dr. Flores stated that ACD partnered with SA Food Bank and engaged in outreach at pop up food markets and door-to-door outreach with door hangers in targeted communities. He noted that ACD provided very low cost tuition and laptops with Wi-Fi hotspot access.

Jenna Saucedo reported that the San Antonio Economic Development Foundation (SAEDF) invested heavily in outreach with career pathways and leveraging digital divide barriers for job seekers. She noted that SAEDF advertised on KSAT TV and shared training opportunities with the Workforce Development Partners.

Nino Tarrantino reported that CM provided job placement support for newly released incarcerated individuals and worked with program directors at the Bexar County Jail to ensure that CM marketing materials were provided to individuals upon their release. He noted that access to information was limited within the jail and CM would meet with other Workforce Development partners to collaborate on case management opportunities.

Councilmember Cabello Havrda requested further information on targeted corporate outreach and progress on enhancing career pathways and graduation retention. She requested an update at a future meeting on long-term training plans, graduation retention strategies and job placement efforts. She requested a Dashboard that would display tracked progress. Ms. Saucedo reported that SAEDF was largely responsible for engaging the corporate community and focused on targeted industry sectors. She stated that SAEDF engaged with over 200 employers over the past year through industry roundtable discussions to offer them OJT services and obtain feedback on actual training programs and skill sets needed to fill jobs in the sectors.

Councilmember Gonzales asked if PQ turned away residents if they were not equipped to participate in the program from an educational standpoint. She requested further demographic data on the number of targeted single mothers and women and formerly incarcerated individuals that were enrolled in the Train for Jobs SA Program at the next Committee meeting.

Mr. Zammiello explained that PQ had a very good intake process and participants were rerouted to RE for remedial training and then would be placed back on the program track once they completed remediation. He noted that only a very small were ever turned away if they were not able to achieve remediation and were re-routed to other partner programs.

Chairwoman Viagran requested further information on the SA Works plan to market job training participants to local employers. She called for more in-depth discussions regarding unemployed and underemployed target populations and a target mix of current and future industries to place those individuals who were in need of a job quickly and jobs in industries that provided socioeconomic upward mobility. She requested that the RFP process include questions that asked bidders if they were going to partner in marketing, job placement, or retention.

Councilmember Rocha Garcia moved to approve Item 2. Councilmember Cabello Havrda seconded the motion. The motion carried unanimously by those present.

2. A briefing and possible action on consideration of the San Antonio Economic Development Foundation 2021 Services Agreement and Business Plan. [Carlos J. Contreras, III; Assistant City Manager; Alejandra Lopez, Director, Economic Development]

Justina Tate reported that in 2017, SAEDF, in collaboration with EDD and additional economic development partners, implemented Forefront SA which was an overall strategy for economic growth and development in San Antonio for 2017 to 2020. She stated that in the final Forefront SA report, SAEDF indicated its efforts led to the creation of 17,609 jobs (including 11,974 target industry jobs and 7,395 high-wage jobs) and a total capital investment of \$2.2 billion in the San Antonio area.

Ms. Tate reported that as a result of the completion of Forefront SA, a new Regional Economic Development Strategy was developed over the course of an eight-month process from June 2019 to January 2020 and included three pillars that supported the region's economic competitiveness: Jobs, People, and Place. She noted that the operations plan would be conducted for three years and staff recommended a contract with SAEDF for up to three years to coincide with the plan with an annual amount of \$635,000 that would be used to sponsor memberships for small businesses owned by women and people of color with a goal of increasing the diversity of SAEDF members.

Ms. Saucedo reported that since 2017, SAEDF won 84 projects, secured over 18,000 jobs, and promoted economic mobility for the local San Antonio community. She stated that SAEDF would focus on true cluster development around target sector industries and would deploy a co-marketing effort with regional partners. She recognized that the COVID-19 Pandemic created challenges in 2020 and SAEDF would continue to scale its retention, expansion, and workforce development to provide for displaced workers and businesses that were impacted.

Ms. Saucedo stated that SAEDF would continue to provide work-based learning opportunities and reported that over 12,800 local students signed up to participate in Job Shadow Day. She stated that the 2021 Plan would include talent retention targeted at recent college graduates to connect them to a network of employers. She identified the San Francisco Bay Area as a key

market to attract corporations to relocate corporate headquarters to San Antonio. She provided a dashboard that outlined San Antonio's performance against peer communities across the country and noted that overall indicators would continue to improve.

Chairwoman Viagran requested further information on SAEDF membership expansion efforts. She requested additional scorecard data that reflected changes and expansion of the 2021 SAEDF Plan. She asked if SAEDF held discussions with corporate partners regarding the issue of the State's energy instability and its impact on potential recruitment of target sectors. Ms. Tate reported that SAEDF would set aside funding to sponsor memberships for small businesses owned by women and minorities to bring more diverse representation to SAEDF. Ms. Saucedo stated that the energy issue was mentioned only a handful of times as many understood the winter storm was a rare occurrence. She noted that the tolerance level specifically for data centers, manufacturing facilities, and biomanufacturing facilities was extremely low and many such organizations had backup business continuity plans. She added that SAEDF touted the ERCOT market and the State's reliability on ERCOT for years as an asset and had become a large vulnerability factor over the past few weeks. She stated that SAEDF would revisit how the region would be promoted as it related to infrastructure.

Chairwoman Viagran noted that many local businesses had taken the Greater. Safer. Together. Pledge and requested a future discussion on its impact to the local economy.

Councilmember Cabello Havrda moved to approve Item 2. Councilmember Gonzales seconded the motion. The motion carried unanimously by those present.

Adjournment

There being no further discussion, the meeting was adjourned at 3:33 pm.

Rebecca Viagran, Chairwoman

Respectfully Submitted,

Nancy Cano, Office of the City Clerk