To: Gulf Coast Workforce Board Members

From: Executive Director Juliet K. Stipeche

Date: December 5, 2025

Subject: December 9, 2025, Board Meeting

As we enter the holiday season and reflect on the year behind us, I want to thank each of you for the leadership and commitment you have brought to the Gulf Coast Workforce Board. I look forward to seeing you at our final Gulf Coast Workforce Board meeting of the year on Tuesday, December 9, 2025, at 10:00 a.m., held in person at Houston-Galveston Area Council, 3555 Timmons Lane, Conference Rooms A/B/C, and conducted in accordance with the Texas Open Meetings Act.

The meeting will begin with remarks from Board Chair Mark Guthrie, followed by my Executive Director's Report, and an update from H-GAC Executive Director Chuck Wemple. Committee updates will be provided by:

- Adrian Ozuna – Career Services
- Alan Heskamp – Employer Engagement

Items for discussion and possible action include:

- Approval of the 2026 Gulf Coast Workforce Board budget;
- Adoption of the Conflict-of-Interest Disclosure Form and Policy; and
- Approval of committee charters for the:
    - Procurement Committee,
    - Government Relations Committee, and
    - Communications Committee.

Additionally, the Board will consider:

- An amendment to the Outreach Strategists contract, increasing the total to $1,050,000.

- A corresponding adjustment to BakerRipley-FAPO's maximum contract value to $381,100,000.

We will also receive staff presentations from:

- Philip Garcia – System Performance and Production,
- Brandi Brown – Financial Overview and Expenditures, and
- Parker Harvey & Mohammad Ahmadizadeh – Labor Market Trends.

2025: A Year of Transformation
This has been a year of disciplined transformation: one in which we strengthened the foundation of our system while positioning the Gulf Coast region to meet changing workforce demands. Guided by the Board's strategic plan, we advanced several cornerstone initiatives that have reshaped the way our workforce ecosystem operates.

On October 1, 2025, we launched our North, East, and West (NEW) Regionally Integrated Workforce Solutions–Gulf Coast model, establishing a unified and agile service structure that replaces fragmentation with consistency, coherence, and coordination for residents and employers. In November, we introduced the Regional Operation and Coordination Council (ROCC), a new advisory council composed of our service provider leadership teams. The ROCC is building the internal leadership infrastructure required to deliver our NEW model with fidelity, aligning operations across three regions, accelerating issue resolution, and reinforcing shared standards across the system.

Beyond these structural shifts, we strengthened employer engagement strategies, expanded apprenticeships and career pathways, and improved the visibility and alignment of our service model across all 13 counties. These accomplishments represent not isolated programmatic wins but deliberate movement toward a more coordinated, employer-informed, data-driven workforce system, one that can adapt quickly, perform reliably, and respond intelligently to economic shifts.

We also deepened our commitment to accountability and stewardship, modernizing policies, reinforcing monitoring and performance improvement, refining budgeting processes, strengthening vendor oversight, and demonstrating

conscientious management of public funds during a period of fiscal scrutiny and federal uncertainty. Taken together, these advancements reflect a profound shift.

14th Annual Hiring Red, White & You!

The 14th Annual *Hiring Red, White & You!* event, held on November 10 at NRG Arena, once again demonstrated our region's steadfast commitment to veterans and military-connected families. With 3,879 registrants, more than 1,500 attendees, and 142 employers conducting 649 onsite interviews, the event delivered measurable impact and meaningful moments of service and connection. Workforce Solutions – Gulf Coast staff provided exceptional on-site support through our WOW mobile units, education and training consultations, Hire Gulf Coast Youth champions, and real-time customer assistance. I extend my deep appreciation to our Board staff, service providers, and community partners whose dedication and collaboration made this event a success.

28th Annual Texas Workforce Conference — Corpus Christi

This week, we were proud to join workforce partners from across Texas at the 28th Annual Texas Workforce Conference in Corpus Christi. The conference's theme, "The Journey Ahead," captured a statewide system confronting rapid economic, technological, demographic change, and preparing to evolve accordingly. Our region was well represented by Board staff and service providers, and we were pleased to be joined by Chair Mark Guthrie and Board Members Dr. Bobbie Henderson, Joyce Johnson, Mou Sarkar, Bin Yu, Cheryl Guido, and Susan Lindsey.

During the Commissioner Super Session on Reemployment Services in a Changing Workforce Landscape, I joined Commissioner Alberto Treviño III and fellow panelists to examine the future of RESEA and the shifting needs of Texans navigating career transitions. Our discussion explored automation, AI, and the importance of human-centered, data-informed strategies that support jobseekers with clarity and confidence. Later that day, Crosby Brito represented the Gulf Coast in the panel "Stronger Together: Rethinking How We Support Employers." His contributions highlighted the growing statewide emphasis on consistent, intelligence-driven employer engagement and the value of coordinated, sector-informed strategies.

We were proud to represent the Gulf Coast region at the state's largest workforce convening, presenting our work, learning from peers, and building stronger connections across Texas. The experience broadened our perspective, strengthened statewide partnerships, and affirmed the value of our continued engagement in shaping the future of workforce development in Texas.

In Memory of Ivory

I also want to take a moment to honor the life of Ivory Mayhorn, Jr., who passed away on October 19 after a courageous battle with brain cancer. Ivory was more than a community leader; he was a force of possibility. A visionary, a mentor, and a builder of people, Ivory devoted his life to lifting others. Through Launch Point CDC and decades of hands-on service, he opened pathways for thousands, strengthened neighborhoods long underestimated, and championed economic opportunity for individuals overlooked by traditional systems. His leadership was outstanding, his impact generational, and his belief in human potential unwavering. We extend our deepest condolences to his beloved wife, Jackie, his children, and the entire Mayhorn family. https://www.frazier-mitchell.com/obituary/ivory-mayhorn-jr.

Closing Thoughts and 2026

In the coming year, our direction is clear. We will lean into a business-forward, resident-centered model that understands the deep interdependence between employer demand, workforce skills, and opportunity. We will examine the concept of "workforce access deserts" and will create plans to reach these spaces intentionally. We will focus our strategies on economic mobility, recognizing that workforce development is not only about jobs, but about opening the doors to income growth, stability, advancement, and long-term opportunity for individuals, families, and communities across our 13-county region.

I look forward to seeing you on December 9 and welcome any thoughts or reflections in advance of our meeting. I wish you and your loved ones a joyful and peaceful holiday season.

JKS

GULF COAST WORKFORCE BOARD

AGENDA

Tuesday, December 9, 2025, at 10:00 a.m.
2ⁿᵈ Floor, A/B/C, 3555 Timmons Lane
Houston, Texas 77027

This meeting will be in person only and open to the public.

1. **Call to Order (Board Chair Mark Guthrie)**

2. **Roll Call (Desmond Taylor)**

3. **Adopt Agenda (Board Chair Mark Guthrie)**

4. **Public Comment (Board Chair Mark Guthrie)**

5. **Review of the October 7, 2025, Meeting Minutes (Board Chair Mark Guthrie)**

6. **Declare Conflicts of Interest (Board Chair Mark Guthrie)**

7. **Reports:**
   a. Board Chair's Remarks: (Board Chair Mark Guthrie),
   b. Executive Director's Report: (Juliet Stipeche),
   c. H-GAC Executive Director's Report: (Chuck Wemple),
   d. Career Services Committee Report: (Committee Chair Adrian Ozuna), and
   e. Employer Engagement Committee Report: (Committee Chair Alan Heskamp).

8. **Action Items:**
   a. Budget Committee Report: Briefing of the Budget Committee meeting from Chair Carl Bowles including discussion and possible action regarding the following:
      i. Approval and submission of the 2026 proposed Gulf Coast Workforce Board budget.

b. <u>Audit and Monitoring Committee Report:</u> Briefing of the Audit and Monitoring Committee from Chair Guy Jackson including discussion and possible action regarding the following:
    i. Adoption of the Conflict-of-Interest Disclosure Form and Policy.
c. <u>Procurement Committee Report:</u> Briefing of the Procurement Committee from Chair Dr. Bobbie Henderson including discussion and possible action regarding the following:
    i. Adoption of the Procurement Committee Charter,
    ii. Approve contract amendment with Outreach Strategists to include $100,000, increasing the contract total to $1,050,000, and
    iii. Approve increasing BakerRipley – FAPO's total maximum contract value to $381,100,000.
d. <u>Government Relations Committee Report:</u> Briefing of the Government Relations Committee from Chair Guy Jackson including discussion and possible action regarding the following:
    i. Adoption of the Government Relations Committee Charter.
e. <u>Communications Committee Report:</u> Briefing of the Communications Committee from Chair Doug Karr including discussion and possible action regarding the following:
    i. Adoption of the Communications Committee Charter.

9. **Presentations and Information:**
    a. <u>Performance and Production</u>: Report on the system's performance and production (Philip Garcia),
    b. <u>Expenditures</u>: Report on the Board's budget and expenditures (Brandi Brown), and
    c. <u>A Look at the Economy:</u> Update on the Labor Market (Parker Harvey and Mohammad Ahmadizadeh).

10. **Other Business**

11. **Adjourn**

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If you wish to make a public comment you may appear in person or do so by providing your comments in writing no later than 5:00 pm on **Monday, December 8, 2025,** to Dr. Maria Franco Cortes at maria.cortes@wrksolutions.net.

Meeting materials are available on our website at www.wrksolutions.com/about-us/meetings.

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GULF COAST WORKFORCE BOARD
MEETING MINUTES
TUESDAY, OCTOBER 7, 2025

1. **Call to Order:** The Tuesday, October 7, 2025, meeting of the Gulf Coast Workforce Board (GCWB) was called to order at 10:01 a.m. by Board Chair Mark Guthrie. The meeting was held on the 2nd Floor, A-C, 3555 Timmons Lane, Houston, TX 77027.

2. **Roll Call:** Desmond Taylor, Program Administrator of the GCWB called the roll. The following members of the GCWB were present:

Arcos, Marie	Jackson, Guy R.	Ozuna, Adrian
Baker, Jennifer	Johnson, Joyce	Puente, Paul
Below, Shonda	Jones, Lavone	Riley, Monica
Bowles, Carl	Karr, Doug	Rodriguez, Grace
Cockrell, Dorian	Lindsey, Susan	Rodriguez, Melanie
Ferdinand, Mike	Lowe, Jonathan	Sarkar, Mou
Gonzalez, Melissa	Makany-Rivera, Tanya	Sorola-Pohlman, Lenora
Guido, Cheryl	Melton, Edward	Vazquez, Lizandra
Guthrie, Mark	Montelongo-Oyervidez,	Webster, Michael
Henderson Bobbie	Sara	Yu, Bin
Heskamp, Alan	Oser, Margaret	

Board Chair Guthrie determined a quorum was present.

3. **Introduction of Newly Appointed Board Members:** Chair Guthrie acknowledged newly appointed Board Member Sara Montelongo-Oyervidez. Mrs. Montelongo-Oyervidez introduced herself and was warmly welcomed by the Board.

4. **Adopt Agenda:** Board Chair Guthrie presented the proposed October 7, 2025, meeting agenda. A motion was made and seconded to adopt the agenda as presented. The motion passed.

5. **Public Comment:** There was no public comment.

6. **Review of the August 5, 2025, Meeting Minutes:** The minutes of the August 5, 2025, GCWB meeting were distributed electronically to all members before the October 7, 2025, meeting. A motion was made and seconded to adopt the minutes as presented. The motion passed.

7. **Declare Conflicts of Interest**: No conflicts were declared. Chair Guthrie reminded the members that they could declare conflicts with items as they were taken up.

8. **Reports**:

   a. **Paving the Pathway**: Cheryl Guido recognized the ten-year anniversary of the Paving the Pathway program founded and operated by the local TWC Vocational Rehabilitation staff with the assistance and support of Gulf Coast Workforce Solutions and recognized the contributions of local employers that empower the region's youth with disabilities. The presentation included a video and personal testimonies by a Paving the Pathway student and several participating employers. The employers participating in this year's program included: DLZP, Whataburger, Space Center Houston, Houston's Children's Museum, CVS, Houston Museum of Natural Science, and Simply Green Bookkeeping. The celebration and recognition concluded with Chair Guthrie presenting a resolution commemorating the ten-year anniversary of the Paving the Pathway to Success program. <u>A motion was made and seconded to adopt the resolution. The motion passed.</u>

   b. **Board Chair's Report**: Chair Guthrie opened his remarks on national activities. With no movement on WIOA reauthorization and the government being shut down, he informed the Board that we have enough money to operate for at least a month during the shut down. He shared that the Employment and Training Administration (ETA) within the Department of Labor (DOL) (which directly oversees WIOA administration) will not be very active during the shutdown—reportedly all but 31 of the 980 employees are furloughed. During this time, DOL/ETA will not be reviewing program performance and financial reports.

   Additionally, during the August 5, 2025, Board meeting, Chair Guthrie reported that the Senate Appropriations Committee on July 31 advanced a bipartisan bill (vote was 26-3) to fund the Departments of Labor, Education, and Health and Human Services in FY 26 on a relatively level basis with FY 25 and the House had gone into recess during August. On September 2, the House Appropriations Subcommittee on Labor, Health and Human Services, Education and Related Agencies approved a bill to fund these federal agencies for FY 26, on a party line vote. The House bill follows more or less the Administration's FY 26 Budget Proposal that included the MASA concept of consolidation of workforce programs and a substantial reduction in their funding. Overall, the House bill proposes a total of $9.6 billion for the DOL, a

30% decrease from the FY 25 level, including $6.6 billion for the ETA, which is 35% below the FY 25 level.

The House funding bill:

- Completely eliminates funding for **WIOA Adult Job Training**, a cut of $886 million below the 2025 level
- Completely eliminates funding for **WIOA Youth Job Training**, a cut of $948 million below the 2025 level
- Eliminates funding for the **Reintegration of Ex-Offenders**, a cut of $115 million below the 2025 level
- In place of the eliminated WIOA and other programs that are proposed to be cut, it includes $1.1 billion for **Workforce Innovation and Opportunity Act State Grants**, a decrease of $1.8 billion, or 63 percent, below the 2025 levels for the eliminated programs. It includes no details on how the state grants will function and no requirement that these grants flow to local areas through local workforce boards
- Includes $285 million for **Registered Apprenticeships**, equal to the 2025 level, and aligned with President Trump's Executive Order 14278 signed in April
- Includes $65 million for **Strengthening Community College Training Grants**, equal to the 2025 level
- Includes $880 million for **Job Corps**, which is $880 million below the 2025 level
- Provides $25 million to grow the American cybersecurity workforce
- Provides $6 million for the **Workforce Data Quality Initiative** to dramatically improve the usability and efficiency of workforce data systems
- Renames **Workforce Pell Grants**, which were approved as part of the "One Big Beautiful Bill," as "Trump Grants."

Workforce development professionals prefer the Senate bill. Chair Guthrie encouraged Board members to write Senate and House delegation members to share their thoughts.

Moreover, the Administration through the DOL issued a dashboard on local board performance for FY 23, that is not complimentary of that performance. A significant issue with the dashboard does not measure boards by the WIOA measures that boards were obligated to meet in 2023 or today; rather, the dashboard focuses heavily on statistics related to enrollment and completion of registered apprenticeships and other training metrics, which are just a small

part of what local boards do. It also ignores what boards do with other sources of funds, including Title III funds for apprenticeships and co-enrollments. It appears to focus on a theme by House Republicans 2 years ago in connection with WIOA reauthorization that too much money is spent on rent and physical facilities. The dashboard also ignores the number of people and employers assisted, hiring events and convening of and collaboration with other organizations, such as those serving veterans. NAWB has written a letter to the DOL commenting on the shortcomings of the dashboard.

On Texas matters of interest, on September 26, Governor Abbott appointed a new TWC Commissioner representing the public, Brent Connett and named Commissioner Joe Esparza as TWC Chairman to replace Bryan Daniel.

On local matters of interest, after hearing of the challenges created by TX3C, the new childcare administration software TWC has mandated, Chair Guthrie wrote a letter to TWC Executive Director Ed Serna outlining our challenges with the software, requesting additional funding for administrative costs to correct the errors it reports and asking that TWC give priority to fixing the system challenges. A response to that letter was provided essentially saying that TWC is aware of the issues, is giving the problem priority and declining to provide additional funding for admin costs. Chair Guthrie stated he needed more time to decide next steps and will provide an update to the Board at a later date.

Chair Guthrie concluded his report and no action was taken.

c. **Executive Director's Report:** Executive Director Stipeche opened her remarks by announcing the launch of the new regionally (North, East, and West) integrated career services model on October 1. This new model moved us away from a model that bifurcated employer and career services toward a more agile system that includes mobile, virtual, and subregional components. While we were excited for the launch of this new system; unfortunately, October 1 was also the start of the federal government shut down. Shortly after the shutdown commenced, the TWC advised local boards they could continue normal cash draws. Chris Nelson, the Chief Financial Officer of TWC also informed local boards that TANF balances would last about a month and SNAP coverage would be funded through the State general revenue grants. A federal advisory was also distributed discussing the continuity of obligated funds. The GCWB senior leadership is monitoring these developments closely and are hopeful for a speedy resolution.

Executive Director Stipeche continued by thanking the entire team including the new service providers, Board staff, and Board for their time during meetings and trainings to ensure a successful system transition while also continuing hiring events and office operations.

Additionally, she highlighted several events that have occurred since the last Board meeting, including distributing AC units to seniors and veterans through the Heat Wave Heroes initiative in partnership with Houston Gulf Coast Building and Construction Trades Council, Local Pipefitters 211, and Texas Veterans Network. The Filipino American Chamber of Commerce of Greater Houston recognized Workforce Solutions-Gulf Coast for its commitment to workforce development in the community among residents and employers. Moreover, Harris County Precinct 4 honored Workforce Solutions-Gulf Coast with a Resolution for our workforce investments and support in Harris County. Desmond Taylor attended the Commissioners Court to receive the Resolution on the Board's behalf. San Jacinto College unveiled its brand-new Life Sciences Building. Executive Director Stipeche gave a huge thank you to Dr. Michelle Cantu-Wilson for inviting the Gulf Coast Workforce Board to participate in the opening event. Board member Mou Sarkar was also present.

Executive Director Stipeche also thanked Melissa Steinmetz from the Board staff who was instrumental in ensuring Life Sciences was added to our most recent High Skills High Growth scholarship list.

Finally, Executive Director Stipeche highlighted several collaboration opportunities around job fairs and career fairs, specifically the Resilient Workforce Collaborative for its Level Up 2025 Workforce Skills Fair at HCC Southeast Campus and the Youth Leadership Forum event at the Harris County Courthouse on career paths to law enforcement, art, community building, and several other opportunities.

Executive Director Stipeche noted that all these events and collaborations underscore the importance of our work, particularly around building career pathways for persons across the region that we serve.

Executive Director Stipeche concluded her report and no action was taken.

d. **Career Services Committee Report (Committee Chair Adrian Ozuna**): Due to the ongoing work towards the new regional career services delivery system,

the Career Services Committee did not meet during September 2025. A detailed report on this new system is attached in **Appendix A** of this document.

Chair Ozuna concluded his report and no action was taken.

e. **Employer Engagement Committee Report (Committee Chair Alan Heskamp):** Due to the ongoing work towards the new regional career services delivery system, the Employer Engagement Committee did not meet during September 2025. A detailed report on this new system is attached in **Appendix A** of this document.

Chair Heskamp concluded his report and no action was taken.

f. **Communications Committee Report (Committee Chair Doug Karr):** Chair Karr reported that the Communications Committee met on September 24, 2025, at 1:00 p.m. at 3555 Timmons Ln, Houston, TX, 77027 (Room 2D). Board members in attendance included Doug Karr, Mike Ferdinand, Lenora Sorola-Pohlman, Cheryl Guido, Lizandra Vasquez, Dr. Bobbie Henderson, Dr. Melissa Gonzalez, Mou Sarkar, Mark Guthrie, and Michael Webster. Board staff in attendance included AJ Dean, Carl Salazar, Juliet Stipeche, Amber Jefferson, Dr. Maria Franco Cortes, Jennifer Graves, Philippe Achondo, Abdul Kargo, Jalil Cantero, and Janine Haynes. Leigh Ann Arnold and Tim Lankford from Outreach Strategists also attended. Chair Karr provided the following report of the meeting:

From July through September 2025, Workforce Solutions–Gulf Coast strengthened its role as the region's workforce leader through consistent, well-targeted communications. Social media engagement continued to grow.

Social Media Performance: From July to September 2025

LinkedIn

LINKEDIN		LINKEDIN NEWSLETTER	
Metric	**Results**	**Metric**	**Result**
Impressions	23,056	Total Subscribers	3,180
Reactions	447	Impressions	1,093
Comments	38	Engagement	20
Reposts	8	Article Views	1,550
Engagement Rate	64.3%		

LinkedIn remained our most reliable channel for professional engagement, generating 23,056 impressions with an impressive 64.3% engagement rate. Posts featuring hiring events, success stories, and employer partnerships drew the most reactions (447), comments (38), and reposts (8).

Facebook

Metric	Result
Link Clicks	1,112
Views	133,856
Reach	46,717
Content Interaction	1,027
Visits	10,526
Follows	423

On Facebook, reach and visibility remained significant, with 133,856 views and a 46,717 reach. More importantly, the platform continued to play a critical role in driving traffic, producing 10,526 visits to WorkforceSolutionsNews.com.

Instagram

Metric	Result
Views	67,692
Reach	6,421
Content Interaction	628
Visits	1,577
Follows	422

Instagram continues to build momentum as a visually driven channel. With 67,692 views, 6,421 reach, and 628 interactions, it is proving especially effective for storytelling around events and community highlights. Engagement levels per impression are notably higher here than on Facebook, showing the platform's growing potential. Like Facebook, Instagram also added 422 new followers.

Key Takeaways
- Video is dominant. Short-form videos and motion graphics consistently outperform static graphics or text-based updates.

- Storytelling is essential. Posts tied to real people. Job seekers, employers, and success stories drive the highest engagement.
- Platform roles are diverging. LinkedIn positions us as a professional thought leader, Facebook serves as a traffic driver, and Instagram is emerging as a channel for visual storytelling with new audiences.
- Newsletter potential is underdeveloped. With a strong subscriber base but modest engagement, it is a tool waiting to be maximized.

Recommendations
1. Expand Short-Form Video: Increase production of reels and quick testimonials to sustain engagement across LinkedIn and Instagram.
2. Reposition the Newsletter: Sharpen its focus on actionable insights, workforce opportunities, and human stories to boost open rates and article engagement.
3. Double Down on Facebook as a Resource Hub: Prioritize link-rich posts that drive traffic to WorkforceSolutionsNews.com, while recognizing slower growth in new followers.
4. Leverage Instagram for Younger Audiences: Use event-driven stories, behind-the-scenes content, and day-in-the-life features to deepen engagement with emerging demographics.
5. Track Conversions, Not Just Engagement: Build metrics that connect social engagement to tangible outcomes such as job fair attendance, training enrollment, and employer partnerships.

YouTube

Metric	Result
Views	3,800
Impressions	23,500
View Duration	2m 35s
Subscribers	1,465

Media Highlights
"Who's Hiring" Job Fairs
Workforce Solutions continued its monthly "Look Who's Hiring" job fair series in partnership with ABC13, reinforcing its visibility as the region's go-to source for employment opportunities.
- **August:** The job fair was hosted at the Acres Homes Multi-Service Center on August 21, 2025. While the planned live segment with ABC13 reporter Nick Natario was cancelled due to his reassignment to cover

the legislative session in Austin, ABC13 did air a preview story spotlighting apprenticeship programming with Harris Health, ensuring that apprenticeship opportunities remained a focus in the broadcast.

- **September**: On September 17, 2025, the job fair was held at the Pearland Recreation Center, in conjunction with the Pearland Economic Development Council's 4th annual "Work in Pearland" event. The preview story highlighted the Burns & McDonnell Construction Academy, emphasizing employer-driven strategies to recruit and train skilled craft and construction workers. The live segment provided valuable context, with Pearland Chamber President Jim Johnson discussing the city's strong business climate, and Russell Tomlin addressing upcoming service changes across the 13-county region.

"Heatwave Heroes"
In August and September, Workforce Solutions partnered with KRIV Fox 26 and labor partners to spotlight community support initiatives during extreme heat conditions. The Houston Gulf Coast Building and Construction Trades Council and Pipefitters Local 211 donated portable air conditioners and small backup generators to seniors and low-income veterans. Coverage aired both on "Houston's Morning Show" at 9 a.m. and the station's streaming program "HTX @10", ensuring strong broadcast and digital reach. A total of 10 units were distributed during the two-week coverage window, underscoring the community impact of this partnership while aligning Workforce Solutions with a high-profile act of service and compassion during a time of need. This campaign positioned Workforce Solutions as a responsive, community-centered organization aligned with regional partners. The dual broadcast/streaming coverage helped extend visibility across traditional and digital audiences.

"Heather Sullivan's Smart Sense" & CityCast Houston podcasts
Director Stipeche appeared on two podcasts during September to discuss the state of the local job market and provide job search tips to viewers and listeners. Heather Sullivan's Smart Sense is streamed on Fox26Houston.com and their FoxLocal app and is hosted by the station's consumer reporter.
https://www.fox26houston.com/video/1704885

CityCast Houston is a daily Houston-focused podcast launched in 2022 and led by former Houston Public Media reporter Laura Isensee. It is part of a larger for-profit network of locally focused journalism podcasts in 13 cities around the country.

https://houston.citycast.fm/podcasts/how-hard-is-it-to-get-a-job-in-houston-right-now

Other Media Mentions
ABC13 also included Workforce Solutions in a broader story about a recently retired City of Houston employee having trouble accessing pension payments. Though a brief mention, the story featured one of our career offices as the setting, further reinforcing our presence as a trusted public-facing institution.

Media Value and Reach
Workforce Solutions secured strong earned media value and audience reach throughout the quarter:

	Advertising Value Equivalent (AVE)	Viewership
July	$76,170.00	385,294
August	$121,035.00	1,012,319
September	$93,262.50	706,733
3rd Quarter	$290,467.50	2,259,822

<u>**Community Outreach**</u>
Hiring Red, White & You!
Planning is well underway for the 14th annual Hiring Red, White & You! (HRWY) job fair for veterans, scheduled for Monday, November 10, 2025, at NRG Arena Hall C. This year's event carries added visibility and prestige as it will be held during Houston Fleet Week and is officially recognized on the Fleet Week website, thanks to support from the Texas Veterans Network. More than just a job fair, HRWY has become a flagship event for connecting veterans with meaningful employment opportunities, while also showcasing the Gulf Coast region's commitment to those who have served.

The Complete Guide to Services
Workforce Solutions–Gulf Coast is preparing to release the Complete Guide to Services, a groundbreaking resource that pulls together everything our system offers across the 13-county region into one place. The guide organizes programs and resources with clear instructions and links that make it simple for anyone to find what they need. A job seeker can discover training options and support services. An employer can quickly learn about recruitment and hiring assistance. A career office staff member can use it to ensure consistent

information is shared across the region. In short, it is a tool that connects people to opportunity with less frustration and more confidence.

Career Services Guidebook
The Workforce Solutions–Gulf Coast Career Services Guidebook is a comprehensive how-to guide for service providers. It will bring essential policies, procedures, and standards into one practical reference for daily operations, and promote consistency in service delivery, accountability in operations, and alignment with the Board's strategic goal to improve service delivery. The guidebook will contain everything from program design and employer engagement to technology use, customer service, compliance, and training. It will be regularly updated as programs evolve and policies and procedures change, making it a living resource that reflects the Board's commitment to clarity, quality, and excellence in serving the region.

Career Office Closings
As part of the Gulf Coast Workforce Board's five-year strategic plan, Workforce Solutions prepared for the planned closure of the Astrodome and Westheimer career offices on September 30, 2025. These lease expirations created an opportunity to transition toward a modernized service delivery model designed to expand access and flexibility across the 13-county region. To reinforce transparency and trust, community meetings were held on September 10, 2025, providing residents, employers, and partners with details about the transition. We prepared collateral and supported messaging that assured stakeholders that core services (job matching, career counseling, training access, and employer services) would remain fully available, simply delivered in more flexible and accessible ways.

Other Activities
Website Redesign
Current Status: The website redesign project is moving into its final stages, with content development and technical build-out advancing in parallel.

Target Launch: Considering the revised development timeline and the December holiday period, the anticipated launch of the new website is now projected for early January 2026. The updated timeline also ensures sufficient time for testing, training, and troubleshooting, which will ultimately support a stronger launch and a better experience for the community.

There was discussion by Board members, including Paul Puente who inquired, "How much does the total redesign cost? AJ Dean responded between $100,000-$120,000. Sineria Ordonez asked Phillipe Anchondo, H-GAC Web Designer if we can include the "Job Seekers" header across all pages on the Navigation Bar? The response was yes, and this is the type of feedback needed to ensure a better user experience. Lenora Sorola-Pohlman requested assurance on the idea that by developing this site in-house, we will save money and be able to make changes internally. Juliet Stipeche informed Board members that in the past, our site was managed by a third party which often created delays in up-to-date information sharing as well as cost significantly. Phillipe added that by moving things in-house, we will have full control of maintenance and functionality. Dorian Cockrell inquired, "With the office transitions, what are we sharing with communities on alternatives for them to receive services and do Board members have speaking points to share with community members regarding these changes?" Juliet Stipeche emphasized during the community meetings, virtual service options and other innovative technologies were shared with the community on how they can continue receiving services as well as the nearest physical office space they can visit. Additionally, this is an opportunity for us to continue visiting co-location opportunities, particularly in areas near or close by to sunsetted offices to not interrupt the delivery of services for residents. Additionally, Board staff will work to produce bullet points for Board members to reference when speaking to community members and/or elected officials regarding offices and the new regional career service model.

Chair Karr concluded his report and no action was taken.

g. **Education Committee Report (Committee Chair Dr. Bobbie Henderson):** Chair Dr. Henderson reported that the Education Committee met on September 18, 2025, at 2:14 p.m. at 3555 Timmons Ln, Houston, TX, 77027 (Room 2D). Board members in attendance included Dr. Bobbie Henderson, Dr. Allatia Harris, Doug Karr, Margaret Oser, Mark Guthrie, Sara Montelongo-Oyervidez, Shonda Below, Sineria Ordonez, Lenora Sorola-Pohlman, Marie Arcos, and Cheryl Guido. Board staff in attendance included Carl Salazar, Dana Cornelous, Kristi Rangel, Dr. Maria Franco Cortes, AJ Dean, Romana Paniagua, Jacinth Chapman, Cheryl Sheppard, Roderick Peoples, Jenniffer Starling, Latoya Casimere, Danielle Knotts, Kristi Hayman, and Johnie Flores.

Chair Dr. Henderson mentioned the Education Committee reviewed the first draft of the Education Committee Charter. A second read will occur in January to be followed by a proposition to submit to the Board for adoption.

She continued by sharing highlights and updates from division managers and staff, including continued challenges with the child care waiting list (now up to 21 months). The news TX3C system is not functioning properly as previously reported while staff continue to use work arounds as identified in the detailed report found in the Board packet. Dr. Henderson also added that we currently have 56 TRS mentors, 4 children with disabilities mentors, and 6 TRS supervisors. More information ECE/TRS Quality Program may be directed to Manager Jacinth Chapman.

The Early Child Care Local Match program needs additional partners. Dr. Henderson advised Board members to review the Local Match toolkit provided by Manager Cheryl Sheppard to how they can assist. The Career Pathways program has undergone a rebrand and has already yielded success. Lastly, she provided an update on Hire Gulf Coast Youth as well as again acknowledged Board member Cheryl Guido on the SEAL program's award ceremony at the Children's Museum. While the program served fewer youth compared to previous years, the impact and work experience provided to the youth still stands second to none.

Chair Dr. Henderson concluded her report and no action was taken.

9. **Action Items**

   a. **Audit and Monitoring Committee Report (Committee Chair Guy Jackson):** Chair Jackson reported that the Audit and Monitoring Committee met on September 18, 2025, at 3555 Timmons Ln, Houston, TX, 77027 (Room 2D). Board members present included Guy Jackson, Mark Guthrie, Carl Bowles, Cheryl Guido, Doug Karr, Dr. Bobbie Henderson, Sara Oyervidez, Dr. Melissa Gonzalez, Shonda Below, Lenora Sorola, Marie Arcos, and Sineria Ordonez. Board staff present included Kristi Rangel, Dr. Maria Franco Cortes, Cheryl Shepard, AJ Dean, Romana Paniagua, Brandi Brown, Sabrina Uy, Vanessa Salazar, Jenny Johnson, Philip Garcia, Thomas Brown, Danielle Knotts, Kristi Hayman, Jennifer Starling, Russell Tomlin, Freyah Richard, Carl Salazar, Desmond Taylor, Kimberly Lindolph, Negail Dixon, Angela Williams, and Rauf Baig. Chair Jackson gave the following report of the meeting.

Technical Program Compliance

The Quality Assurance team completed 17 of 18 reviews scheduled for the 2025 program year. Draft reports were issued for the Financial Aid Payment Office and SERCO. Both reviews had findings that are expected to be resolved with the final report.

Financial Monitoring Updates

Three financial monitoring reports were resolved with a combined total of $2,46.20 in questioned costs. There are no reviews in process.

Draft Audit and Monitoring Committee Charter

The purpose, roles and responsibilities of the Committee is outlined in the Charter, which provides oversight, guidance, and strategic recommendations related to the monitoring and evaluation of the Gulf Coast Workforce Board's programs. More specifically, the Audit and Monitoring Committee provides oversight over the programmatic and financial monitoring of subrecipients, reviews decisions over program, grants and contracts, oversees Board staff in risk assessments and mitigation strategies, reviews grantor agencies' monitoring of the Board's compliance with policies and regulations.

The Audit and Monitoring Committee reviewed and voted to advance the Charter for the full Board's consideration and potential adoption.

New Conflict of Interest Form

The Audit and Monitoring Committee received a walkthrough of the new Conflict-of-Interest Form for Board members. The sections of the new form mirror the language in the Gulf Coast Workforce Board's Bylaws.
The different sections provide opportunities to disclose at key points.

- Section 1 are for substantial business interest or relationship disclosures
- Section 2 is for representational interest disclosures.
- Section 3 allows for disclosures prior to a discussion, consideration or action on matters pending before the Board, while
- Section 4 are for proposals or funding requests pending before the Board.
- Section 5 is the certification and signature portion.

Gulf Coast Workforce Board Interventions
BakerRipley made progress on the performance improvement
plan, maintaining strong communication and participating in workgroups
around operations and TX3C challenges. They reorganized the leadership
structure at the payment office and continue to make progress on the
implementation to the financial aid management system.

The Adult Education Center remains on the performance improvement
plan. Additional documentation has been requested and is pending.
Slide 78 – TX3C Challenges – August Snapshot
Board staff presented the challenges our Support Service provider, Payment
Office provider and families with children in care have experienced with Texas
Child Care Connection (TX3C). TX3C is TWC's statewide online application and
payment system for Child Care Services, which was used by families
and childcare providers since January 13, 2025.

The corresponding slide showed the typical types of errors, and the error
rates providers find in one sample Bi-Weekly pay cycle. It also showed that
system patches by the TX3C programmers from a July 4th patch resulted
in incorrect overpayments that necessitated the payment office
recouping $3,609,924.47 from 467 providers

TX3C Challenges – Time to fix an average error
This slide showed that if it takes 10 minutes to fix an 'average' difficulty error,
for that Aug 23rd pay cycle, it would have taken about 2.3 weeks for 15 AP staff
to fix all the 18,000 errors. But some difficult errors had taken an hour to fix.
In sum, there is not enough time to manually fix all errors within a pay
period. The payment office must park the errors and not pay the
incorrect amounts and continue fixing them during the next pay cycle.

TX3C Challenges – Eligibility
Challenges with determining eligibility for care includes inability to process
recertifications and inaccurate attendance recording, to name a few.

TX3C Challenges – Recertification
GCWB has averages 2,200 recertification per
month. The automatic recertification link does not work causing staff to extend
end dates for the last 10 months. TWC expect the issue with the link to be
resolved by the end of November. Staff is currently exploring a new system
to temporary send notices to families.

TX3C Challenges – Payment
10 full-time Eligibility staff had been collaborating with Payment Office's Accounts Payable staff since July 14th to correct billing issues.

TX3C-Funding Impact
Board staff anticipate providing an additional $1,000,000 for staffing to address system challenges.

FAPO hired 7 additional AP staff, bringing the total number of AP staff to 15, a conservative number that increases grant expense. This additional staffing commitment is needed for as long as the TX3C system errors remain.

Chair Jackson expressed grave concern with the system failures and child care waitlist as a result of the TX3C system; therefore, he along with Adrian Ozuna requested of Chair Guthrie that the Government Relations Committee explore options on how to share grievances with the State delegation but also demand immediate solutions and reprieve to this system. He added that of all the 28 local boards, the Gulf Coast Workforce Board is the largest and should carry some weight in our voice to the TWC. Dr Bobbie Henderson explained the significance of child care and our role to get these persons off the waitlist and provide the services needed to not only get the children in high quality child care but also get their parents adequate work. Doug Karr shared his concerns about the morale of the staff due to the growing demands and increased work to make up for this system's failures. Board Chair Guthrie reminded Board members that TWC is up for sunset review next year, and is positive the TX3C discussion will play a pivotal role in the discussions during the Commission's review; however, he also agreed and deferred the matter to the Government Relations Committee after he reviews the response from Ed Serna, who also mentioned he will be resigning as Executive Director of TWC.

A motion was made and seconded to adopt the Audit and Monitoring Committee Charter. The motion passed.

The next Audit and Monitoring Committee meeting is scheduled for Thursday, November 20, 2025, at 1:00 p.m.

Chair Jackson concluded his report, and no further action was taken.

b. **Budget Committee Report (Committee Chair Carl Bowles):** Chair Carl Bowles reported that the Budget Committee met on September 26, 2025, at 3555 Timmons Ln, Houston, TX, 77027 (Room 2D). Board members present included Mark Guthrie, Doug Karr, Dr. Bobbie Henderson, Paul Puente, Adrian Ozuna and Mou Sarkar. Board staff present included Juliet Stipeche, Kristi Rangel, Russell Tomlin, Desmond Taylor, Dr. Maria Franco Cortes, Brandi Brown, Romana Paniagua, Jessica Smith, Charles Wemple, Bob Lloyd, Johnn Tran, Scott Young, Vanessa Salazar, Sabrina Uy, Christina Campos, Rick Guerrero, Miguel Segura, Sagal George, Teri Ramsey, Thomas Brown, Alexandra Mallet, Viet Dang, Yvette Gonzalez, Charles Hill, Kristina Kollaja, Carl Salazar, Shaun Downie, Jochen Floesser, Arathi Nayak, and Daysy Rojas.

Chair Bowles informed the Board that the Budget Committee received the H-GAC 2025 mid-year budget updates which included explanation of cost methodologies for Indirect Cost, Fringe Benefits, Internal Services, GIS/Network, and Rent. For Fiscal Year 2026, changes presented included an update to Indirect Costs, combining all cost previously reported as Indirect, Internal or Shared Services, and Network Costs into Indirect Costs. In FY 26 GIS will not be included in Indirect Charges and direct charge the costs centers that receive services, and Shared Services cost centers will be eliminated, and services not covered by Indirect costs will be directly charged to the appropriate cost centers with approval of the Workforce division.

Noted Items of Concern

The Committee discussed the H-GAC responses provided to Chair Guthrie's inquiries on budget items. Items raised included broader participation by Workforce Division staff in the planning of the budget timeline, preparation, and reconciliation process. The Committee's expectation of improved coordination between Finance and Workforce Division staff was established to assist in the preparation of the Gulf Coast Workforce Board (GCWB) budgets.

Internal and Shared Services charges were previously described as allocated direct charges which up until now did not require Workforce Division timesheet approval and are not covered by Inter-Departmental Agreements (IDA). Again, in FY 2026 these will be included in Indirect costs. The need and an opportunity to define oversight and approvals of these costs by the Workforce Division was noted.

Direct charges by other H-GAC departments to Workforce that are not included in Indirect costs are negotiated between departments and the Workforce

Division and documented with an IDA. It was noted that signed IDAs for 2025 were pending. The H-GAC Executive Director, Chuck Wemple, directed all outstanding agreements be fully executed by close of business Wednesday, September 24, 2025, to allow the GCWB to consider the approval of the 2025 mid-year budget revision.

Additional concerns raised included the change for fiscal year 2026 to include Internal Services in indirect. This inclusion could lead to an increase in the indirect rate from 11% to approximately 30-40%. There were concerns regarding the cognizant agency, Environmental Protection (EPA), approving a much higher rate. Additionally, an increase in indirect costs can deter private foundation support, especially for small awards. H-GAC mentioned exploring mitigation strategies to improve competitiveness for private funding.

The Committee also received feedback from H-GAC Department Directors regarding increase in costs leading to an increase in indirect costs. Drivers of the increase were attributed to salaries and fringe benefits, consultants, legal, travel, memberships, and satellite phones. The response to the original request for details from Chair Mark Guthrie included all costs rather than the new items causing the increase.

The Committee expressed concern with duplication of services of Workforce-dedicated contractors and staff duplicating functions of H-GAC staff in the areas of Finance, Government Affairs, and Outreach and Communications. H-GAC noted they reduce their function when Workforce funds dedicated roles, and efforts are made to avoid overlap but continued coordination is needed.

With the uncertainty regarding Congressional proposals for reduced Federal funding potentially resulting in funding reductions and restructuring, the Committee urged scenario modeling to ensure equitable reductions across all areas, not only direct services. H-GAC committed to proactive planning.

H-GAC provided updates that the San Felipe sublease is in final review and execution is expected shortly. Questions regarding the allocation of the costs of rent at 3555 Timmons for Quality staff that will be housed at San Felipe were raised. H-GAC stated they would review the allocation to consider adjustments. H-GAC also noted parking and space expansion at 3555 Timmons is under negotiation.

Next Steps:
- H-GAC Departments finalize and produce signed agreements with Workforce for allocated direct and direct charges by Wednesday, September 24, 2025;
- H-GAC Finance provide clearer written detail of indirect and shared services cost increases beyond child care quality additions;
- H-GAC Facilities complete review and execution of San Felipe sublease and begin occupancy within five days after execution. Continue negotiating parking and space expansion at 3555 Timmons;
- H-GAC Finance and Board Finance teams develop a formal quarterly timesheet reporting and approval process for any direct charges to the Workforce Division funding beginning Q4 2025 and present to Budget Committee at a future meeting;
- H-GAC Finance and Board Staff revisit indirect and shared services allocation methodology, ensure compliance with EPA (H-GAC's federal congnizant agency) and Federal guidance, and address duplication of service concerns;
- H-GAC Data Services to provide total estimated costs for additional licenses, security, renewals supporting child care quality staffing;
- H-GAC Finance and Workforce Division Staff coordinate budget preparation and updates to reduce budget discrepancies; and
- H-GAC continued review of overhead cost reduction strategies for private and foundation grants and scenario planning for potential federal funding reductions.

The next meeting is projected for November 2025.

A motion was made and seconded to adopt the 2025 Gulf Coast Workforce Board Mid-Year Budget Revision set forth below. The motion passed.

Proposed 2025 Board Budget Revision

Gulf Coast Workforce Board
2025 Revised Budget
Source and Use

Source		Use	
General Revenue	463,000,296	Board Operations	32,574,545
Special Revenue	29,436,440	Employer Service	9,250,000
		Resident Service	60,007,677
		Financial Aid	390,604,514
Total	$492,436,736	Total	$492,436,736

Gulf Coast Workforce
2025 Revised Budget
Source Summary

	2025 Revised	2025	Dollar Change	% Change
General Federal & State Revenue	**463,000,296**	**453,946,030**	**9,054,266**	**2.0%**
Child Care Services	374,756,015	362,763,396	11,992,619	3.3%
Workforce Innovation and Opportunity	54,629,934	55,779,934 -	1,150,000	-2.1%
Temporary Assistance for Needy Families	16,843,880	16,843,059	821	0.0%
Vocational Rehabilitation	6,328,105	8,196,064 -	1,867,959	-22.8%
Supplemental Nutrition Assistance	3,755,645	3,755,645	-	0.0%
Reemployment Services & Eligibility Assessment	3,971,879	3,821,879	150,000	3.9%
Wagner-Peyser Employment Services	2,144,238	2,215,453 -	71,215	-3.2%
Veterans Employment and Training	565,600	565,600	-	0.0%
Trade Act	5,000	5,000	-	0.0%
Special Federal & State Revenue	**29,236,440**	**41,692,963 -**	**12,456,523**	**-29.9%**
Child Care Quality Enhancement	13,600,345	13,600,345	-	0.0%
Adult Education	11,682,258	12,250,372 -	568,114	-4.6%
NDW Disaster Relief Employment	2,910,762	15,423,420 -	12,512,658	100.0%
JOBS Plus	120,000	120,000	-	0.0%
Texas Education Agency - Regional Convener	337,000	100,000	237,000	237.0%
Texas Industry Partnership	100,000	100,000	-	100.0%
High Demand Job Training	98,826	98,826	-	100.0%
WIOA Statewide - Upskilling	-	-	-	-100.0%
Apprenticeship Grants	387,249	-	387,249	0.0%
Middle Skills Initiative	-	-	-	-100.0%
Other Sources	**200,000**	**200,000**	**-**	**100.0%**
Houston Endowment	200,000	200,000	-	100.0%
Total Revenue	**492,436,736**	**495,838,993 -**	**3,402,257**	**-0.7%**

Gulf Coast Workforce Board
2025 Revised Budget
Use Summary

	2025 Revised	2025	% of Total 2025 Revised Budget	Dollar Variance from 2025	% Variance from 2025
Board Operations	**32,574,545**	**27,651,962**	**6.6%**	**4,922,583**	**17.8%**
Salaries and Benefits	17,173,263	11,854,545	3.5%	5,318,718	44.9%
Consultants & Contracts	3,681,089	7,394,850	0.7%	(3,713,761)	-50.2%
Travel	462,100	268,000	0.1%	194,100	72.4%
Other	1,600,600	999,800	0.3%	600,800	60.1%
Information Technology	1,385,535	1,325,534	0.3%	60,001	4.5%
Rent	1,034,725	628,805	0.2%	405,920	64.6%
Indirect	2,055,870	1,458,776	0.4%	597,094	40.9%
Internal & Shared Services[1]	5,181,363	3,721,652	1.1%	1,459,711	39.2%
System Operations	**459,862,191**	**468,187,031**	**93.4%**	**(8,324,840)**	**-1.8%**
Employer Service					
Employer Engagement	6,750,000	9,000,000	1.4%	(2,250,000)	-25.0%
Quality Improvement	2,500,000	4,600,332	0.5%	(2,100,332)	-45.7%
Resident Service					
Career Services	52,284,646	55,200,000	10.6%	(2,915,354)	-5.3%
Adult Education	7,723,031	13,000,000	1.6%	(5,276,969)	-40.6%
Financial Aid					
Early Educational Care	350,608,772	341,386,699	71.2%	9,222,073	2.7%
Training & Support	23,891,228	29,000,000	4.9%	(5,108,772)	-17.6%
Operations	16,104,514	16,000,000	3.3%	104,514	0.7%
Total	**492,436,736**	**495,838,993**	**100.0%**	**(3,402,257)**	**-0.7%**

[1]Includes New and Vacant personnel costs allocated to Workforce. These positions were reviewed and approval by the Gulf Coast Workforce Board Executive Director.

10. **Presentations and Information:**

    a. **Performance and Production: Report on the system's performance and production (Philip Garcia).** Board Staff Phillip Garcia presented the following report:

Measure		% of Target		% of Target		
		Dec-24	Apr-25	Jun-25		
		Gulf Coast Performance	Gulf Coast Performance	Gulf Coast Performance	State Performance	Difference
	Employed Q2 Post Exit - Adult	94.73%	103.66%	103.68%	103.24%	0.44%

WIOA Outcome Measures	Employed Q4 Post Exit - Adult	90.51%	102.02%	102.28%	100.46%	1.82%
	Median Earnings Q2 Post Exit - Adult	91.89%	96.79%	100.94%	95.20%	5.74%
	Credential Rate - Adult	78.20%	80.98%	86.20%	95.56%	-9.36%
	Measurable Skills Gains - Adult	93.26%	105.25%	114.82%	106.85%	7.97%
	Employed Q2 Post Exit - DW	95.63%	106.22%	105.48%	103.28%	2.20%
	Employed Q4 Post Exit - DW	80.72%	96.65%	99.58%	102.52%	-2.94%
	Median Earnings Q2 Post Exit - DW	99.53%	114.55%	118.02%	99.23%	18.79%
	Credential Rate - DW	72.06%	76.91%	85.74%	95.72%	-9.98%
	Measurable Skills Gains - DW	90.93%	100.73%	105.53%	96.35%	9.18%
	Employed/Enrolled Q2 Post Exit - Youth	-----	-----	-----	-----	-----
	Employed/Enrolled Q4 Post Exit - Youth	-----	-----	-----	-----	-----
	Median Earnings Q2 Post Exit - Youth	-----	-----	-----	-----	-----
	Credential Rate - Youth	-----	-----	-----	-----	-----
	Measurable Skills Gains - Youth	-----	-----	-----	-----	-----
	Employed/ Enrolled Q2 - C&T	87.21%				
	Employed/ Enrolled Q2-Q4 - C&T	91.67%				
	Credential Rate C&T	74.51%	79.42%	86.94%	97.24%	-10.30%

Reporting Infrastructure Enhancements

Workforce Solutions – Gulf Coast continues to work closely with the TWC as the state enhances its reporting infrastructure. While progress has been made with several modules successfully updated, challenges remain around data completeness. To address this, the Board has accelerated the rollout of standardized reporting tools across service providers. These tools are designed to strengthen consistency, accuracy, and efficiency in data collection and reporting, ensuring leadership has access to timely and reliable insights. In parallel, Gulf Coast continues to use predictive models aligned with TWC methodologies, giving the region the ability to monitor performance proactively and refine operations in real time.

Provider Collaboration & Support

Partnership with service providers remains a top priority. Bi-monthly coordination sessions with providers have created a strong platform for alignment, shared best practices, and system-wide accountability. At the same time, a comprehensive training series has been deployed to both provider staff and Board personnel, equipping frontline teams with advanced interviewing techniques and career assessment tools. These efforts are helping staff connect job seekers to higher-quality employment pathways and ensuring that regional strategies translate into measurable results.

Performance and Regional Comparison Summary (October 2024 – June 2025)

Measure		% of Target	% of Target	% of Target		
		Dec-24	Apr-25	Jun-25		
		Gulf Coast Performance	Gulf Coast Performance	Gulf Coast Performance	State Performance	State vs Gulf Coast Difference
Reemployment and Employer Engagement Measures	Claimants Reemployment within 10 weeks	112.70%	102.87%	99.43%	96.05%	3.38%
	Texas Talent Assistance Rate	135.98%	272.54%	313.01%	-----	-----
	Average Children Served Per Day	101.91%	98.11%	99.99%	95.38%	4.61%

Program Participation Measures	Childcare Initial Job Search Success Rate			77.85%	-----	-----
	Choices Full Engagement Rate	-----	-----	-----	-----	-----
Adult Education	Adult Ed Total 12+ Hour Students	84.03%	83.40%	83.65%	119.20%	-35.55%
	Integrated Education/Training - IET (AEFLA)	56.84%	62.10%	68.64%	96.13%	-27.49%
	Intensives	76.53%	86.00%	85.24%	126.09%	-40.85%
	Popular	67.38%	80.71%	79.75%	-----	-----
	Measurable Skills Gain	94.96%	115.15%	121.97%	123.83%	-1.86%

Midway through FY2025, the Gulf Coast region is demonstrating strong performance compared to statewide outcomes. Adults and Dislocated Workers continue to excel in employment and earnings measures, with Gulf Coast participants more likely to secure jobs quickly and achieve higher wages than the statewide average. Measurable Skills Gains are also a standout strength, reflecting strong alignment between training investments and employer needs.
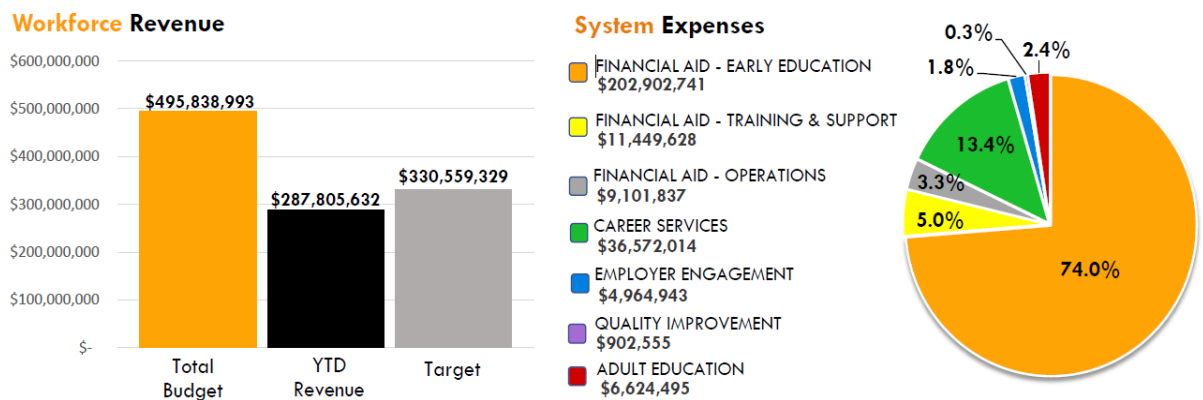
Reemployment outcomes remain a regional highlight, with Gulf Coast participants returning to work faster than those in other parts of the state. Employer engagement efforts also continue to deliver results, as shown by high participation rates in talent assistance programs. Childcare services further reinforce the system's success, with more families supported daily than the statewide benchmark.

Credential attainment remains an area of opportunity, particularly among Adults, Dislocated Workers, and Career & Technical participants. While Gulf Coast continues to trail statewide levels, the region has already launched targeted strategies aimed at strengthening credential outcomes, including closer alignment with training providers and enhanced support for participants pursuing certifications. These efforts are designed to build on existing

performance strengths and ensure credentials more directly translate into quality employment.

Youth outcomes were not available for this cycle; however, ongoing improvements to data systems are expected to enhance accuracy and provide a clearer picture of youth performance in upcoming reporting periods.

b. **Expenditures: Report on the Board's budget and expenditures (Brandi Brown) Board** Staff Brandi Brown presented the following report:

Gulf Coast Workforce Financial Status Report
For the 8 months ending August 31, 2025

	Budget	Expenses	Target
BOARD ADMINISTRATION	27,651,962	15,287,218	
EMPLOYER SERVICE	13,600,332	5,867,498	
RESIDENT SERVICE	68,200,000	43,196,508	
FINANCIAL AID	386,386,699	223,454,207	

Workforce Revenue

Total Budget: $495,838,993
YTD Revenue: $287,805,632
Target: $330,559,329

System Expenses

- FINANCIAL AID - EARLY EDUCATION $202,902,741 — 74.0%
- FINANCIAL AID - TRAINING & SUPPORT $11,449,628 — 5.0%
- FINANCIAL AID - OPERATIONS $9,101,837 — 3.3%
- CAREER SERVICES $36,572,014 — 13.4%
- EMPLOYER ENGAGEMENT $4,964,943 — 1.8%
- QUALITY IMPROVEMENT $902,555 — 0.3%
- ADULT EDUCATION $6,624,495 — 2.4%

c. **A Look at the Economy: Update on the Labor Market (Parker Harvey and Mohammad Ahmadizadeh):** Due to time, this item was tabled to the December 9, 2025, meeting.

d. **Communications and Media Update (Russell Tomlin):** This item was also tabled to the December 9, 2025, meeting.

11. **Other Business:** No other business was discussed.

12. **Adjourn:** Board Chair Guthrie adjourned the meeting at 12:18 pm.

APPENDIX A:

1. **Career Services Committee Report**

2. **Employer Engagement Committee Report**

Career Services Committee
Transition Plan Update

Executive Summary

The Career Services Committee presently oversees the most significant system transition in over a decade, as three career services providers, SERCO, EDSI, and BakerRipley, assume operations on October 1, 2025. Two of these service providers are new to this role, making coordinated planning essential to sustain quality, ensure compliance, and minimize disruption for job seekers and employers.

This transition is a cornerstone of the Board's 2024–2029 Strategic Plan, directly advancing our four pillars:
- "Business-Forward Strategies" by aligning contracts and staffing to better meet employer demand.
- "Convening Partnerships" by strengthening collaboration across the region with providers, community partners, and Board staff.
- "Increasing Awareness" through stakeholder engagement, communications, and outreach during facility changes.
- "Technology-Driven Innovation" via IT integration, enhanced security protocols, and a new learning management system (LMS).

Key highlights of this report include:

- Contracts Management: Negotiation of scopes, budgets, and provisions; facilitation of weekly transition meetings; and streamlined documentation to ensure accountability and provider readiness.
- Facilities and Property: Completion of site tours, lease negotiations, and vendor transfers across 20 career offices, impacting more than 250 staff and thousands of customers.
- Technology: Transition of IT assets and staff system access; development of a wide-area network; and revised Information Security Standards to safeguard data integrity.
- Program Operations: Implementation of the Client Transition Plan through caseload mapping, quality reviews, and targeted outreach to maintain service continuity.
- Customer Support: Reinforcement of call center capacity, integration with training efforts, and prioritization of customer-facing positions.

- Professional Development: Onboarding of new provider staff, delivery of technical training, LMS vendor evaluation, and strengthened readiness for long-term capacity building.
- Community Engagement: Stakeholder meetings and partnerships to expand access points and design future service delivery models that reflect community input.

Together, these actions demonstrate a disciplined and collaborative approach that positions the Board to enter the next phase of service delivery in the Gulf Coast region with stability, innovation, and impact.

Contracts Team

The Contracts Team has been the anchor of this transition, carrying the dual responsibility of negotiating complex scopes of work and budgets while also serving as the central hub for coordination across departments, providers, and leadership. Their disciplined approach has reduced delays, increased transparency, and provided incoming providers with the clarity needed to prepare for a strong launch on October 1, 2025. By instituting recurring meetings and shared action logs, the team has transformed what could have been a fragmented process into one marked by accountability, visibility, and steady progress.

Key responsibilities have included facilitating weekly transition meetings, coordinating activities across departments and providers, managing the flow of transition-related documentation, and continuing the Board's core function of negotiating contract terms, scopes, and budgets. Each of these tasks has required balancing immediate contractual obligations with the extraordinary demands of a large-scale system transition.

The team's active collaboration with program staff, Board leadership, and external providers has allowed them to quickly identify documentation gaps, track progress, and adapt to emerging needs. While differences in provider feedback on scopes and budgets have necessitated ongoing clarification, the Contracts Team has leaned into these challenges with structure and consistency. The discipline of recurring check-ins and shared accountability tools has helped sustain momentum and mitigate the natural difficulties of aligning multiple stakeholders on accelerated timelines.

Looking ahead, the team will continue weekly check-in meetings and move toward finalizing all contract documents for signature. Support from the Career Services Committee and other stakeholders will be essential in reinforcing expectations with providers and prioritizing policy and procedural decisions that directly shape contract

terms. This alignment will ensure that the transition remains on schedule and that new providers are positioned for success from the outset.

3. Facility and Property Team
The Board's Facility and Property Team has been instrumental in guiding the physical and operational aspects of the Board's transition plan. Their efforts have ensured business continuity, compliance, and operational efficiency across a large and complex network of career offices, directly supporting the stability of services for both customers and staff. Since the last Board meeting, the team conducted extensive site tours with incoming and outgoing providers, offering valuable historical context, and facilitating warm handoffs across twenty (20) offices. These tours, combined with the provision of detailed asset lists, staffing distributions, and priority office designations, enabled new providers to begin planning well ahead of October 1. In total, these transitions affect more than 250 staff members, a scale that underscores the significance of this work.

To track and manage progress, Board staff established a weekly transition tracker, centralized vendor management, and supported the closeout of outgoing providers, including Interfaith, Equus, SerJobs and ACAM. They also coordinated the transfer of essential accounts such as Monday.com and PandaDocs, ensuring continuity in administrative and operational tools. Sharing updated vendor lists and staff information early in the process further improved oversight and created consistency across providers, preventing potential disruptions to service delivery.

Collaboration has been extensive between Board staff and incoming and outgoing service providers. Notably, we have navigated complex lease assumption negotiations involving multiple parties and has been proactive in addressing offices requiring renewals. Where roadblocks arose, particularly with technology infrastructure such as Comcast, Board Member LaVone Jones and Comcast's Lakisha Gilbert provided invaluable support to move agreements forward, which we are deeply grateful.

Looking ahead, this team is focused on executing leases for eighteen (18) offices, securing certificates of occupancy and fire permits, and completing the transition of key technology and telecommunications systems, including Comcast and RingCentral. They will also oversee vendor transfers, conclude the closure of the Northshore, Westheimer, and Astrodome offices in compliance with the Board's policy, and continue to update property standards in alignment with IT and Information Security requirements.

Please note that additional IT support will be critical in addressing provider inquiries and ensuring the productivity of transition meetings. Guidance on occupancy certifications, often varying by county or municipality, will also be essential to maintaining timelines.

Through this comprehensive and coordinated effort, this team has not only sustained operations during a period of intense change but has also reinforced the foundation upon which new providers can succeed.

4. Technology
The H-GAC Data Services has been integral in ensuring that the Board's transition plan is supported by a secure, functional, and modern technology environment. Their efforts focus on three core areas: the migration of technology assets and data, the reassignment of system access for all staff, and the development of a wide-area network architecture that will enable consistent, reliable connectivity across multiple providers and offices.

To meet the elevated demands of this transition, two temporary staff were onboarded to manage the surge of Local Information Security Officer (LISO) requests and the high volume of administrative tasks related to user account provisioning. This includes system access mapping, Active Directory account creations and terminations, and multifactor authentication assignments for staff moving between Workforce Solutions and contractor roles. Weekly coordination meetings with Workforce Solutions' IT stakeholders have improved alignment and reduced duplication of effort, while joint planning sessions have advanced the design of the new wide-area network, which will integrate bandwidth allocation, redundancy planning, and endpoint security requirements for the incoming providers.

A significant milestone was the completion of the first draft of the revised Information Security Standards and Guidelines. This updated framework strengthens encryption protocols, establishes new standards for password management and access controls, and aligns with state and federal cybersecurity requirements. These revisions are especially critical as new providers inherit sensitive data systems, including customer case management tools (WIT), financial aid platforms, and vendor communication portals.

The team's work has already produced measurable results: account transitions are being processed on time, network configurations are being tested in advance of provider onboarding, and interim solutions are in place to prevent service interruptions. Collaboration with both external providers (Interfaith, BakerRipley, Equus, EDSI, SERCO) and internal Board staff has created consistent communication channels to identify and resolve issues quickly.

Challenges remain in the migration of Comcast-provided services, particularly the transfer of business-class network accounts. These roadblocks have required exploring alternative service configurations and interim routing solutions. The active engagement of Board Member LaVone Jones and Comcast Business Field Sales Manager Lakisha

Gilbert has been critical in troubleshooting and accelerating these processes, as described above.

Looking forward, the team will finalize provider integration into the wide-area network, circulate the completed Information Security Standards and Guidelines for review and approval, and continue to manage user credentialing and secure access transitions. Ongoing alignment with IT stakeholders will ensure that firewall configurations, VPN tunnels, and endpoint protections are in place before October 1, safeguarding continuity of service delivery while raising the region's overall cybersecurity posture.

5. Program Operations

The Program Operations Team has taken the lead on the Client Transition Plan, which is at the heart of ensuring service continuity for job seekers during this provider transition. This plan integrates caseload mapping, quality reviews, and timely client notifications to protect customers from experiencing service gaps and to maintain compliance across federal and state programs.

In recent weeks, the team developed and implemented a Case Reassignment Plan to manage the smooth transfer of customer cases, ensuring accuracy in caseload distribution and consistency in client communication. They also launched the Direct Funded Customer Outreach Plan (effective September 2, 2025), which includes tailored outreach strategies for TANF/Choices, SNAP, and RESEA customers. Recognizing the importance of staffing readiness, the team created a Hiring Priority Framework that prioritizes compliance-critical and customer-facing positions. This ensures that the most essential services are staffed first, reducing the risk of disruption as new providers come on board.

These efforts strengthen both compliance and customer confidence. By standardizing reassignment processes, verifying outreach efforts, and aligning staffing strategies with transition milestones, the Client Transition Plan has enhanced system readiness. At the same time, the team is managing the inherent challenge of coordinating caseload transfers while keeping day-to-day services uninterrupted. Careful alignment of resources and communication across providers and staff remains central to meeting these goals.

Looking ahead, Program Operations will continue to monitor the reassignment tracker and outreach logs on a weekly basis, providing technical assistance where needed. They will also oversee provider hiring progress and conduct post-transition evaluations to identify lessons learned and embed continuous improvement into future operations.

6. Customer Support

Customer Support has played a vital role in sustaining service quality and responsiveness throughout this period of change. As the "front door" for many customers, their efforts have ensured that communication lines remain open, inquiries are addressed quickly, and client concerns are escalated appropriately during the transition.

To prepare for the expected surge in demand, the team added additional staff to handle increased call and email volumes. They worked closely with Professional Development and FAPO Training to coordinate provider onboarding and training, while collaborating with Program Operations to ensure that critical customer-facing positions were staffed first. These measures have allowed the team to efficiently triage customer inquiries and route them to the right staff or providers, minimizing delays in service.

The team is also addressing structural challenges, such as establishing prime and sub-LISO roles within each provider organization and ensuring that Office Managers and Supervisors are in place to create clear lines of responsibility. Clarifying roles and building consistent organizational structures across providers is improving customer and vendor confidence in the transition process.

Next steps include continued support for onboarding and staff reassignment within the Financial Aid Communication System, which serves as the central tool for tracking customer concerns, inquiries, and complaints. By embedding this tool into transition activities, the Customer Support Team is strengthening accountability and ensuring that customer needs remain at the center of service delivery.

7. Professional Development

Preparing staff and providers to meet new expectations has been a cornerstone of the transition, and the Professional Development Team has advanced multiple initiatives to build readiness and capacity. They facilitated technical assistance and case review training with EDSI and SERCO staff, covering critical systems such as WIT, DocuWare, and Gazelle. They completed evaluations of leading Learning Management System (LMS) vendors and advanced the top-scoring option for procurement review by the Contracts Team. In parallel, they coordinated provider onboarding activities in partnership with Youth Services, Program Operations, and H-GAC Communications. To support long-term sustainability, the Board also posted the position of Program Administrator – Learning Systems, strengthening our ability to manage training infrastructure in-house.

The impact of this work is measurable. Training evaluations demonstrate significant gains in staff knowledge, with change management scores increasing from 79 to 96 between pre- and post-tests. Onboarding and policy sessions have heightened provider awareness

of compliance expectations and service standards. Procurement planning positions the region to transition to a modern LMS in early 2026, which will modernize training delivery and improve consistency across providers.

The inability to extend the current LMS contract with Latitude Learning posed a challenge, but contingency plans were put in place. Providers have been authorized to track training internally while Board staff work with Data Services to export, store, and monitor training data during the interim. This ensures accountability without delaying the transition.

Moving forward, the team will continue to evaluate training needs under the revised job description framework, finalize onboarding plans, and provide targeted technical assistance for case reviews. They will also coordinate system integration training for new providers and launch quarterly continuing education sessions to sustain skill development across the network. Ongoing Committee engagement in reviewing LMS procurement outcomes will be vital to ensuring that the region transitions successfully to a modernized training infrastructure.

8. Community Engagement
The Community Engagement Team has ensured that stakeholders remain informed, engaged, and confident during this period of significant change. Their efforts have focused on building trust, expanding access, and gathering input that will shape the Board's long-term service delivery strategies.

In August and September 2025, the team hosted community meetings tied to facility changes at the Westheimer, Northshore, and Astrodome offices. These meetings provided critical updates, addressed community concerns, and reinforced the Board's commitment to delivering services directly within neighborhoods. Engagement also extended beyond updates: the team launched an internal Virtual Services Survey, gathering staff input to inform strategies for expanding remote and technology-enabled services.

The impact has been immediate and positive. Community meetings strengthened relationships with stakeholders, facilitated new access point partnerships with organizations such as San Jacinto College–North, East Harris County Empowerment Council, and Gulf Coast Community Services Association, and generated valuable insights into how the Board can expand accessibility. Collaboration with Board managers and program teams has ensured that this feedback is integrated into planning for future service delivery models.

Looking ahead, the team will continue to identify new community partners who can serve as access points and strategic collaborators. While no immediate challenges have been identified, the ongoing task will be to expand and formalize partnerships that enhance service delivery, particularly in underserved areas. Stakeholders who wish to connect with Community Engagement on partnership opportunities are being directed to the centralized contact at CommunityEngagement@wrksolutions.net, reinforcing transparency and accessibility.

Conclusion

The scope and complexity of this transition cannot be overstated. In less than a year, the Gulf Coast Workforce Board has coordinated the handoff of contracts, facilities, technology, operations, customer support, professional development, and community engagement across a regional network that serves thousands of employers and job seekers each day. What might have been a moment of disruption has instead become an opportunity to modernize our systems, deepen our partnerships, and strengthen our long-term capacity to serve the Gulf Coast region.

Each team has demonstrated remarkable discipline and collaboration, whether through the Contracts Team negotiating and aligning scopes and budgets, Facilities and Property securing continuity across 20 offices and 250 staff, Technology reinforcing cybersecurity and connectivity, Program Operations managing client caseloads, Customer Support sustaining responsiveness, Professional Development preparing staff for new systems, or Community Engagement fostering trust and expanding access points. Together, these efforts embody the pillars of the Board's 2024–2029 Strategic Plan: Business-Forward Strategies, Convening Partnerships, Increasing Awareness, and Technology-Driven Innovation.

As October 1, 2025, approaches, the Board is not simply onboarding new providers; it is positioning the region for the future. The systems, standards, and relationships strengthened through this transition will carry forward into the next phase of our work, ensuring that Workforce Solutions - Gulf Coast remains a trusted, resilient, and innovative partner to employers, job seekers, and communities across our thirteen counties. This transition reflects the hard work, foresight, and collective commitment of Board members, staff, and partners. It is a moment of both continuity and renewal: continuity of our mission to connect people with careers and businesses with talent, and renewal of the systems and structures that will allow us to deliver on that mission with even greater impact in the years ahead.

Employer Engagement Committee
Regional Update

Executive Summary

This report outlines significant progress across four key sectors, focusing on building a skilled and resilient regional workforce.

- **Building & Construction:** Coordinated workforce and training resources for major projects like the **Buffalo Bayou Reclamation** and the **George R. Brown Convention Center expansion**. Advanced partnerships with industry leaders and ensured large-scale projects utilize registered apprenticeship programs.
- **Life Sciences & Healthcare:** Supported **UTMB** and **Harris Health** in developing apprenticeship programs. Engaged with new biotech/pharma companies and collaborated on upskilling initiatives like the **Baylor/St. Luke's PCA to LVN program**.
- **Information Technology & Innovation:** Focused on future workforce readiness by preparing for **Tech Fest Live**, promoting **Mark Cuban's AI Academy** for youth, and taking on a leadership role with the **Bridges to Science organization**.
- **Community Engagement:** Strengthened community partnerships through a **Wharton Career Taskforce** meeting and continued support for the **Institute for Homeland Security at Sam Houston**, expanding career pathways in essential industries.

1. **Building & Construction Sector**
   - **Buffalo Bayou Reclamation Project**
     Coordinated with the primary trusts overseeing the Buffalo Bayou Reclamation Project to align workforce and training resources for this long-term, 10-year initiative, which spans from Memorial Park to the Turning Basin.
   - **Regional Industry Partnerships**
     Advanced partnership development with key industry stakeholders, including Randy Young (Young Enterprises) and Chad Burke (Economic Alliance Houston Port Region), to further strengthen regional industry ties.
   - **South Texas Nuclear Project (STNP)**
     Engaged with new ownership and management following Constellation's acquisition of NRG and Day & Zimmermann's appointment as the prime contractor. Ongoing discussions focus on developing apprenticeship pathways, with an emphasis on hiring locally in Matagorda County.

- **Apprenticeship Discussions**
  Continued conversations with Kendra Yarborough
  Camarena regarding apprenticeship opportunities within Harris County Precinct 4.
- **World Cup Workforce Planning**
  Participated in workforce planning sessions in collaboration with the Harris County
  Sports Authority, FIFA, and the Gulf Coast AFL-CIO to ensure the region is
  prepared for the 2026 World Cup.
- **Stadium Garage Project**
  Continued discussions with the Astros organization and the Sports
  Authority regarding the new stadium garage project. Focus is on contributing
  input regarding construction methods, building types, and long-term workforce
  operations.
- **Large-Scale Construction Projects**
  Engaged contractors on several significant projects, including:
  o **George R. Brown Convention Center Expansion/Rebuild**
  o **New Hotel Construction at Houston First**
  o **LBJ and Ben Taub Hospital Projects** (valued at $2.1 billion+)
    Ensured these projects utilize registered apprenticeship programs.
- **Collaboration with Burns & McDonnell and HISD**
  Exploring the creation of post-graduation career pathways in pipefitting and
  electrical for Houston ISD students.
- **Disaster Relief Workforce Strategy**
  Met with Senator Sheldon Whitehouse and Commissioners Briones and Garcia to
  discuss disaster relief strategies, focusing on expanding skilled trades participation
  to support community recovery needs.

2. **Life Sciences and Healthcare Sector**
   - **OakBend Medical Center Roundtable – Wharton (August 12)**
     Participated alongside TWC, Wharton ISD, and local healthcare providers.
     Discussion focused on resources for the Wharton area healthcare industry.
   - **UTMB Apprenticeship Grants**
     Supported UTMB with CNA Apprenticeship Application Grant submissions, in
     addition to other UTMB apprenticeship applications, advancing workforce
     development in the healthcare sector.
   - **Portal Innovations & Member Companies**
     Delivered a presentation to Portal Innovations and its member companies,
     fostering collaboration within the life sciences sector.
   - **GHP Life Sciences Collaboration**
     Engaged with GHP Life Sciences to explore collaboration opportunities,

specifically regarding the arrival of two Biotech/Pharma manufacturing companies in the region.

- **OakBend Healthcare Roundtable**
  Participated in the OakBend Healthcare Roundtable in Wharton, fostering discussions on regional healthcare workforce needs.
- **AccessHealth Annual Breakfast Event**
  Attended the AccessHealth Annual Breakfast Event, furthering healthcare workforce development initiatives.
- **Baylor/St. Luke's PCA to LVN Upskilling Program**
  Worked with Baylor/St. Luke's The Woodlands on upskilling programs for Personal Care Assistants (PCA) to Licensed Vocational Nurses (LVN).
- **Harris Health Registered Apprenticeships**
  Assisted Harris Health in developing registered apprenticeships and worked with the youth team to create a pipeline of workers for upcoming healthcare openings.

3. **Information Technology and Innovation Sector**
   - **Tech Fest Live**
     Initiated discussions with the Community Engagement team to secure a booth at the 6th Annual Tech Fest Live, set for November 12–13. The event is a premier showcase for emerging technologies and STEM education, aligning with workforce development and recruitment efforts.
   - **Mark Cuban's AI Academy**
     Distributed informational materials on Mark Cuban's AI Academy, a national initiative focused on increasing access to AI and machine learning skills for underserved youth. The program aligns with our STEM and workforce readiness goals and provides significant opportunities for future workforce talent.
   - **Career and Technical Education (CTE) School Board Meeting**
     Participated in the first Board Meeting for the new Career and Technical Education (CTE) school, where we reviewed evaluation results, financial dashboards, and the 5-year strategic development pipeline. Also, discussed roles and responsibilities, emphasizing alignment and transparency.
   - **Bridges to Science Organization**
     Honored to be voted Vice President of the Bridges to Science organization, which promotes STEM access for underrepresented youth through hands-on learning and mentorship. Coordinating involvement in the upcoming Houston Science Festival to showcase innovations and engage with students, families, and industry partners.
   - **Leadership Forum on AI**
     Began preparations for an upcoming Leadership Forum focused on AI

implementation at the C-suite level, where I will be speaking on leveraging AI to address executive and operational challenges.

4. **Community Engagement and Events**
   Notable Activities:
   - **Wharton Career Taskforce Meeting**
     Held a Career Taskforce Meeting in Wharton on August 7th, with Lucia Garcia (Community Outreach and Resource Planning Specialist, U.S. Department of Labor) and Marina Guerra (Outreach & Education Coordinator, U.S. Equal Employment Opportunity Commission) in attendance. The purpose was to introduce these leaders to local community stakeholders, with the goal of setting up a larger presentation with the Wharton Chamber of Commerce and their members. The next meeting will include leaders from Wharton, Matagorda, and possibly Fort Bend Counties.
   - **Institute for Homeland Security at Sam Houston**
     Continued support for the Institute for Homeland Security at Sam Houston State University in their efforts to expand their talent pipeline initiatives. This includes their work with wastewater management and integration into local Independent School Districts (ISDs) to create career pathways.

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Term: January 1, 2025, thru December 31, 2026

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Desmond Taylor, Program Administrator, Board Relations
Dr. Maria Franco Cortes, Senior Planner, Board Relations
Kristi Rangel, Assistant Director of Workforce
AJ Dean, Senior Manager, Fiscal Administration and Contract Management
Russell Tomlin, Senior Manager, Career Services
Sabrina Uy, Senior Manager, Quality Assurance and Risk
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GULF COAST WORKFORCE DEVELOPMENT BOARD COMMITTEES

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- Cheryl Guido
- Mark Guthrie
- Doug Karr
- Paul Puente

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Report Card
Appointed by Board Chair as needed.

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- Paul Puente – Vice Chair
- Cheryl Guido
- Mark Guthrie
- Bobbie Henderson
- Doug Karr
- Adrian Ozuna
- Melanie Rodriguez
- Grace Rodriguez
- Michael Webster

GULF COAST WORKFORCE BOARD ATTENDANCE

Board Member	02/04/25	3/4/25 (S/C)	04/08/25	06/03/25	08/05/25	10/07/25	12/02/25
1 Arcos, Marie	✓			✓	✓	✓	
2 Baker, Jennifer				✓		✓	
3 Below, Shonda	✓		✓			✓	
4 Bowles, Carl	✓	✓	✓	✓	✓	✓	
5 Cevallos, Rachel		✓	✓	✓			
6 Cockrell, Dorian	✓			✓	✓	✓	
7 Dobert, Michael							
8 Ferdinand, Mike					✓	✓	
9 Gonzalez, Melissa	✓	✓	✓	✓		✓	
10 Guido, Cheryl	✓	✓	✓	✓	✓	✓	
11 Guthrie, Mark	✓	✓	✓	✓	✓	✓	
12 Harris, Allatia			✓	✓			
13 Henderson, Bobbie Allen	✓	✓		✓	✓	✓	
14 Heskamp, Alan	✓		✓	✓	✓	✓	
15 Jackson, Guy Robert	✓	✓	✓	✓	✓	✓	
16 Johnson, Joyce	✓		✓	✓	✓	✓	
17 Jones, Lavone				✓	✓	✓	
18 Karr, Doug	✓	✓	✓	✓	✓	✓	
19 LaBroski, Jeff	✓	✓		✓	✓		
20 Larmond, Shareen	✓		✓		✓		
21 Lindsey, Susan		✓	✓	✓		✓	
22 Lowe, Jonathan	✓	✓		✓	✓	✓	
23 Makany-Rivera, Tanya			✓	✓	✓	✓	
24 Melton, Edward		✓	✓	✓		✓	
25 Montelongo-Oyervidez, Sara						✓	
26 Ordonez, Sineria		✓	✓	✓			
27 Oser, Margaret		✓	✓	✓	✓	✓	
28 Ozuna, Adrian	✓	✓	✓		✓	✓	
29 Puente, Paul	✓	✓		✓	✓	✓	
30 Rex, Glenn					✓		
31 Riley, Monica			✓	✓	✓		
32 Rodriguez, Grace	✓	✓	✓		✓	✓	
33 Rodriguez, Melanie		✓	✓	✓	✓	✓	
34 Rupani, Nasruddin	✓	✓					
35 Sarkar, Mou		✓	✓	✓	✓	✓	
36 Segovia, Valerie		✓			✓		
37 Sorola-Pohlman, Lenora				✓	✓	✓	
38 Taylor, Sandra	✓	✓	✓		✓		
39 Vazquez, Lizandra	✓	✓	✓	✓	✓	✓	
40 Webster, Michael		✓	✓	✓	✓	✓	
41 Yu, Bin	✓	✓	✓	✓	✓	✓	

Career Services Committee

1. Executive Summary

The Career Services Committee met on November 18, 2025, at 1:30 p.m. at the Houston-Galveston Area Council 3555 Timmons Lane, Houston, TX 77027, chaired by Adrian Ozuna. Committee members present included Lizandra Vasquez, Mou Sarkar and Bin Yu. Board members present; Board Chair Mark Guthrie, Jeff LaBroski, Doug Karr, Mike Ferdinand, Guy Robert Jackson, and Grace Rodriguez.

The Career Services Committee now has overseen the successful implementation of the most significant system transition in over a decade. As of October 1, 2025, three career services providers (BakerRipley, EDSI, and SERCO) have assumed full operational responsibility across the Gulf Coast region. Two of these providers are new to the system, and their integration marks a major milestone in sustaining service quality, ensuring compliance, and maintaining stability for both job seekers and employers.

Key post-transition highlights of this report include:

- Contracts Management: Successfully coordinated with providers and internal teams to align expectations, standardize processes, finalize all pending contracts, and strengthen accountability across all program areas.
- Survey Software RFP: Successful Proposal was awarded to Concourse Tech Inc on November 5, 2025.
- Facilities and Technology: Key accomplishments of the Career Office Transition included transferring and reconciling assets, restoring electricity, conducting weekly risk-monitoring meetings, facilitating warm handoffs to maintain service, and partnering with external and IT stakeholders to support DocuWare migration and compliance reviews.
- Program Operations: Conducted comprehensive case reviews, ensured seamless staffing coverage, reconfigured DocuWare, and implemented a new regional WAVE structure to improve efficiency, consistency, and accountability in service delivery. Program Operations: Implementation of the Client Transition Plan through caseload mapping, quality reviews, and targeted outreach to maintain service continuity.
- Customer Support: Maintained uninterrupted service during transition, addressed customer gaps, delivered training, strengthened system security, and ensured responsiveness to increased inquiries.
- Professional Development: Stabilized operations, delivered foundational training, clarified LISO roles, created standardized resources, and prepared staff for the upcoming LMS to support compliance and workforce readiness.
- Community Engagement: Strengthened regional collaboration through bi-weekly meetings, successfully executed Houston White Cane Safety Day, expanded

community access points, and developed an Access Point Framework for future engagement and outreach.

Together, these achievements demonstrate that the Gulf Coast Workforce System has transitioned successfully and is now focused on strengthening consistency, innovation, and accountability in service delivery across all Career Offices.

2. Contracts Team

The Contracts Team continued coordination across multiple departments to support post-transition activities with new and expanded subrecipients. Initial monthly meetings were held with each provider to review expectations, timeliness, and documentation standards, along with internal meetings to align contract processes and reinforce accountability.

These coordinated efforts have strengthened communication, improved documentation consistency, and enhanced accountability across all program areas. The team worked closely with subrecipients, the Workforce attorney, youth and employer engagement teams, finance, and program operations to ensure that all contracts align with program goals and compliance requirements.

All pending contracts were successfully moved to execution, ensuring providers are fully equipped to operate under the new structure. The team's next focus is on standardizing oversight documentation, defining clear roles, and coordinating consistent meeting schedules with program teams to monitor performance and compliance.

To sustain progress, the Contracts Team recommends establishing a calendar for recurring meetings beyond the monthly touchpoints and clarifying expectations for uploading meeting notes and updates to shared contract folders for transparency and recordkeeping.

3. Survey Software RFP

On November 5, 2025, the Houston-Galveston Area Council (H-GAC) issued a notice of award to Concourse Tech Inc. for the Survey Software RFP. The notice confirms that H-GAC has accepted Concourse Tech's offer and will proceed with preparing the contract documents. Concourse Tech has been informed that work may not begin until they receive official notification with the fully executed contract. This update is provided for the committee's awareness as we move forward with next steps.

4. Facility and Technology Team

The Gulf Coast Workforce Board successfully completed its Career Office Transition on October 1, 2025, transferring multiple sites previously managed by Interfaith of The Woodlands to new service providers: BakerRipley, EDSI, and SERCO. The primary goals were to maintain business continuity, ensure compliance with state and local standards,

and facilitate a smooth transfer of assets, technology, and facility operations. Strategic oversight and coordination ensured the transition was completed efficiently and in alignment with Board requirements.

Key accomplishments included the retrieval, reconciliation, and transfer of assets to new providers, restoration of electricity at impacted offices, and facilitation of weekly transition meetings to monitor progress and address risks. Warm handoffs between outgoing and incoming providers-maintained service delivery, while collaboration with partners such as the Texas Veterans Commission, ISAM, and Vocational Rehabilitation reinforced interagency coordination. In partnership with Interfaith's IT leadership, the team also supported DocuWare migration and IT compliance reviews across career offices. Collaboration was central to the transition's success, with the Facilities and Property team working alongside Interfaith, BakerRipley, EDSI, SERCO, AT&T, Comcast, and internal partners (Fiscal, IT, Program Operations) to align assets, leases, and systems. This coordination strengthened operational readiness and minimized disruption for customers and staff. Challenges such as delayed lease assumptions, account ownership issues, telecom installation delays, and power interruptions from incomplete Certificates of Occupancy were quickly resolved through coordinated efforts with vendors, local jurisdictions, and fiscal staff, restoring full connectivity and service continuity within days.
Looking ahead, the focus will be on completing RingCentral migration, standardizing property, and IT management processes, and finalizing lease renewals for key offices. Continued collaboration between IT, Fiscal, and Facilities will ensure ongoing compliance, consistent vendor management, and stronger infrastructure across all sites. The successful completion of this complex transition highlights the Board's commitment to maintaining high-quality service delivery and operational excellence across the Gulf Coast region

5. Customer Support
The Customer Support team played a vital role in ensuring service continuity throughout the post-transition phase. Collaborating closely with Program Operations, the team identified and prioritized customers experiencing service gaps across programs. They worked with FAPO and the BakerRipley Business and Data Analysis Team to complete the FAMS Guidebook for Service Providers and partnered with FAPO Training and Professional Development to deliver targeted training sessions for new service provider staff. In addition, the team collaborated with Workforce Security and BDAT to review and manage appropriate permission access levels in FAMS, strengthening system security and consistency.

These collaborative efforts led to improved service delivery and responsiveness during the transition period. Additional staff were brought on to manage the increased volume of calls and emails, ensuring efficient triage and resolution of customer inquiries. As a result, Customer Support maintained minimal drops in service while ensuring the right

staff and service providers were in place to sustain a smooth transition and strong customer engagement. Between September 1–30, the team successfully handled 281 calls, complaints, and inquiries, and 270 between October 1–31; while this reflects a slight decrease, all measures remained firmly in place to ensure there were no drops in service quality or responsiveness.

While some challenges emerged, including delays in onboarding, restructuring within the FACS system, and confusion regarding new staffing assignments, the team addressed these issues quickly through proactive communication and support. Looking ahead, Customer Support will remain focused on assisting with staff onboarding, updating FACS assignments, and sustaining improved service delivery for both customers and vendors.

6. Program Operations
The Program Operations team successfully completed the transition to the new service provider model on October 1, working collaboratively with BakerRipley, EDSI, and SERCO. Comprehensive case reviews were conducted across all regions, resulting in the successful transfer of 1,342 out of 1,924 cases. The team partnered with service providers to ensure adequate staffing coverage in key program areas, maintaining seamless service for customers required to engage with workforce programs. In addition, DocuWare, the document management system, was reconfigured to align with the new service model, ensuring that all customer records are properly routed to the correct provider.

The transition demonstrated strong collaboration, adaptability, and commitment from all partners, resulting in improved coordination and responsiveness. Effective November 3, the new regional WAVE system integrates the East, North and West regions, enhancing efficiency, consistency, and accountability through clear regional ownership. Program Operations partnered with Board staff, providers, IT, H-GAC Data Services, and Data Management Offices to support case transfers, DocuWare updates, WAVE operations, and customer outreach, resolving early access and data issues while continuously monitoring performance and refining workflows to maintain compliance and alignment with program goals.

Looking ahead, the department is partnering with Lee College to launch a SNAP Third-Party Partnership Project serving 50 customers in skill-building and employment activities. Program Operations is also implementing the new Work Authorization rule under Wagner-Peyser, ensuring verification for staff-assisted services while minimizing impact on SNAP E&T and Choices orientations. Continued Board support remains essential as the team advances into a regional model that is efficient, customer-focused, and results-driven.

7. Professional Development
The Professional Development (PD) Team has focused on stabilizing operations, aligning training systems, and strengthening workforce readiness across the Gulf Coast region following the October 1 transition to new service providers. Priority has been given to staff supporting mandated program areas to ensure continuity of services and compliance with program requirements. The team facilitated 17 unique courses—including FAMS 2.0, WIT Reports, WIT Business Services, and Texas Model Training—to equip 288 staff with the technical and policy knowledge needed for their roles. In addition, the PD and Training Guidelines were finalized and posted to The Workforce Hub, establishing a unified structure for onboarding, compliance, and continuous learning across all providers.

To reinforce accuracy and compliance in program operations, PD developed standardized desk aids and orientation resources for Data Management, SNAP E&T, and TANF/Choices teams. Training was also provided to clarify roles and responsibilities for Local Information Security Officers (LISOs), ensuring alignment with data protection and cybersecurity protocols. These materials and sessions support timeliness and consistency in case documentation and data entry, which directly influence performance and reporting outcomes. As a result of these coordinated efforts, staff across the region now operate within a clearer framework that connects onboarding, compliance, and skill development to measurable outcomes. The groundwork established this quarter positions the system for sustained success and provides the foundation for long-term learning and performance management through the upcoming Learning Management System (LMS).

Collaboration has been key to PD's success, partnering with Program Operations, Data Services, Employer Engagement, and Community Engagement to align training with policies, compliance, and targeted staff needs. PD also coordinated with TWC, FAPO, and H-GAC Communications to deliver a comprehensive schedule of timely, high-quality professional development for the Board and provider staff.

During the post-transition phase, PD resolved system access challenges, implemented interim training data tracking, and maintained workflow continuity, minimizing disruptions, and supporting monitoring. Current priorities include delivering foundational courses, piloting Employer and Community Engagement modules, preparing LMS implementation, and providing ongoing technical assistance for onboarding and training tracking.

8. Community Engagement
The Community Engagement Team has prioritized strengthening collaboration, outreach, and visibility across the Gulf Coast region. A key accomplishment in this period was the establishment of bi-weekly meetings with Community Engagement Managers from BakerRipley, EDSI, and SERCO to ensure alignment and consistency

across the three regions. These bi-weekly meetings have provided valuable opportunities for strategic planning and collaboration across program areas, reinforcing the "one band, one sound" approach. This coordination led to the successful execution of Houston White Cane Safety Day on October 20, 2025, held at the University of Houston Student Service Center South. The event hosted 48 exhibitors, featured 38 Workforce on Wheels activities, and achieved a record attendance of 750, surpassing projected goals.

Collaboration continued through ongoing work with Vocational Rehabilitation (VR) to implement a Workforce Integration Model at non-colocation sites. This partnership is designed to expand community access points through flexible scheduling, increase Workforce Solutions' visibility, and enhance service coordination and customer outcomes. Access Points serve as the essential gateways through which Workforce Solutions–Gulf Coast connects with individuals, employers, and communities, ensuring inclusive and effective access to resources, services, and support. These access points include Local Offices, which act as permanent hubs offering comprehensive, in-person assistance and community-based resources; Co-Locations, where shared spaces with community partners strengthen service coordination and expand reach; Pop-Ups and Community Events, which bring services directly into neighborhoods and create meaningful engagement opportunities between job seekers and employers; and Virtual Access Points, which provide seamless digital connectivity through online platforms, remote assistance, and emerging tools such as podcasts. To advance this work, we have engaged in ongoing conversations with city and county stakeholders and toured their facilities to identify potential co-location opportunities. We are also continuing to meet internally to establish the structure, framework, and policies needed to support a consistent and scalable Access Point Model.

The 14th Annual Hiring Red, White & You event, held on November 10, 2025, at NRG Arena, continued its mission of connecting Texas veterans, transitioning service members, and their families with meaningful employment opportunities while supporting employers in need of skilled talent. This year's event saw 3,300 individuals registered and more than 1,500 attendees, including 813 veterans, 9 active-duty military, 58 reserve/national guard members, and 220 military family members, demonstrating the event's strong reach across the military community. Workforce Solutions staff provided 111 WOWs/direct services and addressed 102 inquiries related to education and training opportunities, supporting attendees in navigating career pathways. Employers remained highly engaged, conducting 649 onsite interviews and offering 150 youth opportunities, reinforcing the event's role in fostering both immediate and future workforce connections.

A total of 142 employers participated; 40 of those were Veteran-Serving Organizations and community partners, and the event featured three mobile units, further expanding accessibility and on-the-spot support. Together, these efforts advanced the event's goal

of honoring those who served by providing direct access to employment, resources, and pathways that strengthen economic mobility for the region's military community. The team welcomes insights and recommendations on additional community stakeholders who can serve as potential partners or access points in this expanding network. Suggestions can be shared via **CommunityEngagement@wrksolutions.net**.

Conclusion
The transition that began on October 1, 2025, demonstrates the Gulf Coast Workforce Board's capacity for rapid coordination and strategic oversight. In the first month, the Board successfully managed the handoff of contracts, facilities, technology, customer support operations, program operations, professional development, and community engagement across a regional network serving thousands of employers and job seekers. What could have been a disruptive period instead became an opportunity to modernize systems, strengthen partnerships, and enhance the region's service capacity from day one.

Each team played a critical role in ensuring continuity and building resilience. The Contracts Team aligned scopes, expectations, and compliance standards with providers; Facilities and Technology maintained operational readiness across offices and ensured IT and cybersecurity integrity; Customer Support sustained responsiveness to customers and vendors; Program Operations managed client caseloads and service coordination; Professional Development equipped staff with the skills and knowledge necessary for the new service model; and Community Engagement expanded access points and deepened community trust. Collectively, these efforts reflect the principles of the Board's 2024–2029 Strategic Plan: Business-Forward Strategies, Convening Partnerships, Increasing Awareness, and Technology-Driven Innovation.

Looking ahead, the strengthened systems, clarified roles, and established relationships from this transition position Workforce Solutions – Gulf Coast for a resilient and innovative future. The region will now be equipped to deliver seamless services to employers and job seekers, expand outreach and access, and implement technology-driven solutions efficiently. This milestone reflects not only the dedication and foresight of Board members, staff, and partners but also the continuity of the mission to connect people with careers and businesses with talent, while renewing systems and structures for even greater impact in the years to come.

Employer Engagement Update

Overview

Although the Employer Engagement Committee did not convene this quarter due to scheduling conflicts, employer engagement work across the Gulf Coast region continued at full pace. Staff remained actively engaged with industry partners, educational institutions, and economic development leaders to strengthen talent pipelines, provide labor market insight, and support ongoing workforce initiatives. The following update summarizes the major activities carried out across all sectors.

Regional Labor Market and Employer Trends

Regional labor market data continues to show increased demand from employers seeking detailed labor intelligence to guide hiring strategies, expansion planning, and long-term workforce development. Employers are seeking support in understanding industry growth patterns, emerging skills, and wage competitiveness amid shifting economic conditions.

Recent engagements included a comprehensive analysis for Project Greenstar, a potential copper rolling and extrusion operation evaluating relocation to the region. Labor availability, wage benchmarks, and industry trend data were used to assess the area north of Daikin in Harris County and determine readiness for advanced manufacturing activity.

Across the North, East, and South subregions, economic development partners received detailed contractor and sector profiles, including four-digit NAICS wage and employment trends. These analyses informed local strategies for training alignment, employer outreach, and business attraction. Additional labor market support was provided to the Katy Area Economic Development Council, Pearland EDC, Waller EDC, and Silken Materials. Work ranged from wage assessments and methodology clarification to biochemistry and life sciences labor studies within a 20-mile radius of Waller. These projects reflect the continued reliance on Workforce Solutions – Gulf Coast for accurate labor analytics that support employer planning and regional economic development.

Employer Engagement Highlights
Healthcare and Life Sciences

Healthcare and Life Sciences engagement continued to advance under the leadership of Principal Industry Liaison Melissa Steinmetz. Her work supported

both immediate employer needs and long-term workforce development strategies across hospitals, biotech firms, and educational partners in the region. Through the BioPath program, she continued connecting employers with students pursuing biotech careers, strengthening the pipeline of emerging talent. Her involvement with the Texas Bioscience Workforce Focus Group supported statewide planning efforts aimed at mapping training capacity and identifying sector gaps. She also participated in the Biotechnology and Biomanufacturing Education Conference, where she shared perspectives on regional workforce shortages and training needs.

Ms. Steinmetz attended the Launch Point/Dwyer CNA Apprenticeship Graduation - recognizing more than 600 new Certified Nursing Assistants - and led multiple regional roundtables in Matagorda and Wharton counties that focused on local workforce shortages, employer needs, and training alignment. Engagement with the Ibn Sina Foundation expanded discussions around Allied Health and IT training, helping to integrate health and technology pathways for future workforce demand. Her work continues to strengthen the region's healthcare and life sciences ecosystem, which remains a critical pillar of the Gulf Coast economy.

Building and Construction Trades
Principal Industry Liaison Lacy Wolf advanced numerous initiatives focused on the construction, manufacturing, and energy sectors. His involvement with the Harris County Sports Authority and World Cup 2026 preparation reflects ongoing coordination around large-scale infrastructure needs and the workforce required to support them.

Mr. Wolf also worked with Harris County Commissioners' Court to position Workforce Solutions as a primary recruitment partner for county infrastructure projects. Engagement with the Transportation Advocacy Group and the Gulf Coast Area Labor Federation expanded collaboration on workforce gaps, emergency response readiness, and industry-labor partnerships.

His leadership of the Waller Manufacturing Roundtable brought together employers and educators to develop machine operator and manufacturing training programs. Additional outreach at H-GAC Internship Day highlighted career pathways for youth and encouraged employer participation in work-based learning. Mr. Wolf also deepened partnerships with energy employers and supported federal policy efforts, including the introduction of the Federal Mechanical Insulation Act of 2025. These combined activities reinforce the region's capacity to meet construction and skilled trades workforce demands.

Information Technology
Information Technology engagement continued to grow through the work of Principal Industry Liaison Amber Jefferson. Her participation in community and industry events-including the United Nations Gala-strengthened ties with leaders working at the intersection of technology, education, and economic development.

Ms. Jefferson received regional recognition through the Business Choice Outstanding Strategic Partner Award from the Tri-County Regional Black Chamber of Commerce, highlighting her impact across 12 counties. She was also invited as a panelist for the American Leadership Forum Houston's event on the AI skill gap, where she offered insight into the digital skills and training pathways needed to prepare workers for a rapidly changing technology landscape.

New team member Benjamina Covarrubias supported outreach at the Texas City Managers Association Region 6 Summit, sharing information on Workforce Solutions' role in supporting municipal innovation through technology-focused workforce programs. These activities continue to expand employer engagement in the IT sector while building pathways into high-growth digital careers.

Upcoming Initiatives and Opportunities
Strategic partnerships continued to expand under the leadership of Crosby Brito. Efforts with the College of the Mainland focused on rebuilding collaboration around industry-aligned training in Galveston County. Upcoming employer roundtables coordinated by Mr. Brito aim to strengthen ties between educators, employers, and economic development organizations in Galveston, Texas City, and surrounding areas.

A major focus this quarter involved addressing workforce needs in the water and utilities sector. Beginning in January 2026, a series of regional water workforce roundtables will convene agencies such as the Texas Rural Water Association and Sam Houston State University to build long-term training pipelines, including pre-apprenticeship opportunities for youth and out-of-school young adults.

Mr. Brito also supported major workforce initiatives in healthcare, including collaboration with Harris Health to strengthen recruitment pipelines. In aerospace, he organized the Space City Houston Job Readiness Event to help workers affected by recent layoffs connect with new training and employment opportunities. Additional economic development projects in Waller County and the surrounding area involved workforce planning for new manufacturing and precision machining investments. Support for the Davie Shipbuilding expansion in Galveston and Port Arthur-expected to create approximately 4,000 jobs-highlights the importance of aligning workforce strategy with major regional investments.

Advisory Councils & Employer Engagement Committee
Progress toward launching the Employer Engagement Advisory Council continued under Benjamina Covarrubias. The Council is scheduled to launch in January 2026, with bylaws, operating structure, and performance metrics completed. Invitations have been distributed and commitments secured from industry representatives across healthcare, energy, construction, technology, and utilities.

Ms. Covarrubias developed the Council's organizational model, clarifying its interface with Workforce Solutions leadership and the Gulf Coast Workforce Board. Planning is underway to identify resource needs and operational supports, ensuring the Council provides meaningful input into employer engagement strategies. Despite delays from organizational transitions and government shutdown considerations, planning remains on schedule.

Workforce Solutions – Gulf Coast Transition Updates
Crosby Brito and Carl Salazar continue aligning employer engagement services with the Board's broader strategic direction. The Employer Engagement Summit on October 30 helped clarify expectations, priorities, and areas of focus for new service provider teams. Work is underway to update operating procedures, strengthen training consistency, and refresh employer-facing materials through collaboration with Outreach Strategists.

A major organizational priority is the identification of a new customer relationship management (CRM) system. A modern CRM will improve how employer interactions are tracked and coordinated across the region, enhancing relationship management and reinforcing a standardized approach to employer services. Research and procurement planning are underway, with the goal of selecting a long-term solution that supports the Division's needs.

Strategic Focus Discussion
Work continues to center on aligning employer engagement activities with the broader organizational strategy, ensuring that communications, outreach materials, and internal processes support the Board's long-term vision. Collaboration with Outreach Strategists will help modernize collateral and improve how employer services are communicated. Identifying the right CRM system remains a priority, with the goal of improving consistency and quality across employer interactions.

Next Meeting and Adjournment
The committee will convene again at its next scheduled meeting as outlined by Chair Alan Heskamp. Until then, employer engagement activity will continue to focus on regional alignment, pipeline development, and strong industry partnerships.

8

Budget Committee

Executive Summary

October 31, 2025

The Budget Committee was chaired by Mark Guthrie given Carl Bowles absence and convened at 10:03 a.m. on October 31, 2025, at the Houston-Galveston Area Council (H-GAC). Members in attendance included Doug Karr, Dr. Bobbie Henderson, Paul Puente, Adrian Ozuna, Mou Sarkar, Melanie Rodriguez, Jeff LaBroski, Grace Rodriguez, Shonda Below, and Cheryl Guido. The meeting adjourned at 11:26 a.m.

H-GAC Finance presented the October iteration of the proposed 2026 agency budget, noting that the November iteration was in development and expected by November 10. The final budget will go before both the Workforce Board and the H-GAC Board in December 2025.

CFO Christina Ordonez-Campos and Budget & Special Projects Manager Yvette Gonzalez outlined significant changes to the Indirect cost structure. Two allocations (Internal Services and GIS/Network) and one cost pool Shared Services (Outreach & Government Affairs and Purchasing) were consolidated into a single Indirect budget line. GIS was removed from allocations altogether and will now be directly charged only to programs that opt into GIS services. Workforce does not anticipate any GIS direct charges, as the services are unnecessary and/or duplicative.

Under the revised methodology, the Indirect rate for Workforce is 37% of direct salaries and benefits. Total Indirect across the agency is just under $18 million, with approximately $6.6 million allocated to Workforce. The November iteration will incorporate further reductions due to the removal of three proposed indirect positions and the exclusion of TRS staff rent from the 3555 Timmons Lane cost allocation.

Senior Manager AJ Dean presented the proposed 2026 Gulf Coast Workforce Board Budget, reflecting a decrease to just under $489 million, down from $492 million in 2025. He also provided a detailed breakdown of Indirect costs by agency cost objective/department. The Committee requested H-GAC present clear deliverables for the largest cost categories, specifically Outreach & Government Affairs, Procurement, and Data Services.

For Outreach & Government Affairs, the Committee requested:
- A summary of services provided to Workforce in 2025, with associated costs and time spent by project;
- Proposed 2026 deliverables aligned to Workforce priorities, with cost estimates and expected outcomes; and
- A review of potential redundancies between H-GAC work and external

contractors, with recommendations to streamline responsibilities, reduce cost, and improve quality.

For Procurement, the Committee requested:
- Counts of procurements completed within the last 12 months and anticipated volume for 2026;
- Workforce's proportional cost share, including an FTE-equivalent justification for the department's more than $700,000 cost; and
- Implementation of centralized reference checks for all agency-wide procurements, with a report on process and timelines.

The Board Chair additionally requested an update on the Comprehensive Process Assessment and Efficiency Analysis. H-GAC Executive Director Chuck Wemple will provide the Weaver engagement letter and scope to the Chair and Committee.

Committee members also reviewed the 2026 performance goals, advising clarification that services are staff-assisted for both individuals and employers, and recommending the inclusion of convenings and engagements. Multiple funding-reduction scenarios were discussed, with emphasis on contingency planning to anticipate impacts on provider staffing and office operations should additional funding cuts occur. The Committee affirmed the importance of pursuing philanthropic and local/regional funding opportunities to mitigate potential reductions. The next Budget Committee meeting was scheduled for December 1, 2025.

December 1, 2025
The Committee reconvened at 2:08 p.m. on December 1, 2025, chaired by Carl Bowles at H-GAC. Attendees included Board Chair Mark Guthrie, Doug Karr, Dr. Bobbie Henderson, Paul Puente, Guy Robert Jackson, Rachel Cevallos, Shonda Below, Dr. Allatia Harris, Cheryl Guido, Adrian Ozuna, Alan Heskamp, Grace Rodriguez, Mou Sarkar, and Lenora Sorola Pohlman. The meeting adjourned at 3:47 p.m.

The Budget Committee reconvened to review the December iteration of H-GAC's proposed 2026 unified budget. H-GAC staff presented updates to the indirect cost methodology, departmental allocations, and Workforce's share of agencywide expenses. The Committee's review focused on ensuring transparency, alignment of services to Workforce priorities, and adherence to state and federal requirements governing cost allocation.

Budget and Indirect Cost Structure
Manager Shaun Downie presented the December iteration of the 2026 H-GAC Budget on behalf of Yvette Gonzalez. The December iteration of the 2026 budget highlighted:

- A consolidated indirect methodology that combines prior allocation categories (Internal Services, Network/GIS, Shared Services) into a single indirect pool.

- Workforce's indirect allocation totals $6.9 million, representing approximately 39% of the agency's allocable salaries.
- The increase from the 2025 midyear revision reflects:
  - Workforce salary and benefit increases (+$351,000).
  - Methodology changes consolidating prior categories (+$210,000).
- Workforce's total budget for 2026 is $488 million, compared to $492 million in 2025.

The increase from the 2025 mid-year budget reflects Workforce salary and benefit adjustments and the consolidation of prior allocation categories into a single indirect pool. GIS costs will now be charged only to programs that use those services; Workforce anticipates no such charges. Committee members asked clarifying questions to ensure full understanding of the revised methodology, its application across cost centers, and how the new structure affects budgeting, monitoring, and future comparisons.

H-GAC departmental presentations were delivered by:

- Outreach & Government Affairs – Rick Guerrero (Chief) and Miguel Segura (Director);
- Accounting – Gilda Mendoza (Controller);
- Internal Audit – Charles Hill;
- Human Resources/Personnel – Laura Tomlinson for Director Teri Ramsey;
- Purchasing – Kristina Kollaja;
- Facilities/Print Shop – Scott Young; and
- Network & IT – Viet Dang.

Indirect departments, including Accounting, Internal Audit, Human Resources, Procurement, Facilities/Print Shop, and IT, provided summaries of their functions, statutory and compliance responsibilities, service volumes, and cost drivers. Departments presented metrics such as:

- Accounting workload for 171 Workforce-funded FTEs.
- Internal Audit's federal compliance functions and subrecipient monitoring.
- HR's recruitment, benefits administration, and case management volumes.
- Procurement's solicitation volume, contract lifecycle management, and compliance oversight.
- Facilities' support for major Workforce relocations, high-volume print production, and agency mail distribution.
- IT's onboarding/offboarding, cybersecurity, licensing, and application development.

These departments provided descriptions of their responsibilities, service volumes, compliance functions, and cost drivers. These presentations gave the Committee a comprehensive view of H-GAC's operational support of Workforce programs.

A significant portion of the meeting focused on the Outreach & Government Affairs (OGA) cost center, to which Workforce is allocated $1.18 million in indirect charges. OGA leadership attempted to explain the distinction between their direct-charge functions (e.g., podcasts, program-specific website updates, event communications) and indirect functions (legislative monitoring, intergovernmental coordination, internal communications). However, OGA inaccurately believed Workforce had budgeted direct-charge hours for OGA staff in 2026. Workforce and Finance leadership clarified no such hours exist in the final budget. OGA staff expressed surprise, noting they expected staff to begin direct Workforce work in January 2026.

Board Member Paul Puente asked for a standard operating procedure defining direct vs. indirect services. OGA leadership responded not with definitions, but with an extended metaphor: All H-GAC departments are "ships" (Workforce, Transportation, Aging, etc.). H-GAC is the "port" they sail into. Indirect costs are the "lighthouse," "insurance," and "docks" that keep all ships safe and supported. Direct charges are the "supplies" each ship carries for its own mission.

Chair Guthrie expressed concerns regarding whether the department name "Governmental Affairs" could raise compliance questions under federal restrictions on lobbying. He emphasized that Workforce must receive clearly articulated deliverables and measurable value for its allocation. Across the discussion, the Committee consistently identified a persistent lack of clarity regarding OGA's responsibilities, outputs, and alignment with Workforce priorities. However, commitments were made to improve collaboration and communication.

The Committee discussed opportunities to strengthen deliverables, improve customer service, and ensure measurable value for each department's Indirect cost. Members recommended quarterly updates to the Workforce Board detailing activities and spending. The Committee also requested a follow-up meeting with Procurement for deeper discussion of duties, workload, and clarity of roles. The Budget Committee will maintain a mutual review process with full transparency regarding progress and gaps. If the Committee determines that it is not receiving sufficient value for the allocated cost, it will initiate formal discussions on potential adjustments to the allocation and/or future direction of the work. These conditions reflect the Board's focus on fiscal stewardship, operational clarity, and ensuring that indirect services fully support the region's workforce mission.

Budget Committee

Proposed 2026 Gulf Coast Workforce Board Budget

Background

Each year, the Workforce Board approves a budget that outlines how it will use its revenue to achieve the goals set forth in its strategic plan to Support Business-Forward Strategies to Fuel the Regional Economy, Enhance Service Delivery Utilizing Technology and Innovation, Serve as a Strategic Convener and Forge Key Partnerships, and Increase Public Awareness of Services and Opportunities.

This budget allocates resources to operate Workforce Solutions and drive positive impacts across the region, supporting the Workforce Board's mission and its strategic priorities.

Revenue Overview

The proposed 2026 budget, totaling over $488 million, represents a 0.8% decrease from 2025. Funding is categorized as either Federal & State Revenue or Other Revenue, encompassing philanthropic or non-federal, non-state awards.

Gulf Coast Historical Budget

488,481,067   492,436,736   471,498,311   448,482,885

Estimated Revenue by Year

■ 2026   ■ 2025   ■ 2024   ■ 2023
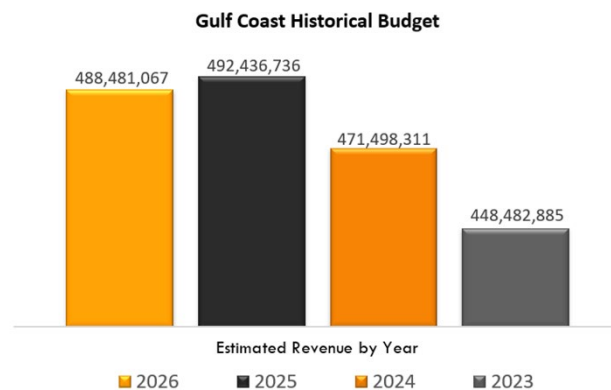
Federal & State Revenue Highlights:
Slight increase in Child Care Services, with reductions to Workforce Innovation and Opportunity Act, Adult Education, Supplemental Nutrition Assistance, and National Dislocated Worker funding for a net decrease of $5.1 million.

Other Revenue Highlights:
Increase attributed to receipt of two Houston Endowment awards totaling $1.35 million.

Share of Revenue by Program Area

80%   10%   4%   2%   1%   3%

- Child Care Services
- Workforce Innovation and Opportunity
- Temporary Assistance for Needy Families
- Adult Education
- Vocational Rehabilitation
- Others

Share of Revenue by Program:
Child Care Services makes up 80% of funding followed by Workforce Innovation and Opportunity Act, Temporary Assistance for Needy Families, Adult Education, and Vocational Rehabilitation.

Proposed Distribution

The proposed 2026 Board budget designates 6.8% of total revenue for operations at H-GAC, while the remaining 93.2% is allocated to contracted service delivery. Board operations are suggested at $33,380,084 for 2026, a 2.5% increase from 2025, with system operations decreasing to $455,100,983, reflecting a 1.0% decrease from the previous year.

Board Operations
28,176,596 5.7%

System Operations
468,187,031 94.3%

- Board Operations
- System Operations
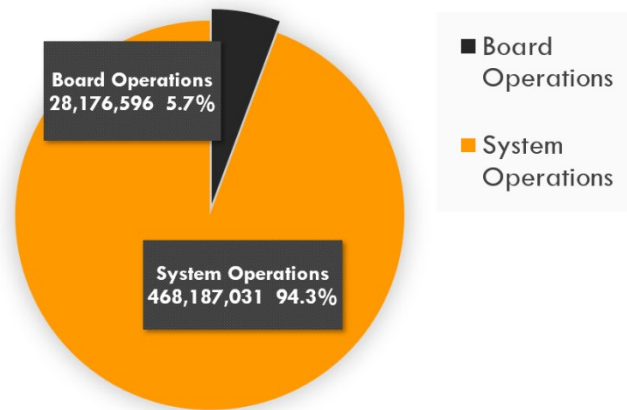
Board Operations Highlights:

Personnel budget supports 167 Workforce staff. Increase in Salaries and Benefits by 8.5% is primarily attributed to Child Care Quality staff transitioning from temporary staff to full-time staff.

Contracted Services supports information and public outreach efforts, and financial monitoring services provided through contracted vendors. Decrease by 32% relates to the reduction in the contracted service for temporary Quality staff.

Rent covers two leased locations, 3555 Timmons and 5599 San Felipe, with the increase due to the Quality staff that will be housed at the San Felipe office.

The Other category primarily supports employee development, software purchase, communications costs for cell phones, and expandable equipment and has a slight decrease.

Travel supports expenses for both Board staff and Board members related to official business meetings and reflects an increase due to additional In-Region travel budgeted for Quality staff.

Indirect Cost Summary
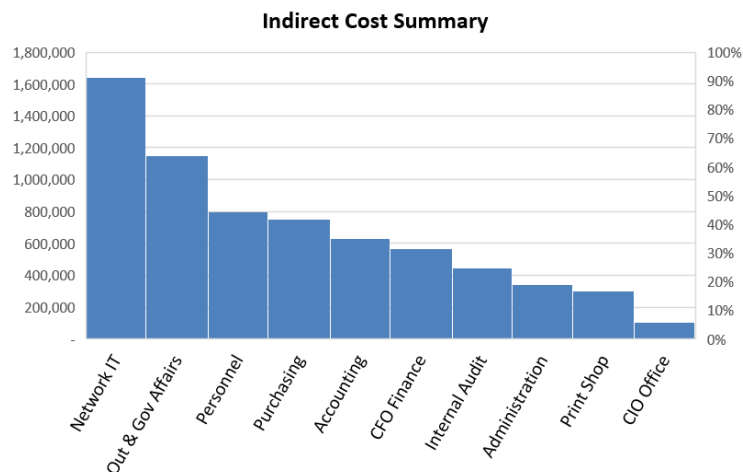
Indirect, supporting shared agency operations, reflects an increase due to the increase in Workforce Personnel costs and the change in H-GAC's methodology.

Data Services
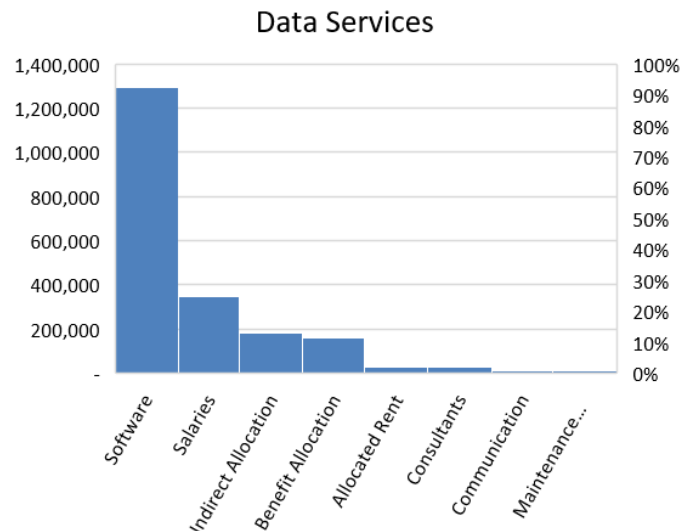
There is a slight increase to the Information Technology budget. Funds support staffing and software resources necessary to meet regional Workforce Solutions' information technology and system management needs provided by H-GAC Data Services department.

System Operations Highlights:
Workforce Development includes Career Services, Adult Education, and Financial Aid for training and support services. A decrease to Career Services is due to our new operational structure with the consolidation of Employer Engagement into Career Services operations and a decrease in WIOA funding. Adult Education increased slightly with an additional allocation of funding. Decrease to Financial Aid is due to the expiration of disaster relief employment opportunities.

Early Childhood Education includes Operations, Quality Improvement, and Financial Aid for direct care and quality. There is a slight increase to Operations to accommodate TX3C workarounds while the state undertakes system enhancements. A modest reduction in contracted quality improvement activities is attributed to the funding restriction for quality grants. While Financial Aid has increased modestly, we expect to serve approximately the same number of children, as higher childcare costs offset additional funding.

Workforce Development

- 23%
- 12%
- 65%

Legend:
- Career Services
- Adult Education
- Financial Aid

Early Education

- 4%
- 1%
- 95%

Legend:
- Operations
- Quality Improvement
- Financial Aid
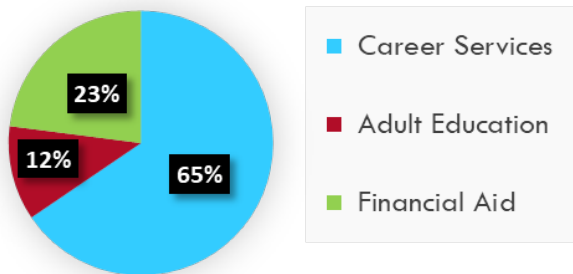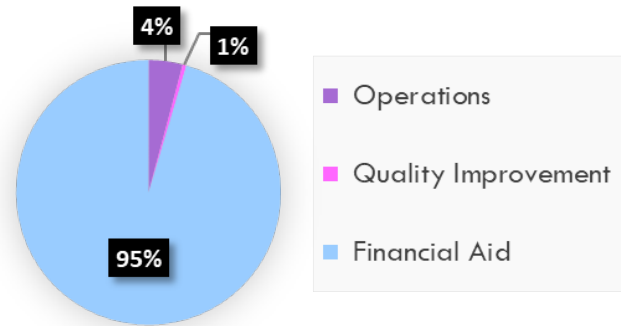
Results and Objectives

In addition to meeting state and federal performance standards, the 2026 budget aims to achieve various outcomes, including:

- Career Services: Providing staff-assisted workforce services to over 110,000 individuals.
- Employer Engagement: Providing staff-assisted services to over 10,000 employers.
- Early Education: Providing childcare scholarships for about 55,000 children.
- Adult Education and Literacy: Providing adult education services to over 7,800 students.
- Youth Services: Providing workforce services to over 20,000 young people.
- Convenings & Connections: Tracking # of employers, jobseekers, and stakeholders through targeted workforce development meetings and events.

2025 results are detailed below for comparison:

- Career Services: Assisted over 55,000 individuals in entering employment.
- Employer Engagement: Served over 13,000 employers.
- Quality Early Education: Provided child care scholarships for about 51,000 children.
- Adult Education and Literacy: Provided adult education services to over 6,000 students.
- Youth Services: Provided workforce services to over 24,000 young people.
- Financial Aid: Provided training scholarships to over 3,000 individuals totaling $9.6 million and support services to over 2,400 individuals totaling over $650,000.
- Convenings & Connections: Tracking # of employers, jobseekers, and stakeholders through targeted workforce development meetings and events.

Gulf Coast Workforce Board
2026 Proposed Budget
Source and Use

Source		Use	
Federal & State Revenue	487,084,067	Board Operations	33,380,084
Other Sources	1,397,000	System Operations	455,100,983
Total	$488,481,067	Total	$488,481,067

**Gulf Coast Workforce
2026 Proposed Budget
Source Summary**

	2026	2025 Revised	Dollar Change	% Change
Federal & State Revenue	**487,084,067**	**492,236,736 -**	**5,152,669**	**-1.0%**
Child Care Services	390,768,841	388,356,360	2,412,481	0.6%
Workforce Innovation and Opportunity	49,394,526	54,629,934 -	5,235,408	-9.6%
Temporary Assistance for Needy Families	17,013,269	16,843,880	169,389	1.0%
Adult Education	10,595,275	11,682,258 -	1,086,983	-9.3%
Vocational Rehabilitation	6,361,304	6,328,105	33,199	0.5%
Reemployment Services & Eligibility Assessment	4,687,802	3,971,879	715,923	18.0%
Supplemental Nutrition Assistance	3,398,722	3,755,645 -	356,923	-9.5%
Wagner-Peyser Employment Services	2,895,055	2,144,238	750,817	35.0%
NDW Disaster Relief Employment	840,000	2,910,762 -	2,070,762	-71.1%
Veterans Employment and Training	576,500	565,600	10,900	1.9%
Apprenticeship Grants	287,249	387,249 -	100,000	-25.8%
Texas Education Agency - Regional Convener	237,000	337,000 -	100,000	-29.7%
Other Federal or State Revenue	28,524	323,826 -	295,302	-91.2%
Other Sources	**1,397,000**	**200,000**	**1,197,000**	**598.5%**
Houston Endowment	1,350,000	200,000	1,150,000	575.0%
Local H-GAC & Workforce	47,000	-	47,000	100.0%
Total Revenue	**488,481,067**	**492,436,736 -**	**3,955,669**	**-0.8%**

Gulf Coast Workforce Board
2026 Proposed Budget
Use Summary

	2026	2025 Revised	% of Total 2026 Budget	Dollar Variance from 2025	% Variance from 2025
Board Operations	**33,380,084**	**32,574,545**	**6.8%**	**805,539**	**2.5%**
Salaries and Benefits	18,599,844	17,173,263	3.8%	1,426,581	8.3%
Contracted Services	2,501,000	3,681,089	0.5%	(1,180,089)	-32.1%
Rent	1,376,030	1,034,725	0.3%	341,305	33.0%
Other	1,592,067	1,600,600	0.3%	(8,533)	-0.5%
Travel	510,500	462,100	0.1%	48,400	10.5%
Indirect[1]	6,739,794	6,583,518	1.4%	156,276	2.4%
Information Technology[2]	2,060,848	2,039,250	0.4%	21,598	1.1%
System Operations	**455,100,983**	**459,862,191**	**93.2%**	**(4,761,208)**	**-1.0%**
Workforce Development					
Career Services	54,644,167	60,072,646	11.2%	(5,428,479)	-9.0%
Adult Education	9,635,207	7,723,031	2.0%	1,912,176	24.8%
Financial Aid	19,871,089	23,891,228	4.1%	(4,020,139)	-16.8%
Early Childhood Education					
Operations	16,248,000	15,066,514	3.3%	1,181,486	7.8%
Quality Improvement	1,700,000	2,500,000	0.3%	(800,000)	-32.0%
Financial Aid	353,002,520	350,608,772	72.3%	2,393,748	0.7%
Total	**488,481,067**	**492,436,737**	**100.0%**	**(3,955,670)**	**-0.8%**

[1] Indirect cost consolidated to include H-GAC Internal & Shared Service charges.

[2] Interdepartmental Agreement with H-GAC Data Services / Information Technology.

Gulf Coast Workforce Board
2026 Proposed Budget
Budget Detail

	Board Operations			
	2026	2025 Revised	Dollar Variance	Percent Variance
Contracted Services	2,501,000	3,681,089	- 1,180,089	-32%
Public Information & Outreach	1,050,000	948,500	101,500	11%
Financial Monitoring	900,000	1,012,000	- 112,000	-11%
Legal Services	350,000	315,000	35,000	11%
Temporary Staffing	150,000	1,254,589	- 1,104,589	-88%
H-GAC Independent Audit	51,000	51,000	-	0%
Career Lattice	-	100,000	- 100,000	-100%
Other	1,592,067	1,600,600	- 8,533	-1%
Employee Development	329,300	298,500	30,800	10%
Software	385,000	491,700	- 106,700	-22%
Communications	250,000	242,300	7,700	3%
Expendable Equipment	152,667	273,000	- 120,333	-44%
Capital Equipment	100,000	-	100,000	100%
Outside Printing	80,000	80,000	-	0%
Subscriptions & Dues	75,000	75,000	-	0%
Insurance	60,000	-	60,000	100%
Supplies	48,000	48,000	-	0%
Employee Recruitment	40,000	20,000	20,000	100%
Meeting Expenses	24,000	24,000	-	0%
Food & Beverage	15,000	15,000	-	0%
Postage & Delivery	12,800	12,800	-	0%
Legal Notices	12,000	12,000	-	0%
Maintenance & Repair	6,000	6,000	-	0%
Books & Publications	1,500	1,500	-	0%
Licenses & Permits	800	800	-	0%
Travel	510,500	462,100	48,400	10%
In-Region Travel	150,000	-	150,000	100%
Out-of-Region Travel	360,500	462,100	- 101,600	-22%
Information Technology & Network Support	2,060,848	2,039,250	21,598	1%
Salaries	347,442	356,875	- 9,433	-3%
Benefit Allocation	162,012	167,803	- 5,791	-3%
Indirect Allocation	184,604	171,407	13,197	8%
Allocated Rent	26,790	17,787	9,003	51%
Software	1,292,500	1,276,035	16,465	1%
Consultants	26,500	34,844	- 8,344	-24%
Communication	11,500	-	11,500	100%
Maintenance and Repair	9,500	9,500	-	0%
Expendable Equipment	-	5,000	- 5,000	-100%

Discussion and possible action to approve the GCWB 2026 budget.

TO: Gulf Coast Workforce Board Chair & Budget Committee Members

SUBJECT: December 1 GCWB Budget Committee Meeting

FROM: Christina Ordóñez-Campos, CPA, Chief Financial Officer *COC*

DATE: November 20, 2025

Greetings, Chair Guthrie & Budget Committee Members,

Please find attached a packet of information in preparation for the December 1 GCWB Budget Committee Meeting.

When we meet on Monday, December 1, the Finance Division team will be reviewing the ***2026 Budget-December iteration*** packet. You may find the December iteration here: Home | OpenBook.

Last time we met, we discussed the consolidation of our cost allocation methodologies. We will be going over this once more to ensure that you have a clear understanding of where we came from and where we are going.

Additionally, in the December iteration, you will see a ***decrease of over 197K in the indirect allocation in the workforce cost centers***; this is when you compare the current amount to the October iteration allocation amount. This change is primarily due to the removal of the three new indirect positions from the overall agency budget. You will also see a ***decrease of over 216K in the rent allocation in the workforce cost centers*** – this is comparing the rent amount to the amount on the October iteration; the change is due to the removal of the rent related to the 83 staff members that are assigned full-time to the San Felipe location.

I look forward to an interactive and transparent discussion that builds the basis for the Committee's approval of the 2026 workforce budget.

Should you have any questions that need to be answered before we meet, please let me know.

Thank you for the opportunity.

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Phone: (713) 627-3200 ▪ Fax: (713) 993-2414 ▪ Web: h-gac.com ▪ Social: @HouGalvAreaCog

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Gulf Coast Workforce Board Meeting

December 1, 2025

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H-GAC - 2026 BUDGET ALLOCATIONS ANALYSIS - AGENCY-WIDE *** DECEMBER ***

AGENCY INDIRECT, INTERNAL SERVICES & GIS/NETWORK ALLOCATIONS COSTS			
CATEGORY	**2025 MID-YEAR REVISION BUDGET**	**2026 BUDGET**	**DIFFERENCE**
INDIRECT ALLOCATION COSTS	$ 6,458,675	$ 17,668,728	$ 11,210,053
INTERNAL SERVICE ALLOCATION COSTS	5,535,160	-	(5,535,160)
NETWORK/GIS ALLOCATION COSTS	5,498,260	-	(5,498,260)
TOTALS - INDIRECT COSTS	**$ 17,492,095**	**$ 17,668,728**	**$ 176,633**

Note: for fiscal year 2025, our cognizant agency approved our indirect rate at 11.22%. For fiscal year 2026, our calculations for a COMBINED indirect rate produce a 36.236%. This combined rate adds the formerly known as internal services, network/GIS & shared services to the indirect allocation - we went from 4 separate allocations to 1. If we had used a COMBINED indirect rate for fiscal year 2025, the rate would be 36.523% - this means that the COMBINED indirect rate decreased by 0.288%.

AGENCY SHARED SERVICES COSTS			
CATEGORY	**2025 MID-YEAR REVISION BUDGET**	**2026 BUDGET**	**DIFFERENCE**
COST CENTER 701 - OGA	$ 1,453,675	$ -	$ (1,453,675)
COST CENTER 702 - PURCHASING	411,189	-	(411,189)
TOTALS - SHARED SERVICES	**$ 1,864,864**	**$ -**	**(1,864,864)**
NET DECREASE IN AGENCY COSTS	**$ 19,356,959**	**$ 17,668,728**	**$ (1,688,231)**

H-GAC - 2026 BUDGET ALLOCATIONS ANALYSIS - AGENCY-WIDE *** DECEMBER ***

BREAKDOWN OF CHANGE IN SHARED SERVICES AND IMPACTS TO GRANT-FUNDED BUDGETS	
REDUCTION APPLICABLE TO TRANSPORTATION GRANTS (INCLUDING DAR)	$ (885,309)
REDUCTION APPLICABLE TO WORKFORCE GRANTS	(101,820)
REDUCTION APPLICABLE TO ENTERPRISE SOLUTION REVENUES	(646,365)
REDUCTION APPLICABLE TO C & E GRANTS	(163,026)
REDUCTION APPLICABLE TO AGING GRANTS	(68,344)
TOTAL SHARED SERVICES DECREASE (BEFORE INCREASE IN INDIRECT COSTS)	$ (1,864,864)

AGENCY INDIRECT, INTERNAL SERVICES, GIS/NETWORK & SHARED SERVICES FTEs		
DEPARTMENT	2025 MID-YEAR REVISION BUDGET	2026 BUDGET
COST CENTER 101 - ADMINISTRATION - ED	1.90	2.28
COST CENTER 102 -CFO FINANCE	12.08	3.00
COST CENTER 103 - OUTREACH & GOVERNMENT AFFAIRS	15.82	21.83
COST CENTER 104 - ACCOUNTING	0.00	12.53
COST CENTER 105 - CIO OFFICE	2.00	2.00
COST CENTER 112 - INTERNAL AUDIT	3.16	8.26
COST CENTER 114 - PERSONNEL	11.00	10.00
COST CENTER 124 - PURCHASING	10.04	13.00
COST CENTER 134 - FACILITIES/PRINTSHOP	4.60	4.00
COST CENTER 144/602 - NETWORK/IT	17.10	17.20
COST CENTER 701 - DAR OG&A	8.08	0.00
COST CENTER 702 - DAR Purchasing	2.25	0.00
COST CENTER 704 - DAR GIS	4.90	0.00
TOTALS	92.93	94.10

H-GAC - 2026 BUDGET ALLOCATIONS ANALYSIS - WORKFORCE BUDGET *** DECEMBER ***

WORKFORCE (401 & 403/601) INDIRECT, INTERNAL SERVICES & GIS/NETWORK ALLOCATIONS COSTS

CATEGORY	2025 MID-YEAR REVISION BUDGET	2026 BUDGET	DIFFERENCE
INDIRECT ALLOCATION COSTS	$ 2,169,269	$ 6,924,399	$ 4,755,130
INTERNAL SERVICE ALLOCATION COSTS	2,043,729	-	(2,043,729)
NETWORK/GIS ALLOCATION COSTS	2,149,742	-	(2,149,742)
TOTALS	**$ 6,362,740**	**$ 6,924,399**	**$ 561,659**

BREAKDOWN OF CHANGE INCREASE IN INDIRECT ALLOCATION

WORKFORCE SALARIES & BENEFITS - 2025 MID-YEAR REVISION BUDGET	$ 18,139,472
WORKFORCE SALARIES & BENEFITS - 2026 BUDGET	19,109,298
2026 INCREASE IN WORKFORCE SALARIES & BENEFITS	**$ 969,826**
INCREASE IN INDIRECT COSTS DUE TO INCREASE IN WORKFORCE SALARIES & BENEFITS	**$ 351,424**
INCREASE IN INDIRECT COSTS DUE TO CHANGE IN ALLOCATION METHODOLOGY *(1)*	**$ 210,235**

WORKFORCE (401 & 403/601) SHARED SERVICES COSTS

CATEGORY	2025 MID-YEAR REVISION BUDGET	2026 BUDGET	DIFFERENCE
COST CENTER 701 - OGA	$ 101,820	$ -	$ (101,820)
TOTALS	**$ 101,820**	**$ -**	**$ (101,820)**

WORKFORCE (401 & 403/601) DIRECT CHARGE SALARIES & BENEFITS COSTS

CATEGORY	2025 MID-YEAR REVISION BUDGET	2026 BUDGET	DIFFERENCE	
EXECUTIVE DIRECTOR	$ 13,234	$ 11,858	$ (1,376)	
FINANCE DIVISION/ACCOUNTING DEPARTMENT	$ 193,241	$ -	$ (193,241)	*Removed in Dec. iteration, used to be 26K.*
INTERNAL AUDIT	221,818	-	(221,818)	
TOTALS	**$ 428,293**	**$ 11,858**	**(416,435)**	
NET INCREASE IN AGENCY COSTS TO THE WORKFORCE BUDGET	**$ 6,892,853**	**$ 6,936,257**	**$ 43,404**	

(1) In the 2025 mid-year revision budget, the workforce salaries & benefits accounted for 33.59% of the total allocable salaries & benefits. In the 2026 budget, the workforce salaries & benefits accounted for 39.19 % of the total allocable salaries & benefits.

H-GAC - 2026 BUDGET ALLOCATIONS ANALYSIS - WORKFORCE BUDGET *** DECEMBER ***

WORKFORCE (401 & 403) INDIRECT ALLOCATION COSTS			
CATEGORY	2026 OCTOBER ITERATION BUDGET	2026 DECEMBER ITERATION BUDGET	DIFFERENCE
COST CENTER 401	$ 6,932,507	$ 6,739,794	$ (192,712)
COST CENTER 403	189,247	184,604	(4,643)
TOTALS	$ 7,121,754	$ 6,924,399	$ (197,355)

WORKFORCE (401 & 403) RENT ALLOCATION COSTS			
CATEGORY	2026 OCTOBER ITERATION BUDGET	2026 DECEMBER ITERATION BUDGET	DIFFERENCE
COST CENTER 401	$ 802,587	$ 576,030	$ (226,557)
COST CENTER 403	16,891	26,790	9,900
TOTALS	$ 819,478	$ 602,821	$ (216,657)

The rent allocation decreased by $216,657 due to removing the 83 FTEs that will be assigned full-time to the San Felipe location.

Cost Center *	GL Account *	Description	Total
101 - Administration and Public Information	50001 - SALARIES		$ 356,091.48
101 - Administration and Public Information	50003 - SALARY CONTINGENCY		$ 9,804.90
101 - Administration and Public Information	50005 - UNPLANNED PROMOTIONS		$ 30,000.00
101 - Administration and Public Information	50006 - SALARY CONTINGENCY OFFSET		$ (9,804.90)
101 - Administration and Public Information	51001 - CONSULTANTS	AI Initiative	$ 7,000.00
101 - Administration and Public Information	51005 - LEGAL SERVICES	LEGAL SERVICES	$ 60,000.00
101 - Administration and Public Information	53002 - TRAVEL	NACO ANNUAL CONFERENCE	$ 3,000.00
101 - Administration and Public Information	53002 - TRAVEL	OTHER TRAVEL	$ 15,400.00
101 - Administration and Public Information	54004 - EXPENDABLE EQUIPMENT	1 LAPTOP FOR CHUCK	$ 3,000.00
101 - Administration and Public Information	55001 - OFFICE SUPPLIES	OFFICE SUPPLIES	$ 1,000.00
101 - Administration and Public Information	55002 - MEETING EXPENSES	MEETING EXPENSES	$ 3,000.00
101 - Administration and Public Information	55009 - EMPLOYEE DEVELOPMENT	LEADERSHIP & FUTURE MINDSET	$ 30,000.00
101 - Administration and Public Information	55009 - EMPLOYEE DEVELOPMENT	LEADERSHIP AND AI TRAINING	$ 15,000.00
101 - Administration and Public Information	55011 - RECRUITING	EXECUTIVE PERSONNEL RECRUITING	$ 50,000.00
101 - Administration and Public Information	55011 - RECRUITING	RECRUITING	$ 30,000.00
101 - Administration and Public Information	55013 - COMMUNICATION	SATELITTE PHONES FOR EXECS.	$ 6,100.00
101 - Administration and Public Information	55015 - POSTAGE AND DELIVERY	POSTAGE AND DELIVERY	$ 500.00
101 - Administration and Public Information	55016 - SUBSCRIPTION MEMBERSHIP	SUBSCRIPTION AND MEMBERSHIP	$ 100,000.00
101 - Administration and Public Information	63001 - BENEFIT ALLOCATION		$ 166,045.46
101 - Administration and Public Information	65002 - INDIRECT ALLOCATION CREDIT	Recovery from Allocation " - Indirect Cost Allocation"	$ (894,369.07)
101 - Administration and Public Information	80000 - ALLOCATED RENT/COMMUNICATIONS	Sent from Allocation " - Rent" (0.66%)	$ 18,232.13
101 - Administration and Public Information Total			**$ (0)**
102 - CFO Finance	50001 - SALARIES		$ 392,004.88
102 - CFO Finance	50003 - SALARY CONTINGENCY		$ 10,793.77
102 - CFO Finance	50006 - SALARY CONTINGENCY OFFSET		$ (10,793.77)
102 - CFO Finance	51001 - CONSULTANTS	Consultant - Bob Llyod	$ 20,000.00
102 - CFO Finance	51001 - CONSULTANTS	Consultant - Enterprise Risk Assessment Services	$ 10,000.00
102 - CFO Finance	51003 - OTHER CONTRACT SERVICES	Revolving Line of Credit	$ 5,000.00
102 - CFO Finance	53002 - TRAVEL	CFO - GFOA TRAVEL	$ 2,000.00
102 - CFO Finance	53002 - TRAVEL	CFO - NARC TRAVEL	$ 3,000.00
102 - CFO Finance	53002 - TRAVEL	CFO - TARC TRAVEL	$ 2,500.00
102 - CFO Finance	53002 - TRAVEL	Christina Travel	$ 2,500.00
102 - CFO Finance	53002 - TRAVEL	FINANCE Division STAFF TRAVEL FOR CONFERENCES	$ 2,500.00
102 - CFO Finance	54004 - EXPENDABLE EQUIPMENT	2 LAPTOPS, CFO & Exec. Assist	$ 3,000.00
102 - CFO Finance	55001 - OFFICE SUPPLIES	OFFICE SUPPLIES	$ 1,000.00
102 - CFO Finance	55002 - MEETING EXPENSES	MEETING EXPENSES	$ 500.00
102 - CFO Finance	55008 - SOFTWARE	QUESTICA	$ 61,961.00
102 - CFO Finance	55009 - EMPLOYEE DEVELOPMENT	Marcia Project Management Certification	$ 850.00
102 - CFO Finance	55012 - LICENSES AND PERMITS	LICENSES AND PERMITS	$ 1,000.00
102 - CFO Finance	55013 - COMMUNICATION	Phone for CFO	$ 600.00
102 - CFO Finance	55015 - POSTAGE AND DELIVERY	POSTAGE AND DELIVERY	$ 500.00
102 - CFO Finance	55016 - SUBSCRIPTION MEMBERSHIP	SUBSCRIPTION AND MEMBERSHIP	$ 9,000.00
102 - CFO Finance	55019 - DEPRECIATION EXPENSES	DEPRECIATION EXPENSE	$ 765,000.00
102 - CFO Finance	63001 - BENEFIT ALLOCATION		$ 182,791.88
102 - CFO Finance	65002 - INDIRECT ALLOCATION CREDIT	Recovery from Allocation " - Indirect Cost Allocation"	$ (1,489,699.03)
102 - CFO Finance	80000 - ALLOCATED RENT/COMMUNICATIONS	Sent from Allocation " - Rent" (0.87%)	$ 23,991.27
102 - CFO Finance Total			**$ (0)**
103 - Outreach & Government Affairs	50001 - SALARIES		$ 1,823,468.35
103 - Outreach & Government Affairs	50003 - SALARY CONTINGENCY		$ 50,076.45
103 - Outreach & Government Affairs	50006 - SALARY CONTINGENCY OFFSET		$ (50,076.45)
103 - Outreach & Government Affairs	53002 - TRAVEL	Car Rentals & Mileage	$ 10,000.00
103 - Outreach & Government Affairs	53002 - TRAVEL	Conferences	$ 25,000.00
103 - Outreach & Government Affairs	54004 - EXPENDABLE EQUIPMENT	Camera Equipment	$ 5,000.00
103 - Outreach & Government Affairs	54004 - EXPENDABLE EQUIPMENT	NEW HIRES AND OUT OF WARRANTY LAPTOPS	$ 7,800.00
103 - Outreach & Government Affairs	54004 - EXPENDABLE EQUIPMENT	Outreach Equipment	$ 2,500.00
103 - Outreach & Government Affairs	55004 - BOOKS AND PUBLICATIONS	Leading With Purpose Workshop books	$ 500.00
103 - Outreach & Government Affairs	55008 - SOFTWARE	ACTIVE CAMPAIGN NEWSLETTER - move to Hubspot (March)	$ 10,000.00
103 - Outreach & Government Affairs	55008 - SOFTWARE	Adobe Acrobat	$ 7,500.00
103 - Outreach & Government Affairs	55008 - SOFTWARE	AP STYLEBOOK	$ 290.00
103 - Outreach & Government Affairs	55008 - SOFTWARE	BITLY WEBLINK CREATOR	$ 118.00
103 - Outreach & Government Affairs	55008 - SOFTWARE	CANVA GRAPHIC DESIGN	$ 400.00
103 - Outreach & Government Affairs	55008 - SOFTWARE	Convene Board Management	$ 27,000.00
103 - Outreach & Government Affairs	55008 - SOFTWARE	ENVATO VIDEO	$ 450.00
103 - Outreach & Government Affairs	55008 - SOFTWARE	GIS Software	$ 2,500.00
103 - Outreach & Government Affairs	55008 - SOFTWARE	IAP2	$ 180.00
103 - Outreach & Government Affairs	55008 - SOFTWARE	MELTWATER MEDIA MONITORING	$ 10,000.00
103 - Outreach & Government Affairs	55008 - SOFTWARE	MIRO NOTE TAKING/WHITEBOARD TOOL	$ 500.00
103 - Outreach & Government Affairs	55008 - SOFTWARE	Pantone Colors and Color Matching	$ 964.00
103 - Outreach & Government Affairs	55008 - SOFTWARE	QUORUM	$ 16,000.00
103 - Outreach & Government Affairs	55008 - SOFTWARE	Sprout Social	$ 1,900.00
103 - Outreach & Government Affairs	55008 - SOFTWARE	TWITTER VERIFICATION	$ 108.00
103 - Outreach & Government Affairs	55009 - EMPLOYEE DEVELOPMENT	Conference Registration	$ 40,000.00
103 - Outreach & Government Affairs	55013 - COMMUNICATION	Department Cell Phones	$ 6,200.00

Cost Center *	GL Account *	Description	Total
103 - Outreach & Government Affairs	55015 - POSTAGE AND DELIVERY	POSTAGE AND DELIVERY	$ 500.00
103 - Outreach & Government Affairs	55016 - SUBSCRIPTION MEMBERSHIP	PUBLIC RELATIONS SOCIETY	$ 500.00
103 - Outreach & Government Affairs	55016 - SUBSCRIPTION MEMBERSHIP	Regional Newspapers	$ 1,500.00
103 - Outreach & Government Affairs	63001 - BENEFIT ALLOCATION		$ 850,283.29
103 - Outreach & Government Affairs	65002 - INDIRECT ALLOCATION CREDIT	Recovery from Allocation " - Indirect Cost Allocation"	$ (3,011,749.82)
103 - Outreach & Government Affairs	80000 - ALLOCATED RENT/COMMUNICATIONS	Sent from Allocation " - Rent" (5.80%)	$ 160,588.17
103 - Outreach & Government Affairs Total			**$ (0)**
104 - Accounting	50001 - SALARIES		$ 1,019,578.13
104 - Accounting	50003 - SALARY CONTINGENCY		$ 28,007.68
104 - Accounting	50006 - SALARY CONTINGENCY OFFSET		$ (28,007.68)
104 - Accounting	53002 - TRAVEL	Acctg staff travel-Aging and TWC Conferences	$ 3,000.00
104 - Accounting	53002 - TRAVEL	Acctg. staff travel - TARC (Twice a year)	$ 4,000.00
104 - Accounting	54004 - EXPENDABLE EQUIPMENT	3 LAPTOPS OUT OF WARRANTY IN 2026	$ 5,500.00
104 - Accounting	55001 - OFFICE SUPPLIES	OFFICE SUPPLIES	$ 800.00
104 - Accounting	55002 - MEETING EXPENSES	Acctg Team Bldg Retreat	$ 1,500.00
104 - Accounting	55005 - MAINTENANCE AND REPAIR	MAINTENANCE AND REPAIR	$ 300.00
104 - Accounting	55008 - SOFTWARE	ABILA - MIP	$ 25,000.00
104 - Accounting	55008 - SOFTWARE	CONCUR	$ 40,000.00
104 - Accounting	55008 - SOFTWARE	MICROIX	$ 6,000.00
104 - Accounting	55009 - EMPLOYEE DEVELOPMENT	MONICA'S TUITION	$ 5,500.00
104 - Accounting	55009 - EMPLOYEE DEVELOPMENT	TREEBIE'S TUITION	$ 5,500.00
104 - Accounting	55012 - LICENSES AND PERMITS	LICENSES AND PERMITS	$ 200.00
104 - Accounting	55013 - COMMUNICATION	PHONE FOR CONTROLLER	$ 600.00
104 - Accounting	55015 - POSTAGE AND DELIVERY	POSTAGE AND DELIVERY	$ 500.00
104 - Accounting	55018 - OPERATING EXPENSES	MISC.	$ -
104 - Accounting	63001 - BENEFIT ALLOCATION		$ 475,429.28
104 - Accounting	65002 - INDIRECT ALLOCATION CREDIT	Recovery from Allocation " - Indirect Cost Allocation"	$ (1,659,383.23)
104 - Accounting	80000 - ALLOCATED RENT/COMMUNICATIONS	Sent from Allocation " - Rent" (2.38%)	$ 65,975.81
104 - Accounting Total			**$ 0**
105 - CIO Office	50001 - SALARIES		$ 170,629.31
105 - CIO Office	50003 - SALARY CONTINGENCY		$ 4,698.24
105 - CIO Office	50006 - SALARY CONTINGENCY OFFSET		$ (4,698.24)
105 - CIO Office	55008 - SOFTWARE	Software	$ 500.00
105 - CIO Office	55009 - EMPLOYEE DEVELOPMENT	EMPLOYEE DEVELOPMENT	$ 19,000.00
105 - CIO Office	55016 - SUBSCRIPTION MEMBERSHIP	SUBSCRIPTION AND MEMBERSHIP	$ 5,000.00
105 - CIO Office	63001 - BENEFIT ALLOCATION		$ 79,564.45
105 - CIO Office	65002 - INDIRECT ALLOCATION CREDIT	Recovery from Allocation " - Indirect Cost Allocation"	$ (282,690.85)
105 - CIO Office	80000 - ALLOCATED RENT/COMMUNICATIONS	Sent from Allocation " - Rent" (0.29%)	$ 7,997.09
105 - CIO Office Total			**$ 0**
112 - Finance and General Services - Internal Audit	50001 - SALARIES		$ 691,270.37
112 - Finance and General Services - Internal Audit	50003 - SALARY CONTINGENCY		$ 19,033.97
112 - Finance and General Services - Internal Audit	50006 - SALARY CONTINGENCY OFFSET		$ (19,033.97)
112 - Finance and General Services - Internal Audit	51004 - AUDITING COSTS	WHITNEY PENN	$ 64,000.00
112 - Finance and General Services - Internal Audit	53002 - TRAVEL	INTERNAL AUDIT TRAVEL FOR 10 EMPLOYEES	$ 6,000.00
112 - Finance and General Services - Internal Audit	53002 - TRAVEL		$ -
112 - Finance and General Services - Internal Audit	54004 - EXPENDABLE EQUIPMENT	IA NEW STAFF LAPTOPS - 2	$ 6,000.00
112 - Finance and General Services - Internal Audit	55001 - OFFICE SUPPLIES	OFFICE SUPPLIES	$ 1,000.00
112 - Finance and General Services - Internal Audit	55002 - MEETING EXPENSES	MEETING EXPENSES	$ 500.00
112 - Finance and General Services - Internal Audit	55004 - BOOKS AND PUBLICATIONS	BOOKS AND PUBLICATIONS	$ 750.00
112 - Finance and General Services - Internal Audit	55009 - EMPLOYEE DEVELOPMENT	EMPLOYEE DEVELOPMENT FOR 10 EMPLOYEES	$ 3,000.00
112 - Finance and General Services - Internal Audit	55011 - RECRUITING	RECRUITING	$ 500.00
112 - Finance and General Services - Internal Audit	55012 - LICENSES AND PERMITS	LICENSES AND PERMITS	$ 1,000.00
112 - Finance and General Services - Internal Audit	55015 - POSTAGE AND DELIVERY	POSTAGE AND DELIVERY	$ 150.00
112 - Finance and General Services - Internal Audit	55016 - SUBSCRIPTION MEMBERSHIP	SUBSCRIPTION AND MEMBERSHIP	$ 2,500.00
112 - Finance and General Services - Internal Audit	63001 - BENEFIT ALLOCATION		$ 322,339.37
112 - Finance and General Services - Internal Audit	65002 - INDIRECT ALLOCATION CREDIT	Recovery from Allocation " - Indirect Cost Allocation"	$ (1,165,056.97)
112 - Finance and General Services - Internal Audit	80000 - ALLOCATED RENT/COMMUNICATIONS	Sent from Allocation " - Rent" (2.39%)	$ 66,047.23
112 - Finance and General Services - Internal Audit Total			**$ 0**
114 - Internal Services (Personnel)	50001 - SALARIES		$ 930,277.21
114 - Internal Services (Personnel)	50003 - SALARY CONTINGENCY		$ 25,614.97
114 - Internal Services (Personnel)	50006 - SALARY CONTINGENCY OFFSET		$ (25,614.97)
114 - Internal Services (Personnel)	51001 - CONSULTANTS	ALLIANT SERVICES	$ 36,000.00
114 - Internal Services (Personnel)	51001 - CONSULTANTS	COMPENSATION & SOFTWARE CONSULTING	$ 50,000.00
114 - Internal Services (Personnel)	51003 - OTHER CONTRACT SERVICES	BACKGROUND CONNECT	$ 18,000.00
114 - Internal Services (Personnel)	51003 - OTHER CONTRACT SERVICES	HR TEMP - Backfill for HR Specialist	$ 80,000.00
114 - Internal Services (Personnel)	51003 - OTHER CONTRACT SERVICES	HR TEMP - L&D Coordinator for Q3-4	$ 60,000.00
114 - Internal Services (Personnel)	51003 - OTHER CONTRACT SERVICES	HR TEMP - Receptionist Coverage	$ 5,000.00
114 - Internal Services (Personnel)	51003 - OTHER CONTRACT SERVICES	HR TEMP - TBD as needed	$ 40,000.00
114 - Internal Services (Personnel)	51003 - OTHER CONTRACT SERVICES	SIGNIUS COMMUNICATIONS	$ 12,000.00
114 - Internal Services (Personnel)	51003 - OTHER CONTRACT SERVICES	WEX HEALTH	$ 15,000.00
114 - Internal Services (Personnel)	51005 - LEGAL SERVICES	LEGAL SRVICES	$ 15,000.00
114 - Internal Services (Personnel)	53002 - TRAVEL	CAREER FAIR TRAVEL	$ 2,500.00
114 - Internal Services (Personnel)	53002 - TRAVEL	CONFERENCE TRAVEL	$ 20,000.00

Cost Center *	GL Account *	Description	Total
114 - Internal Services (Personnel)	54004 - EXPENDABLE EQUIPMENT	NEW HIRE LAPTOPS	$ 5,000.00
114 - Internal Services (Personnel)	54004 - EXPENDABLE EQUIPMENT	REPLACEMENT LAPTOPS	$ 7,000.00
114 - Internal Services (Personnel)	55001 - OFFICE SUPPLIES	OFFICE SUPPLIES	$ 3,250.00
114 - Internal Services (Personnel)	55002 - MEETING EXPENSES	MEETING EXPENSES	$ 1,500.00
114 - Internal Services (Personnel)	55008 - SOFTWARE	1095-C REPORTING	$ 2,500.00
114 - Internal Services (Personnel)	55008 - SOFTWARE	ARTICULATE 630 + AI LICENSE	$ 1,800.00
114 - Internal Services (Personnel)	55008 - SOFTWARE	eLEARNING AUTHORING SOFTWARES	$ 2,000.00
114 - Internal Services (Personnel)	55008 - SOFTWARE	HRIS	$ 100,000.00
114 - Internal Services (Personnel)	55008 - SOFTWARE	OTHER SOFTWARE (ADOBE, ZOOM, FORMS,ETC.)	$ 6,000.00
114 - Internal Services (Personnel)	55008 - SOFTWARE	PERFORMANCE MANAGEMENT	$ 30,000.00
114 - Internal Services (Personnel)	55008 - SOFTWARE	SAGE HRMS	$ 5,000.00
114 - Internal Services (Personnel)	55008 - SOFTWARE	TALEO	$ 10,000.00
114 - Internal Services (Personnel)	55009 - EMPLOYEE DEVELOPMENT	DiSC ASSESSMENTS	$ 3,000.00
114 - Internal Services (Personnel)	55009 - EMPLOYEE DEVELOPMENT	EMPLOYEE WELLNESS	$ 10,000.00
114 - Internal Services (Personnel)	55009 - EMPLOYEE DEVELOPMENT	GALLUP STRENGTHS ASSESSMENT	$ 3,000.00
114 - Internal Services (Personnel)	55009 - EMPLOYEE DEVELOPMENT	HR PROFESSIONAL DEVELOPMENT (12*2500 EACH)	$ 30,000.00
114 - Internal Services (Personnel)	55009 - EMPLOYEE DEVELOPMENT	SME WORKSHOPS	$ 30,000.00
114 - Internal Services (Personnel)	55009 - EMPLOYEE DEVELOPMENT	TOASTMASTER SPONSORSHIP	$ 500.00
114 - Internal Services (Personnel)	55011 - RECRUITING	FEES FOR CAREER FAIRS	$ 5,000.00
114 - Internal Services (Personnel)	55011 - RECRUITING	LINKEDIN	$ 30,000.00
114 - Internal Services (Personnel)	55013 - COMMUNICATION	CELLPHONE - JP	$ 600.00
114 - Internal Services (Personnel)	55013 - COMMUNICATION	CELLPHONE - KARLA	$ 600.00
114 - Internal Services (Personnel)	55013 - COMMUNICATION	CELLPHONE - LAURA	$ 600.00
114 - Internal Services (Personnel)	55013 - COMMUNICATION	CELLPHONE - MADISON	$ 600.00
114 - Internal Services (Personnel)	55013 - COMMUNICATION	CELLPHONE - MARIA	$ 600.00
114 - Internal Services (Personnel)	55013 - COMMUNICATION	CELLPHONE - MARY	$ 600.00
114 - Internal Services (Personnel)	55013 - COMMUNICATION	CELLPHONE - TERI	$ 600.00
114 - Internal Services (Personnel)	55015 - POSTAGE AND DELIVERY	POSTAGE AND DELIVERY	$ 500.00
114 - Internal Services (Personnel)	55016 - SUBSCRIPTION MEMBERSHIP	ASSOCIATION FOR TALENT DEVELOPMENT	$ 500.00
114 - Internal Services (Personnel)	55016 - SUBSCRIPTION MEMBERSHIP	LINKEDIN LEARNING	$ 1,000.00
114 - Internal Services (Personnel)	55016 - SUBSCRIPTION MEMBERSHIP	MAXWELL LEADERSHIP MEMBERSHIP	$ 1,500.00
114 - Internal Services (Personnel)	55016 - SUBSCRIPTION MEMBERSHIP	SHRM & HR HOUSTON MEMBERSHIPS	$ 2,000.00
114 - Internal Services (Personnel)	55016 - SUBSCRIPTION MEMBERSHIP	TARC MEMBERSHIP	$ 200.00
114 - Internal Services (Personnel)	55016 - SUBSCRIPTION MEMBERSHIP	TEXAS & HOUSTON BAR ASSOCIATION MEMBERSHIPS	$ 600.00
114 - Internal Services (Personnel)	55017 - LEGAL NOTICE	LEGAL NOTICES REQUIRED FOR RFPS	$ 3,000.00
114 - Internal Services (Personnel)	55018 - OPERATING EXPENSES	AGENCY MILESTONE AWARDS	$ 11,000.00
114 - Internal Services (Personnel)	55018 - OPERATING EXPENSES	LEARNING MATERIALS	$ 5,000.00
114 - Internal Services (Personnel)	55018 - OPERATING EXPENSES	ONBOARDING GIFTS	$ 4,000.00
114 - Internal Services (Personnel)	55035 - FOOD & BEVERAGE	HR QUARTERLY TEAM BUILDING	$ 1,000.00
114 - Internal Services (Personnel)	55035 - FOOD & BEVERAGE	NEW HIRE BREAKFAST	$ 1,000.00
114 - Internal Services (Personnel)	63001 - BENEFIT ALLOCATION		$ 433,788.26
114 - Internal Services (Personnel)	65002 - INDIRECT ALLOCATION CREDIT	Recovery from Allocation " - Indirect Cost Allocation"	$ (2,094,595.10)
114 - Internal Services (Personnel)	80000 - ALLOCATED RENT/COMMUNICATIONS	Sent from Allocation " - Rent" (2.02%)	$ 55,979.63
114 - Internal Services (Personnel) Total			**$ 0**
124 - Internal Services (Purchasing)	50001 - SALARIES		$ 1,038,525.12
124 - Internal Services (Purchasing)	50003 - SALARY CONTINGENCY		$ 28,595.56
124 - Internal Services (Purchasing)	50006 - SALARY CONTINGENCY OFFSET		$ (28,595.56)
124 - Internal Services (Purchasing)	51001 - CONSULTANTS	CONSULTING HOURS	$ 5,000.00
124 - Internal Services (Purchasing)	51003 - OTHER CONTRACT SERVICES	Temp Employee Lead Procurement Coordinator	$ 41,600.00
124 - Internal Services (Purchasing)	51005 - LEGAL SERVICES	LEGAL SERVICES	$ 500.00
124 - Internal Services (Purchasing)	53002 - TRAVEL	TRAVEL EXPENSE: AIRFARE, HOTEL, RENTAL CAR, GAS, FOOD. ETC. FOR STAFF TRAINING	$ 4,000.00
124 - Internal Services (Purchasing)	54004 - EXPENDABLE EQUIPMENT	LAPTOPS AND EQUIPMENT FOR NEW HIRES - 3 (2-CARRYOVER FROM FY25 & 1 NEW STAFF FOR FY26)	$ 7,503.00
124 - Internal Services (Purchasing)	54004 - EXPENDABLE EQUIPMENT	LAPTOPS REPLACEMENT CURRENT STAFF - (6 STAFF LAPTOPS ARE END OF LIFE IN 2026)	$ 10,200.00
124 - Internal Services (Purchasing)	55001 - OFFICE SUPPLIES	OFFICE SUPPLIES	$ 500.00
124 - Internal Services (Purchasing)	55004 - BOOKS AND PUBLICATIONS	BOOKS AND PUBLICATIONS	$ 1,000.00
124 - Internal Services (Purchasing)	55008 - SOFTWARE	ADOBE	$ 1,608.00
124 - Internal Services (Purchasing)	55008 - SOFTWARE	GATEKEEPER - CONTRACT MANAGEMENT SOFTWARE	$ 246,466.83
124 - Internal Services (Purchasing)	55008 - SOFTWARE	INDESIGN/PHOTOSHOP-STACI	$ 700.00
124 - Internal Services (Purchasing)	55008 - SOFTWARE	OPEN.GOV - E-PROCUREMENT SOFTWARE	$ 23,000.00
124 - Internal Services (Purchasing)	55008 - SOFTWARE	STACI-VISIO	$ 250.00
124 - Internal Services (Purchasing)	55008 - SOFTWARE	TABLEU	$ 180.00
124 - Internal Services (Purchasing)	55008 - SOFTWARE	ZOOM	$ 100.00
124 - Internal Services (Purchasing)	55009 - EMPLOYEE DEVELOPMENT	CERTIFICATIONS, TRAININGS, AND TESTING	$ 22,000.00
124 - Internal Services (Purchasing)	55009 - EMPLOYEE DEVELOPMENT	TEAM RETREAT	$ 1,000.00
124 - Internal Services (Purchasing)	55011 - RECRUITING	ONLINE JOB POSTINGS	$ 400.00
124 - Internal Services (Purchasing)	55013 - COMMUNICATION	CELLPHONE FOR DIRECTOR, MANAGER AND ADMINISTRATORS	$ 2,400.00
124 - Internal Services (Purchasing)	55015 - POSTAGE AND DELIVERY	Postage	$ 100.00
124 - Internal Services (Purchasing)	55016 - SUBSCRIPTION MEMBERSHIP	NCMA - NATIONAL CONTRACT MANAGEMENT ASSOC.	$ 1,020.00

Cost Center *	GL Account *	Description	Total
124 - Internal Services (Purchasing)	55016 - SUBSCRIPTION MEMBERSHIP	NIGP THE INSTITURE FOR PUBLIC PROCUREMENT	$ 2,800.00
124 - Internal Services (Purchasing)	55016 - SUBSCRIPTION MEMBERSHIP	PMI - PROJECT MANAGEMENT INSTITUTE - STACI	$ 164.00
124 - Internal Services (Purchasing)	55016 - SUBSCRIPTION MEMBERSHIP	SETAPP - SOUTHEAST TEXAS ASSOCIATION OF PUBLIC PURCHASING	$ 560.00
124 - Internal Services (Purchasing)	55016 - SUBSCRIPTION MEMBERSHIP	TOASTMASTERS - ALLISON	$ 120.00
124 - Internal Services (Purchasing)	55016 - SUBSCRIPTION MEMBERSHIP	TX COMPTROLLER OF PUBLIC ACCOUNTS	$ 100.00
124 - Internal Services (Purchasing)	55016 - SUBSCRIPTION MEMBERSHIP	TXPAA - TEXAS PUBLIC PURCHASING ASSOC.	$ 285.00
124 - Internal Services (Purchasing)	55017 - LEGAL NOTICE	LEGAL NOTICE	$ -
124 - Internal Services (Purchasing)	63001 - BENEFIT ALLOCATION		$ 484,264.27
124 - Internal Services (Purchasing)	65002 - INDIRECT ALLOCATION CREDIT	Recovery from Allocation " - Indirect Cost Allocation"	$ (1,976,317.11)
124 - Internal Services (Purchasing)	80000 - ALLOCATED RENT/COMMUNICATIONS	Sent from Allocation " - Rent" (2.89%)	$ 79,970.90
124 - Internal Services (Purchasing) Total			**$ (0)**
134 - Internal Services (Print Shop)	50001 - SALARIES		$ 276,611.74
134 - Internal Services (Print Shop)	50003 - SALARY CONTINGENCY		$ 7,616.44
134 - Internal Services (Print Shop)	50006 - SALARY CONTINGENCY OFFSET		$ (7,616.44)
134 - Internal Services (Print Shop)	51003 - OTHER CONTRACT SERVICES	SAFETY CONSULTANT	$ 25,000.00
134 - Internal Services (Print Shop)	53002 - TRAVEL	SEMINARS/NETWORKING	$ 1,700.00
134 - Internal Services (Print Shop)	54004 - EXPENDABLE EQUIPMENT	ACCESS CARD READERS - NEW AND UPGRADE	$ 95,000.00
134 - Internal Services (Print Shop)	54004 - EXPENDABLE EQUIPMENT	ACCESS CARDS & KEY FABS FOR ALL EMPLOYEES	$ 9,000.00
134 - Internal Services (Print Shop)	55001 - OFFICE SUPPLIES	Backup Badge Printer	$ 4,000.00
134 - Internal Services (Print Shop)	55001 - OFFICE SUPPLIES	Fire Warden Safety Equipment for 20 employees	$ 8,000.00
134 - Internal Services (Print Shop)	55001 - OFFICE SUPPLIES	OFFICE SUPPLIES	$ 21,000.00
134 - Internal Services (Print Shop)	55001 - OFFICE SUPPLIES	Photo Equipment for New Badges	$ 1,200.00
134 - Internal Services (Print Shop)	55002 - MEETING EXPENSES	MEETING EXPENSES	$ 1,000.00
134 - Internal Services (Print Shop)	55003 - PRINTING (OUTSIDE)	ADDITIONAL SIGNAGE FOR FLOORS	$ 18,000.00
134 - Internal Services (Print Shop)	55005 - MAINTENANCE AND REPAIR	MAINTENANCE AND REPAIR	$ 15,000.00
134 - Internal Services (Print Shop)	55008 - SOFTWARE	Software	$ 500.00
134 - Internal Services (Print Shop)	55009 - EMPLOYEE DEVELOPMENT	CPR Classes for 24 people	$ 2,000.00
134 - Internal Services (Print Shop)	55009 - EMPLOYEE DEVELOPMENT	NSC Safety Congress & Expo Seminar	$ 955.00
134 - Internal Services (Print Shop)	55009 - EMPLOYEE DEVELOPMENT	PROFESSIONAL LEADERSHIP ACADEMY	$ 2,000.00
134 - Internal Services (Print Shop)	55009 - EMPLOYEE DEVELOPMENT	PROJECT MANAGEMENT PROFESSIONAL CERTIFICATION	$ 1,500.00
134 - Internal Services (Print Shop)	55013 - COMMUNICATION	CELLPHONE	$ 600.00
134 - Internal Services (Print Shop)	55013 - COMMUNICATION	DIGITAL SIGNAGE FOR PRINT SHOP & BREAK ROOM	$ 9,100.00
134 - Internal Services (Print Shop)	55015 - POSTAGE AND DELIVERY	POSTAGE AND DELIVERY	$ 1,000.00
134 - Internal Services (Print Shop)	55018 - OPERATING EXPENSES	OPERATING EXPENSES	$ 500.00
134 - Internal Services (Print Shop)	55020 - INSURANCE AND BONDING	5% INFLATIONARY FACTOR ON BUILDING	$ 20,000.00
134 - Internal Services (Print Shop)	55020 - INSURANCE AND BONDING	DIRECTORS & OFFICERS INSURANCE	$ 30,000.00
134 - Internal Services (Print Shop)	55020 - INSURANCE AND BONDING	INSURANCE AND BONDING	$ 61,920.00
134 - Internal Services (Print Shop)	55023 - EQUIPMENT RENTAL	COPIERS AND PRINTERS	$ 25,000.00
134 - Internal Services (Print Shop)	55030 - SECURITY EXPENSE	OFFICERS FOR BOARD	$ 1,200.00
134 - Internal Services (Print Shop)	63001 - BENEFIT ALLOCATION		$ 128,984.06
134 - Internal Services (Print Shop)	65002 - INDIRECT ALLOCATION CREDIT	Recovery from Allocation " - Indirect Cost Allocation"	$ (792,759.16)
134 - Internal Services (Print Shop)	80000 - ALLOCATED RENT/COMMUNICATIONS	Sent from Allocation " - Rent" (1.16%)	$ 31,988.36
134 - Internal Services (Print Shop) Total			**$ 0**
144 - Network - IT	50001 - SALARIES		$ 1,498,227.75
144 - Network - IT	50003 - SALARY CONTINGENCY		$ 41,187.19
144 - Network - IT	50006 - SALARY CONTINGENCY OFFSET		$ (41,187.19)
144 - Network - IT	51001 - CONSULTANTS	A/V Maintenance and Support	$ 15,000.00
144 - Network - IT	51001 - CONSULTANTS	AT&T Agnostic DDoS Mitigation services	$ 20,000.00
144 - Network - IT	51001 - CONSULTANTS	CloudFlare Web application firewall	$ 20,000.00
144 - Network - IT	51001 - CONSULTANTS	CMS Modernization	$ 175,000.00
144 - Network - IT	51001 - CONSULTANTS	Human Resources Information System	$ 100,000.00
144 - Network - IT	51001 - CONSULTANTS	Iron Mountain - Offsite storage for backup tapes	$ 4,000.00
144 - Network - IT	51001 - CONSULTANTS	Kentico Upgrade Project Vendor services to complete an upgrade of Kentico to Kentico Xperience 13	$ 65,000.00
144 - Network - IT	51001 - CONSULTANTS	Network cabling services	$ 1,500.00
144 - Network - IT	51001 - CONSULTANTS	Professional Consulting Services	$ 250,000.00
144 - Network - IT	51001 - CONSULTANTS	Server Room AC Preventative Maintenance	$ 6,000.00
144 - Network - IT	51001 - CONSULTANTS	SWITCH LLC - Co-location services	$ 15,000.00
144 - Network - IT	51001 - CONSULTANTS	Technology Consulting Services	$ 80,000.00
144 - Network - IT	53002 - TRAVEL	AI/BI/Data Conference	$ 3,600.00
144 - Network - IT	53002 - TRAVEL	AI/BI/Data Conference/IT Initiatives	$ 3,500.00
144 - Network - IT	53002 - TRAVEL	AppDev Conference	$ 3,500.00
144 - Network - IT	53002 - TRAVEL	Infocomm Conference	$ 1,800.00
144 - Network - IT	53002 - TRAVEL	LARSON, SARAH Out of Region Travel	$ 2,200.00
144 - Network - IT	53002 - TRAVEL	Ortiz, James Out of Region Travel	$ 1,800.00
144 - Network - IT	53002 - TRAVEL	ROTUNDO, EDGAR Out of Region Travel	$ 1,800.00
144 - Network - IT	53002 - TRAVEL	Tran, John Out of Region Travel	$ 1,800.00
144 - Network - IT	54004 - EXPENDABLE EQUIPMENT	Miscellaneous software	$ 5,000.00
144 - Network - IT	54004 - EXPENDABLE EQUIPMENT	Miscellaneous technology supplies	$ 5,000.00
144 - Network - IT	54004 - EXPENDABLE EQUIPMENT	Mobile AV System	$ 25,000.00
144 - Network - IT	54004 - EXPENDABLE EQUIPMENT	Owl cameras	$ 4,000.00

Cost Center *	GL Account *	Description	Total
144 - Network - IT	54004 - EXPENDABLE EQUIPMENT	Staff laptop replacements	$ 16,000.00
144 - Network - IT	55001 - OFFICE SUPPLIES	Office supplies and stationaries	$ 500.00
144 - Network - IT	55005 - MAINTENANCE AND REPAIR	ExaGrid Disk Backup Appliance	$ 7,000.00
144 - Network - IT	55005 - MAINTENANCE AND REPAIR	Server Infrastructure Maintenance	$ 15,000.00
144 - Network - IT	55005 - MAINTENANCE AND REPAIR	Server Room AC Preventative Maintenance	$ 5,500.00
144 - Network - IT	55005 - MAINTENANCE AND REPAIR	Server Room Incidental expenses	$ 2,000.00
144 - Network - IT	55005 - MAINTENANCE AND REPAIR	Wilson Fire - Fire Supression Inspection	$ 2,000.00
144 - Network - IT	55008 - SOFTWARE	Adobe licenses for team	$ 3,000.00
144 - Network - IT	55008 - SOFTWARE	Adobe Sign	$ 9,000.00
144 - Network - IT	55008 - SOFTWARE	ArcGIS Pro Admin License (1)	$ 1,600.00
144 - Network - IT	55008 - SOFTWARE	Artificial Intelligence (AI) Development Platform	$ 12,000.00
144 - Network - IT	55008 - SOFTWARE	Asana Business Plan Asana	$ 160,000.00
144 - Network - IT	55008 - SOFTWARE	Azure cloud hosting platform	$ 50,000.00
144 - Network - IT	55008 - SOFTWARE	ConnectWise Remote assistance software utilized by IT team and 911 team.	$ 2,500.00
144 - Network - IT	55008 - SOFTWARE	Crestron Flex Warranty	$ 4,000.00
144 - Network - IT	55008 - SOFTWARE	Data modeling tools (Erwin)	$ 7,500.00
144 - Network - IT	55008 - SOFTWARE	Domain Name & SSL Certs	$ 1,500.00
144 - Network - IT	55008 - SOFTWARE	Fujitsu Edge Xperience subscription	$ 1,500.00
144 - Network - IT	55008 - SOFTWARE	IBM MaaS MDM standby licenses	$ 1,000.00
144 - Network - IT	55008 - SOFTWARE	Iland Backup for Office365 (H-GAC)	$ 5,000.00
144 - Network - IT	55008 - SOFTWARE	Kentico CMS Maintenance H-GAC.com Content Management System license renewal	$ 10,000.00
144 - Network - IT	55008 - SOFTWARE	KnowBe4 PhishER Supplemental services to H-GAC's KB4 service.	$ 5,000.00
144 - Network - IT	55008 - SOFTWARE	KnowBe4 Security Awareness Training	$ 6,000.00
144 - Network - IT	55008 - SOFTWARE	Microsoft M365 E5 Licenses	$ 350,000.00
144 - Network - IT	55008 - SOFTWARE	Microsoft Project	$ 1,000.00
144 - Network - IT	55008 - SOFTWARE	Microsoft Visio Licenses	$ 1,500.00
144 - Network - IT	55008 - SOFTWARE	Omnilert Emergency Notification Omnilert emergency notification system. payment distribution: OMNILERT LLC. TXWC.25.0901= $4,016.10 (60%), TDOT.25.0110= $847.85 (%12.67), NETW.25.0101= $1,459.20 (%21.80), E911.25.0101= $370.36 (%5.53). Total $6,693.51	$ 1,500.00
144 - Network - IT	55008 - SOFTWARE	OptiSign - Digital Signage application	$ 2,500.00
144 - Network - IT	55008 - SOFTWARE	Palo Alto License and Maintenance	$ 20,000.00
144 - Network - IT	55008 - SOFTWARE	Regroup - Emergency Notification Service	$ 3,000.00
144 - Network - IT	55008 - SOFTWARE	Resource Scheduler	$ 3,000.00
144 - Network - IT	55008 - SOFTWARE	RingCentral Telephony Services	$ 70,000.00
144 - Network - IT	55008 - SOFTWARE	Salesforce CRM	$ 120,000.00
144 - Network - IT	55008 - SOFTWARE	ShareFile File Storage subscription	$ 2,000.00
144 - Network - IT	55008 - SOFTWARE	ShareGate - SharePoint management tool	$ 6,000.00
144 - Network - IT	55008 - SOFTWARE	SpaceIQ Desk Reservation Service	$ 9,500.00
144 - Network - IT	55008 - SOFTWARE	Splunk SIEM Solution	$ 15,000.00
144 - Network - IT	55008 - SOFTWARE	SysAid IT Ticketing software	$ 22,000.00
144 - Network - IT	55008 - SOFTWARE	Teams Rooms Pro licenses	$ 12,000.00
144 - Network - IT	55008 - SOFTWARE	Veeam backup software maintainence	$ 20,000.00
144 - Network - IT	55008 - SOFTWARE	VMWare maintenance agreement	$ 10,000.00
144 - Network - IT	55008 - SOFTWARE	XIO licenses for Crestron devices	$ 4,000.00
144 - Network - IT	55008 - SOFTWARE	Zoom Business Licenses	$ 2,000.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	Application Analyst (Sarah Larson)	$ 2,500.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	Application Analyst (Yusha Risvi)	$ 2,000.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	Application Developer (Reggie Andes)	$ 2,000.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	Application Development Manager (Chau Le)	$ 3,000.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	AV Administrator (Daniel Yoo)	$ 1,000.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	AV Specialist (Jacob Eckhardt)	$ 1,000.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	BI/AI CONFERENCE (Khaled Kalhouni)	$ 3,500.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	BI/AI CONFERENCE (Viet Dang)	$ 3,500.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	BI/AI TRAINING	$ 2,500.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	Information Security Administrator (James Ortiz)	$ 2,000.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	Lead Application Developer (Phillippe Anchondo)	$ 3,500.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	Operational Services Manager (Edgar Rotundo)	$ 1,500.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	PC Support/Helpdesk Tech (John Bernabe)	$ 1,500.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	PC Support/Helpdesk Tech (Rowan Mascarenhas)	$ 1,500.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	Senior Manager (John Tran)	$ 1,000.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	Senior Systems Analyst (Malik Sherif)	$ 3,000.00
144 - Network - IT	55009 - EMPLOYEE DEVELOPMENT	Senior Systems Analyst (Noe Vicknair)	$ 3,000.00
144 - Network - IT	55013 - COMMUNICATION	Internet Service - AT&T - 200Mbps	$ 14,000.00
144 - Network - IT	55013 - COMMUNICATION	Internet Service - Logix - 1Gbps	$ 15,000.00
144 - Network - IT	55013 - COMMUNICATION	Verizon SIM card for Temperature Guard	$ 1,000.00
144 - Network - IT	55013 - COMMUNICATION	Verizon Wireless - Cellphones for DS team	$ 2,500.00
144 - Network - IT	55020 - INSURANCE AND BONDING	Cyber Insurance	$ 100,000.00
144 - Network - IT	55035 - FOOD & BEVERAGE	FOOD AND BEVERAGE	$ 500.00
144 - Network - IT	63001 - BENEFIT ALLOCATION		$ 698,623.60

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Cost Center *	GL Account *	Description	Total
144 - Network - IT	65002 - INDIRECT ALLOCATION CREDIT	Recovery from Allocation " - Indirect Cost Allocation"	$ (4,302,107.26)
144 - Network - IT	80000 - ALLOCATED RENT/COMMUNICATIONS	Sent from Allocation " - Rent" (4.38%)	$ 121,155.91
144 - Network - IT Total			**$ 0**
Grand Total			**$ (0)**

Deliverables by Functional Area/Cost Center - Administration/ED (Cost Center 101)			
Executive Director Department			

Top Three Deliverables			
DEPARTMENT	**Deliverable #1**	**Deliverable #2**	**Deliverable #3**
ADMINISTRATION (EXECUTIVE DIRECTOR)	Promote Transparency	Multi-Jurisdictional Collaboration	Overall Agency Management

GL Account *	GL Grouping	2026	Comments
50001 - SALARIES	SALARIES	356,091.48	Increase due to DAR direct charge
50003 - SALARY CONTINGENCY		9,804.90	
50005 - UNPLANNED PROMOTIONS	SALARIES	30,000.00	
50006 - SALARY CONTINGENCY OFFSET		(9,804.90)	
51001 - CONSULTANTS	CONTRACTS & CONSULTANT	7,000.00	Technical assistance related to possible federal funding changes
51005 - LEGAL SERVICES	CONTRACTS & CONSULTANT	60,000.00	These dollars are specifically for H-GAC's employment law attorney, Viada and Associates. These costs provide general support to the Executive Director and Human Resources to navigate complex legal risk and to represent the organization in legal disputes, including responses to complaints filed with state and federal government agencies.
53002 - TRAVEL	TRAVEL	18,400.00	Board approved car allowance ($9K): Local and Out of Region travel
54004 - EXPENDABLE EQUIPMENT	EXPENDABLE EQUIPMENT	3,000.00	Laptop for Executive Director
55001 - OFFICE SUPPLIES	OTHER DIRECT	1,000.00	Provides essential consumables to support daily operations and service delivery; based on historical usage adjusted for headcount and inflation.
55002 - MEETING EXPENSES	OTHER DIRECT	3,000.00	Board and Director's meeting expenses
55009 - EMPLOYEE DEVELOPMENT	OTHER DIRECT	45,000.00	Develop leadership capabilities and a growth mindset to improve execution, decision-making, and change adoption aligned with organizational priorities which impacts all of the HGAC organization
55011 - RECRUITING	OTHER DIRECT	80,000.00	Executive Personnel Consultant (McKenzie, Eason & Associates) to find executive level positions
55013 - COMMUNICATION	OTHER DIRECT	6,100.00	Used for disaster recovery emergency purposes
55015 - POSTAGE AND DELIVERY	OTHER DIRECT	500.00	For delivery fees
55016 - SUBSCRIPTION MEMBERSHIP	OTHER DIRECT	100,000.00	TARC Membership, NARC, NADCO, GHP Membership
63001 - BENEFIT ALLOCATION	BENEFITS	166,045.46	
65002 - INDIRECT ALLOCATION CREDIT	INDIRECT	(894,369.07)	
80000 - ALLOCATED RENT/COMMUNICATIONS	RENT	18,232.13	

Deliverables by Functional Area/Cost Center - CFO Finance (Cost Center 102)
Finance Division

Top Three Deliverables			
DEPARTMENT	**Deliverable #1**	**Deliverable #2**	**Deliverable #3**
CHIEF FINANCIAL OFFICER (FINANCE)	Agency-Wide Strategic Leadership/Decision-Making, Financial Stewardship & Risk Management	Agency-Wide Oversight of Internal Controls, Audits & Compliance	Agency-Wide Oversight of Financial Planning and Reporting to Include the Preparation of the Budget & Service Plan

GL Account *	GL Grouping	2026	Comments
50001 - SALARIES	SALARIES	392,004.88	
50003 - SALARY CONTINGENCY		10,793.77	
50006 - SALARY CONTINGENCY OFFSET		(10,793.77)	
51001 - CONSULTANTS	CONTRACTS & CONSULTANT	40,000.00	Consulting Services - Bob Llyod, Enterprise Risk Assessment Services & Investment Services
51003 - OTHER CONTRACT SERVICES	CONTRACTS & CONSULTANT	5,000.00	Revolving Line of Credit
53002 - TRAVEL	TRAVEL	12,500.00	Government Finance Officers Association
54004 - EXPENDABLE EQUIPMENT	EXPENDABLE EQUIPMENT	3,000.00	Equipment needed for 2 employee laptop to be replaced
55001 - OFFICE SUPPLIES	OTHER DIRECT	1,000.00	Provides essential consumables to support daily operations and service delivery; based on historical usage adjusted for headcount and inflation.
55002 - MEETING EXPENSES	OTHER DIRECT	500.00	Book the conference for Budget Kickoff Meetings or other Finance dept meetings
55008 - SOFTWARE	OTHER DIRECT	61,961.00	MIP - Accounting software annual renewal
55009 - EMPLOYEE DEVELOPMENT	OTHER DIRECT	850.00	Continuing Education - College Courses & Conference registrations
55012 - LICENSES AND PERMITS	OTHER DIRECT	1,000.00	CPA licenses & other license renewals
55013 - COMMUNICATION	OTHER DIRECT	600.00	Wireless device used by leadership
55015 - POSTAGE AND DELIVERY	OTHER DIRECT	500.00	For delivery fees
55016 - SUBSCRIPTION MEMBERSHIP	OTHER DIRECT	9,000.00	Membership Dues & Online subscriptions
55019 - DEPRECIATION EXPENSES	OTHER DIRECT	765,000.00	Depreciating capital equipment
63001 - BENEFIT ALLOCATION	BENEFITS	182,791.88	
65002 - INDIRECT ALLOCATION CREDIT	INDIRECT	(1,499,699.03)	
80000 - ALLOCATED RENT/COMMUNICATIONS	RENT	23,991.27	

Deliverables by Functional Area/Cost Center –

Outreach & Government Affairs (Cost Center 103)

OUTREACH & GOVERNMENT AFFAIRS ACTIVITIES REPORT

Prepared for the Workforce Board Budget Committee

Top Three Deliverables by Indirect Departments			
DEPARTMENT	Deliverable #1	Deliverable #2	Deliverable #3
OUTREACH & GOVERNMENT AFFAIRS	Boards and Committees Management; Policy Monitoring and Disseminating Legislation of Regional Interest	Digital Engagement, Email Marketing, Social Media Management; Consistent Branding Across Platforms and Programs	Strategic Outreach and Engagement Through Comprehensive Campaign development, targeted audience communication, and coordination through intergovernmental workshops and convenings

Outreach & Government Affairs: Purpose

Promote intergovernmental cooperation and collaboration through Board member interactions, government relations, membership development, and overall communications between H-GAC, the public, local government, state, and federal agencies and other entities.

Outreach & Government Affairs: Overview of Activities

Intergovernmental Coordination and Collaboration

· Conduct Local, State, and Federal government visits to improve relationships with representatives and staff at all levels of government.
· Attend and participate in related organization meetings including but limited to chambers of commerce, municipal, state, and national associations.
· Maintain a current, reliable, online regional directory with contact information for all levels of government in our 13-county region.

Outreach & Government Affairs (Cost Center 103)

OUTREACH & GOVERNMENT AFFAIRS ACTIVITIES REPORT

Prepared for the Workforce Board Budget Committee

Service Oriented Workshops and Educational Opportunities

· As a service to local governments and their staff, HGAC provides low-cost opportunities for education, training, and collaboration, including annual Election Law Workshops, Newly Elected Officials Workshops, and City Manager summits.

Board and Committee Relations

· Conduct monthly Board of Directors and committee meetings to authorize agreements, programs, and services under the policy direction of our local elected officials.
· Conduct Board member training and provide orientation information to increase newly appointed member's understanding and expectations as a member of the Board.
· Provide oversight, governance, and operational integrity of advisory committees and affiliate groups.
· Manage nominations, ensure timely vacancy appointments, and enforce compliance with committee bylaws.
· Serve as a resource for governing documents and parliamentary procedures such as Robert's Rules of Order to ensure committees are properly structured, members are appropriately placed, and all actions align with organizational standards.

Administrative Support

· Coordinate and respond to public information requests in accordance with the Texas Public Information Act.
· Provide interpretation and counsel on items related to the Texas Open Meetings Act including training for staff to ensure compliance with posting requirements.
· Prepare a mid-year and annual report to the Board that provides a comprehensive analysis of performance goals and metrics in accordance with the agency's budget, service plan, and state performance reports.
· Coordination, preparation, and delivery of annual services reports to local governments to ensure transparency, a return on investment, and continued membership.
· Coordination, preparation, and submission of statutorily required reporting as outlined in Chapter 391 of the Local Government Code.

OUTREACH & GOVERNMENT AFFAIRS ACTIVITIES REPORT

Prepared for the Workforce Board Budget Committee

· Coordinate trainings and awareness campaigns for proper handling, disposition, and safe storage of records in accordance with agency records retention guidelines and ensure historical preservation of certain records and proper disposition of records with no administrative value.

2025 Outreach & Government Affairs Indirect Activities: Workforce Solutions Gulf Coast

Legislative & Policy

- Monitored legislation for Program impact, including Transportation, Workforce, Adult Education, Childcare, Water Quality, Criminal Justice
- Analyzed proposed and approved legislation and reported out to the Legislative Committee of the H-GAC Board, and executive leadership on potential impacts of state and federal legislation, including Presidential Executive orders and their impact on Transportation, Workforce Solutions, Area Agency on Aging and other operational activities.

Interdepartmental Support

- Provided guidance and preparation on Workforce Solutions items being presented to the H-GAC Board of Directors.
- Provided guidance on new legislation affecting posting requirements for governing bodies under the Texas Open Meetings Act and the Public Information Act.
- Prepared the workforce team for the Adult Education and Leadership presentation to the H-GAC Planning Committee and Board of Directors.
- Collaborated with workforce and executive team to develop a strategy for communicating changes related to Adult Education and Literacy to the H-GAC Board, including drafting correspondence to the Executive Director of the Texas Workforce Commission.

Deliverables by Functional Area/Cost Center –

Outreach & Government Affairs (Cost Center 103)

OUTREACH & GOVERNMENT AFFAIRS ACTIVITIES REPORT

Prepared for the Workforce Board Budget Committee

Intergovernmental Support

- Met with Judge Colt Christian and Commissioner Decker in Walker County to discuss the county's unmet needs, including Economic Development, Workforce, and Transportation.
- Communicated with Harris County staff regarding workforce–related information prior to monthly board meetings.
- Met with Mayor Escoto of Shenandoah to discuss workforce programs, Area Agency on Aging activities, and transportation issues.
- Collaborated with Workforce staff to identify Commercial Driver's License Training programs in Wharton County at the request of an H-GAC Board member. Collaborated with the H-GAC executive leadership during a strategy session to discuss the Performance Improvement Program for an Adult Education and Literacy contractor in response to a board member inquiry.

General Outreach

- Convened key staff from the Greater Houston Partnership for an HGAC 101 session and discussed workforce-related programs.
- Organized Next Generation of Leaders event for high school students from Matagorda County, focused on workforce opportunities, transportation planning, and small business development.
- Worked with Wharton County Junior College Vice President on partnering with workforce to fill gaps in their staffing needs related to their nutrition assistance to the elderly in Wharton and Colorado counties.
- Collaborated with Workforce team on various customer experience inquiries received by HGAC related to workforce center operations, information requests, and general customer service complaints.
- Received and processed over a dozen Public Information Act requests related to Workforce Solutions procurements including notifying proposers, submitting requests for rulings from the Office of the Attorney General, and collaborated with workforce team for clarification and release of information.
- Provided guidance to Katy Area Economic Development Council on Workforce's non-renewal of membership and lack of representation at meeting.

Deliverables by Functional Area/Cost Center - Accounting (Cost Center 104)			
Accounting Department			

Top Three Deliverables by Indirect Departments			
DEPARTMENT	**Deliverable #1**	**Deliverable #2**	**Deliverable #3**
ACCOUNTING	Preparation of the Agency's Annual Comprehensive Financial Report	Provide Fiscal Support by Maintaining Banking, Auditing & Grant Management Review of Activities	Provide Accounts Payable, Accounts Receivable & Payroll Services

GL Account *	GL Grouping	2026	Comments
50001 - SALARIES	SALARIES	1,019,578.13	
50003 - SALARY CONTINGENCY		28,007.68	
50006 - SALARY CONTINGENCY OFFSET		(28,007.68)	
53002 - TRAVEL	TRAVEL	3,000.00	Acctg staff travel-Aging and TWC Conferences
53002 - TRAVEL	TRAVEL	4,000.00	Acctg. staff travel - TARC (Twice a year)
54004 - EXPENDABLE EQUIPMENT	EXPENDABLE EQUIPMENT	5,500.00	3 LAPTOPS OUT OF WARRANTY IN 2026
55001 - OFFICE SUPPLIES	OTHER DIRECT	800.00	OFFICE SUPPLIES
55002 - MEETING EXPENSES	OTHER DIRECT	1,500.00	Acctg Team Building Retreat
55005 - MAINTENANCE AND REPAIR	OTHER DIRECT	300.00	MAINTENANCE AND REPAIR
55008 - SOFTWARE	OTHER DIRECT	40,000.00	CONCUR
55008 - SOFTWARE	OTHER DIRECT	6,000.00	MICROIX
55008 - SOFTWARE	OTHER DIRECT	25,000.00	ABILA - MIP
55009 - EMPLOYEE DEVELOPMENT	OTHER DIRECT	5,500.00	MONICA'S TUITION (MBA in Finance at University of Houston)
55009 - EMPLOYEE DEVELOPMENT	OTHER DIRECT	5,500.00	TREEBIE'S TUITION (Masters Program in Accounting at University of Houston)
55012 - LICENSES AND PERMITS	OTHER DIRECT	200.00	LICENSES AND PERMITS
55013 - COMMUNICATION	OTHER DIRECT	600.00	CELLPHONE FOR CONTROLLER
55015 - POSTAGE AND DELIVERY	OTHER DIRECT	500.00	POSTAGE AND DELIVERY
63001 - BENEFIT ALLOCATION	BENEFITS	475,429.28	
65002 - INDIRECT ALLOCATION CREDIT	INDIRECT	(1,659,383.23)	Recovery from Allocation " - Indirect Cost Allocation"
80000 - ALLOCATED RENT/COMMUNICATIONS	RENT	65,975.81	Sent from Allocation " - Rent" (2.38%)

Deliverables by Fnctional Area/Cost Center - Internal Audit (Cost Center 112)

| Top Three Deliverables by Indirect Departments			
DEPARTMENT	Deliverable #1	Deliverable #2	Deliverable #3
INTERNAL AUDIT	Internal Audit Project Reports	Site Visit Reports	Desk Review Acceptance Letters

HOUSTON-GALVESTON AREA COUNCIL
INTERNAL AUDIT PLAN FOR 2025

Executive Summary

This plan discusses the responsibilities, goals, scheduled projects, and operational plan for the internal audit function at H-GAC for fiscal year 2025. In addition to internal audits, the staff will also complete subrecipient/contractor monitoring activities. The internal audits will include compliance audits, program audits, administrative reviews, process audits, information technology audits, investigations, follow-up audits, and special projects (see Appendix B for descriptions of types of audits). The subrecipient and contractor monitoring activities will include pre-award reviews, desk reviews, contractor site visits, and contractor reviews.

The department has currently eight (8) positions and plans to add three more positions in 2025 creating a total of eleven (11) positions in the department. This level of staffing is appropriate for the agency given the increases in the H-GAC budget, ongoing cybersecurity risks, the impact of information technology on H-GAC operations, hybrid working conditions, a need for more pre-award reviews, more investigations, more value-added services, and building capacity for complex internal audits. The department is led by a leadership team consisting of a director and two audit supervisors (see Appendix C for Bios).

The total project hours available for 2025 is 16,100 hours allocated to internal audits, subrecipient/contractor monitoring, and administrative time (see Appendix A for a detail listing of projects). The following chart is a breakdown of project hours by the main categories.

Total Project Hours for 2025

- 2,112
- 7,920
- 6,068

■ Internal Audits ■ Subrecipents/Contractors ■ Administrative Time
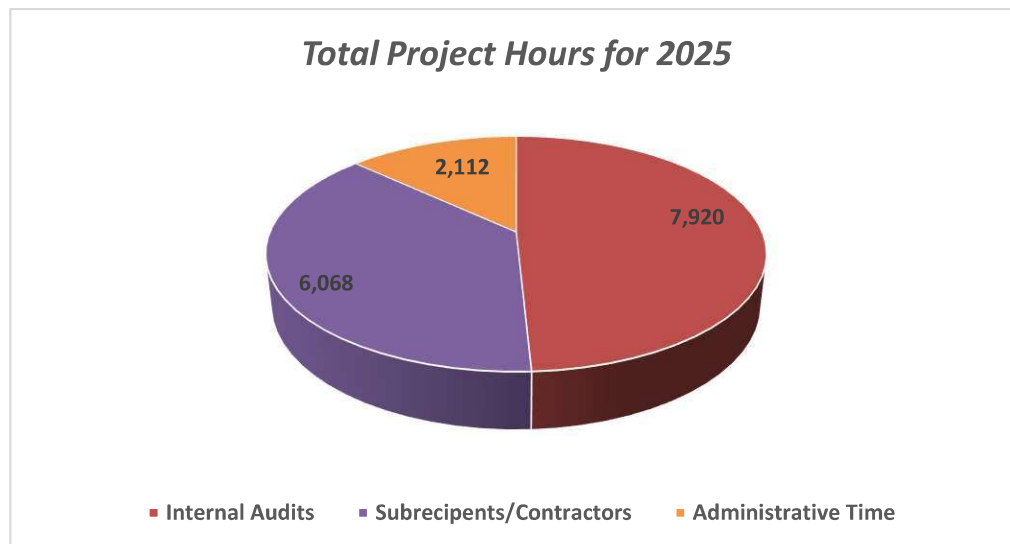
HOUSTON GALVESTON AREA COUNCIL
INTERNAL AUDIT PLAN – FISCAL YEAR 2025

PURPOSE

The purpose of this document is to discuss the responsibilities, goals, scheduled projects, and the operational plans for the internal audit function at H-GAC for fiscal year 2025. The Director of Internal Audit is responsible for implementing an approved comprehensive plan for internal auditing for organizational units; as well as for subrecipient, and contractor monitoring. The Director also provides periodic reporting of internal audit activities to the Executive Director and members of the H-GAC Audit Committee.

MISSION AND RESPONSIBILITIES

The Internal Audit department will examine and evaluate the activities of the agency to assist directors and managers in the effective discharge of their responsibilities and improve operations. To this end, the Internal Audit department will also furnish management staff with analyses, appraisals, recommendations, counsel, and information concerning the activities reviewed. The department also has responsibility for the monitoring of contractors for compliance with contract and program requirements as well as federal regulations. The H-GAC Board of Directors are informed of Internal Audit activities and subrecipient monitoring through its Audit Committee.

BACKGROUND

The Internal Audit Charter was updated and approved by the Board in October 2014. An internal audit planning methodology was approved by the H-GAC Board of Directors in December 2015. The department and its operations adhere to the standards for the International Professional Practice of Internal Auditing as issued by the Institute of Internal Auditors.

The Internal Audit department consists of a director and seven audit professionals. The Director of Internal Audit uses the COSO Framework for evaluating internal controls at the agency. The adoption of this framework requires that directors and managers to perform risk assessments for their operations. Internal Audit requests all departments with federal pass-through funds to complete a risk assessment for all H-GAC subrecipients. In addition, Internal Audit is facilitating a risk assessment for all departments and programs at H-GAC. This work in risk assessments at H-GAC will help develop a risk profile for the agency as well as specific programs.

The Director will also continue to update and implement new audit procedures and operations that will ensure effective and efficient use of resources. The use of a whistleblower hotline, pre-award reviews and site visits, as well as more investigations conducted by internal audit staff have been added to our responsibilities in recent years. We have also conducted more reviews of information technology usage and cybersecurity controls at H-GAC and its subrecipients.

The Texas Grant Management Standards manual and the Texas Cybersecurity Framework represent sources for relevant regulations and guidelines that impact H-GAC operations (see also Appendix D for a listing of relevant laws and guidelines affecting our department). Internal Audit will also provide assurance that H-GAC complies with these guidelines as well as federal regulations in the "Uniform Guidance" (i.e. 2 CFR 200). The effective use of resources; updated processes, meeting program objectives, accurate financial records, and reporting; compliance with agency policies and procedures represent key considerations for the Internal Audit function at H-GAC. Improving audit procedures and practices and addressing new challenges at H-GAC are ongoing activities in Internal Audit, with the goal of continuously adding value to operations.

CORE VALUES

The Internal Audit department staff maintain a level of professionalism that conforms with International Standards for the Professional Practice of Internal Auditing. The core values represent the principles and expectations of behavior and conduct practiced by H-GAC Internal Audit staff. The following are our core values and are consistent with the Institute of Internal Auditors (IIA) Code of Ethics for Internal Auditors.

Integrity – internal audit work shall be performed with honesty, diligence, and responsibility; and observe all laws and make disclosures expected by the law and the profession.

Objectivity – internal audit staff shall not participate in any activity or relationship that may impair or be presumed to impair their unbiased assessment; shall not accept anything that may impair or be presumed to impair their professional judgment; and shall disclose all material facts known to them in reporting activities under review.

Confidentiality – internal audit staff shall be prudent in the use and protection of information acquired in the course of their duties; and shall not use information for any personal gain or in any manner that would be contrary to the law or the ethics of H-GAC.

Competency – internal audit staff shall engage only in those services for which they have the necessary knowledge, skills, and experience; and shall continually improve their proficiency and the effectiveness and quality of their services.

GOALS FOR 2025

The Internal Audit department has established goals for the current fiscal year. These goals are designed to build on the activities of the department from the past year. The goals of the Internal Audit department for Fiscal Year 2025 are as follows:

1) Update audit procedures and practices as needed.
2) Assign specific areas of responsibilities to staff.
3) Add three new staff positions to the department.
4) Perform more comprehensive and detailed internal audits.
5) Complete investigations based on whistleblower hotline.
6) Complete site visits and contract monitoring on selected contractors.
7) Facilitate risks assessments procedures affecting H-GAC operations.

SCOPE OF OPERATIONS

In the past, the Internal Audit department covered seven categories: (1) regular audits, (2) program/unit reviews, (3) follow-up audits, (4) subrecipient/contractor monitoring, (5) special projects, (6) administrative time, and (7) leave time. In addition, the standard work year was 2080 hours per staff member. For the year 2025, the Internal Audit department will adopt a new approach based on the expansion of internal audit staff positions, alignment with H-GAC budgeting practices, and improvements in audit coverage of organizational units. Our old system was based on a small staff (i.e., 5 auditors or less) with limited hours for projects and the H-GAC annual budget less than 300 million dollars.
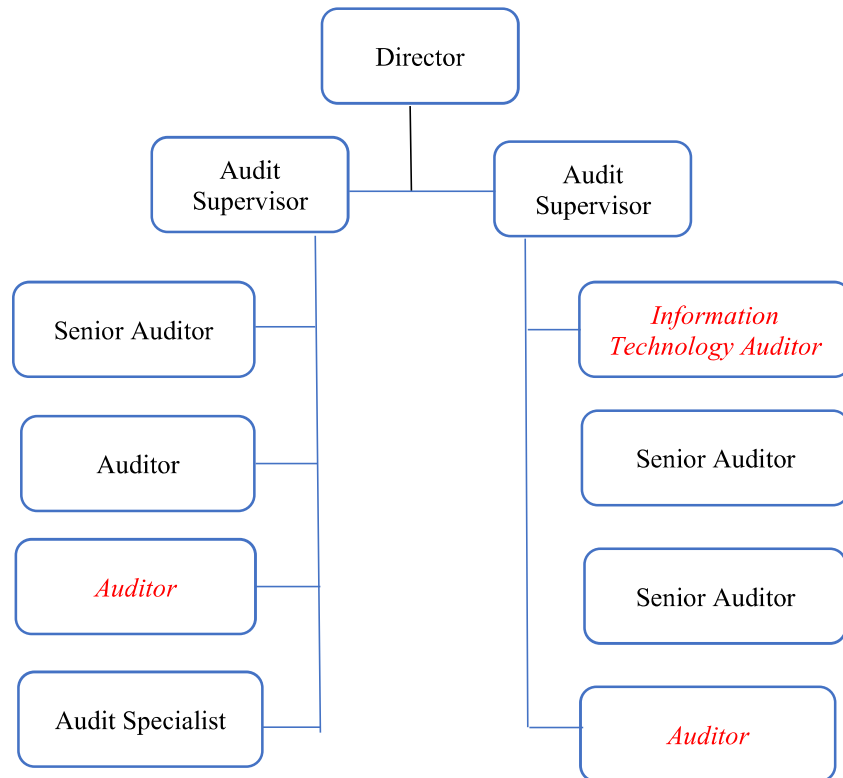
Several factors have impacted the internal audit function at H-GAC. Greater use of information technology, remote working of staff, H-GAC annual budgets and expenditures in excess of 450 million dollars, increases in cybersecurity threats, and recent turnover of key leaders at the agency are just some factors affecting our internal auditing. In addition, H-GAC has changed its approach as to how we interact with communities in our region, being more visible, informative, and responsive to key concerns. The scope and activities of the Internal Audit department has also increased in recent years. We now do far more pre-award reviews and investigations of complaints about program areas as well as specific staff actions.

In the past two years, we have added staff – growing from five to six, and then six to eight staff positions. In the first quarter of fiscal year 2025, we plan to add three more staff members giving us a total staff of 11 positions. We not only added staff but changed the administrative structure of the department. In the past, a director supervised two

senior auditors, one auditor, and one audit specialist. The director was the key leader in the department. In the current audit plan, the department will be led by a leadership team consisting of a director and two audit supervisors (see Appendix C for staff member bios). This team will determine policies, procedures, and practices of the department. In addition, the team will also train, develop, and evaluate staff performance to ensure an effective and efficient department operations.

*Internal Audit – Organizational Chart*
For Fiscal Year 2025

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                          ┌──────────┐
                          │ Director │
                          └──────────┘
            ┌──────────────┐      ┌──────────────┐
            │    Audit     │      │    Audit     │
            │  Supervisor  │      │  Supervisor  │
            └──────────────┘      └──────────────┘
    ┌─────────────────┐          ┌──────────────────────┐
    │ Senior Auditor  │          │ Information           │
    └─────────────────┘          │ Technology Auditor    │
    ┌─────────────────┐          ┌──────────────────────┐
    │    Auditor      │          │  Senior Auditor       │
    └─────────────────┘          └──────────────────────┘
    ┌─────────────────┐          ┌──────────────────────┐
    │    Auditor      │          │  Senior Auditor       │
    └─────────────────┘          └──────────────────────┘
    ┌─────────────────┐          ┌──────────────────────┐
    │ Audit Specialist│          │    Auditor            │
    └─────────────────┘          └──────────────────────┘
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New positions for Fiscal Year 2025

Fiscal Year	Audit Staff FTE	HGAC Program Revenues	Audit Coverage Per Staff Member
2017	*5*	*$294,433,538*	*$58,886,707*
2021	5	$368,542,267	$73,708,453
2022	5	$454,057,724	$90,811,544
2023	6	$451,994,362	$75,332,393
2024	7	$541,744,411	$77,392,058
2025	10	$593,124,189	$59,312,418

*Note: Fiscal Year 2017 was the most recent year H-GAC Revenues were under $300 million.
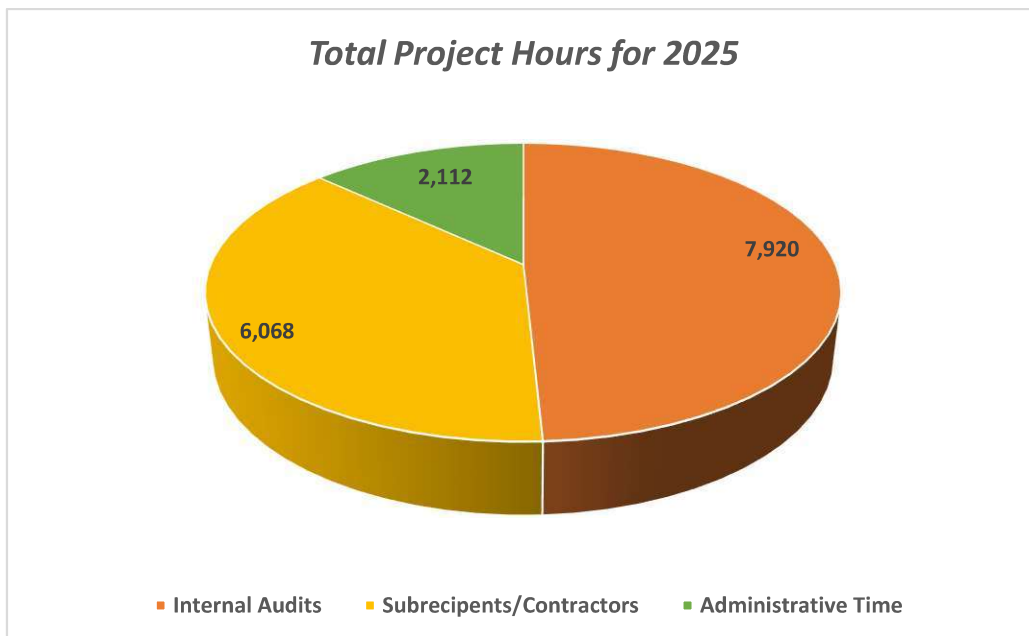
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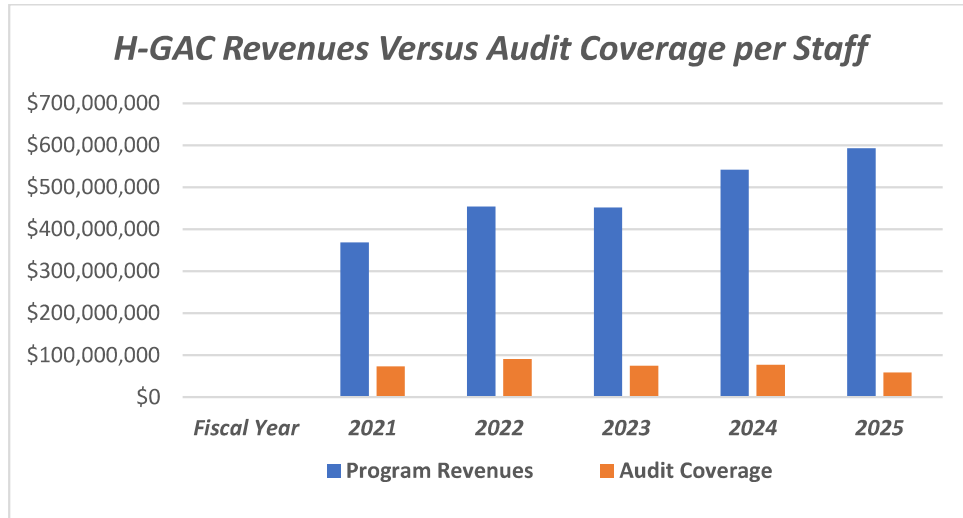
Two broad areas of responsibilities will guide the workload of the Internal Audit department – (1) Internal Audits and (2) Subrecipient/Contractor Monitoring. Internal audits will include program audits, administrative reviews, compliance audits, process audits, information technology audits, complaints and investigations, special projects, and follow-up audits. Subrecipient/Contractor monitoring includes pre-award reviews, desk reviews, and site visits. The report format for internal audits will vary depending on the type of audit and in most cases include a management response.

Pre-award reports are usually issued in a memorandum format. In some cases of a pre-award review, a site visit will be conducted to evaluate the controls and/or cybersecurity capabilities of the potential contractor. Pre-awards cover agreements with subrecipients, contractors for services and/or goods, consultants, and governmental units. Some pre-award agreements are renewals and others are initial contracts. Most large dollar potential contracts with no previous experience with H-GAC will include a site visit to contractor to evaluate their controls as well as cybersecurity and their use of information technology. Administrative time includes Board meetings and H-GAC staff meetings. We changed the reporting of staff hours available for projects excluding leave hours and limiting hours charged to administrative time. In addition, three new staff positions and one staff member returning from family medical leave were prorated for a partial year.
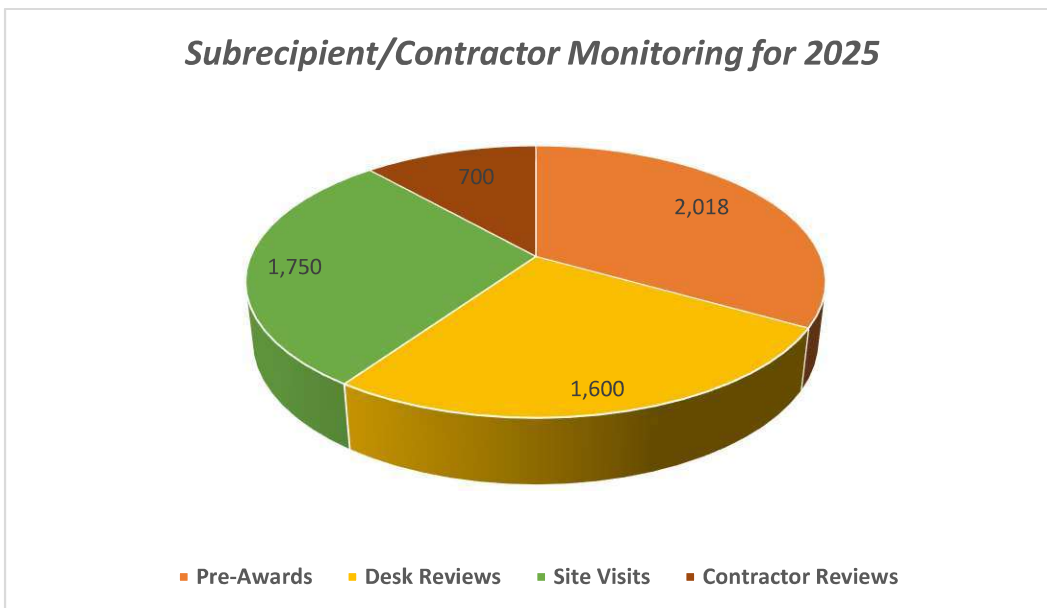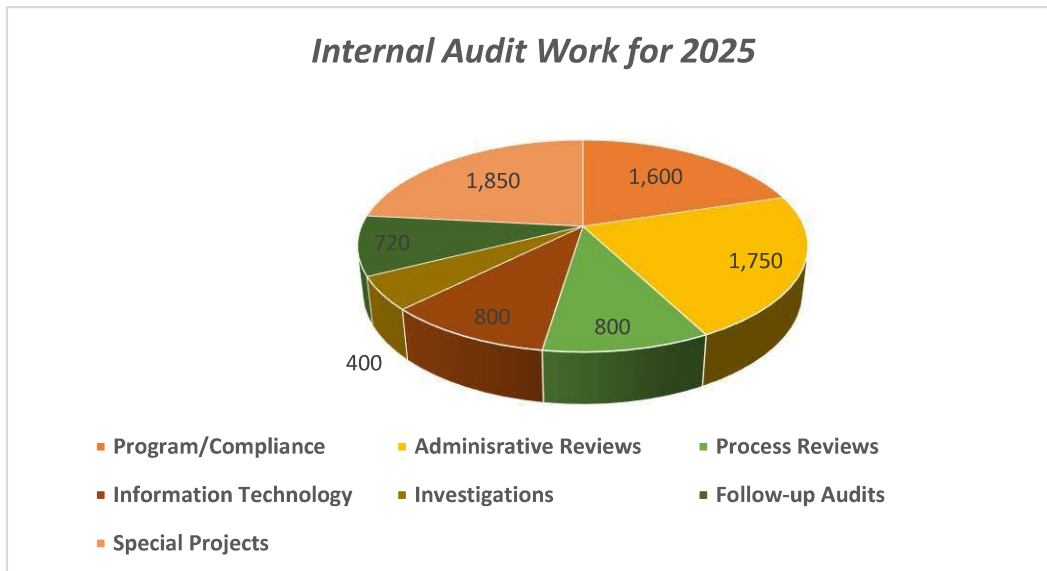
The following is an allocation of hours by project categories (see Appendix A for detailed listing of projects).

HOUSTON-GALVESTON AREA COUNCIL
INTERNAL AUDIT PLAN – FISCAL YEAR 2025

Audit Projects	Fiscal Year 2025:
Internal Audits:	
Program/Compliance Audits	1,600
Administrative Reviews	1,750
Process Reviews	800
Information Technology Audits	800
Complaints & Investigations	400
Follow-up Audits	720
Special Projects	1,850
Sub-Total – Internal Audits	**7,920**
Subrecipient/Contractor Monitoring:	
Pre-Award Reviews	2,018
Desk Reviews	1,600
Site Visits	1,750
Contractor Reviews	700
Sub-Total – Subrecipients/Contractors	**6,068**
Administrative Time	**2,112**
Total Hours	**16,100**

Total Project Hours for 2025

- Internal Audits: 7,920
- Subrecipents/Contractors: 6,068
- Administrative Time: 2,112

6

Internal Audit Work for 2025

Legend:
- Program/Compliance
- Adminisrative Reviews
- Process Reviews
- Information Technology
- Investigations
- Follow-up Audits
- Special Projects

Values shown: 1,850 · 1,600 · 1,750 · 720 · 800 · 800 · 400

Subrecipient/Contractor Monitoring for 2025

Legend:
- Pre-Awards
- Desk Reviews
- Site Visits
- Contractor Reviews

Values shown: 700 · 2,018 · 1,750 · 1,600

An Annual Internal Audit report will be prepared after the completion of the 2025 fiscal year that will compare the actual results in terms of hours and projects completed with this plan. This report will be submitted to the H-GAC Executive Director and members of the H-GAC Audit Committee. Additional information is contained in the appendices of this report.

APPENDIX A
Schedule of Projects for Fiscal Year 2025

Title of Project	Budget Hours	Deliverables
Internal Audits:		
Program/Compliance Audits:		
Transportation Planning Audit	400	Audit Report
Air Quality Programs	400	Audit Report
Cooperative Purchasing	400	Audit Report
Procurement Audit	200	Audit Report
Administrative Reviews:		
Data Services Review	350	Report
Data Analytics Review	350	Report
Outreach & Communications	350	Report
Environmental Planning	250	Report
Community Development	250	Report
Local Development Corporation	200	Report
Process Reviews:		
Fraud Risk Management Review	400	Report
Budget Process Review	400	Report
Information Technology Audits:		
Cybersecurity Incident Reporting	400	Audit Report
Information Security & Privacy	400	Audit Report
Information Systems Audit	200	Audit Report
Complaints and Investigations	400	Reports (10)
Follow-up Audits/Reviews:	720	Audit Reports (12)
Special Projects:		
Audit Committee Reporting	250	Quarterly & Annual Reports
Updating Audit Procedures	150	Written Updates to Manual
Management Advisory	500	Meetings with Key Staff
Recruitment of Staff	250	Hiring of 3 Staff Members
External Monitoring/Audits	200	Records Requests (4 to 5)
CPE Courses/Staff Development	500	40 Hours Per Staff Member
Subrecipient/Contractor Monitoring:		
Pre-Award Reviews	2,018	150 Memo Reports
Desk Reviews	1,600	40 – 50 Acceptance Letters
Transportation Contractors	600	15 Site Visit Reports
Aging Services Contractors	400	10 Site Visit Reports
Workforce Services Contractors	750	15 Site Visit Reports
Program Contractors	250	5 Reports
Program Consultants	250	5 Reports
Subrecipient Risk Assessments	200	Listing by Risk Category
Administrative Time:	2,112	Board & Staff meetings
Total Budget Project Hours	**16,100**	

APPENDIX B
Types of Internal Audit Projects

The approach taken in various internal audit projects will be described as a type of internal audit. With that in mind, the H-GAC Director of Internal has defined the following items as types of internal audits.

Administrative Reviews – emphasis on administrative structure and appropriate controls in place to promote efficient operations. Procedures include staff interviews and personnel documentation reviews as well as transactions testing of travel and general expenditures.

Process Reviews – emphasis on the key processes in a department or program getting a very detailed understanding of how the processes are working and concerning the possibility of improvements. Procedures include walk-throughs, written narratives, flowcharts, and discussions with owners of the processes on possible changes.

Contract Management Reviews – emphasis on H-GAC interactions with third-party contractors/subrecipients for compliance with written agreements and federal guidelines. Procedures include examining contracts on a sample basis, contract deliverables, contract management documentation, contract payments and reimbursements, and technical assistance given by staff.

Program Reviews – emphasis on organization, staffing, and operations are consistent with the objectives, guidelines, and specific requirements of a program. Procedures include written narratives of operations, evaluation program documentation, and examination of documentation on a sample basis that supports compliance.

Compliance Audit – emphasis on specific contract or program requirements and related documentation that supports compliance. Procedures include examining documentation on a sample basis to verify compliance.

Follow up audits – emphasis on following up with the auditee on correcting findings and observations from Internal Audit's last review or audit. Procedures may include interviewing the auditee, obtaining written documentation, and/or sample testing the corrective actions taken in response to Internal Audit's recommendations. Internal Audit may also sample documents for completed corrective actions.

APPENDIX B – Types of Internal Audit Projects

Investigations – emphasis on the specific issue at hand. This may range from investigating fraud, waste or abuse allegations, management requests to investigate operational program efficiency and effectiveness, human resources, or financial related issues. Procedures are usually very specific to a few concerns as indicated by the source or requestor.

Special Projects – emphasis on the objectives of the special project at hand. Projects are generally longer in duration than investigations and of a broader nature. They may include consulting and advisory projects and can be more collaborative in nature, versus having an 'auditee-auditor' nature. Procedures will be determined with the requestor of the project and the Internal Audit leadership team.

HOUSTON-GALVESTON AREA COUNCIL
INTERNAL AUDIT CHARTER

PURPOSE

This document defines the scope, authority, and responsibilities of the internal audit function at the Houston-Galveston Area Council (H-GAC). The internal audit function is an independent, objective assurance, and consulting activity designed to add value and improve agency operations. The Office of Internal Audit will accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

AUTHORITY AND RESPONSIBILITY

The Board of Directors through the Audit Committee and the Executive Director for the agency grant authority to the Manager of Internal Audit to plan and carry out a comprehensive and effective internal audit plan. In addition, the Office of Internal Audit shall have full, free, and unrestricted access to all of the agency's functions, records, property, and personnel in completing reviews. H-GAC personnel will cooperate with internal audit staff and assist with information and/or records requested by internal auditors.

All work performed by the Office of Internal Audit will be conducted in a professional manner and within the guidelines of the Institute of Internal Auditors (IIA) Professional Practices Framework which includes the Definition of Internal Auditing, the Code of Ethics, and the *International Standards for the Professional Practice of Internal Auditing*. Internal Audit work will also be conducted when applicable in accordance with the professional standards relevant to internal auditing contained in the U.S. General Accountability Office's publication *Government Auditing Standards* and the state of Texas' *Uniform Grant Management Standards*.

The internal audit staff will not have authority or responsibility over any of the activities or persons that they review, because performing such activities is presumed to impair objectivity. Internal auditors will uphold the principles of integrity, objectivity, confidentiality, and competency. Internal Audit staff will be independent of the activities or operations they review; they will not engage in any activity which would impair their independence.

SCOPE OF ACTIVITIES

The scope of internal auditing shall encompass the examination and evaluation of the agency network of risk management, internal controls, and processes, as designed and represented by H-GAC management. The Manager of Internal Audit based on professional judgment shall define the scope of activities on an ongoing basis. Internal Audit activities shall include, but are not limited to:

H-GAC Internal Audit Charter

Reviewing the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations that could have a significant impact on operations and reports, and determining the extent of compliance.

Determining the extent to which resources are accounted for and safeguarded against fraud, waste, and abuse, including the review of the economical and efficient use of resources.

Reviewing the reliability and integrity of financial and operating information and the systems used to identify, measure, classify, and report such information.

Reviewing operations and programs to determine whether results are consistent with established objectives and goals, and whether the operations and programs are carried out as planned.

Site visits, financial monitoring and pre-award reviews of contractors, and reviews of consultant contracts, and subrecipient monitoring to ensure compliance with their H-GAC contracts, policies, and procedures, as well as federal and state guidelines.

Coordinating, facilitating, and interfacing with all external auditors and monitors to ensure efficient and effective reviews of H-GAC operations.

Performing consulting services including advisory and related service activities, the nature and scope of which are agreed upon and which are intended to add value and improve H-GAC's governance, risk management, and control processes without assuming management responsibility.

REPORTING

In recognition of the role of internal audit in the management of the H-GAC, the Manager of Internal Audit will discuss findings, recommendations, and conclusions with appropriate levels of management before issuing final audit reports. The respective manager will be given an opportunity to respond in writing to internal audit recommendations before the Manager of Internal Audit issues a final audit report. The Executive Director of H-GAC will be provided a final written report of each internal audit review. The members of the Audit Committee will be given periodic reports and updates on internal audit activities. All internal audit reports, reviews, and site visit reports shall be made available to the Board of Directors upon request.

In circumstances that the Manager of Internal Audit believes to be of a particularly sensitive nature, the report distribution may be varied in an appropriate and prudent manner. An annual audit plan and internal audit annual report will be prepared by the Manager of Internal Audit and submitted to the Executive Director, the Audit Committee, and the Board of

Deliverables by Functional Area/Cost Center - Personnel (Cost Center 114)
Human Resources (Personnel)

Top Three Deliverables by Indirect Departments			
DEPARTMENT	Deliverable #1	Deliverable #2	Deliverable #3
HUMAN RESOURCES	Talent	Performance Management	Total Rewards

Human Resources enables the Gulf Coast Workforce Board to deliver it's strategy faster, with lower risk, and better financial outcomes by ensuring the right people, capabilities, structures, and practices are in place. HR is a strategic lever—reducing execution friction, improving productivity and retention, and protecting the business from avoidable risk—so the organization can hit revenue, quality, and cost targets more predictably. Below are the core value areas and outcomes driving by HR.

Talent acquisition and workforce planning
Aligns hiring plans to demand forecasts, skills needs, and budget
Builds pipelines for critical roles and reduces time-to-fill and vacancy risk
Optimizes use of permanent, contingent, and internal mobility to scale efficiently

Onboarding and employee experience
Accelerates new-hire productivity through structured onboarding and role clarity
Standardizes processes that reduce ramp time, errors, and attrition in the first year
Enhances the day-to-day employee experience, boosting engagement and performance

Capability development and leadership
Closes critical skill gaps with targeted learning and coaching
Develops frontline leaders to drive team performance, safety, quality, and service
Builds succession pipelines for key roles to ensure continuity and growth

Performance management and organizational effectiveness
Establishes clear goals, feedback, and accountability mechanisms
Designs roles, spans/layers, and team structures to improve throughput and decision speed
Drives productivity through process standardization, skills matrices, and performance analytics

Total rewards and cost optimization
Calibrates pay, incentives, and benefits to market and performance
Designs reward mechanisms that direct effort to priorities (e.g. quality, efficiency)
Manages labor costs through workforce mix, scheduling, overtime control, and vendor strategy

Culture, engagement, and retention
Builds a high-trust, inclusive culture that supports innovation and customer focus
Reduces regrettable turnover through targeted retention actions and career paths
Improves employer brand to attract scarce talent and reduce hiring costs

Employee relations, compliance, and risk management
Prevents and resolves issues early, reducing legal, reputational, and operational risk
Ensures compliance with labor laws, safety, and policies
Trains managers on fair, consistent practices that protect the business

Change management and transformation
Orchestrates communications, training, and adoption for new systems and org changes
Maintains productivity and morale during change, protecting revenue and service levels
Measures adoption and adjusts interventions to realize intended ROI

HR data and insights
Provides actionable dashboards and forecasts (hiring, attrition, skills, productivity)
Identifies hotspots and root causes (e.g., retention drivers, quality issues linked to staffing)
Supports scenario planning and budget decisions with evidence-based recommendations

What this means for business outcomes:
Faster execution: Reduced hiring delays, quicker ramp, clearer accountability
Higher productivity: Better role design, skills alignment, and manager effectiveness
Lower costs: Optimized labor mix, reduced turnover and overtime, market-aligned pay
Lower risk: Fewer compliance incidents, grievances, and workplace claims
Stronger resilience: Bench strength and succession for critical roles
Better customer outcomes: Stable, skilled teams improve quality and service

Deliverables by Functional Area/Cost Center - Personnel (Cost Center 114)			
Human Resources (Personnel)			
GL Account *	Description	2026	Description of Services
50001 - SALARIES		930,277.21	
50003 - SALARY CONTINGENCY		25,614.97	
50006 - SALARY CONTINGENCY OFFSET		(25,614.97)	
51001 - CONSULTANTS	ALLIANT SERVICES	36,000.00	Insurance brokerage firm consulting fee
51001 - CONSULTANTS	COMPENSATION & SOFTWARE CONSULTING	50,000.00	Compensation survey conducted for agency
51003 - OTHER CONTRACT SERVICES	HR TEMP - TBD as needed	40,000.00	
51003 - OTHER CONTRACT SERVICES	SIGNIUS COMMUNICATIONS	12,000.00	Call handling service
51003 - OTHER CONTRACT SERVICES	BACKGROUND CONNECT	18,000.00	Background check vendor - used for new hire/onboarding process
51003 - OTHER CONTRACT SERVICES	WEX HEALTH	15,000.00	Benefits administrative costs (for Flexible Spending Account, Dependent Care Account, and Health Savings Account)
51003 - OTHER CONTRACT SERVICES	HR TEMP - Receptionist Coverage	5,000.00	Temporary Staff to assist as needed for recruiting, administrative support, events planning, data entry and other related activities
51003 - OTHER CONTRACT SERVICES	HR TEMP - Backfill for HR Specialist	80,000.00	Temporary Staff to assist as needed for recruiting, administrative support, events planning, data entry and other related activities
51003 - OTHER CONTRACT SERVICES	HR TEMP - L&D Coordinator for Q3-4	60,000.00	Temporary Staff to assist as needed for recruiting, administrative support, events planning, data entry and other related activities
51005 - LEGAL SERVICES	LEGAL SRVICES	15,000.00	Legal services
53002 - TRAVEL	CAREER FAIR TRAVEL	2,500.00	Career Fairs - for recruiting purposes
53002 - TRAVEL	CONFERENCE TRAVEL	20,000.00	Conference travel for work
54004 - EXPENDABLE EQUIPMENT	REPLACEMENT LAPTOPS	7,000.00	Replacement laptops
54004 - EXPENDABLE EQUIPMENT	NEW HIRE LAPTOPS	5,000.00	
55001 - OFFICE SUPPLIES	OFFICE SUPPLIES	3,250.00	Office supplies for HR team members
55002 - MEETING EXPENSES	MEETING EXPENSES	1,500.00	Meeting/operation expenses for HR team
55008 - SOFTWARE	HRIS	100,000.00	Human Resources Information Systems (HRIS) procurement
55008 - SOFTWARE	1095-C REPORTING	2,500.00	1095-C Tax Reporting - completed on annual basis
55008 - SOFTWARE	OTHER SOFTWARE (ADOBE, ZOOM, FORMS,ETC.)	6,000.00	Software expenses needed for day-to-day operations
55008 - SOFTWARE	PERFORMANCE MANAGEMENT	30,000.00	Performance management for the agency
55008 - SOFTWARE	SAGE HRMS	5,000.00	HR data entry system
55008 - SOFTWARE	TALEO	10,000.00	Recruiting software
55008 - SOFTWARE	ARTICULATE 630 + AI LICENSE	1,800.00	AI License for Employee Use
55008 - SOFTWARE	eLEARNING AUTHORING SOFTWARES	2,000.00	Learning and Development softwares to develop learning and training opportunities for employees agency wide
55009 - EMPLOYEE DEVELOPMENT	SME WORKSHOPS	30,000.00	SME increased from 15,000 to 30,000 to accommodate for any unexpected requests for these SME services (SME FOR ALL AGENCY split into separate categories)
55009 - EMPLOYEE DEVELOPMENT	DiSC ASSESSMENTS	3,000.00	
55009 - EMPLOYEE DEVELOPMENT	GALLUP STRENGTHS ASSESSMENT	3,000.00	Agency wide - for training/learning & development initiative
55009 - EMPLOYEE DEVELOPMENT	EMPLOYEE WELLNESS	10,000.00	Increased - to add for new employee wellness benefits (Fitness center, headspace, wellness apps, etc.)
55009 - EMPLOYEE DEVELOPMENT	TOASTMASTER SPONSORSHIP	500.00	Public speaking initiative sponsorship
55009 - EMPLOYEE DEVELOPMENT	HR PROFESSIONAL DEVELOPMENT (12*2500 EACH)	30,000.00	Continued learning/education for HR team members
55011 - RECRUITING	LINKEDIN	30,000.00	Recruiting service/platform
55011 - RECRUITING	FEES FOR CAREER FAIRS	5,000.00	Career fair fees - for recruiting purposes
55013 - COMMUNICATION	CELLPHONE - MARY	600.00	Telecommunications
55013 - COMMUNICATION	CELLPHONE - MARIA	600.00	Telecommunications
55013 - COMMUNICATION	CELLPHONE - TERI	600.00	Telecommunications
55013 - COMMUNICATION	CELLPHONE - MADISON	600.00	Telecommunications
55013 - COMMUNICATION	CELLPHONE - JP	600.00	Telecommunications
55013 - COMMUNICATION	CELLPHONE - LAURA	600.00	Telecommunications
55013 - COMMUNICATION	CELLPHONE - KARLA	600.00	Telecommunications
55015 - POSTAGE AND DELIVERY	POSTAGE AND DELIVERY	500.00	Postage and delivery - HR
55016 - SUBSCRIPTION MEMBERSHIP	TARC MEMBERSHIP	200.00	TARC MEMBERSHIP
55016 - SUBSCRIPTION MEMBERSHIP	SHRM & HR HOUSTON MEMBERSHIPS	2,000.00	HR related memberships
55016 - SUBSCRIPTION MEMBERSHIP	ASSOCIATION FOR TALENT DEVELOPMENT	500.00	Talent Development Tool - for recruiting purposes
55016 - SUBSCRIPTION MEMBERSHIP	LINKEDIN LEARNING	1,000.00	Recruiting service/platform
55016 - SUBSCRIPTION MEMBERSHIP	MAXWELL LEADERSHIP MEMBERSHIP	1,500.00	
55016 - SUBSCRIPTION MEMBERSHIP	TEXAS & HOUSTON BAR ASSOCIATION MEMBERSHIPS	600.00	
55017 - LEGAL NOTICE	LEGAL NOTICES REQUIRED FOR RFPS	3,000.00	
55018 - OPERATING EXPENSES	LEARNING MATERIALS	5,000.00	Learning materials
55018 - OPERATING EXPENSES	ONBOARDING GIFTS	4,000.00	Onboarding gifts for new hire/onboarding process
55018 - OPERATING EXPENSES	AGENCY MILESTONE AWARDS	11,000.00	Agency milestone awards budget for employees
55035 - FOOD & BEVERAGE	NEW HIRE BREAKFAST	1,000.00	New hire initiative - part of onboarding process
55035 - FOOD & BEVERAGE	HR QUARTERLY TEAM BUILDING	1,000.00	HR team building - quarterly basis
63001 - BENEFIT ALLOCATION		433,788.26	
65002 - INDIRECT ALLOCATION CREDIT	Recovery from Allocation " - Indirect Cost Allocation"	(2,094,595.10)	
80000 - ALLOCATED RENT/COMMUNICATIONS	Sent from Allocation " - Rent" (2.02%)	55,979.63	

35

Deliverables by Functional Area/Cost Center – Purchasing (Cost Center 124)

Top Three Deliverables by Indirect Departments			
DEPARTMENT	**Deliverable #1**	**Deliverable #2**	**Deliverable #3**
PROCUREMENT & CONTRACTS (PURCHASING)	Administer the Agency's Centralized Purchasing Function, Ensuring Compliant, Transparent, and Competitive Procurement Processes	Administer Standardized Contracting Framework and System Oversight/Support Proper Contract Administration Through Tools, Workflows, and Training	Promote Strategic Planning, Increased Efficiency, and Maintain Agency Policies and Procedures to Ensure Compliance with Regulations/Audit Requirements

H-GAC Procurement and Contracts Department

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H-GAC Procurement and Contracts Department – Main Process and Support/Owned Functions

Procurement is a core governance function that serves as the centralized control point for all H-GAC procurement projects. The Procurement and Contracts Department provides the framework for fiscal controls, legal compliance, transparency, and efficiency, ensuring that funds are spent responsibly and that all H-GAC programs remain eligible for continued funding. **The function has 3 main consistent deliverables**:

- Administer the agency's centralized purchasing function, ensuring compliant, transparent, and competitive procurement processes.
- Administer standardized contracting framework and system oversight/support proper contract administration through tools, workflows, and training.
- Promote strategic planning, increased efficiency, and maintain agency policies and procedures to ensure compliance with regulations/audit requirements.

FY25 Metrics as of 11/12/2025

Procurement Solicitations Issued/In Process: **99**	Purchase Orders Processed: **673**	Active Contracts Reviewed/Processed: **1,209**
Contracts Redlines Reviewed/Templates Revised: **178**	New Program Agreements developed from Non-Standard Templates: **24**	

Centralized Procurement Authority and Expertise

At H-GAC, procurement is a centralized function managed <u>exclusively</u> through the Procurement and Contracts Department. <u>Departments do not have authorization to issue solicitations independently.</u> The Procurement and Contracts department are tenured experts trained in procurement/contracting. We provide H-GAC the checks and balances to ensure transparency, fairness, and accountability in all competitive processes and contractor selections.

Deliverables by Functional Area/Cost Center – Purchasing (Cost Center 124)

Strategic Planning and Needs Assessment
The Procurement and Contracts Department staff work closely with all agency departments to plan needs strategically. Services include helping to create/define scopes of work, specifications, budget planning/estimating, and aligning project timelines with program needs. This collaboration prevents cost overruns, duplication, and misaligned purchases while ensuring that funding sources are used appropriately and efficiently by H-GAC.

Competitive Sourcing and Solicitation
The Procurement and Contracts Department determines the appropriate procurement method for each purchase and develops and issues solicitation documents that invite fair and open competition and avoid restrictive practices. We ensure all solicitations are evaluated consistently using transparent criteria, promoting fairness, accountability, and public trust while obtaining the best overall value. We ensure solicitation evaluation committees review proposals objectively, and decisions are based on merit and documented criteria. We ensure that every step of the procurement process is defensible.

Contracting Support, Tools, and Oversight
The Procurement and Contracts Department provides high-level support and structure to departments that administer agency agreements. We develop and maintain agency contract templates, guidance documents, checklists, contract management tools and training to aid agency departments in managing contracts in compliance with policy. We support the agency with contract creation, draft new agreements, redline negotiation, terms and conditions review, risk assessment, etc. We oversee and are currently managing the implementation of H-GAC's new contract management system, including data transfer, configuration, governance, and user training. We ensure a standardized, efficient, and transparent contracting process across the organization and help to maintain oversight and compliance.

Compliance, Recordkeeping, and Audit Support
The Procurement and Contracts Department ensures that all agency purchasing activities comply with required state purchasing laws, funding agency requirements and regulations. We ensure that all procurement activity follows uniform procedures. We maintain complete procurement files to demonstrate compliance during audits and reviews to prevent disallowed costs, findings, or funding claw backs.

Fiscal Responsibility and Cost Savings
The Procurement and Contracts Department delivers measurable value by promoting cost-effective spending in coordination with budget allocations and leveraging collective purchasing power through cooperative contracts and competitive sourcing. We ensure H-GAC avoids duplicate purchases, inconsistent pricing, and encourage that limited resources are used wisely and transparently.

Organizational Efficiency and Support
The Procurement and Contracts Department is a partner to all agency departments, owning the procurement process and procedures, ensuring that all procurement activities are compliant, efficient, timely, and aligned with internal controls, while agency departments focus on program delivery.

Accountability and Risk Management
As a public entity, H-GAC is accountable for the proper expenditure of public funds. The Procurement and Contracts Department ensures that every purchase is documented, justified, and defensible, protecting H-GAC from protests and unethical practices. Through policy, standards, and oversight of procurement and contracting procedures, we manage operational and legal risks on behalf of H-GAC.

Facilities and Printshop - 2026

This budget advances an agency-wide program to strengthen customer service, safety, security, facility operations, risk mitigation, and project management at the Houston-Galveston Area Council (H-GAC), aligning resources with our mission to deliver high-quality, compliant, and resilient services to inter-agency departments and the communities we serve.

Top Three Deliverables by Indirect Departments			
DEPARTMENT	**Deliverable #1**	**Deliverable #2**	**Deliverable #3**
FACILITIES/PRINTSHOP	Safety & Security	Facility Operations	Risk Management Including All Insurances

GL Account *	Description	2026	Description
51003 - OTHER CONTRACT SERVICES	SAFETY CONSULTANT	25,000.00	Professional services, plans and deliverables for agency-wide security threat assessment, business continuity, crisis management, safety/first aid and emergency response.
53002 - TRAVEL	SEMINARS/NETWORKING	1,700.00	Professional development to travel to conferences and workshops. Also travel to satellite offices in Conroe, Richmond locations to support Area of Aging staff. Travel to San Felipe to support the Workforce Rising Star program.
54004 - EXPENDABLE EQUIPMENT	ACCESS CARD READERS - NEW AND UPGRADE	95,000.00	Transitioning from low encryption to high encryption access card readers for a higher security footprint. Also adding more readers to the additional floors on 6,11 and 15
54004 - EXPENDABLE EQUIPMENT	ACCESS CARDS & KEY FABS FOR ALL EMPLOYEES	9,000.00	Procuring new high encryption access cards for 500 employees
55001 - OFFICE SUPPLIES	Photo Equipment for New Badges	1,200.00	Maintaining professional camera supplies and equipment for employee ID's and headshots
55001 - OFFICE SUPPLIES	OFFICE SUPPLIES	21,000.00	Maintaining basic office supply stock for the agency
55001 - OFFICE SUPPLIES	Fire Warden Safety Equipment for 20 employees	8,000.00	Enhancing safety and emergency response readiness through supplies, equipment and training resources
55001 - OFFICE SUPPLIES	Backup Badge Printer	4,000.00	Enhancing business continuity to establish this printer as primary and designating the current printer for backup during downtime and maintenance schedules
55002 - MEETING EXPENSES	MEETING EXPENSES	1,000.00	Setup and supplies needed to operate Board and other committee meetings for WF and the agency
55003 - PRINTING (OUTSIDE)	ADDITIONAL SIGNAGE FOR FLOORS	18,000.00	Wayfinding, emergency, rooms and cubicle signage for the new floors 6,11,15
55005 - MAINTENANCE AND REPAIR	MAINTENANCE AND REPAIR	15,000.00	Upkeep of the facilities (3555 Timmons, Richmond, Conroe and 5599 San Felipe) to ensure safety, aesthetics and compliance for building code and municipal regulations
55008 - SOFTWARE	Software	500.00	Support for basic printshop functions
55009 - EMPLOYEE DEVELOPMENT	CPR Classes for 24 people	2,000.00	Enhancing safety and emergency response readiness through training
55009 - EMPLOYEE DEVELOPMENT	PROFESSIONAL LEADERSHIP ACADEMY	2,000.00	Professional development for team building and supporting customer service, project management, safety and security leadership initiatives
55009 - EMPLOYEE DEVELOPMENT	PROJECT MANAGEMENT PROFESSIONAL CERTIFICATION	1,500.00	Acquiring the training and certification for Project Management Professional
55009 - EMPLOYEE DEVELOPMENT	NSC Safety Congress & Expo Seminar	955.00	Safety management development for team building and leadership initiatives
55013 - COMMUNICATION	CELLPHONE	600.00	Communications support for facilities and security
55013 - COMMUNICATION	DIGITAL SIGNAGE FOR PRINT SHOP & BREAK ROOM	9,100.00	Communications support for agency wide critical information loops on current events, emergency information/preparedness, safety tips, disaster relief, evacuation planning, agency wide message board
55015 - POSTAGE AND DELIVERY	POSTAGE AND DELIVERY	1,000.00	Mail and postage operations
55018 - OPERATING EXPENSES	OPERATING EXPENSES	500.00	Purchase facilities supplies and tools that support the maintenance requirements for all locations occupied by WF and the agency
55020 - INSURANCE AND BONDING	INSURANCE AND BONDING	61,920.00	Ensure that WF and the agency risks are financially secure. Specifically our Crime Liability has increased to $20m as a direct result of meeting the needs of WF in the Rising Stars Program at 5599 San Felipe.
55020 - INSURANCE AND BONDING	5% INFLATIONARY FACTOR ON BUILDING	20,000.00	Projected rising costs of all insurance costs
55020 - INSURANCE AND BONDING	DIRECTORS & OFFICERS INSURANCE	30,000.00	Estimated cost of transferring fraud and dishonesty risk liability through insurance
55023 - EQUIPMENT RENTAL	COPIERS AND PRINTERS	25,000.00	Lease for copiers
55030 - SECURITY EXPENSE	OFFICERS FOR BOARD	1,200.00	Security cost of 2 off-duty peace officers stationed for H-GAC Board meetings
63001 - BENEFIT ALLOCATION		128,984.06	
65002 - INDIRECT ALLOCATION CREDIT	Recovery from Allocation " - Indirect Cost Allocation"	(792,759.16)	
80000 - ALLOCATED RENT/COMMUNICATIONS	Sent from Allocation " - Rent" (1.16%)	31,988.36	

Deliverables by Functional Area/Cost Center - Network/IT (Cost Center 144/602)
Data Services

Top Three Deliverables by Indirect Departments			
DEPARTMENT	Deliverable #1	Deliverable #2	Deliverable #3
DATA SERVICES (NETWORK/IT)	Enterprise IT Operations and Infrastructure Services Strategically Manages and Supports the Agency's Comprehensive Technology Ecosystem, Ensuring Reliable, Secure, and Efficient IT Infrastructure and Services for All Staff.	Business Applications and AI Enablement Services Optimize Organizational Performance by Providing Collaborative Technologies, Data-Driven Insights, Workflow Automation, and Strategic AI Implementation That Empower Staff to Work More Efficiently.	The Information Security, Risk, and Compliance Program Proactively Enhances the Agency's Cybersecurity Posture by Continuously Improving Policies, Tools, and Staff Training While Rigorously Assessing and Mitigating Security Risks Across the Organization.

GL Account Type	GL Account *	Description	2026	Comments
EXPENSES	51001 - CONSULTANTS	SWITCH LLC - Co-location services	15,000.00	Infrastructure - SWITCH LLC co-location services hosting on-prem servers and services. This will need to be re-procured for 2026 due to TWC audit requirements.
EXPENSES	51001 - CONSULTANTS	Iron Mountain - Offsite storage for backup tapes	4,000.00	Iron Mountain - Offsite storage for backup tapes
EXPENSES	51001 - CONSULTANTS	CloudFlare Web Application Firewall	20,000.00	Infosec - For h-gac.com and hgacbuy.org. wrksolutions.com is in CC-403
EXPENSES	51001 - CONSULTANTS	A/V Maintenance and Support	15,000.00	Gold plan service contract by AVI systems for our meeting rooms on 2, 4, and 5. Also includes additional cost for 6, 11, and 15.
EXPENSES	51001 - CONSULTANTS	Network cabling services	1,500.00	Infrastructure - Network drops and cabling as needed
EXPENSES	51001 - CONSULTANTS	AT&T Agnostic DDoS Mitigation services	20,000.00	Infosec - DDoS mitigation services that will protect attacks on critical circuits
EXPENSES	51001 - CONSULTANTS	CMS Modernization	175,000.00	Plan to migrate to Kentico Xperience cloud or a new CMS. This is a placeholder estimate based on current cost for Kentico Xperience and Umbreco.
EXPENSES	51001 - CONSULTANTS	Human Resources Information System	100,000.00	AppDev - HR Application for orgchart, employee benefits and survey. This is a placeholder amount. Waiting for requirements from Teri.
EXPENSES	51001 - CONSULTANTS	Professional Consulting Services	250,000.00	Development of AI platform for later stages of AI roadmap, SEIM development, network penetration test, etc....
EXPENSES	51001 - CONSULTANTS	Server Room AC Preventative Maintenance	6,000.00	Infrastructure - AC preventative maintenance for server room at main office.
EXPENSES	51001 - CONSULTANTS	Kentico Upgrade Project Vendor services to complete an upgrade of Kentico to Kentico Xperience 13	65,000.00	AppDev - Estimated amount received from vendor quote for upgrade. This is to stay up on compliance until Dec 26
EXPENSES	51001 - CONSULTANTS	Technology Consulting Services	80,000.00	DS Admin - Gartner services for technology research and information.
EXPENSES	53002 - TRAVEL	Infocomm Conference	1,800.00	Infrastructure - Infocomm conference Daniel Yoo
EXPENSES	53002 - TRAVEL	LARSON, SARAH Out of Region Travel	2,200.00	Appdev - Power Platform conference for Sarah Larson
EXPENSES	53002 - TRAVEL	ROTUNDO, EDGAR Out of Region Travel	1,800.00	Infrastructure - Conference/Professional Development Travel
EXPENSES	53002 - TRAVEL	Tran, John Out of Region Travel	1,800.00	Infosec - Conference/Professional Development Travel
EXPENSES	53002 - TRAVEL	Ortiz, James Out of Region Travel	1,800.00	Infosec - Conference/Professional Development Travel
EXPENSES	53002 - TRAVEL	AI/BI/Data Conference	1,800.00	BI/AI - Khaled Kalhouni
EXPENSES	53002 - TRAVEL	AI/BI/Data Conference/IT Initiatives	3,500.00	DS Admin - DS Director
EXPENSES	53002 - TRAVEL	AI/BI/Data Conference	1,800.00	BI/AI - AI Engineer
EXPENSES	53002 - TRAVEL	AppDev Conference	3,500.00	AppDev - Chau Le
EXPENSES	54004 - EXPENDABLE EQUIPMENT	Miscellaneous technology supplies	5,000.00	Infrastructure - Laptop replacement for Data Services personnel with expiring laptop warranties.
EXPENSES	54004 - EXPENDABLE EQUIPMENT	Mobile AV System	25,000.00	Infrastructure - AV equipment to build out a mobile AV system that allows all departments and programs to conduct offsite meetings that meet H-GAC AV standards. This equipment can also be used in a fee-for-service model where we can host offsite meetings for members or other local government entities.
EXPENSES	54004 - EXPENDABLE EQUIPMENT	Owl cameras	4,000.00	New owl cameras to replace existing ones that are beginning to malfunction. Owls will be used until the completion of 2ABC conference room upgrade.
EXPENSES	54004 - EXPENDABLE EQUIPMENT	Miscellaneous software	5,000.00	Miscellaneous support software (LucidChart, Scribenow, BitBucket, etc.)
EXPENSES	54004 - EXPENDABLE EQUIPMENT	Staff laptop replacements	16,000.00	Infrastructure - Laptop replacement for Data Services personnel with expiring laptop warranties.
EXPENSES	55001 - OFFICE SUPPLIES	Office supplies and stationaries	500.00	DS Admin - Office supplies and stationeries
EXPENSES	55005 - MAINTENANCE AND REPAIR	Server Infrastructure Maintenance	15,000.00	Maintenance contract for server infrastructure at HQ and colo.
EXPENSES	55005 - MAINTENANCE AND REPAIR	ExaGrid Disk Backup Appliance	7,000.00	Maintenance and warranty agreement for backup disk target
EXPENSES	55005 - MAINTENANCE AND REPAIR	Server Room Incidental expenses	2,000.00	Infrastructure - Includes any incidentals in the server room (electrical work, repairs, etc.)
EXPENSES	55005 - MAINTENANCE AND REPAIR	Wilson Fire - Fire Suppression Inspection	2,000.00	Infrastructure - Fire suppression system for server room. Semi-annual inspection.

GL Account Type	GL Account *	Description	2026	Comments
EXPENSES	55005 - MAINTENANCE AND REPAIR	Server Room AC Preventative Maintenance	5,500.00	AC preventative maintenance for server room at main office.
EXPENSES	55008 - SOFTWARE	Azure cloud hosting platform	50,000.00	Infrastructure - Azure cloud hosting platform
EXPENSES	55008 - SOFTWARE	Microsoft M365 E5 Licenses	350,000.00	This license level for Microsoft combines the functionalities of several critical services we currently subscribe to. These services include: Office 365 E3, Azure P1 Premium, Microsoft Teams Phone license, PowerBI, TrendMicro security suite, and end point management tools. The combined costs of these subscriptions and services are comparable to the cost of M365 E5 and will bring enterprise level security and management features.
EXPENSES	55008 - SOFTWARE	Microsoft Project	1,000.00	Project management software for DS managers team
EXPENSES	55008 - SOFTWARE	ArcGIS Pro Admin License (1)	1,600.00	ArcGIS Pro Admin License for Malik in the amount of $1,600
EXPENSES	55008 - SOFTWARE	OptiSign - Digital Signage application	2,500.00	Digital signage application for the monitors on the floors. We are adding additional monitors on 2 and 1 and for signage on 6, 11, 15. This application will replace the web page developed in-house and will allow for more dynamic content delivery and information.
EXPENSES	55008 - SOFTWARE	Regroup - Emergency Notification Service	3,000.00	Emergency notification service for polling and feedback from staff (potential replacement for Omnilert)
EXPENSES	55008 - SOFTWARE	SpaceIQ Desk Reservation Service	9,500.00	Desk hoteling reservation service.
EXPENSES	55008 - SOFTWARE	Zoom Business Licenses	2,000.00	Zoom licenses used to conduct public hybrid meetings. Licenses for Edgar, Daniel Yoo, Brianca, and Jacob
EXPENSES	55008 - SOFTWARE	Splunk SIEM Solution	15,000.00	Splunk Security Information and Event Management for security monitoring and network activity visibility.
EXPENSES	55008 - SOFTWARE	ConnectWise Remote assistance software utilized by IT team and 911 team.	2,500.00	Infrastructure - Remote access software for troubleshooting remote clients.
EXPENSES	55008 - SOFTWARE	Domain Name & SSL Certs	1,500.00	Infrastructure - Various domain name and SSL cert purchases and renewals.
EXPENSES	55008 - SOFTWARE	Kentico CMS Maintenance H-GAC.com Content Management System license renewal	10,000.00	Content Management System license renewal
EXPENSES	55008 - SOFTWARE	SysAid IT Ticketing software	22,000.00	ITSM system for H-GAC
EXPENSES	55008 - SOFTWARE	Veeam backup software maintenance	20,000.00	Data Backup and replication management software
EXPENSES	55008 - SOFTWARE	VMWare maintenance agreement	10,000.00	Maintenance agreement for our virtualization infrastructure
EXPENSES	55008 - SOFTWARE	XIO licenses for Crestron devices	4,000.00	Crestron XIO licenses to manage all Crestron devices in the meeting rooms. Increase includes 6, 11, 15
EXPENSES	55008 - SOFTWARE	IBM MaaS MDM standby licenses	1,000.00	maximum of 20 licenses on standby. Cost will transfer to cellphone user once assigned. $3/month
EXPENSES	55008 - SOFTWARE	Fujitsu Edge Xperience subscription	1,500.00	Infrastructure - Scanning service utilized by Printshop/Facilities. Fujitsu Edge Subscription & fi-7300NX Scanner Renewal
EXPENSES	55008 - SOFTWARE	Iland Backup for Office365 (H-GAC)	5,000.00	Cloud backup target for H-GAC Office365 environment
EXPENSES	55008 - SOFTWARE	KnowBe4 PhishER Supplemental services to H-GAC's KB4 service.	5,000.00	Assists in evaluating and processing reported phishing emails.
EXPENSES	55008 - SOFTWARE	Data modeling tools (Erwin)	7,500.00	BI/AI - Data modeling tools (Erwin)
EXPENSES	55008 - SOFTWARE	Microsoft Visio Licenses	1,500.00	Data Services diagram tool
EXPENSES	55008 - SOFTWARE	Crestron Flex Warranty	4,000.00	Infrastructure - Warranty service for Crestron devices in meeting rooms. This is to provide warranty coverage for the equipment.
EXPENSES	55008 - SOFTWARE	Artificial Intelligence (AI) Development Platform	12,000.00	Airia.ai platform
EXPENSES	55008 - SOFTWARE	Adobe Sign	9,000.00	AppDev - Adobe Sign licenses for agency
EXPENSES	55008 - SOFTWARE	Adobe licenses for team	3,000.00	AppDev - For DS staff currently with Adobe software. Photoshop licenses for Phillippe, Sarah, and Chau
EXPENSES	55008 - SOFTWARE	Asana Business Plan Asana	160,000.00	AppDev - Term: Oct-15-2026 - Oct 15, 2027. Increase due to staff growth and anticipated price increase
EXPENSES	55008 - SOFTWARE	Salesforce CRM	120,000.00	Salesforce CRM licenses renewal.
EXPENSES	55008 - SOFTWARE	KnowBe4 Security Awareness Training	6,000.00	KnowBe4 Security Awareness Training Platinum - Subscription
EXPENSES	55008 - SOFTWARE	Teams Rooms Pro licenses	12,000.00	Teams room licenses used in all conference and huddle rooms. Increase includes 6, 11, and 15
EXPENSES	55008 - SOFTWARE	Omnilert Emergency Notification Omnilert emergency notification system. payment distribution: OMNILERT LLC. TXWC.25.0901= $4,016.10 (60%), TDOT.25.0110= $847.85 (%12.67), NETW.25.0101= $1,459.20 (%21.80), E911.25.0101= $370.36 (%5.53). Total $6,693.51	1,500.00	Omnilert emergency notification system. payment distribution
EXPENSES	55008 - SOFTWARE	RingCentral Telephony Services	70,000.00	Annual recurring costs for HGAC telephony system
EXPENSES	55008 - SOFTWARE	Resource Scheduler	3,000.00	2ABC conference room reservation services for our main conference rooms. Integrates with our website to post public meetings as our programs reserves the rooms. FM:SYSTEMS GROUP LLC
EXPENSES	55008 - SOFTWARE	ShareFile File Storage subscription	2,000.00	Online storage similar to OneDrive. Has additional management tools. Utilized primarily to distribute imagery and other GIS data. CITRIX SYSTEMS INC

GL Account Type	GL Account *	Description	2026	Comments
EXPENSES	55008 - SOFTWARE	ShareGate - SharePoint management tool	6,000.00	Sharegate - Subscription license renewal (1 year) - 1 user. Utilized by SharePoint administrators to assist departments restructure their site, migrate data, manage access, etc.
EXPENSES	55008 - SOFTWARE	Palo Alto License and Maintenance	20,000.00	Infrastructure - includes the Palo Alto 820 firewall, the subscription license, the threat prevention subscription, the support plan and the Wildfire file analysis subscription. All licenses and subscriptions are valid for one year after purchase.
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	Application Development Manager (Chau Le)	3,000.00	Visual Studio Live
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	Lead Application Developer (Phillippe Anchondo)	3,500.00	PMP Certification
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	Application Developer (Reggie Andes)	2,000.00	Certified Entry-Level Python Programmer (PCEP) or higher
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	BI/AI TRAINING	2,500.00	AI Training for AI Engineer
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	BI/AI CONFERENCE (Viet Dang)	3,500.00	BI/AI conferences
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	BI/AI CONFERENCE (Khaled Kalhouni)	3,500.00	BI/AI conferences
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	Application Analyst (Sarah Larson)	2,500.00	Power platform conference
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	AV Specialist (Jacob Eckhardt)	1,000.00	AVIXA membership, CTS-D Exam
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	Information Security Administrator (James Ortiz)	2,000.00	CISM Certification
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	PC Support/Helpdesk Tech (John Bernabe)	1,500.00	CompTIA Network+
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	Senior Systems Analyst (Malik Sherif)	3,000.00	Azure cloud and other infrastructure initiatives
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	Senior Systems Analyst (Noe Vicknair)	3,000.00	Azure cloud and other infrastructure initiatives
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	Senior Manager (John Tran)	1,000.00	Leadership/Team Management development
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	Operational Services Manager (Edgar Rotundo)	1,500.00	Professional development on infrastructure and management
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	Application Analyst (Yusha Risvi)	2,000.00	SharePoint admin training
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	PC Support/Helpdesk Tech (Rowan Mascarenhas)	1,500.00	CompTIA Network+
EXPENSES	55009 - EMPLOYEE DEVELOPMENT	AV Administrator (Daniel Yoo)	1,000.00	AVIXA membership, CTS-D Exam
EXPENSES	55013 - COMMUNICATION	Internet Service - AT&T - 200Mbps	14,000.00	Internet circuit for 3555 Timmons. /24 static IP addresses for hosted services
EXPENSES	55013 - COMMUNICATION	Verizon SIM card for Temperature Guard	1,000.00	Cellphone line for temperature monitor for server room
EXPENSES	55013 - COMMUNICATION	Verizon Wireless - Cellphones for DS team	2,500.00	On call rotating cell phone for Emergency communication. Helpdesk technician company cellphone. DS Director cellphone.
EXPENSES	55013 - COMMUNICATION	Internet Service - Logix - 1Gbps	15,000.00	Internet circuit for 3555 Timmons. Primary circuit for general network traffic. 5 static IPs. LOGIX COMMUNICATIONS LP
EXPENSES	55020 - INSURANCE AND BONDING	Cyber Insurance	100,000.00	Cyber insurance for H-GAC programs.
EXPENSES	55035 - FOOD & BEVERAGE	FOOD AND BEVERAGE	500.00	Miscellaneous food and beverage costs.

Budget Allocations Analysis - H-GAC Overall

AGENCY INDIRECT, INTERNAL SERVICES & GIS/NETWORK ALLOCATIONS COSTS

CATEGORY	2025 MID-YEAR REVISION BUDGET	2026 BUDGET	DIFFERENCE
INDIRECT ALLOCATION COSTS	$ 6,458,675	$ 17,668,728	$ 11,210,053
INTERNAL SERVICE ALLOCATION COSTS	5,535,160	-	(5,535,160)
NETWORK/GIS ALLOCATION COSTS	5,498,260	-	(5,498,260)
TOTALS - INDIRECT COSTS	**$ 17,492,095**	**$ 17,668,728**	**$ 176,633**

Note: for fiscal year 2025, our cognizant agency approved our indirect rate at 11.22%. For fiscal year 2026, our calculations for a COMBINED indirect rate produce a 36.236%. This combined rate adds the formerly known as internal services, network/GIS & shared services to the indirect allocation - we went from 4 separate allocations to 1. If we had used a COMBINED indirect rate for fiscal year 2025, the rate would be 36.523% - this means that the COMBINED indirect rate decreased by 0.288%.

AGENCY SHARED SERVICES COSTS

CATEGORY	2025 MID-YEAR REVISION BUDGET	2026 BUDGET	DIFFERENCE
COST CENTER 701 - OGA	$ 1,453,675	$ -	$ (1,453,675)
COST CENTER 702 - PURCHASING	411,189	-	(411,189)
TOTALS - SHARED SERVICES	**$ 1,864,864**	**$ -**	**(1,864,864)**
NET DECREASE IN AGENCY COSTS	**$ 19,356,959**	**$ 17,668,728**	**$ (1,688,231)**

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Budget Allocations Analysis – H-GAC Overall

BREAKDOWN OF CHANGE IN SHARED SERVICES AND IMPACTS TO GRANT-FUNDED BUDGETS	
REDUCTION APPLICABLE TO TRANSPORTATION GRANTS (INCLUDING DAR)	$ (885,309)
REDUCTION APPLICABLE TO WORKFORCE GRANTS	(101,820)
REDUCTION APPLICABLE TO ENTERPRISE SOLUTION REVENUES	(646,365)
REDUCTION APPLICABLE TO C & E GRANTS	(163,026)
REDUCTION APPLICABLE TO AGING GRANTS	(68,344)
TOTAL SHARED SERVICES DECREASE (BEFORE INCREASE IN INDIRECT COSTS)	**$ (1,864,864)**

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Budget Allocations Analysis – H-GAC Overall

AGENCY INDIRECT, INTERNAL SERVICES, GIS/NETWORK & SHARED SERVICES FTEs		
DEPARTMENT	**2025 MID-YEAR REVISION BUDGET**	**2026 BUDGET**
COST CENTER 101 - ADMINISTRATION - ED	1.90	2.28
COST CENTER 102 -CFO FINANCE	12.08	3.00
COST CENTER 103 - OUTREACH & GOVERNMENT AFFAIRS	15.82	21.83
COST CENTER 104 - ACCOUNTING	0.00	12.53
COST CENTER 105 - CIO OFFICE	2.00	2.00
COST CENTER 112 - INTERNAL AUDIT	3.16	8.26
COST CENTER 114 - PERSONNEL	11.00	10.00
COST CENTER 124 - PURCHASING	10.04	13.00
COST CENTER 134 - FACILITIES/PRINTSHOP	4.60	4.00
COST CENTER 144/602 - NETWORK/IT	17.10	17.20
COST CENTER 701 - DAR OG&A	8.08	0.00
COST CENTER 702 - DAR Purchasing	2.25	0.00
COST CENTER 704 - DAR GIS	4.90	0.00
TOTALS	**92.93**	**94.10**

Budget Allocations Analysis - Workforce

WORKFORCE (401 & 403/601) INDIRECT, INTERNAL SERVICES & GIS/NETWORK ALLOCATIONS COSTS

CATEGORY	2025 MID-YEAR REVISION BUDGET	2026 BUDGET	DIFFERENCE
INDIRECT ALLOCATION COSTS	$ 2,169,269	$ 6,924,399	$ 4,755,130
INTERNAL SERVICE ALLOCATION COSTS	2,043,729	-	(2,043,729)
NETWORK/GIS ALLOCATION COSTS	2,149,742	-	(2,149,742)
TOTALS	**$ 6,362,740**	**$ 6,924,399**	**$ 561,659**

BREAKDOWN OF CHANGE INCREASE IN INDIRECT ALLOCATION

WORKFORCE SALARIES & BENEFITS - 2025 MID-YEAR REVISION BUDGET	$ 18,139,472
WORKFORCE SALARIES & BENEFITS - 2026 BUDGET	19,109,298
2026 INCREASE IN WORKFORCE SALARIES & BENEFITS	**$ 969,826**
INCREASE IN INDIRECT COSTS DUE TO INCREASE IN WORKFORCE SALARIES & BENEFITS	**$ 351,424**
INCREASE IN INDIRECT COSTS DUE TO CHANGE IN ALLOCATION METHODOLOGY *(1)*	**$ 210,235**

Budget Allocations Analysis - Workforce

WORKFORCE (401 & 403/601) SHARED SERVICES COSTS			
CATEGORY	2025 MID-YEAR REVISION BUDGET	2026 BUDGET	DIFFERENCE
COST CENTER 701 - OGA	$ 101,820	$ -	$ (101,820)
TOTALS	**$ 101,820**	**$ -**	**$ (101,820)**

WORKFORCE (401 & 403/601) DIRECT CHARGE SALARIES & BENEFITS COSTS			
CATEGORY	2025 MID-YEAR REVISION BUDGET	2026 BUDGET	DIFFERENCE
EXECUTIVE DIRECTOR	$ 13,234	$ 11,858	$ (1,376)
FINANCE DIVISION/ACCOUNTING DEPARTMENT	$ 193,241	$ -	$ (193,241)
INTERNAL AUDIT	221,818	-	(221,818)
TOTALS	**$ 428,293**	**$ 11,858**	**(416,435)**
NET INCREASE IN AGENCY COSTS TO THE WORKFORCE BUDGET	**$ 6,892,853**	**$ 6,936,257**	**$ 43,404**

Removed in Dec. iteration, used to be 26K.

(1) In the 2025 mid-year revision budget, the workforce salaries & benefits accounted for 33.59% of the total allocable salaries & benefits. In the 2026 budget, the workforce salaries & benefits accounted for   39.19 % of the total allocable salaries & benefits.

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Budget Allocations Analysis - Workforce

WORKFORCE (401 & 403) INDIRECT ALLOCATION COSTS

CATEGORY	2026 OCTOBER ITERATION BUDGET	2026 DECEMBER ITERATION BUDGET	DIFFERENCE
COST CENTER 401	$ 6,932,507	$ 6,739,794	$ (192,712)
COST CENTER 403	189,247	184,604	(4,643)
TOTALS	**$ 7,121,754**	**$ 6,924,399**	**$ (197,355)**

WORKFORCE (401 & 403) RENT ALLOCATION COSTS

CATEGORY	2026 OCTOBER ITERATION BUDGET	2026 DECEMBER ITERATION BUDGET	DIFFERENCE
COST CENTER 401	$ 802,587	$ 576,030	$ (226,557)
COST CENTER 403	16,891	26,790	9,900
TOTALS	**$ 819,478**	**$ 602,821**	**$ (216,657)**

The rent allocation decreased by $216,657 due to removing the 83 FTEs that will be assigned <u>full-time</u> to the San Felipe location.

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Function/Cost Center Totals

FUNCTION/COST CENTER	2026 INDIRECT COST CENTER TOTALS	2026 INDIRECT COST CENTER - WORKFORCE PORTION
COST CENTER 101 - ADMINISTRATION - EXECUTIVE DIRECTOR	$ 894,369	$ 350,504
COST CENTER 102 -CHIEF FINANCIAL OFFICER - FINANCE	$ 1,489,699	$ 583,815
COST CENTER 103 - OUTREACH & GOVERNMENT AFFAIRS	$ 3,011,750	$ 1,180,309
COST CENTER 104 - ACCOUNTING	$ 1,659,383	$ 650,315
COST CENTER 105 - CHIEF INNOVATION OFFICER	$ 282,691	$ 110,787
COST CENTER 112 - INTERNAL AUDIT	$ 1,165,057	$ 456,587
COST CENTER 114 - HUMAN RESOURCES	$ 2,094,595	$ 820,875
COST CENTER 124 - PURCHASING	$ 1,976,317	$ 774,521
COST CENTER 134 - FACILITIES/PRINTSHOP	$ 792,759	$ 310,683
COST CENTER 144 - NETWORK	$ 4,302,107	$ 1,686,002
TOTAL	**$ 17,668,728**	**$ 6,924,399**

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Function/Cost Center Verbal Justifications

- Cost Center 103 – Outreach & Governmental Affairs – Rick Guerrero & Miguel Segura

- Cost Center 104 – Accounting – Gilda Mendoza

- Cost Center 112 – Internal Audit – Charles Hill

- Cost Center 114 – Personnel – Teri Ramsey

- Cost Center 124 – Purchasing – Kristina Kollaja

- Cost Center 134 – Facilities/Printshop – Scott Young

- Cost Center 144/602 – Network/I.T. – Viet Dang

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ANY QUESTIONS?

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Outreach & Government Affairs

Purpose

Promote intergovernmental cooperation and collaboration through Board member interactions, member government relations, membership development, and communications between HGAC, the public, local government, state, and federal agencies and other entities.

- Strategic Communications & Outreach
- Digital Communications
- Campaign Development & Execution
- Public Meeting Planning
- Media Relations

- Elected Officials/Leadership Coordination and Policy Development
- Service Oriented Workshops and Educational Opportunities
- Board and Committee Relations
- Administrative Support

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H-GAC Accounting Department Provides the Following:

1. Financial Recordkeeping

- Tracks all financial transactions such as expenses and payroll

- Maintains accurate and organized financial records.

2. Financial Reporting

- Prepare financial statements such as the Balance Sheet and Net Position

- Provide periodic internal reports for the board.

3. Accounts Payable and Accounts Receivable

- Accounts Payable: Process vendor invoices and ensure timely payments.

- Accounts Receivable: Send invoices for reimbursement to funding agencies and track incoming payments.

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H-GAC Accounting Department Provides the Following:

4. Payroll Processing

- Calculate employee wages.

- Withhold taxes and benefits.

- Issue paychecks or direct deposits

- Prepare and file 941 returns

5. Compliance

- Prepare and file financial reports to the funding agencies.

- Ensure compliance with federal and state laws.

H-GAC Accounting Department Provides the Following:

6. Internal Controls and Compliance

- Reduce risk of fraud and errors.

- Implement procedures that safeguard agency assets.

- Ensure compliance with financial regulations and agency policies.

7. Auditing Support

- Prepare documentation for internal and external audits.

- Work with auditors to verify accuracy of financial statements.

8. Cash Flow Management

- Monitor daily cash flow.

- Ensure the agency has enough liquidity to operate.

- Plan for financing needs.

H-GAC Accounting Department Provides the Following:

9. Strategic Financial Guidance

- Provide insights to leadership for decision-making.

- Help evaluate investments, cost-cutting measures, and business opportunities.

10.Key Deliverables

- Annual Comprehensive Financial Report

- Providing fiscal support by maintaining banking, auditing & grant management review of activities

Internal Audit at H-GAC

Charles Hill, CIA, CPA, CGMA
Director

December 1, 2025

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Internal Audit at H-GAC

- Formal Charter in 1998; Updated in 2014 and 2025

- Primary Guidelines for Operations are Global Standards for Professional of Practice of Internal Auditing

- A Secondary Reference is Federal Standards – GAO's Governmental Auditing Standards (i.e. Yellow Book)

- Best Practices and Authoritative Sources – AICPA Auditing Standards; Federal Uniform Grant Guidance; Federal Green Book; and State Regulations and Grant Guidelines

- Two Major Areas of Responsibilities: (1) Internal Audit Work and (2) Subrecipient/Contractor Monitoring

- Currently 11 staff positions including a Director

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Internal Audit Core Values

- **Integrity** – work performed with honesty, diligence, and responsibility

- **Objectivity** – staff will not participate in activity or relationship that may impair or presumed to impair their unbiased assessment and/or professional judgment

- **Confidentiality** – staff shall be prudent in the use and protection of information acquired in the course of their duties

- **Competency** – staff shall engage only in those services for which they have the knowledge, skills, and experience to provide quality services

Scope of Internal Audit Operations

- Agency-wide review of operational units and functions at HGAC, including third-party contractors.

- Types of Audits/Reviews
  - Administrative Reviews/ Compliance Audits
  - Operational Audits/ Process Audits
  - Information Technology Audits
  - Special Projects/Investigations
  - Management Advisory Services

Subrecipient/Contractor Monitoring

- Pre-Award Reviews of Potential Contractors
- Annual Risk Assessments for Subrecipients/Contractors
- Site Visits – Virtual and In-Person Meetings
- Cybersecurity and Information Technology Reviews
- Desk Reviews

  Annual Financial Reporting of Subrecipients

  Acceptance Letters of Reviewed Financial Reports

  Identify any adjustments to H-GAC accounting records

  Follow up on any problems areas

Members of the Board, thank you for giving me a few moments to share the value that Human Resources brings to both the Gulf Coast Workforce Board and the Houston-Galveston Area Council.

This year, HR has played a critical role in making sure our organization runs smoothly and efficiently. We're not just behind the scenes—we're an essential partner in delivering results.

Already in 2025, our team has supported over 160 benefit enrollments for GCWB and nearly 500 for H-GAC, ensuring our people have access to the care and resources they need. Our wellness program is reaching more participants than ever, with projections showing even greater engagement next year.

As our organization grows, so does the complexity of managing things like FMLA, ADA, and leave cases. This year, we've handled dozens of these cases with care and compliance, creating a supportive environment while protecting the organization from risk.

On the talent side, HR has worked hard to find and onboard the right people, posting and filling over 140 positions. We've supported the full employee journey, from processing annually approximately 300 merit awards and performance evaluations to delivering hundreds of training opportunities. Our leadership development program is also growing, preparing more of our people to step into key roles in the future.

What do all these numbers mean in practice? It means employees are getting what they need to do their best work. It means team leaders are more prepared, morale and retention are getting stronger, and we're protecting the organization from costly risks.

Looking ahead to 2026, we expect to expand every major area—more benefits enrollments and wellness outreach, more employee development, and even stronger focus on leadership and compliance. These efforts directly support our mission by ensuring that the right talent, skills, and systems are always in place.

In short, Human Resources is not just a service provider—we're an engine for organizational health, growth, and resilience. With your ongoing support, we'll continue to deliver results that help fulfill our mission and vision for the region. Thank you.

Main Deliverables

The function has 3 main consistent deliverables:

- Administer the agency's centralized purchasing function, ensuring compliant, transparent, and competitive procurement processes

- Administer standardized contracting framework and system oversight/support proper contract administration through tools, workflows, and training

- Promote strategic planning, increased efficiency, and maintain agency policies and procedures to ensure compliance with regulations/audit requirements

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Core Service Functions

- Centralized Authority and Expertise
- Strategic Planning and Needs Assessment
- Competitive Sourcing and Solicitation
- Contracting Oversight
- Accountability and Risk Management
- Compliance, Recordkeeping, and Audit Support
- Organizational Efficiency and Support

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FY25 Metrics

Solicitations Issued/In Process: 99	Purchase Orders Processed: 673	Active Contracts Processed: 1,209
Contracts Redlines Reviewed/Templates Revised: 178	New Program Agreements developed from Non-Standard Templates: 24	

We service procurement for:

- (12) H-GAC Departments: Administration; Intergovernmental Relations; Communications; Community and Environment; Data Analytics and Research; Data Services; Enterprise Solutions; Facilities; Accounting; Human Resources; Human Services; Transportation
- (4) H-GAC Component Units: H-GAC Energy Purchasing Corporation; H-GAC Local Development Corporation; H-GAC Gulf Cost Economic Development District; H-GAC Regional Excellence Corporation
- (2) H-GAC Fiscal Agent Boards: Gulf Coast Workforce Board and the Metropolitan Planning Organization

Our function ensures compliance with ~ **150 grants; 226 programs, and 13 state and federal funding streams** such as: Texas Department of Health and Human Services; Texas Commission on Environmental Quality; Texas Workforce Commission; Texas Department of Transportation; Economic Development Administration; Environmental Protection Agency and many others. **Each with their own individual procurement compliance components.**

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Department Overview

The Facilities Department, including the Printshop, plays a vital role in supporting all 448 H-GAC staff—particularly the 154-member Workforce division—by managing day-to-day operations, special projects, and periods of increased demand to ensure agency programs function efficiently, safely, and without interruption. Their key responsibilities encompass risk management and insurances, security, business continuity, crisis and medical response, space management, mail and print processing, event setup, shipping and receiving, and specialized project support such as tenant build-outs, move-ins, and program launches. The department's impact is tracked through detailed metrics, and their workload flexes in response to agency needs, with significant time and resources - we estimate that about 80%, or 34-36 hours per week of Joseph Violante's time is currently being dedicated to managing the move-in for Workforce at 5599 San Felipe.

Top 3 Printshop Functions

1. **High-Volume Print Processing & Requests**
   - **2025 YTD Stats:** 4,752 print requests and 834,301 print impressions agency-wide.
   - **Impact:** Human Services (Workforce included) constitutes 34% of these print jobs—the highest departmental volume. Printshop covers a broad spectrum, from routine communications to packets for meetings, events, and program materials.
   - **Value:** Ensures timely, professional-quality production of guides, handbooks, flyers, event materials, and support packets essential for agency operations and outreach.
2. **Conference Room Setups & Event Support**
   - **2025 YTD Stats:** 178 conference room setups (with approximately 50% dedicated to Workforce events).
   - **Impact:** Frequent setup, breakdown, and customization of rooms for meetings, trainings, and community events, including the 11th floor and critical program gatherings.
   - **Value:** Provides logistical flexibility and enhances event effectiveness with tailored setups and on-demand printing.
3. **Mail & Delivery Handling**
   - **2025 YTD Stats:** 14,088 inbound and 46,807 outbound mail pieces processed; 1,603 checks and 75 travel cards delivered.
   - **Impact:** Workforce utilizes about 40% of outbound mail processing, especially bulk and time-sensitive mailings.
   - **Value:** Ensures secure, timely delivery and processing of mail, checks, packages, and supplies critical to agency workflows and service delivery.

Top 3 Facilities Functions

4. **Space Planning, Lease Negotiations & Move-in Coordination**
   - **Scope:** Managing space requirements, site readiness, and complex moves (e.g., currently Workforce move-in at 5599 San Felipe along with Agency-wide demo, build-out, make-ready and additional offsite parking for 150 additional spaces for floors 6, 11 and 15 at 3555 Timmons).
   - **Value:** Facilitates agency growth and maximizes space efficiency through negotiation, due diligence, setup, and ongoing management for productive occupancy.
5. **Preventative Maintenance, Janitorial, and Porter Services**

- ◦ **Scope:** Coordination of day and night cleaning crews for 92,000 sq ft; proactive maintenance of mechanical, electrical, HVAC, and general facilities.
- ◦ **Value:** Provides a clean, safe, and fully operational environment, minimizing downtime and creating a professional, welcoming atmosphere for staff and visitors.
6. **Project & Vendor Management**
   - ◦ **Scope:** Planning and execution of build-outs, improvements, space allocation, asset tracking, and supervision of all service vendors.
   - ◦ **Value:** Ensures quality, compliance, and cost effectiveness by closely managing vendors, procurement, and facility-related projects.

Additional Facilities Contributions

- **Vending & Refreshments:** Ensures reliable supply and servicing of water, coffee, and concessions.
- **File & Records Retention:** Manages compliance in the storage and secure disposal of agency records.
- **Risk, Safety & Security:** Comprehensive planning for events that may temporarily disrupt or shut-down agency-wide business operations, emergencies, insurance management, and access controls.
- **Asset Management:** Systematic tracking and safeguarding of all agency assets across locations.

Printshop

2025 YTD – Agency-wide

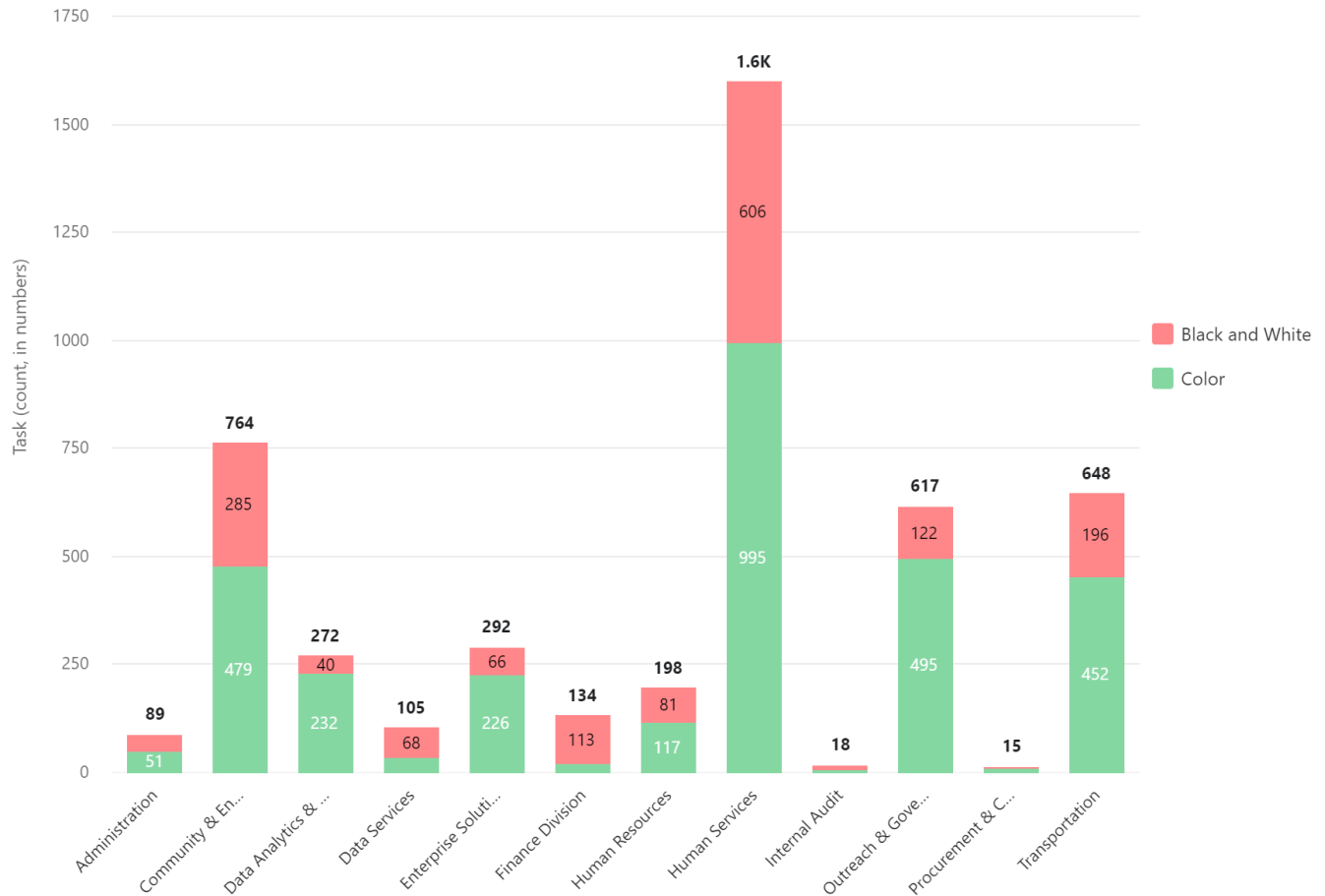|	
Conference room set ups	178
Print Requests via Asana	4,752
Print/Scan Requests walkup	329
Paper usage print impressions	834,301
Purchase Requests	139
Business Card Requests	140
Work Requests Created	146
New Employee Onboarding	149
Inbound mail pieces processed	14,088
Outbound mail pieces processed	46,807
Incoming shipment pieces processed	973
Outbound UPS shipments	98
Temporary badges for employees	517
Checks processed	1603
Travel cards delivered	75

2025 YTD
Total Tasks by Department and Print Type
Human Services – 1.6k print jobs submitted
(34% of all print requests; highest department by over twice as many requests as the next highest department)
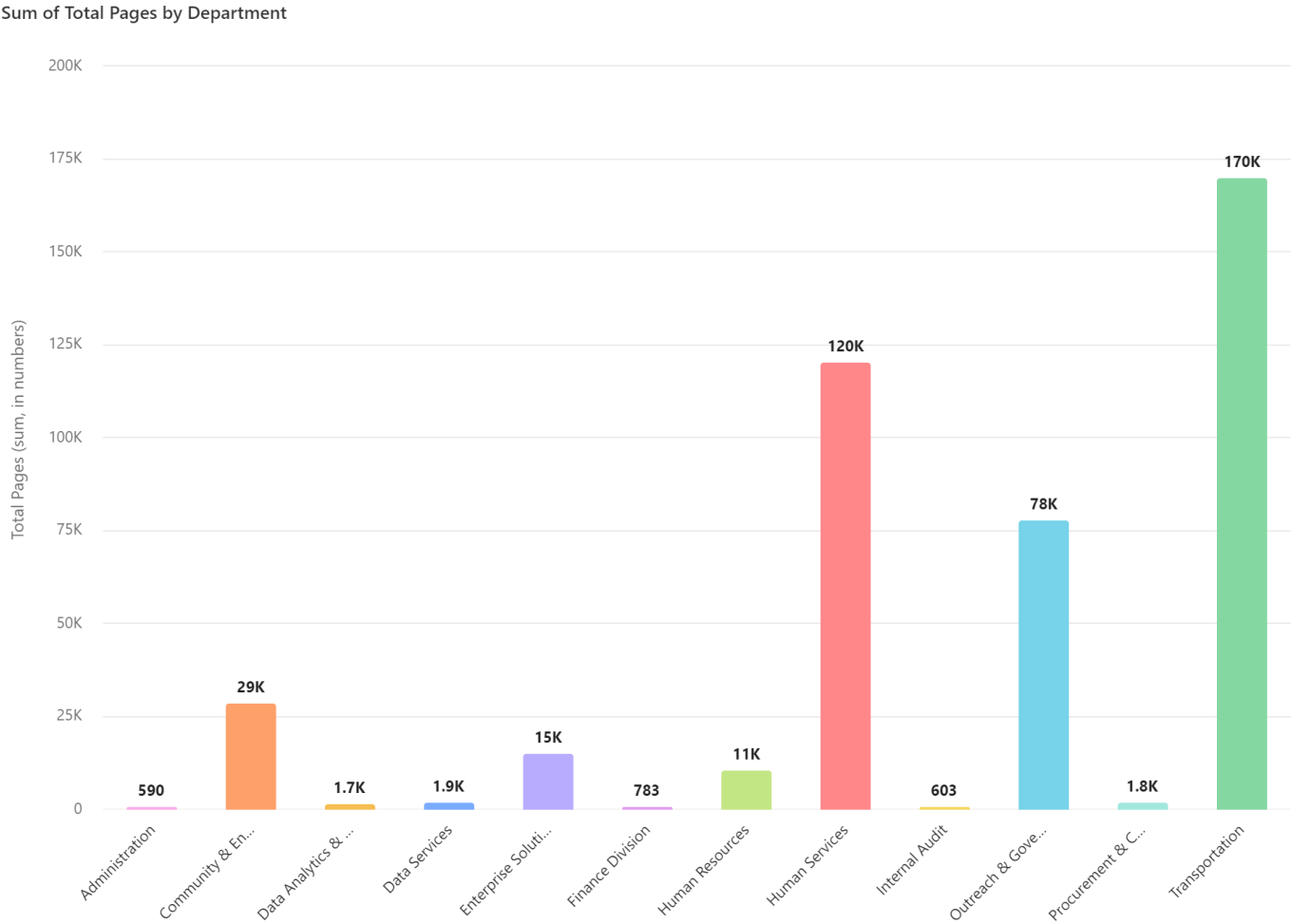
Total tasks by Department and Print Type

| | Black and White |
| | Color |

Legend:
- Black and White
- Color

Y-axis: Task (count, in numbers)

Data values:
- Administration: 89 (Color 51)
- Community & En...: 764 (Black and White 285, Color 479)
- Data Analytics & ...: 272 (Black and White 40, Color 232)
- Data Services: 105 (Black and White 68)
- Enterprise Soluti...: 292 (Black and White 66, Color 226)
- Finance Division: 134 (Color 113)
- Human Resources: 198 (Black and White 81, Color 117)
- Human Services: 1.6K (Black and White 606, Color 995)
- Internal Audit: 18
- Outreach & Gove...: 617 (Black and White 122, Color 495)
- Procurement & C...: 15
- Transportation: 648 (Black and White 196, Color 452)

2025 YTD
Total Pages Printed by Department
Human Services – 120k
(28% of all print requests; 2nd highest department)

Sum of Total Pages by Department

Total Pages (sum, in numbers)

Department	Value
Administration	590
Community & En...	29K
Data Analytics & ...	1.7K
Data Services	1.9K
Enterprise Soluti...	15K
Finance Division	783
Human Resources	11K
Human Services	120K
Internal Audit	603
Outreach & Gove...	78K
Procurement & C...	1.8K
Transportation	170K

GCWB Budget Committee Meeting

Data Services
December 1ˢᵗ, 2025

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Who We Are: Data Services

Mission Statement:

To empower the region with innovative, secure, and reliable technology solutions that enhance data-driven decision-making, foster regional collaboration, and support sustainable urban growth.

We strive to be a catalyst for smart, integrated, and resilient infrastructure through seamless connectivity and advanced digital tools, ensuring equitable access to information and services for all communities.

Four Areas of Operation

Infrastructure & Operational Services

Cybersecurity

Application Development
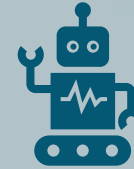
Business Intelligence & Artificial Intelligence

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Infrastructure & Operational Services

Management and development of the technological infrastructure that our applications and information are hosted on and accessed from.

Value Added

- Staff and program access to resources needed to carry out their tasks and duties
- Development of strategic plans to incorporate modern technologies to meet current and future business needs
- Capacity planning to ensure high performance and a low friction end user experience

Specific Functions

- Network connectivity to internal and external resources
- Application hosting
- Data storage and backup
- Identity and access management
- End point management and deployment
- Technological troubleshooting and resolution

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Cybersecurity

Develop and manage an in-depth, layered defense to preserve the confidentiality, integrity, and availability of information resources.

Value Added

- Secure program operations through policy development and updates.
- Staff development and awareness of IT security to protect program information.
- Rapid and structured response and remediation of cybersecurity threats
- Meet information security and cybersecurity compliance.

Specific Functions

- Information security policy, incident response plans, disaster recovery plans.
- Annual security awareness training and WFS annual security and compliance trainings
- Remediation of compromised network accounts
- Bi-annual TWC cybersecurity assessments

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Application Development

Application Development delivers secure, modern, and scalable solutions that power agency operations and enable data-driven decisions.

Value Added

- Build and modernize enterprise applications
- Support digital service delivery for programs
- Streamlined operations through workflow automation and systems integration.

Specific Functions

- Website redesign and maintenance
- SharePoint governance and support
- Youth Application intake portal
- DocuWare maintenance

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BI/AI

Value Added

Empower H-GAC with actionable insights and better decision-making. BI uses data analysis and visualization to turn raw data into valuable information, while AI adds automation and predictive analytics. Together, they help H-GAC optimize processes, improve customer experiences, discover opportunities, and stay competitive.

Specific Functions

- Utilizing AI to analyze regional labor market trends, predict future workforce needs, and identify skills gaps. AI can also help match job seekers with employers more efficiently, support workforce development initiatives, and provide data-driven recommendations for training programs to better align with the evolving demands of local industries.

- Leveraging AI to forecast traffic patterns, optimize transit routes, and improve traffic management based on real-time and historical data.

- Automating the collection, cleaning, and aggregation of diverse datasets to support comprehensive, real-time reporting and analysis for policymakers and stakeholders.

- Creation of internal and external chatbot to better serve and answer public questions and needs.

- Using AI-powered sensors and data analysis tools to detect pollution trends, manage air and water quality, and support sustainability initiatives

The BI/AI team turns complex data into actionable information, enabling H-GAC to make informed choices, find growth opportunities, and improve efficiency.

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Audit and Monitoring Committee
Update for November 2025

Key Performance Indicators (KPIs)

In the fourth quarter of 2024, Workforce Board staff introduced Key Performance Indicators (KPI) to the Audit and Monitoring Committee to guide the development of future performance measurement for the Early Education Program. The KPIs were designed to align with the Workforce Board's four strategic priorities:

1. Support Business-Forward Strategies to Fuel the Regional Economy
2. Serve as a Convener & Forge Strategic Partnerships
3. Increase Awareness of Services & Opportunities
4. Improve Service Delivery with Technology and Innovation

With one year since the initial implementation of these metrics, it is now time for the annual review and update. The Early Education Division recently convened to assess progress, refine the existing metrics, and enhance the framework to better capture program outcomes and impact.

We are pleased to present a draft update of the KPIs for the Early Education Division. This updated framework will serve as a roadmap for measuring and guiding program success in alignment with the Board's strategic priorities.

Progress on KPI development and implementation will be reviewed at upcoming Audit and Monitoring Committee meetings, providing Board members with continued opportunities for input and feedback.

Early Education Program – Key Performance Indicators
1. Support Business-Forward Strategies to Fuel the Regional Economy
- *Goal*: Strengthen family economic stability by supporting parents and guardians in achieving employment and income growth.
- *Metric*: Number and percentage of parents and guardians who transition out of the program due to income growth exceeding eligibility thresholds.

2. Serve as a Convener & Forge Strategic Partnerships
- *Goal*: Build and sustain collaborative partnerships with high-quality early learning providers.

- *Metric*: Maintain active partnerships with at least 50% of licensed early learning providers in the region.

3. Increase Awareness of Services & Opportunities
- *Goal*: Promote professional development opportunities that increase awareness of and access to child development credential programs.
- *Metric*: Number of early education professionals who obtain a child development credential within the program year.

4. Improve Service Delivery with Technology and Innovation
- *Goal*: Enhance the efficiency and accessibility of parent engagement and referral processes through technology-enabled service delivery.
- *Metric*: Percentage of parents successfully connected to career services after digital or automated referrals.

Foundational Metrics
- Monthly average number of children served per day.
- Number of childcare providers enrolled in the Workforce Solutions network.

We look forward to future updates to Career Services and Employer Engagement. Below are the performance updates as of September 2025.

Early Education
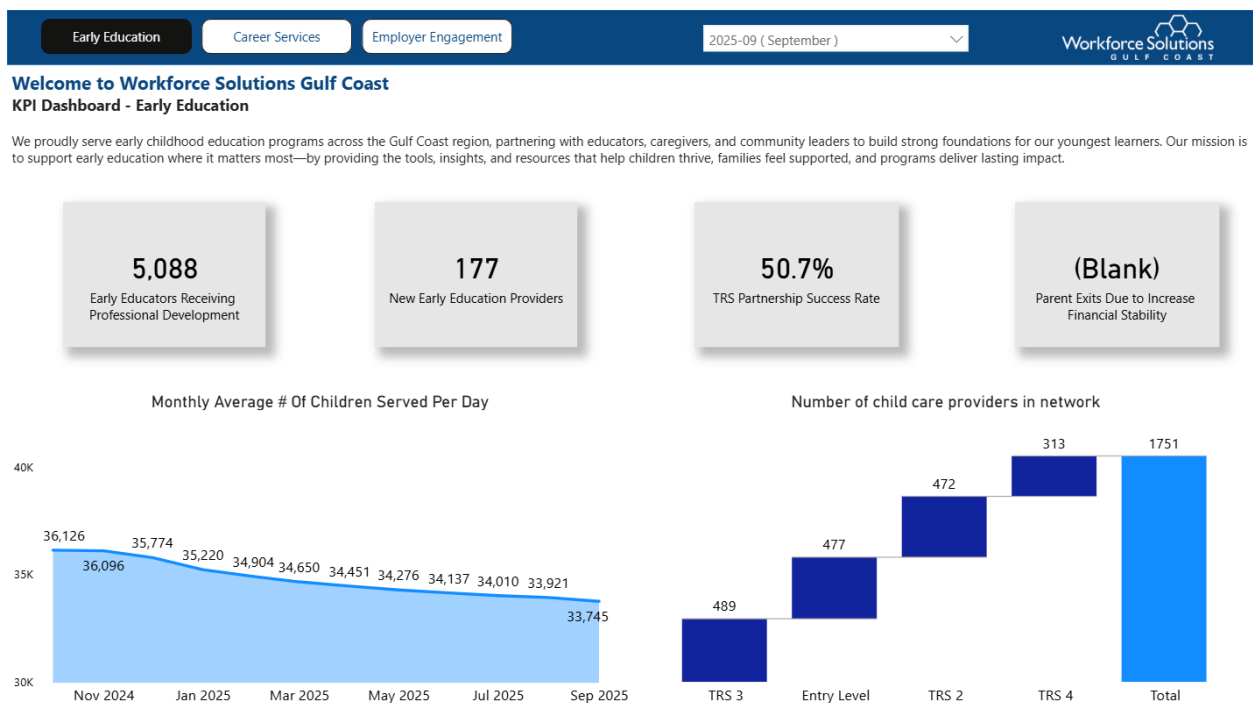
Early Education – Key Performance Indicators

Goal: Provide professional development for early education providers through virtual and in-person options. Since October 1, 2024, we have provided professional development support to 5,088 early education providers, up 827 from August.

Goal: Develop and sustain partnerships with high-quality early learning providers. We added 177 early education providers this program year.

Goal: Strengthen outreach and engagement with quality early learning centers. We are successfully partnering with 50.7% of licensed child care providers in our region.

Goal: Equip parents and guardians with resources to enhance family socioeconomic well-being. TX3C system challenges are limiting our ability to report in this area.

Foundational Metrics: As of September 2025, we have 33,745 monthly average children enrolled per day in early education assistance and 1,751 early education providers.

Career Services

Early Education | Career Services | Employer Engagement | 2025-09 (September) | Workforce Solutions GULF COAST

Welcome to Workforce Solutions Gulf Coast
KPI Dashboard - Career Services

We proudly support individuals and communities across the Gulf Coast region through career services that create real opportunities and long-term success. Our mission is to meet people where they are—offering personalized guidance, resources, and tools that help job seekers navigate their career paths, connect with meaningful employment, and build brighter futures.

Career Pathway Lattice Project: 60.0% (0.0% - 100.0%)

Training Provider Recruitment: 193

Tutorial Content Rollout: 50.0% (0.0% - 100.0%)

Enrollments by County

County	Count
Harris	1,574
Fort Bend	214
Brazoria	129
Montgomery	113
Galveson	93
Liberty	22
Wharton	20
Walker	15
Matagorda	11
Waller	9
Chambers	4
Colorado	3
Other	2
Austin	0

Workforce Training Providers

County	Count
Harris	104
Fort Bend	11
Brazoria	7
Montgo...	5
Galveson	4
Wharton	2
Austin	1
Matagorda	1
Other	1
Waller	1
Chambers	0
Colorado	0
Liberty	0
Walker	0

Search Engine Traffic

Month	Traffic
	62,494
	48,213
	45,580
Jan 2025	70,060
	56,419
Mar 2025	56,317
	59,801
May 2025	60,182
	58,975
	63,799
Jul 2025	64,412
Sep 2025	58,334

Career Services – Key Performance Indicators

Goal: Create and expand opportunities for technical degrees and career pathways. Our Regional Economic Analysis team is currently conducting a career lattice research project. Overall progress of this multistage project (3 stages total) is 60% complete as of today.

Goal: Search Engine Optimization (SEO) to prioritize visibility of career opportunities. Our website received 58,334 visits in September, driven by search engine traffic, demonstrating strong online engagement with career-related content.

Goal: Expand the training provider network to better align with the needs of local employers. To support this effort, we have launched our new Financial Aid Management System in October. This system strengthens our ability to manage and track training providers by industry, ensuring a more responsive and targeted approach to workforce development.

Goal: Develop online tutorials to guide users in utilizing Workforce Solutions resources. We procure a learning management system which we plan to use to support the development of online tutorials for customers. A contract is currently in negotiations with the vendor to finalize terms and move forward with implementation.

Foundational Metrics: We are currently utilizing 137 training partners in our network and have 2,209 customers enrolled in training opportunities.

Employer Engagement

Welcome to Workforce Solutions Gulf Coast
KPI Dashboard - Employer Engagement

We proudly partner with employers across the Gulf Coast region to strengthen the workforce and build thriving communities. Our mission is to engage with businesses where they are—offering tailored support, strategic collaboration, and workforce solutions that align talent with opportunity and drive long-term success for both employers and job seekers.

Employer Engagement Program – Key Performance Indicators

Goal: Prioritizing employer outreach to demand industries and occupations that drive regional economic development. 41.4% of our staff who entered job postings are currently in targeted industries.

Goal: Expand employer access to Workforce Solutions through a centralized, user-friendly digital hub and targeted outreach efforts. The redesign of the Workforce Solutions website is currently 65% complete and is expected to significantly enhance the overall digital experience for employers.

Goal: Strengthen collaboration among industry leaders, workforce partners, and economic development stakeholders to align workforce strategies with employer needs. The Employer Engagement Team coordinated workforce and training resources for major projects like:

- Buffalo Bayou Reclamation & George R. Brown Convention Center expansion
- South Texas Nuclear Project (STNP)
- World Cup Workforce Planning
- OakBend Healthcare Roundtable
- AccessHealth Annual Event
- Tech Fest Live
- Mark Cuban's AI Academy

- Leadership Forum on AI
- Wharton Career Taskforce Meeting
- Institute for Homeland Security at Sam Houston

Goal: Enhance employer service efficiency by leveraging technology to provide real-time support, training, and feedback mechanisms. We have conducted eleven (11) HR-focused seminars providing 363 unique employers with valuable education on a wide range of workforce-related topics.

Foundational Metrics: We have assisted 13,448 employers, of which 22.8% are returning employers who have reengaged with our services.

System Review

In our ongoing effort to improve the efficiency and effectiveness of our system, this report offers a comprehensive review of performance, production, and expenditures at the contractor level for key service providers. This review encompasses assessments of technical program compliance, financial monitoring, and evaluations of customer experience. It prioritizes alignment with our strategic goals and tackles identified deficiencies through targeted interventions and technical assistance.

Performance and Production

Reporting Infrastructure Enhancements

Workforce Solutions – Gulf Coast continues to work closely with the Texas Workforce Commission as the state modernizes its reporting infrastructure. Although several modules have been successfully updated, data completeness challenges remain, particularly in areas tied to Youth and credential reporting. To strengthen accuracy and consistency, the Board has accelerated the rollout of standardized reporting tools across service providers. These tools are helping ensure more reliable and timely reporting, giving leadership a clearer view of regional performance. In parallel, Gulf Coast continues to utilize predictive models aligned with TWC methodologies, enabling the region to monitor trends proactively and refine operations in real time.

Provider Collaboration & Support

Partnership with service providers remains a top priority. Bi-monthly coordination sessions continue to strengthen alignment across the region, reinforce best practices, and promote system-wide accountability. A comprehensive training series has also been deployed for both provider and Board staff, focusing on advanced interviewing skills, career assessment strategies, and improved documentation practices. These efforts are helping frontline teams better connect

customers to high-quality employment opportunities and ensuring that regional service strategies translate into measurable performance gains.

Performance and Regional Comparison Summary
(October 2024 – September 2025)
As of September 2025, the Gulf Coast region closed the year with strong performance across key WIOA measures, particularly within the Adult and Dislocated Worker programs. Employment outcomes remain a major strength, consistently exceeding targets and outpacing statewide results in most areas. Skills-based measures also continue to perform at a high level, reflecting strong alignment between training investments and employer needs. Median earnings for both Adults and Dislocated Workers have shown continued growth over the year, underscoring the region's focus on quality job placements and long-term economic advancement.

Credential attainment, however, remains an area where improvement is still needed. Although progress has been made, Gulf Coast continues to trail statewide performance across multiple programs. To address this, the region has launched targeted initiatives that include strengthened partnerships with training providers, expanded participant support during certification processes, and enhanced verification efforts to ensure accurate reporting of completed credentials. Youth outcomes are beginning to stabilize following recent system updates that improved data reliability and visibility. Early indicators point to progress in employment and earnings outcomes, though credential attainment still lags behind state averages. Continued improvements to data systems and performance tracking are expected to support more informed decision-making and enhanced outcomes in the coming year.

While overall system performance remains strong, reemployment outcomes have softened compared to earlier periods. The Board is closely monitoring this trend and working with providers to identify underlying factors and refine strategies to support quicker returns to work. Child care participation continues to perform well, with stable utilization levels that reinforce the region's ability to support working families and strengthen employment stability.

Measure		% of Target		
		Gulf Coast Performance	State Performance	State vs Gulf Coast Difference
WIOA Outcome Measures	Employed Q2 Post Exit - Adult	104.26%	104.14%	0.12%
	Employed Q4 Post Exit - Adult	103.56%	101.32%	2.24%
	Median Earnings Q2 Post Exit - Adult	101.10%	95.52%	5.58%
	Credential Rate - Adult	83.77%	96.63%	-12.86%
	Measurable Skills Gains - Adult	113.68%	96.06%	17.62%
	Employed Q2 Post Exit - DW	107.02%	104.55%	2.47%
	Employed Q4 Post Exit - DW	102.76%	104.09%	-1.33%
	Median Earnings Q2 Post Exit - DW	125.65%	100.19%	25.46%
	Credential Rate - DW	86.42%	96.67%	-10.25%
	Measurable Skills Gains - DW	102.43%	96.06%	6.37%
	Employed/Enrolled Q2 Post Exit - Youth	92.46%	99.58%	-7.12%
	Employed/Enrolled Q4 Post Exit - Youth	92.45%	97.41%	-4.96%
	Median Earnings Q2 Post Exit - Youth	120.83%	109.59%	11.24%
	Credential Rate - Youth	89.20%	103.32%	-14.12%
	Measurable Skills Gains - Youth	116.22%	110.24%	5.98%
	Employed/ Enrolled Q2 - C&T			
	Employed/ Enrolled Q2-Q4 - C&T			
	Credential Rate C&T	82.24%	95.54%	-13.30%
Reemployment and Employer	Claimants Reemployment within 10 weeks	91.87%	90.28%	1.59%
	Texas Talent Assistance Rate	323.06%	-----	-----
Program Participation Measures	Average Children Served Per Day	99.30%	97.07%	2.23%
	Childcare Initial Job Search Success Rate	78.21%	-----	-----
	Choices Full Engagement Rate	-----	-----	-----
Adult Education	Adult Ed Total 12+ Hour Students	83.65%	119.20%	-35.55%
	Integrated Education/Training - IET (AEFLA)	68.64%	96.13%	-27.49%
	Intensives	85.24%	126.09%	-40.85%
	Popular	79.75%	-----	-----
	Measurable Skills Gain	121.97%	123.83%	-1.86%

Expenditure Update

The Gulf Coast Workforce Board budget outlines how it intends to utilize its revenue to realize the objectives outlined in the Board's strategic plan. The budget details the allocation of resources to operate Workforce Solutions and generate positive outcomes in the region.

Revenue Overview

The 2025 budgeted revenue totals over $492 million. The Year-to-Date revenue as of September 2025 is $319 million behind the target of $369 million.

Workforce Revenue

- Total Budget: $492,436,736
- YTD Revenue: $318,926,536
- Target: $369,327,552
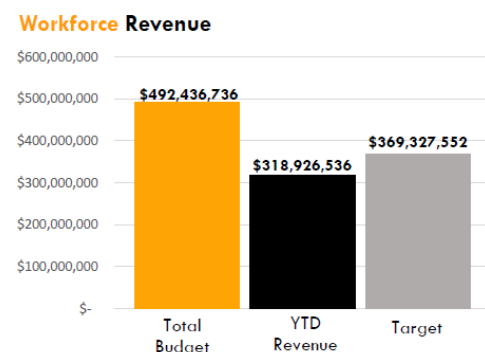
Expenditure Overview

For the nine months ending September, expenditures are 65% which is behind target for being 75% through the year. The low expenditures are due to Board Administration, Employer Service, and Financial Aid being behind target. Low expenditures in Board Administration can be attributed to Personnel, Travel, Rent, and Expendable Equipment. The source of the delay in expenditures in Employer Services is due to a slow start to the pilot program for Quality Improvement. For Financial Aid, the delay is attributed to the pause in enrollments during the transition of Career Services between providers.

Financial aid represents $246.1 million in expenditures, with $223.3 million allocated for Early Education, $12.5 million for Training & Support, and $10.3 million for Operations.

Career Services represents $31.8 million, and Adult Education represents $6.0 million of the Resident Service expenditures.

Employer Engagement and Quality Improvement represent $5.5 million and $1.0 million, respectively for Employer Services.

Board Administration is $18.2 million.

System Expenses

- FINANCIAL AID - EARLY EDUCATION $223,341,783
- FINANCIAL AID - TRAINING & SUPPORT $12,454,418
- FINANCIAL AID - OPERATIONS $10,337,486
- CAREER SERVICES $40,845,024
- EMPLOYER ENGAGEMENT $5,538,317
- QUALITY IMPROVEMENT $1,017,164
- ADULT EDUCATION $7,189,266

Pie chart values: 0.3%, 2.4%, 1.8%, 13.6%, 3.4%, 5.0%, 74.0%
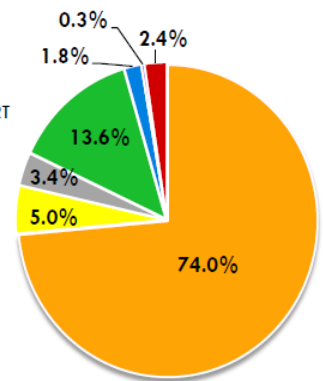
Gulf Coast Workforce Financial Status Report
For the 9 months ending September 30, 2025

Legend: Budget, Expenses, Target

Category	Expenses	Budget
BOARD ADMINISTRATION	18,203,079	32,574,545
EMPLOYER SERVICE	6,555,481	9,250,000
RESIDENT SERVICE	48,034,289	60,007,677
FINANCIAL AID	246,133,687	390,604,514

Axis: 0.0%, 20.0%, 40.0%, 60.0%, 80.0%, 100.0%
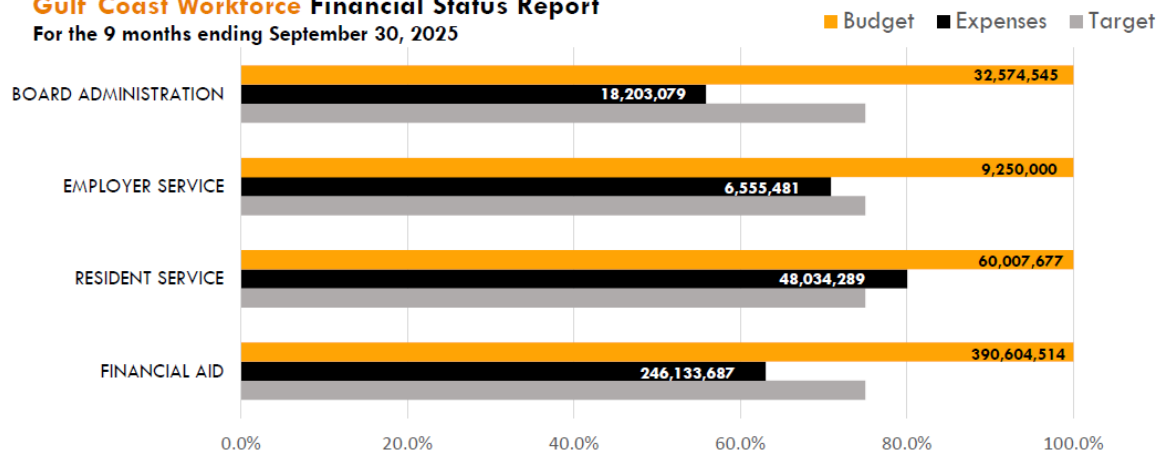
Technical Program Compliance

Technical Program Compliance reviews consist of compliance testing of contract and policy requirements, as well as customer experience testing, conducted by the Quality Assurance Team. The scope of each review is determined by the terms and conditions specified in the service provider's contract. Financial monitoring is conducted separately, which is discussed later in this report.

In addition to conducting program monitoring reviews, Quality Assurance (QA) facilitates the collection of documents for Texas Workforce Commission (TWC) monitoring visits and responses. Quality Assurance conducts additional desk reviews when requested by TWC Audit Resolution.

Current Reviews

Quality Assurance conducts quarterly desk reviews for the Financial Aid Support Center and provides the work papers to the support center after the quarterly testing is completed. This program year, testing was postponed during the second quarter to accommodate the implementation of the new statewide childcare management system, TX3C. Operational issues with the platform have necessitated multiple updates, resulting in revised processes and ongoing staff training.

At the exit meeting, the cumulative results of the quarterly testing were provided to the Financial Aid Support Center. All eligibility testing was at 100% accuracy. QA has issued the draft monitoring report and work papers to the Financial Aid Support Center, and the final report will be issued in the next few weeks. There were no significant areas of concern.

QA is currently conducting the 2026 Adult Education reviews. We have completed a review of BakerRipley Adult Education and have issued their final report, as there were no findings this program year. We are also conducting field visits to observe the new career service operations.

Financial Systems

The Board engages three CPA firms to conduct comprehensive financial monitoring of all workforce board service providers. Since the last update, we have resolved one (1) final report, six (6) reviews are currently in progress, and there are seven (7) reviews scheduled for 2026. We have continued to provide proactive technical assistance to subrecipients, offering targeted support and training to ensure compliance, readiness of required documentation, and smooth execution of monitoring activities.

Monitoring Update

We have resolved one (1) monitoring report, which did not result in any questioned costs.

Reviews in progress include:
- Adult Education Center
- Baker Ripley
- Houston Community College
- Lone Star College
- Region VI
- San Jacinto College

Upcoming reviews in 2026 include:
- Baker Ripley (FAPO, Career Office)
- EDSI
- Equus (Support Center)
- SERCO (Career Office)
- United Way
- Systemwide Financial Aid Payments

Training Update

In October, a billing report training was held for all FY26 subrecipients. The session provided an overview of the full billing and reimbursement process to strengthen subrecipient understanding of compliance, documentation standards, and timely reporting. Participants received guidance on budget controls, administrative caps, cash request adjustments, and the alignment of reported costs with allowable expenses under each fund. The training also reinforced the requirement to include complete General Ledger support with all submissions to ensure accuracy and accountability.

In November, the Texas Workforce Commission conducted a personalized training that offered free Continuing Professional Education (CPE) credit to participants. The two-day session was held both in person and virtually, covering key fiscal and monitoring topics, including risk assessment, policy and procedure development, disbursement testing, cash management, and financial reporting. Participants also received practical guidance on cost allocation, procurement requirements, and testing tools, concluding with monitoring certification and recertification activities.

Action Item: Conflict-of-Interest Disclosure Form and Policy

Attachment 8b.i

During the September 18, 2025, Audit and Monitoring Committee meeting, a new Conflict of Interest disclosure form was introduced, with implementation anticipated in January 2026. It was also introduced during the October 7, 2025, Gulf Coast Workforce Board (GCWB) meeting. The form and accompanying Conflict-of-Interest Policy are included as Attachment "A" to this report. The policy aligns with the GCWB Bylaws and was also discussed during the July 17, 2025, workshop for Board members. The Audit & Monitoring Committee approved advancing the Conflict-of-Interest Policy and Disclosure Form to the Gulf Coast Workforce Board for discussion and possible approval.

Accountability and Improvement

The Texas Workforce Commission (TWC) and the Gulf Coast Workforce Board (GCWB) address performance and production issues with progressive intervention strategies to support improvement. This includes Performance Improvement Actions, formalized Technical Assistance Plans (TAP), or Corrective Action Plans (CAP). The current interventions from the GCWB include the following:

GCWB Interventions:

Adult Education Center: At the previous Audit and Monitoring Committee meeting, we reported that the Adult Education Center had been placed on a Performance Improvement Plan (PIP) due to ongoing concerns identified through financial monitoring. Financial monitoring of this subrecipient has been ongoing for one year and continues to be under review. Board staff continue to review financial documentation related to charges and expenses. Additional supporting documentation has been requested and is still pending submission. Once all requested materials are received and reviewed, the Adult Education Center may be removed from the PIP. Further updates will be provided at the next Audit and Monitoring Committee meeting.

Over the past year, the Adult Education Center has experienced ongoing challenges in submitting required documentation in a complete and timely manner. To address these issues and gain a clearer understanding of the underlying barriers, Board staff are scheduling an in-person meeting with the Adult Education Center to discuss the matter further and identify further steps toward improvement.

BakerRipley – Financial Aid Payment Office (FAPO): At the previous Audit and Monitoring Committee meeting, we reported that the Financial Aid Payment

Office was placed on a PIP in response to concerns with financial management, communication, and project management. Since that time, FAPO has continued to make progress under the PIP and recently requested removal, citing completion of key corrective actions. Board staff will remove the PIP for communication-related items, as FAPO has completed the following improvement action items:

- Hired 2 Assistant Directors, created the Business Process and Design team, removed the FAPO director and AP manager, brought in replacements or interims and are searching for permanent replacements;
- Implemented a priority and an escalation email inbox; and
- Weekly reporting of TX3C concerns, attendance of weekly TWC TX3C technical assistance to mitigate TX3C system errors, collaboration between FAPO and Support Center to resolve billing issues, and enhancement of Smartsheet solutions for tracking vendor payment adjustment requests.

Board staff will keep the PIP for project and financial management in place due to the following:
- Based on a review of expenditure detail provided by the BakerRipley Payment Office, an overbilling of $473,952.90 to the Houston-Galveston Area Council/Gulf Coast Workforce Board was identified. The Performance Improvement Plan (PIP) related to this matter will be resolved once the funds are received by H-GAC.
- The financial aid management system (FAMs) implementation is still ongoing for some portals. Board staff will seek confirmation that FAMS is fully operational, implemented in a timely manner, and meets program needs before making a final determination.
- FAPO continues to work with Board staff to develop efficient processes for education and training vendors and early childcare payments. FAPO will share timely payment information with Board staff on SharePoint.
- FAPO continues to work with Board staff on processes for eligible training and learning providers.

Board staff will continue to work closely with FAPO and will provide an additional update at the next Audit and Monitoring Committee meeting for the project management PIP.

Compliance and Review Updates
SNAP E&T Review Update: The Board received a letter dated November 5, 2025, lifting TWC's Intent to Sanction. In accordance with the requirements for lifting the Intent to Sanction status, the Board has:

- Met the required four consecutive months of less than 10 percent error rate on SNAP E&T program case reviews; and
- Implemented all provisions of the Corrective Action Plan (CAP) related to SNAP Work Activities.

Next Meeting

We propose scheduling the next committee meeting for 1:00 p.m. on Thursday, January 22, 2026, at Houston-Galveston Area Council, 3555 Timmons Lane, Houston, Texas 77027.

Action: We request that the Board approve the attached Conflict-of-Interest Policy and Disclosure Form, provided as Attachment 8b.i.

**Attachment
8b. i**

Code of Conduct, Ethics and Conflict of Interest Policy for Board Members

I. Purpose

The Gulf Coast Workforce Board (Workforce Solutions–Gulf Coast) is committed to upholding the highest standards of ethical conduct, integrity, and accountability in the expenditure of public funds. This policy establishes the principles of ethics, conduct and the conflict-of-interest standards for Board (and Committee) members.

II. Principles of Ethics and Conduct

All Board members shall adhere to the following principles of ethics and conduct:

1. Discharge their duties including duties as a committee member, in good faith, with ordinary care and in a manner the director reasonably believes to be in the best interest of the corporation[1].
2. Prudence of an ordinary person is the amount of care a reasonable person would use under similar circumstances. An ordinarily prudent Board Member would become informed, follow policies and procedures to identify, avoid and remedy the conflict-of-interest and follow a disclosure process.
3. Best interest means acting independently in the interest of the Gulf Coast Workforce Board and its members, free of conflicts of interest with no material interest in the transaction which are not shared with other members, and in good faith, which requires a subjective honesty and absence of ulterior motives.
4. Maintain confidentiality of all procurement, contract, and financial information reviewed in the course of the member's duties. Members shall not disclose confidential information to unauthorized persons or use such information for personal gain.

III. Conflict of Interest

The conflict-of-interest policy and procedures for the Gulf Coast Workforce Board members are set pursuant to WIOA §107(h) codified at 29 U.S.C. §3122(h), Texas Government Code §2308.257, 40 Texas Administrative Code §802.41, the Uniform Guidance 2 CFR §200.318(c) and the Gulf Coast Workforce Board Bylaws.

Board members and Board nominees must disclose any substantial business interests or relationships that could create a conflict of interest or even the appearance of a conflict of interest. Board members are prohibited from voting on or participating in decisions that would provide

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[1] Texas Business Organization Code, Section 22.221

direct financial benefit to themselves, their immediate family, or entities they represent. Violations of the Board's Conflict of Interest rules may lead to removal from the Board.

A. Definitions

Conflict-of-interest is defined as: A situation in which a private interest interferes, or appears to interfere, with the impartial performance of official duties or responsibilities.

Appearance of a conflict-of-interest is defined as: A situation or relationship that a reasonable person could perceive as compromising objectivity or impartiality.

Substantial Business Interest[2] is defined as: (1) ownership of 10% (ten percent) or $5,000 or more of the fair market value of the business; (2) receiving 10% (ten percent) or more of gross income during the previous or current year from the business; or (3) ownership in real property of the business valued at $2,500 or more.

Immediate Family Member[3] is defined as: (1) a great-grandfather, great-grandmother, grandfather, grandmother, father, mother, brother, sister, daughter, son, son-in-law, daughter-in-law, brother-in-law, sister-in-law, aunt, uncle, great-granddaughter, great-grandson, granddaughter, grandson, nephew or niece of the Board member, and/or (2) the present or former spouse of the Board member, and/or (3) a great-grandfather, great-grandmother, grandfather, grandmother, father, mother, brother, sister, daughter, son, son-in-law, daughter-in-law, brother-in-law, sister-in-law, aunt, uncle, great-granddaughter, great-grandson, granddaughter, grandson, nephew or niece of the Board member's present or former spouse.

Each of these terms includes step-relatives and adopted family members.

Representational Interest[4] is defined as: (1) employed by or under contract with the organization, and/or (2) a member of the board of directors, commission, council, or other direct governing body of the organization. A "Representational Interest" does not include members of advisory boards, commissions or councils which are not direct governing bodies of an organization, and the member is not compensated for their service.

B. Conflict of Interest Standards[5]

1. Prior to a discussion, vote, or decision on any matter before the Board, if a Board member, or an Immediate Family Member of such Board member, has a Substantial Business Interest in or relationship to a business entity, organization, or property or a personal interest that would be pecuniarily affected by any official Board action, that Board member shall disclose the nature and extent of the interest or relationship and shall abstain from discussion, voting on, attempting to influence, or in any other way participating in the decision on the matter.

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[2] Bylaws of Gulf Coast Workforce Board, art. VI, §F.5, 40 TAC § 802.41(e)(2)
[3] Bylaws of Gulf Coast Workforce Board, art. VI, §F.6
[4] Bylaws of Gulf Coast Workforce Board, art. VI, §F.7
[5] Bylaws of Gulf Coast Workforce Board, art. VI, §F.1-4, 40 TAC § 802.41, UG 2 CFR §200.318(c)

2. A Board member who personally has or has Immediate Family Members who have Substantial Business Interests or Representational Interests in proposals, requests for funds or persons or entities making them, may not vote, attempt to influence, or initiate or participate in discussion on any proposals or requests for funds which compete with the proposals, requests for funds, or persons or entities making them in which the Board member or Immediate Family Member has the interest.

IV. Reporting and training

All declarations of conflict-of-interest and abstentions from voting will be recorded in the minutes of Board meetings and Procurement Committee meetings.

All potential or actual conflicts must be reported using the Conflict-of-Interest Disclosure Form and emailed to the Board Chair and the Executive Director. The initial disclosure is required prior to taking office. Board members must submit a written declaration on an annual basis. Sitting Board Members must update declarations on file within 30 days to reflect any conflict-of-interest changes. The Board Chair and the Executive Director will review and determine corrective actions.

As required under the Texas Workforce Commission's (TWC) Agency Board Agreement, Board members shall complete the New Board Member Training provided by TWC no later than ninety (90) calendar days after the date the member begins service on the Board and shall annually complete the conflict-of-interest training module provided by TWC.

The annual conflict-of-interest training must be completed by September 30 of each calendar year; provided, however, that any person who completed New Board Member Training or initial Conflicts Training on or after April 1 is not required to complete the annual conflict-of-interest Training until the following calendar year.

V. Corrective actions and consequences of violations

A Board member who violates the requirements of the Code of Conduct, Ethics and Conflict-of-interest policy may be removed from the Board, upon two-thirds vote of the Board in accordance with the procedures for removal specified in Article V, Section E of the Gulf Coast Workforce Board Bylaws.

VI. Effective Date and Review

This policy is effective upon adoption by the Gulf Coast Workforce Board and will be reviewed annually or upon any change in federal or state regulations.

Approved by the Gulf Coast Workforce Board on _____

Board Chair: _____ Date: _____

Executive Director: _____ Date: _____

APPENDIX A - Conflict-of-Interest disclosure form

Email the completed and signed Conflict-of-Interest disclosure form to:

Board Chair: Mark Guthrie, mguthrie@winstead.com and

GCWB Executive Director: Juliet Stipeche: juliet.stipeche@wrksolutions.net

And cc: Desmond Taylor, desmond.taylor@wrksolutions.net

Please contact the Board Chair or the Executive Director for inquiries about the policy.

Please contact Desmond Taylor, Program Administrator-GCWB for administrative inquiries on the policy or the disclosure form.

Gulf Coast Workforce Board Conflict of Interest Disclosure Form

Board Member Name:

Representing Category:

Pursuant to WIOA §107(h) codified at 29 U.S.C. §3122(h), Texas Government Code §2308.257,

40 Texas Administrative Code §802.41 and the Gulf Coast Workforce Board By laws, Board members and Board nominees must disclose any substantial business interests or relationships that could create a conflict of interest or even the appearance of a conflict of interest. Board members are prohibited from voting on or participating in decisions that would provide direct financial benefit to themselves, their immediate family, or entities they represent. Violations of the Board's Conflict of Interest rules may lead to removal from the Board[6].

Conflict of Interest Disclosure Requirements for Board Members

1. **Initial Disclosure -** Board Nominees must provide a written disclosure of all Substantial Business Interests or relationships they or their immediate family members have with all businesses or organizations that have received, currently receive, or are likely to receive contracts or funding from the Board prior to taking office. Disclosures are to be sent to the Board Chair or Executive Director.

2. **Ongoing Disclosure -** Sitting Board Members must update declarations on file within 30 days to reflect any changes in such business interests or relationships. Updated disclosures are to be sent to the Board Chair or Executive Director.

3. **Annual Written Declaration –** Board members must submit a written declaration to the Board Chair and Executive Director on an annual basis.

Please check all the boxes that apply:

☐ New Board Member (Initial Disclosure)

☐ Sitting Board Member (Annual Disclosure)

☐ Disclosure Update (For reporting any changes in business or representational interests within 30 days of the change)

☐ Disclosure related to matters currently pending before the Board (For disclosing interests related to specific matters currently under Board consideration).

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[6] Bylaws of Gulf Coast Workforce Board, art. VI, §F.3

Section 1: Substantial Business Interests or Relationships

Gulf Coast Workforce Board By-laws define "a Substantial Business Interest" as: (1) ownership of ten percent or $5,000 or more of the fair market value of the business; (2) receiving ten percent or more of gross income during the previous or current year from the business; or (3) ownership in real property of the business valued at $2,500 or more.[7]

An "Immediate Family Member" is defined as: (1) a great-grandfather, great- grandmother, grandfather, grandmother, father, mother, brother, sister, daughter, son, son-in-law, daughter-in-law, brother-in- law, sister-in-law, aunt, uncle, great- granddaughter, great-grandson, granddaughter, grandson, nephew or niece of the Board member, and/or (2) the present or former spouse of the Board member, and/or(3) a great-grandfather, great-grandmother, grandfather, grandmother, father, mother, brother, sister, daughter, son, son-in-law, daughter-in-law, brother-in-law, sister-in-law, aunt, uncle, great-granddaughter, great-grandson, granddaughter, grandson, nephew or niece of the Board member's present or former spouse. Each of these terms includes step-relatives and adopted family members.[8]

Disclosure(s)

1. Do you or any of your Immediate Family Members (including step relatives and adopted family members) own 10% or more, or $5,000 or more of the fair market value, of any business entity that may be affected by Board actions?

   ◯ Yes ◯ No

2. Do you or any of your immediate family members, receive 10% or more of your gross income during the previous or current year from any business entity that may be affected by Board actions?

   ◯ Yes ◯ No

3. Do you, or any of your immediate family members own real property of a business valued at $2,500 or more that may be affected by Board actions?

   ◯ Yes ◯ No

If you have answered "yes" to any of the above questions, please provide details regarding the substantial business interest, the identity of the immediate family member involved (if applicable) and the business entity, organization or property in question.

_____

[7] Bylaws of Gulf Coast Workforce Board, art. VI, §F.5
[8] Bylaws of Gulf Coast Workforce Board, art. VI, §F. 6

IF "YOU HAVE ANSWERED YES" TO ANY OF THE ABOVE QUESTIONS, YOU MUST ABSTAIN FROM VOTING, DISCUSSING, OR OTHERWISE PARTICIPATING IN THIS MATTER UNTIL YOU HAVE RECEIVED WRITTEN DIRECTION FROM THE BOARD CHAIR OR THE BOARD EXECUTIVE DIRECTOR.

Section 2: Representational Interests

Gulf Coast Workforce Board By-laws define "a Representational Interest" as: (1) employed by or under contract with the organization, and/or (2) a member of the board of directors, commission, council, or other direct governing body of the organization. A "Representational Interest" does not include members of advisory boards, commissions or councils which are not direct governing bodies of an organization, and the member is not compensated for their service.[9]

4. Are you, or any of your immediate family members, currently employed by or under contract with any organization that may be affected by Board actions?

   ◯Yes ◯No

5. Are you, or any of your immediate family members, a member of the board of directors, commission, council or other direct governing body of any organization that may be affected by Board actions?

   ◯Yes ◯No

6. Are you, or any of your immediate family members, involved in any organization in a capacity that could influence or be influenced by decisions of the Board?

   ◯Yes ◯No

7. Are you, or any of your immediate family members, serving on any advisory boards, commissions, or councils of an organization that is a direct governing body and for which you and your family member are compensated?

   ◯Yes ◯No

8. Are there any other personal or financial interests you or your immediate family members have that could create a conflict of interest or the appearance of a conflict with your duties as a Board member?

   ◯Yes ◯No

If you have answered "yes" to any of the above, please provide details regarding the nature of the interest, the identity of the immediate family member involved and the organization in question.

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[9] Bylaws of Gulf Coast Workforce Board, art. VI, §F.7

IF YOU HAVE ANSWERED "YES" TO ANY OF THE ABOVE QUESTIONS, YOU MUST ABSTAIN FROM VOTING, DISCUSSING, OR OTHERWISE PARTICIPATING IN THIS MATTER UNTIL YOU HAVE RECEIVED WRITTEN DIRECTION FROM THE BOARD CHAIR OR THE BOARD EXECUTIVE DIRECTOR.

Section 3: Discussion, Consideration and Action on Matters to pending before the Board

Prior to a discussion, vote, or decision on any matter before a Board, if a member, or a person in the immediate family of such member, has a substantial interest in or relationship to a business entity, organization, or property that would be pecuniarily affected by any official Board action, that member shall disclose the nature and extent of the interest or relationship and shall abstain from voting on or in any other way participating in the decision on the matter.[10] All such abstentions shall be recorded in the minutes of the Board meeting.[11]

9. Do you, or any of our immediate family members, have a substantial interest in or relationship to any business entity, organization or property or personal interest that could be pecuniarily affected by any official action of the Board?

    ◯Yes ◯No

10. Do you, or any of your immediate family members, have a substantial business interest or representational interest in any proposal or request for funds currently pending before the Board?

    ◯Yes ◯No

11. Do you, or any of your immediate family members, have a substantial business interest or representational interest in any person or entity making a proposal or request for funds to the Board?

    ◯Yes ◯No

12. Will the outcome of this vote or decision potentially provide a financial benefit directly or indirectly to you or your immediate family member?

    ◯Yes ◯No

13. Are you affiliated with, employed by or otherwise connected to any organization or business that is the subject of this action or that may be pecuniarily affected by it?

    ◯Yes ◯No

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[10] Bylaws of Gulf Coast Workforce Board, art. VI, §F.2
[11] 40 Texas Administrative Code §802.41(d) Board Member Conflicts of Interest

If you have answered "yes" to any of the above, please explain your or your family member's interest or relationship with the affected entity or property.

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[                                                                    ]
[                                                                    ]
[                                                                    ]
[                                                                    ]
[                                                                    ]
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IF A MATTER IS PENDING BEFORE THE BOARD IN WHICH YOU OR YOUR IMMEDIATE FAMILY MEMBER HAS A SUBSTANTIAL INTEREST OR RELATIONSHIP, YOU MUST ABSTAIN FROM VOTING ON OR OTHERWISE PARTICIPATING IN THE DECISION UNTIL YOU HAVE RECEIVED WRITTEN DIRECTION FROM THE BOARD CHAIR OR EXECUTIVE DIRECTOR. NOTE THAT ANY ABSTENTIONS SHALL BE RECORDED IN THE MINUTES OF THE BOARD MEETING.

Section 4: Discussion, Consideration and Action on Request for Proposals or Funding Requests

A Board member who personally has or has Immediate Family Members who have Substantial Business Interests or Representational Interests in proposals, requests for funds or persons or entities making them, may not vote, attempt to influence, or initiate or participate in discussion on any proposals or requests for funds which compete with the proposals, requests for funds, or persons or entities making them in which the Board member or Immediate Family Member has the interest.[12]

14. Do you, or any of your immediate family members, have a substantial business interest or representational interest in any proposal or request for funds currently pending before the Board?

⭘Yes ⭘No

15. Do you, or any of our immediate family members, have a substantial interest in or representational interest in any person or entity submitting a proposal or request for funds to the Board?

⭘Yes ⭘No

16. Are there any proposals or requests for funds currently before the Board that compete with a proposal, request for funds, or person or entity in which you or your immediate family member has a substantial business or representational interest?

⭘Yes ⭘No

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[12] Bylaws of Gulf Coast Workforce Board, art. VI, §F.2

If you have answered "yes" to any of the above, please explain your or your family member's interest or relationship with the request for proposals or funding requests.

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IF THE ANSWER TO ANY OF THESE QUESTIONS IS "YES," YOU MUST ABSTAIN FROM VOTING, DISCUSSING, OR OTHERWISE PARTICIPATING IN THE MATTER UNTIL YOU HAVE RECEIVED DIRECTION FROM THE BOARD CHAIR OR EXECUTIVE DIRECTOR

Section: 5 Certification

I have read the Gulf Coast Workforce Board By-Laws Conflict of Interest Policy. I agree to fully comply with its terms and conditions during my service as a Committee and Board member. I further certify that the information provided in this form is true, complete and accurate to the best of my knowledge. I understand and agree that I am required to disclose any conflicts of interest as they arise and to update this form within 30 days of any changes. I further acknowledge that, if a conflict of interest exists, I will abstain from voting, discussing, or otherwise participating in any related matters until I receive further direction or instruction from the Board Chair or Executive Director.

I will discharge my duties in good faith, with ordinary care, and in a manner that represents the best interest of the Gulf Coast Workforce Board.

Signature:

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Date:

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Procurement Committee

Executive Summary
On November 19, 2025, at 1:00 p.m., Chair Dr. Bobbie Henderson convened a meeting of the Procurement Committee to review charter and contract amendment recommendations. Other committee members in attendance included Chair Mark Guthrie, Doug Karr, Cheryl Guido, Adrian Ozuna, Guy Robert Jackson, Grace Rodrigeuz, Mike Ferdinand, and Rachel Cevallos.

Board staff discussed possible adoption of the Procurement Committee charter as well as authorizing staff to execute contract amendments in accordance with the funding amounts and providers outlined in the chart below.

Item	Amended Maximum Contract Amount (Not to Exceed)
I. Procurement Committee Charter	---
II. Contract Amendment: Outreach Strategists	$1,050,000
III. Contract Amendment: Financial Aid Payment Office	$381,100,000

I. Procurement Committee Charter:
Introductory Statement
The Procurement Committee is a standing committee of the Gulf Coast Workforce Board established to support the Board's responsibilities related to the procurement of goods, services, and grant-funded activities. The Committee serves in an advisory and review capacity, considering staff recommendations and providing guidance on major procurements, grant awards, and contract negotiations.

Procurement operations, including solicitation, evaluation, negotiation, and compliance activities, are conducted by Board staff in accordance with applicable federal, state, and local regulations. The Committee's role is to ensure transparency, integrity, and alignment with Board priorities through review, discussion, and formal recommendations to the full Board.

I. Purpose
The Procurement Committee provides oversight through review and recommendations on significant procurement and grant actions that support the mission, goals, and priorities of the Gulf Coast Workforce Board. The Committee ensures that procurement-related decisions reflect sound stewardship of public funds, fair competition, and compliance with all applicable requirements.

II. Authority
The Procurement Committee operates as a standing committee of the Gulf Coast Workforce Board with authority to:

- Review and recommend contract awards, renewals, and amendments exceeding $249,999.99 per year.
- Recommend authorization for staff to enter negotiations on contracts or procurements exceeding this threshold.
- Receive and review periodic reports from Board staff summarizing procurement outcomes and upcoming actions.
- Recommend updates to procurement-related policies and procedures to maintain compliance and strengthen transparency.

All staff actions under $249,999.99 per year remain within administrative authority, consistent with Board and Houston-Galveston Area Council policy.

III. Delegation of Authority
The procurement thresholds referenced in this charter were established by the Board following discussion at the March 2025 Procurement Committee meeting and subsequent approval at the April 2025 Gulf Coast Workforce Board meeting. The charter incorporates those existing thresholds to ensure consistency and transparency in delegated authority.

Board staff are authorized to negotiate and execute contracts, renewals, and amendments at or below $249,999.99 per year without Procurement Committee or Gulf Coast Workforce Board approval.

Procurements or contracts exceeding $249,999.99 per year require review and recommendation by the Procurement Committee and approval by the Gulf Coast Workforce Board.

All contracts exceeding $50,000 per year shall continue to be presented for approval to the Houston-Galveston Area Council Board, consistent with existing policy.

Governing Body	Threshold
Procurement Committee Approval	>$249,999.99
Gulf Coast Workforce Board Approval	>$249,999.99
H-GAC Board Approval	>$49,999.99

IV. Membership
- The Committee shall consist of no fewer than three (3) members.
- Members shall be appointed by the Gulf Coast Workforce Board Chair.

V. Roles and Responsibilities
1. **Procurement Review & Recommendations**
   - Review staff recommendations for contract awards, renewals, and amendments exceeding the established threshold.
   - Consider staff analysis, evaluation results, and justifications supporting recommended actions.
   - Recommend approval or modification of a major contract actions to the full Board.
2. **Policy & Transparency**
   - Review and recommend updates to procurement policies and procedures as needed to ensure compliance with state and federal regulations.
   - Provide input on efforts to enhance transparency and efficiency in procurement and contracting.
3. **Communication & Reporting**
   - Receive regular updates from staff on procurement activities, contract performance, and planned solicitations.
   - Ensure the Committee's recommendations and actions are accurately reported to the full Board.

VI. Meetings
- The committee shall meet at least three times per year or more frequently as needed.
- All meetings of the Procurement Committee shall be conducted as open meetings in accordance with applicable state open-meeting laws.
- A majority of members shall constitute a quorum.
- Minutes shall be maintained for all meetings and submitted to the full Board.

VII. Conflicts of Interest

Committee members shall adhere to the Board's conflict of interest policy and disclose any actual, potential, or perceived conflicts related to matters under review. Members must act in the best interest of the Gulf Coast Workforce Board and avoid any personal or financial interest that could compromise impartiality.

VIII. Confidentiality

Committee members shall maintain confidentiality of all procurement, contract, and financial information reviewed in the course of their duties. Members shall not disclose confidential information to unauthorized persons or use such information for personal gain. This obligation extends beyond the term of membership.

IX. Review and Amendments

This charter shall be reviewed annually by the Budget Committee and may be amended by a majority vote of the Gulf Coast Workforce Board.

This charter was approved by the Gulf Coast Workforce Board on [Month/Day/Year]. This charter was last updated on [Month/Day/Year].

_____
Gulf Coast Workforce Board Chair   Date

Action Item: Board staff requests adoption of the Procurement Committee Charter (Attachment 8c.i).

II. Contract Amendment – Outreach Strategists

Background

The Gulf Coast Workforce Board applied for funding under the Houston Endowment's Collaboration Fund – Strengthening Organizational Leadership & Resiliency Program. This opportunity supports nonprofit and public organizations in strengthening their internal leadership capacity, reinforcing organizational stability, and ensuring long-term resilience in service to the community.

Through this award, the Board will enhance its ability to lead complex workforce initiatives and maintain operational continuity amid evolving economic and labor market conditions. The grant aligns with the Board's strategic goals of building leadership capacity, fostering innovation, and improving outreach and engagement across the regional workforce system.

In October 2025, the Board was awarded $100,000 to implement activities that advance these priorities.

Current Situation
Board staff recommends amending the existing contract with Outreach Strategists to incorporate these funds.

The additional funding will enable Outreach Strategists to expand and elevate communication, outreach, and leadership development initiatives across the region. Planned activities include:

- Developing and disseminating outreach materials and branded giveaways for use at events, conferences, and community engagements to increase public awareness of Workforce Solutions' programs and impact;
- Hosting regional events and engagement sessions that foster collaboration among partners and strengthen community relationships;
- Hiring Gulf Coast youth to support outreach and communications functions, providing them with exposure to professional career pathways; and
- Implementing Leadership and Resiliency Training for internal staff, partners, and external stakeholders to build leadership skills, improve coordination, and strengthen the resiliency of the regional workforce ecosystem.

Through these efforts, Outreach Strategists will provide technical assistance and capacity-building support to both emerging and established leaders across the system—helping to advance succession planning, professional development, and long-term sustainability within the Gulf Coast Workforce Board network.

Action Item:
Board staff requests authorization to amend the existing contract with Outreach Strategists to include the additional $100,000 for implementation of outreach, engagement, and leadership/resilience development activities. The total contract value will increase to $1,050,000.

III. Contract Amendment: Financial Aid Payment Office
Background
The Gulf Coast Workforce Board applied for a Project Support grant from the Houston Endowment to advance regional educator pipeline strategies. This initiative directly supports the Board's Educator Pathways and Workforce Innovation priorities by addressing the shortage of qualified teachers in the Gulf Coast region.

The Houston Endowment funding provides strategic, flexible resources that strengthen the teacher talent pipeline through wraparound supports for aspiring

educators—helping them overcome financial and personal barriers to earning teacher certification. These funds will bridge the gap between the total costs of certification and the limited resources currently available through traditional aid or stipends.

In October 2025, the Board was awarded $1,250,000 over a two-year period to implement the proposed activities in collaboration with workforce and education partners.

Current Situation
Board staff recommends amending the existing contract with BakerRipley – Financial Aid Payment Office (FAPO) to incorporate $600,000 of these funds.

Under this amendment, FAPO will administer direct financial support to eligible participants pursuing teacher certification. These supports may include:

- Incentive payments tied to milestones such as program completion or certification attainment; funding to cover remaining tuition and testing fees not met by other aid sources; and
- Emergency or wraparound assistance for childcare, transportation, or other unexpected expenses that may otherwise prevent completion.

The remaining grant funds will support Board-led activities such as program coordination, data collection, and evaluation to measure outcomes and ensure alignment with the Houston Endowment's objectives. Oversight will be provided through the Board's established fiscal and program monitoring systems.

Action Item:
Board staff requests authorization to amend the current BakerRipley – FAPO maximum contract value not to $381,100,000.

**Attachment
8c. i**

Procurement Committee

Committee Charter

Introductory Statement

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   - o Review staff recommendations for contract awards, renewals, and amendments exceeding the established threshold.
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   - o Recommend approval or modification of a major contract actions to the full Board.
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This charter was approved by the Gulf Coast Workforce Board on [Month/Day/Year]. This charter was last updated on [Month/Day/Year].

_____

Gulf Coast Workforce Board Chair   Date

Government Relations
Legislative Updates

Executive Summary
The Government Relations Committee convened on November 20, 2025, at 11:00 a.m. at 3555 Timmons Ln, Houston, TX 77027 (Room 2D). Board members in attendance included Guy Jackson, Dr. Bobbie Henderson, Mike Ferdinand, Adrian Ozuna, Mark Guthrie, Joyce Johnson, Bin Yu, Doug Karr, Sara Montelongo, Tanya Makany-Rivera, Sineria Ordonez, Shonda Below, Mou Sarkar, Lenora Sorola-Pohlman, Kristi Rangel, Paul Puente. Board staff in attendance included Desmond Taylor, Juliet Stipeche, AJ Dean, Phillip Garcia, Dr. Maria Franco Cortes, Russell Tomlin, and Carl Salazar.

The Government Relations Committee has been inactive for several years. Considering the significant federal and state funding and programmatic challenges, Board staff recommended reactivating the Committee. This report represents the discussions that ensued during this meeting, specifically, the first draft of the Government Relations Committee Charter, the Texas Workforce Commission's (TWC) Sunset Advisory Commission review, major child care and federal workforce policy developments, and an update on the performance data analysis requested by the Board.

Government Relations Committee Charter
The Gulf Coast Workforce Board Government Relations Committee is established to provide oversight, guidance, and strategic recommendations on matters related to legislative affairs, public policy, and intergovernmental relations that impact the Gulf Coast Workforce Board. The Committee works with the Board, staff, and local elected officials to monitor policy developments, evaluate potential impacts on workforce and child care programs, and promote alignment between the Board's strategic goals and legislative priorities at the local, state, and federal levels.

Key Functions
- Review and recommend legislative and policy priorities for consideration by the full Board.
- Monitor federal, state, and local policy developments affecting workforce and child care programs and funding.
- Recommend strategies for engaging with elected officials and governmental agencies.
- Advise on the Board's positions regarding proposed legislation, regulations, or policy initiatives.
- Support coordination of advocacy efforts to advance the Board's mission and strategic goals.

TWC Sunset Advisory Commission
The Texas Workforce Commission (TWC) will undergo Sunset review during the 2026–2027 cycle. The review will determine whether the agency should continue as-is, be reorganized, or have responsibilities reassigned. It evaluates TWC's efficiency, statutory compliance, and alignment with statewide workforce and child care policies and goals.

TWC's Self-Evaluation Report

The Sunset review process unfolds in several structured stages. TWC submitted its Self-Evaluation Report in August 2025, offering a comprehensive portrait of an agency managing extraordinary operational breadth during a period of rapid economic and demographic change. The report situates TWC as a statewide systems operator that is responsible for unemployment insurance, vocational rehabilitation, adult education, workforce development, and one of the largest subsidized child care programs in the nation, while navigating rising employer demand, federal funding uncertainty, and the accelerating impact of technological change.

The SER emphasizes TWC's reliance on an extensive architecture of mission-critical IT systems, including platforms for UI claims processing, vocational rehabilitation, financial administration, performance reporting, and statewide child care eligibility and case management. These systems serve as the infrastructure that connects state policy to local service delivery. TWC frames modernization of these systems as fundamental to its future effectiveness, citing both the operational strain imposed by outdated processes and the opportunities created by improved data integration and analytics.

Throughout the report, TWC underscores a commitment to performance management and evidence-based oversight. Its use of statistical adjustment models, target-setting tools, and quasi-experimental evaluations signals an agency seeking to place data at the center of policy and operational decisions. These mechanisms, paired with regular collaboration with academic partners and federal evaluators, are described as essential for maintaining statewide consistency across 28 local Boards and diverse regional economies.

A central theme of the SER is the growing strategic importance of child care to the state's workforce ecosystem. TWC devotes extensive attention to reforms that have reshaped the system in recent years: major increases in child care reimbursement rates tied to the Market Rate Survey and the Cost of Quality framework; mandatory Texas Rising Star participation for all CCS providers; and the systemwide transition to prospective provider payments, aligning public subsidies with private-sector practice. TWC also documents the scale and impact of the child care system, supporting an average of more than 149,000 children per day, with average monthly costs exceeding $700 per child and a waiting list of more than 80,000 children. The SER highlights evidence that subsidized child care remains one of Texas's most effective workforce interventions, with high employment retention among participating parents and measurable earnings gains.

Equally prominent is the ongoing rollout of the Texas Child Care Connection (TX3C) platform. The SER describes TX3C as the backbone of a modernized child care system, offering statewide application access, mobile-friendly documentation upload, automated attendance tracking, and integrated case management. While the report emphasizes the system's intended benefits, it also acknowledges the need for Boards to provide alternative access for families lacking digital tools—a recognition of the operational complexity inherent in implementing a statewide platform across diverse communities.

Across all program areas, the SER identifies structural pressures shaping the agency's future. These include cybersecurity threats, population growth outpacing system capacity, automation-driven shifts in labor demand, and persistent volatility in federal funding streams (most acutely in Adult Education and Literacy and Unemployment Insurance administration). TWC positions these challenges not as episodic issues but as long-term dynamics requiring sustained modernization, stronger cross-system partnerships, and better alignment between workforce, education, and early learning systems.

For the Gulf Coast Workforce Board, the SER clarifies the state's strategic posture and underscores how statewide decisions cascade into regional operations. Child care reforms, systemwide IT modernization, performance expectations, and new payment models are all designed to operate uniformly across Texas, directly shaping how Boards manage partners, providers, customers, and administrative capacity. The SER's framing makes clear that TWC sees Boards as essential implementation partners whose regional data, operational experience, and performance outcomes animate the state's workforce strategy.

In essence, the SER positions TWC as a central steward of Texas's economic future: an agency attempting to modernize large systems, strengthen performance oversight, and align statewide strategy with the needs of Texas's diverse regions. The report's treatment of child care illustrates both the magnitude of the system and the extent to which its stability, funding design, and technology platforms influence the capacity of regions like the Gulf Coast to support workers, families, and employers.

Sunset Commission's Independent Assessment
The Sunset Commission's staff is now conducting an independent assessment that includes data review, stakeholder interviews, and evaluation of program effectiveness. Once this review is complete, staff will publish a report detailing their findings and recommending statutory or administrative changes.

After the staff report is released, the Sunset Commission will hold a public hearing. This provides an opportunity for agency representatives, workforce boards, and members of the public to testify on the report and share perspectives about TWC's performance. The Commission then meets again to adopt final recommendations, which are drafted into legislation for consideration during the 2027 legislative session.

Currently, TWC's review remains in the staff-analysis phase. No staff report or hearing dates have been released.

Public Input: Opportunities for Board Members and Regional Stakeholders
The Sunset Advisory Commission has formally invited public input on TWC's mission and performance. This includes comments on whether the agency is still needed, how well it carries out its duties, and ideas for improving statewide workforce and child care operations. Board members, employers, community partners, and residents may all contribute. Comments may be submitted in several ways:

- **Email:** sunset@sunset.texas.gov with *"TWC Review"* in the subject line
- **Online:** www.sunset.texas.gov/input-form
- **Mail:** Sunset Advisory Commission, Attn: TWC, P.O. Box 13066, Austin, Texas 78711
- **Phone:** 512-463-1300 (Katie Durain, project manager)

For full consideration in the staff-analysis phase, comments should be submitted by February 2026. Importantly, any input submitted before the June 2026 publication of the staff report is confidential under statute, allowing Boards and partners to provide operational insights, challenges, and recommendations that might not otherwise be entered into the public record. This confidentiality makes the current period particularly valuable for detailed Board-level observations.

Why Early Input Matters for the Gulf Coast Workforce Board
Providing evidence during this phase allows the Gulf Coast Workforce Board to ensure that Sunset staff capture the region's unique operational landscape. TWC's statewide decisions, ranging from performance models to technology platforms, directly shape the region's administrative workload, service delivery capacity, fiscal processes, and provider stability. These submissions will ensure that Sunset's final recommendations reflect ground-level realities from one of the state's largest and most economically significant regions, informing policy decisions before they appear in the 2027 Sunset bill.

Child Care Update
Child care remains a central economic issue as federal and state policymakers address provider shortages, rising costs, and early-educator workforce challenges.

Federal Landscape
At the federal level, Congress has not enacted a comprehensive child-care reform bill, and appropriations for the Child Care and Development Block Grant (CCDBG) have remained generally steady. While this has preserved the basic subsidy infrastructure, the real purchasing power of federal funds has declined due to higher wages, insurance premiums, facility costs, and general inflation across the sector. The expiration of pandemic-era stabilization funds continues to affect providers nationwide, contributing to staffing challenges and limiting the ability of centers to operate at full enrollment.

Throughout 2024 and 2025, congressional hearings and national workforce analyses have reaffirmed the connection between child care availability, labor-force participation, and regional economic growth. Despite broad agreement on the importance of child care to the labor market, no major federal legislation has moved forward, leaving states and regional workforce systems to navigate provider shortages and affordability pressures within existing funding structures.

Texas Legislative and Governance Reforms
Texas has undertaken a coordinated effort to examine and modernize its early-childhood governance framework including:

House Bill 4903 established the Quad-Agency Child Care Initiative Commission, bringing together the Texas Workforce Commission (TWC), Texas Education Agency (TEA), Health and Human Services Commission (HHSC), and Department of Family and Protective Services (DFPS). The Commission is charged with reviewing regulatory requirements, identifying barriers to access, and improving coordination among agencies with child-care responsibilities. The Commission's inaugural meeting, held on November 17, 2025, reflected consistent themes raised in public testimony, including provider closures, staffing shortages, affordability challenges, and administrative inefficiencies that contribute to inconsistent access across the state.

House Bill 117 created the Governor's Task Force on the Governance of Early Childhood Education and Care. This Task Force is examining the broader governance structure—evaluating reporting lines, rulemaking authority, and opportunities to streamline or realign early-childhood programs to improve system coherence. Its work complements the Quad-Agency Initiative by focusing on long-term structural design rather than program-level adjustments.

Role of the Texas Sunset Advisory Commission

The Sunset Advisory Commission plays an additional role in reviewing and modernizing aspects of the child-care system. Several agencies involved in early-childhood regulation and subsidy administration, including TWC and HHSC are currently subject to the Sunset review. Because Sunset recommendations often lead to statutory changes in the following legislative session, this process intersects directly with the Quad-Agency and Task Force efforts. All three mechanisms, Sunset, the Quad-Agency Commission, and the Governor's Task Force, have the potential to shape the policy environment in which child care programs operate and influence future expectations for service delivery, quality systems, and interagency coordination.

System Conditions in Texas

Despite active reform efforts, child-care supply in Texas remains strained. Providers cite difficulty recruiting and retaining qualified staff, limiting their capacity to operate at licensed levels. Operational costs have increased, and many communities, particularly rural and low-income areas, continue to experience limited availability. Long waitlists for child-care subsidies have re-emerged in several regions, including Gulf Coast. Texas Rising Star (TRS), the state's quality-improvement system, continues to be implemented statewide, though providers frequently report challenges meeting quality requirements without additional workforce and operational support.

Implications for Workforce Boards

Workforce Boards play an essential role in administering child-care subsidies, overseeing TRS quality improvement, and supporting the early-childhood workforce pipeline. The reforms initiated through HB 4903 and HB 117, and the ongoing Sunset process are likely to shape future regulatory and administrative expectations for Boards. As the federal funding landscape remains stable but constrained, and as Texas advances system-wide governance reforms, Boards such as the Gulf Coast Workforce Board will remain central

to addressing access challenges and supporting strategies that help parents enter and remain in the workforce.

Federal Government Report

On November 12, Congress passed, and President Trump signed into law a bipartisan agreement to end the record-breaking 43-day government shutdown. The extended federal shutdown generated uncertainty across multiple agencies, but it did not interrupt WIOA-supported activity. A few key provisions of the deal included:

- **Short-term funding extension:** The continuing resolution (CR) extends fiscal year 2025 (FY25) funding levels for most federal agencies, including the U.S. Department of Labor (DOL), through January 30, 2026, averting an immediate crisis but setting up another funding deadline—and potential impasse—for early next year.
- **Full-year appropriations:** The bill includes full-year FY26 appropriations bills for just a few agencies, including the U.S. Department of Agriculture, which administers SNAP benefits, and the Department of Veterans Affairs.
- **Back pay for federal workers:** The bill includes provisions to compensate federal employees for missed pay during the shutdown.
- **Prohibits mass layoffs of federal workforce through January 30:** Federal reductions in force that took place in October will be reversed. It is unclear how this issue will play out after January 30.
- **Agreement for Senate to vote on a healthcare bill:** To gain the support of eight Democratic Senators, Majority Leader John Thune promised the Senate would vote on continuing the healthcare subsidies that expire this year.

The federal workforce policy landscape continues to operate under a framework of statutory continuity, tempered by ongoing congressional negotiations and emerging budget proposals that signal potential structural shifts. The Workforce Innovation and Opportunity Act (WIOA) remains in effect without reauthorization, as Congress has not advanced a bill capable of resolving long-standing differences related to state set-asides, training expenditure mandates, and the degree of operational discretion granted to local workforce boards.

Hearings held earlier this year reaffirmed bipartisan interest in updating the statute, yet no legislative consensus has materialized. National organizations, including the National Association of Workforce Boards, have reiterated the importance of maintaining local governance authority, safeguarding core formula funds, and avoiding prescriptive federal or state directives that could constrain regional responsiveness. The GCWB and WFS-GC continued operations without service disruptions, though there was a tempering of expenditures. For instance, we asked our service providers to use a slower, more methodical process in hiring career office staff during the shutdown, but after the resolution, we recently told our providers to accelerate the hiring of new positions, so we can reach full capacity.

Federal budget deliberations for Fiscal Year 2026 have introduced a new layer of complexity. The Administration's budget proposal outlines significant structural modifications, including the consolidation of 11 workforce and training programs into a single grant mechanism titled the Make America Skilled Again (MASA) Grant. In contrast, the Senate Appropriations Committee's FY 2026 Labor-HHS-Education bill proposes to maintain funding for many core workforce programs and rejects many of the deep cuts contained in the Administration's request.

Meanwhile, the House Appropriations Subcommittee has advanced a proposal that includes reductions to several workforce and training allocations, including proposed cuts in formula grants under the Workforce Innovation and Opportunity Act. Additional commentary and analysis point to reductions or restructuring in workforce-information systems, data tools, and related infrastructure, though those changes are less consistently detailed in official line items. These developments indicate potential resource tightening, with final appropriations outcomes still pending.

Across federal communications, state-level advocacy, and national workforce organizations, recurring priorities include expanded apprenticeships and work-based learning; deeper employer engagement in high-demand sectors; enhanced youth employment and career-pathway exposure; and stronger reliance on data, performance, and regional coordination. These themes are evident in federal hearings, agency guidance, and statements by groups such as the National Governors Association. Together, these developments describe a federal environment defined by stable statutory authority, evolving budget proposals, and active debate over the architecture and funding of the national workforce system.

Addendum: Federal U.S. Department of Education and Department of Labor Administrative Realignment on November 18, 2025 ([U.S. Department of Education Announces Six New Agency Partnerships to Break Up Federal Bureaucracy | U.S. Department of Education](#))

The federal government is implementing the most substantial administrative reorganization of education-connected programs in decades. Through inter-agency agreements (IAAs) executed between July and November 2025, the U.S. Department of Education (ED) has begun shifting administrative functions (not statutory authority) for selected federal programs to four agencies, most prominently the U.S. Department of Labor (DOL). The stated purpose in federal documents is to streamline federal administration and realign programs with the agencies best positioned to manage them. In public messaging, these changes are framed as "breaking up" or "reducing" the ED.

ED remains the legal authority for all programs involved. No statutory program has been repealed, reassigned, or eliminated. To date, Texas has issued no state-level guidance requiring changes to state or local operations, but we will continue to watch developments in this area and any possible impact on our activities.

What the Federal Government Has Done
A. July and September 2025: Workforce-Related Administrative Shifts
Within Interagency agreements (IAAs), we see that WIOA Title II – Adult Education and Family Literacy (AEFLA) and Perkins V (Career and Technical Education) have been shifted from ED to DOL. Under these IAAs:

- DOL conducts grant competitions and day-to-day administration.
- ED retains statutory authority, rulemaking, and oversight.
- Funds are transferred via reimbursable services agreements.

An integrated state plan portal for Perkins + WIOA planning/reporting will be co-managed by ED and DOL. Payment and grants systems are being consolidated under DOL's federal platforms. These are the only programs with program-level clarity in primary sources.

B. Press Release: Six New Inter-Agency Partnerships
On November 18, 2025, ED Press issued a release identifying six new partnerships, but it does not list specific grant programs. The partnerships identified include:

1. DOL will take on "a greater role in administering federal K–12 programs." No program list provided. ED retains statutory authority.
2. DOL will take on "a greater role in administering most postsecondary education grant programs." No program list provided.
3. U.S. Department of the Interior and Indian Education Partnership: DOI will administer Indian Education programs, but no specific titles listed.
4. U.S. Department of Health & Human Services, Health/Accreditation Partnership: HHS will administer foreign medical school accreditation comparability. No grant list provided.
5. U.S. Department of Health & Human Services, Child Care/Parent Support Partnership: HHS will administer campus-based childcare programs such as the CCAMPIS program.
6. U.S. Department of State International Education & Foreign Language Partnership: State will administer international and foreign-language education programs, including Fulbright-Hays. Category only.

Unlike the July and September agreements, the November release uses only category-level descriptions. No statutory amendments, rulemaking, or guidance has reassigned these programs. All transfers to date appear to involve administrative management, not governance, and ED remains the statutory authority across all programs described in the IAAs.

This represents a significant restructuring of the federal education administration. While full impacts will unfold over time, the direction is clear: greater alignment of education with workforce development, stronger emphasis on career pathways, and increased federal coordination under DOL. Texas's workforce system is already consolidated within TWC. Unlike other states, Texas does not have split governance structures that could be disrupted by federal administrative shifts.

Presently, there are no state or federal directive requires GCWB to change planning, reporting, performance management, contracting, or operations. Federal consolidation may gradually influence cross-system alignment, especially in areas where pathways touch both education and workforce. However, GCWB's obligations, operations, and state partnerships remain unchanged.

Performance Measures (Federal v. State)

During the October 7, 2025, GCWB Board meeting, Chair Guthrie requested Board staff to perform an analysis on the differences between the Federal government's tracking of local boards' WIOA performance data versus the State. After several attempts, Board staff was unable to find a direct correlation between the extracted data from the DOL site and the TWC data. To help clarify this, Philip Garcia contacted TWC. On November 17, the inquiry was forwarded to their Director of Data; however, no response has been provided as of date.

In the interim, Board staff approached the issue from another angle. Since the detailed datasets did not include the specific elements needed for a direct match, Board staff evaluated the information at face value using the available timeframes. The data appears to align most closely with FY24, and several of the performance figures are very close to TWC's end-of-year numbers. When compared side-by-side, the values look reasonably consistent.

One important factor that may not have been fully considered is that each board area operates with its own performance targets, which can vary significantly based on demographic calculations. To help explain these differences, Board staff created a brief PowerPoint presentation that breaks down the information visually.

	DOL 7/23 - 6/24			TWC (FY24) 10/23 - 9/24		
	% of Target	Target	Perf.	% of Target	Target	Perf.
Employed Q2 Post Exit – Adult	99.2%	75.6%	75.0%	98.9%	75.6%	74.8%
Employed Q4 Post Exit – Adult	98.8%	72.6%	71.7%	98.8%	72.6%	71.7%
Median Earnings Q2 Post Exit – Adult	100.4%	$6,500.00	$6,525.98	100.6%	$6,500.00	$6,536.16
Credential Rate – Adult	90.3%	68.9%	62.2%	81.5%	68.9%	56.2%
Measurable Skills Gains - Adult	108.6%	66.0%	71.7%	110.7%	66.0%	73.1%

Employed Q2 Post Exit – DW	89.2%	83.1%	74.1%	87.8%	83.1%	73.0%
Employed Q4 Post Exit – DW	97.0%	79.5%	77.1%	94.2%	79.5%	74.9%
Median Earnings Q2 Post Exit – DW	130.2%	$9,400.00	$12,239.75	128.3%	$9,400.00	$12,064.51
Credential Rate – DW	90.1%	82.5%	74.3%	82.4%	82.5%	68.0%

Measurable Skills Gains - DW	101.3%	75.1%	76.1%		98.7%	75.1%	74.2%

Employed Q2 Post Exit – Youth	90.1%	73.9%	66.6%		89.7%	73.9%	66.3%
Employed Q4 Post Exit – Youth	95.2%	70.6%	67.2%		94.7%	70.6%	66.9%
Median Earnings Q2 Post Exit – Youth	130.6%	$3,780.00	$4,936.38		131.1%	$3,780.00	$4,955.90
Credential Rate – Youth	72.0%	55.7%	40.1%		75.0%	55.7%	41.8%
Measurable Skills Gains - Youth	109.6%	53.4%	58.5%		103.2%	53.4%	55.1%

Legislative Breakfast
The Gulf Coast Workforce Board has one of the largest delegations of state and federal elected officials among the 28 local workforce boards in Texas due to the vast area the region services. In an effort to introduce elected officials across the 13 county region to the 2024-2029 GCWB Strategic Plan, the NEW Workforce Solutions-GC service providers and regionally integrated career services model, key local initiatives, and opportunities for partnerships to support child care and workforce development in the region, the Government Relations Committee has requested to host three legislative breakfasts or lunches for local, state, and federal elected officials representing the three service regions (North, East and, West). Board staff will work with the committee to identify suitable locations and logistics to host these events. The events are scheduled to take place between February and June 2026. Additional updates and formal invitations will follow.

Action Item: Adopt the Government Relations Committee Charter as amended during the Government Relations Committee meeting (Attachment 8d.i).

Amendments to include:
Under Section II. Authority:
- Actively Speak on behalf of the Gulf Coast Workforce Board to select legislators and/or staff on related issues. This is to include written statements, oral testimonies, or meetings with proper approval by the Board Chair and Executive Director.

Under Section IV. Roles and Responsibilities, Item 2. Governmental Engagement & Advocacy:
- Participate in interim hearings, briefings, and meetings with elected officials to provide relevant data and information that support the Board's interests.

**Attachment
8d. i**

Government Relations Committee

Committee Charter

I. Purpose

The Gulf Coast Workforce Board Government Relations Committee is established to provide oversight, guidance, and strategic recommendations on matters related to legislative affairs, public policy, and intergovernmental relations that impact the Gulf Coast Workforce Board. The Committee works with the Board, staff, and local elected officials to monitor policy developments, evaluate potential impacts on workforce and child care programs, and promote alignment between the Board's strategic goals and legislative priorities at the local, state, and federal levels.

II. Authority

The Government Relations Committee operates as a standing committee of the Gulf Coast Workforce Board. The Committee has the authority to:

- Review and recommend legislative and policy priorities for consideration by the full Board.
- Monitor federal, state, and local policy developments affecting workforce and child care programs and funding.
- Recommend strategies for engaging with elected officials and governmental agencies.
- Advise on the Board's positions regarding proposed legislation, regulations, or policy initiatives.
- Support coordination of advocacy efforts to advance the Board's mission and strategic goals.
- Actively speak on behalf of the Gulf Coast Workforce Board to local elected officials and state and federal legislators or staff on related issues. This is to include written statements, oral testimonies, or meetings with proper approval by the Board Chair and Executive Director.

The Government Relations Committee works with Board staff and relevant stakeholders to monitor policy activities and make recommendations to the Gulf Coast Workforce Board.

III. Membership

- The committee shall consist of no fewer than three (3) members.

- Members shall be appointed by the Gulf Coast Workforce Board Chair.

IV. Roles and Responsibilities

1. **Legislative Strategy & Policy Development**
   - Collaborate with Board members and staff to develop legislative priorities and policy principles for each biennial Texas legislative session.
     - Review and recommend policy positions that advance the Board's mission, strategic goals, and workforce and child care priorities.
     - Evaluate proposed legislation and regulatory changes for potential impact on workforce and child care programs and funding.

2. **Governmental Engagement & Advocacy**
   - Coordinate efforts to engage with lawmakers, governmental agencies, and partner organizations to promote the Board's legislative and policy agenda.
   - Participate in interim hearings, briefings, and meetings with elected officials to provide relevant data and information that support the Board's interests.
   - Support communication strategies that strengthen relationships with local, state, and federal officials.

3. **Monitoring & Reporting**
   - Monitor federal, state, and local policy developments affecting workforce and child care programs, funding, and governance.
   - Provide periodic updates to the Executive Committee and the full Board on relevant legislative activity and government relations efforts.
   - Recommend appropriate actions or responses to emerging policy issues.

V. Communication & Reporting

- Provide regular reports and recommendations to the full Board.

VI. Meetings

- The committee shall meet at least twice a year or more frequently as needed to determine the legislative principles of the Board or respond to

developing legislative occurrences impacting the Board's funding, programs, and/or operations.

• A majority of members shall constitute a quorum.
• Minutes shall be maintained for all meetings and submitted to the full Board.

VII. Conflicts of Interest

All members of the Government Relations Committee shall adhere to the Board's conflict of interest policy and disclose any actual, potential, or perceived conflicts of interest related to matters under the Committee's review or decision making. Committee members are expected to act in the best interest of the Gulf Coast Workforce Board and avoid any personal or financial interest that could compromise their impartiality or the integrity of the Committee's work.

VIII. Confidentiality

Committee members shall maintain confidentiality of all sensitive information, deliberations and documents reviewed in the course of their duties. Members shall not disclose confidential information to unauthorized persons or use such information for personal gain. This obligation of confidentiality extends beyond the term of membership on the Government Relations Committee.

IX. Review and Amendments

This charter shall be reviewed annually by the Government Relations Committee and may be amended by a majority vote of the Gulf Coast Workforce Board.

This charter was approved by the Gulf Coast Workforce Board on [Month/Day/Year]. This charter was last updated on [Month/Day/Year].

_____
Gulf Coast Workforce Board Chair   Date

Communications
Update

Executive Summary

The Communications Committee convened on December 1, 2025, at 1:00 p.m. at 3555 Timmons Lane, Houston, TX 77027 (Room 2D). Board members in attendance included Shonda Below, Lenora Sorola Pohlman, Paul Puente, Dr. Michael Webster, Mark Guthrie, Cheryl Guido, Dr. Bobbie Henderson, Grace Rodriguez, Guy Jackson, Lizandra Vasquez, Marie Arcos, Sara Montelongo, Monica Riley, and Joyce Johnson. Board staff in attendance included Juliet Stipeche, Carl Salazar, Desmond Taylor, Dr. Maria Franco Cortes, Phillippe Anchondo, Kristi Rangel, Russell Tomlin, Brittany Eaton, AJ Dean, Kevin Rodney, Janine Haynes, Crosby Brito, and Jennifer Graves. Also in attendance from Outreach Strategists were Leigh Ann Arnold and Dr. Michelle Cantu.

From October 1 through November 11, 2025, Workforce Solutions–Gulf Coast (WFS-GC) continued strengthening its communications presence across the region. This reporting period showed strong visibility through targeted media coverage, steady digital engagement, and strategic outreach aligned with the Board's priorities.

Media partners, including ABC13, CW39, Telemundo, and Univision, amplified Workforce Solutions' role in explaining hiring conditions, navigating job searches, and supporting regional events such as White Cane Day. Year-to-date earned media now exceeds $1.3 million in value with a reach of more than six million viewers, underscoring the organization's credibility and relevance.

Digital performance also remained strong. WorkforceSolutionsNews.com recorded nearly 5,000 organic views during this period, driven by interest in apprenticeship pathways, labor market trends, and job-search resources. Across platforms, multimedia and people-centered storytelling continued to outperform static content, reaffirming the value of video and event-driven coverage.

Communications efforts additionally supported several major initiatives, including preparations for the 14th Annual Hiring Red, White & You! job fair, county-level engagement in Fort Bend, and continued promotion of the Workforce Solutions newsletter and resource guides. These combined efforts strengthened Workforce Solutions' visibility, improved public understanding of regional hiring conditions, and advanced the Board's strategic priority of expanding awareness and access to services across the Gulf Coast region.

2. Communications Charter
The Communications Committee has a new charter that strengthens the Board's governance structure and clarifies its role in guiding systemwide communications efforts. The charter outlines the Committee's responsibility for overseeing strategy development, reviewing digital and media activities, ensuring consistent branding and messaging, and monitoring compliance with federal, state, and local requirements. This updated framework enhances accountability, supports alignment with the Board's strategic priorities, and provides a clear foundation for advancing transparent, data-informed communications across the Gulf Coast region. We ask the committee to review the proposed charter, and it voted to advance the draft for the full board's consideration at the December meeting.

3. Social Media Report
a) Content Development and Centralizing Strategy
WFS-GC continues to strengthen its content development and centralization efforts this period by refining how stories, updates, and digital assets move through the system. Recent communications and engagement training reinforced a unified workflow for content creation, review, and approval, standardizing scopes of work, timelines, audience targeting, and messaging across all projects. We are also developing training for our new regional service providers to ensure system-wide understanding and alignment with our new centralized communication strategy.

Editorial meetings and a streamlined submission process now guide how content is selected and developed for WorkforceSolutionsNews.com, ensuring scheduled stories, timely updates, and evergreen material feed into a single, coordinated pipeline. The upcoming consolidation of Facebook pages and the continued alignment of brand assets further support a centralized, consistent communication strategy. Together, these improvements enhance quality control, reduce duplication, and ensure that all content reflects the Board's priorities and strengthens public understanding of workforce initiatives across the Gulf Coast region.

From October 1 through November 11, WFS-GC's social media channels continued to show strong engagement and consistent audience reach. Performance across LinkedIn, Facebook, Instagram, and YouTube reinforced several clear trends: multimedia content performs best, audiences engage most when posts center real people or actionable opportunities, and each platform is serving a distinct strategic purpose within the system's communications portfolio.

b) Facebook

Metric	Result
Link Clicks	111
Views	15,691
Reach	4,839
Content Interaction	131
Visits	1,929
Follows	64

Facebook continued to serve as a major driver of traffic and community-facing information. Between October 1 and November 11, the platform delivered 15,691 views, reached 4,839 users, and generated 111 link clicks and 131 content interactions. The page also recorded 1,929 visits and 64 new follows. Although follower growth slowed, Facebook remained valuable for amplifying job fairs, training opportunities, and event-driven updates that draw residents into the broader WFS-GC ecosystem.

c) Instagram

Metric	Result
Views	22,928
Reach	1,503
Content Interaction	43
Visits	440
Follows	132

Instagram maintained its role as a visual storytelling and younger-audience engagement channel. The platform produced 22,928 views, reached 1,503 accounts, and generated 43 interactions, 440 visits, and 132 new follows. Instagram's performance, particularly its ability to draw steady new followers, continues to position it as a key channel for sharing behind-the-scenes content, event highlights, and human-centered stories.

d) LinkedIn

LINKEDIN		LINKEDIN NEWSLETTER	
Metric	Results	Metric	Result
Impressions	10,457	Total Subscribers	3,322
Reactions	159	Impressions	740
Comments	30	Engagement	20
Reposts	4	Article Views	10
Engagement Rate	64.3%		

LinkedIn remained a key channel for professional visibility and employer-facing engagement. During this period, the platform generated 10,457 impressions, 159 reactions, 30 comments, and 4 reposts, supported by targeted workforce updates, job fair promotion, and labor market insights. Engagement remained strong, with a 64.3% engagement rate, signaling that Workforce Solutions content continues to resonate with business audiences and regional partners. The LinkedIn newsletter also maintained steady traction, with 3,322 subscribers, 740 impressions, and 20 engagements, indicating a consistent, growing base of readers seeking regional workforce analysis and updates.

e) YouTube

YouTube expanded its reach during this reporting window, generating 23,500 impressions, 1,700 views, 63 hours of view duration, and holding 1,484 subscribers. Video segments tied to events, "Who's Hiring" coverage, and community outreach efforts sustained viewer interest and contributed meaningfully to the system's overall multimedia strategy.

Metric	Result
Views	1,700
Impressions	23,500
View Duration	63 hours
Subscribers	1,484

This quarter's results confirm that our audiences are not just looking for information. Rather, they want to see themselves in the stories we tell. By leaning into people-first storytelling, short-form video, and platform-specific strategies, Workforce Solutions can strengthen its role as both a trusted resource and a community connector across the Gulf Coast region.

Recommendations

1. **Increase short-form video production**
   Video continues to outperform static content across all platforms. Expanding reels, quick testimonials, and event-driven clips will strengthen engagement and reach on LinkedIn, Instagram, and YouTube.
2. **Strengthen storytelling around people and outcomes**
   Audiences consistently respond to job seeker stories, employer partnerships, and real community impact. Prioritizing people-centered narratives will reinforce trust and improve performance across channels.
3. **Optimize the LinkedIn newsletter for higher engagement**

With more than 3,300 subscribers but modest interaction, the newsletter can benefit from sharper positioning: shorter insights, stronger visuals, and clearer takeaways that mirror high-performing social posts.

4. **Use Facebook primarily as a resource and traffic driver**
Although follower growth has slowed, Facebook still drives strong website traffic. Content should emphasize job fairs, training opportunities, and timely workforce updates with clear calls to action.

5. **Build Instagram as an event and youth-engagement channel**
Given steady new follows and strong visual performance, Instagram is ideal for behind-the-scenes content, staff highlights, and on-site coverage of hiring events and community programs.

6. **Expand YouTube's role across campaigns**
With high impressions and view duration, YouTube should be integrated more deliberately into campaigns, especially for job fairs, Board initiatives, and storytelling tied to labor market trends.

7. **Connect social media metrics to real outcomes**
Tracking conversions, event attendance, link clicks to training programs, newsletter sign-ups, and partner participation, will strengthen measurement and guide more targeted content planning.

f) Podcasts

WFS-GC is building a coordinated podcast ecosystem that turns our workforce system into a recognizable, accessible voice across the Gulf Coast. Instead of a single show, we are developing a small family of short, high-quality podcasts: each tailored to a specific audience but unified by a common editorial framework. These episodes will spotlight hiring trends, employer perspectives, training pathways, and lived experiences from residents and partners who move through our system.

To keep the work disciplined and consistent, every show will follow a central content-planning process. Topics will be sourced from WorkforceSolutionsNews.com stories, Parker Harvey's labor-market intelligence, Board initiatives, and timely economic shifts shaping opportunity in our region. Episodes will be recorded on a predictable production schedule, supported by a standardized workflow for scripting, audio editing, guest preparation, and quality review.

Promotion will not be an afterthought. Each episode will be linked directly into our digital ecosystem, featured in the newsletter, pushed across social media, embedded in career office screens, and made available in formats accessible to mobile-first and younger audiences. This ensures each podcast becomes part of our broader storytelling pipeline, not a side project.

The result will be a unified podcast strategy that expands our reach, strengthens our brand identity, and makes workforce intelligence easier to access for employers, job seekers, and regional partners. It positions the Board as a modern, data-driven, community-rooted leader, one that speaks with clarity, authority, and humanity across the entire Gulf Coast workforce landscape.

4) Workforce Solutions News

OVERALL PERFORMANCE		TOP TRAFFIC SOURCES	
Metric	**Result**	**Metric**	**Result**
Organic Views	5,766	Direct	4,157
Total Users	1,903	Google	707
Page Views per User	3.06	SharePoint Hub	
Average Session Duration	2m 13s		

WorkforceSolutionsNews.com continued its disciplined growth as the region's central channel for workforce storytelling, labor-market analysis, and event coverage. From October 1 to November 11, the site generated 5,766 organic views, with users averaging nearly two pages per session and spending more than two minutes on the platform. Direct traffic accounted for 87% of all views, a strong indicator of brand recognition and habitual return patterns. Google search produced an additional 707 views, driven largely by queries related to apprenticeship pathways, Houston job-market trends, and national workforce developments.

Search behavior makes the public's priorities unmistakable. Top queries ("National Apprenticeship Week 2025 news," "Houston jobs news," "CAEL conference 2024," and "Workforce Solutions news") show a consistent appetite for timely, authoritative information that helps residents interpret economic conditions and identify opportunity. Articles focused on apprenticeship programs, sector-specific hiring activity, and regional labor-market insights drew the highest engagement. These patterns mirror broader digital trends: audiences gravitate toward people-centered stories, actionable guidance, and content that demystifies economic movement.

Taken together, the site has become a strategic communications asset for the Board. It advances transparency, broadens access to regional workforce intelligence, and strengthens the Board's position as a trusted voice on economic mobility and workforce strategy. Its analytics confirm that residents are not passive consumers; they want navigable, reliable resources that help them make sense of the Gulf Coast labor market.

Recommendations
1. **Expand coverage of high-interest topics**
   Demand remains strongest for apprenticeship information, local job-market analysis, and major workforce events. Increasing production in these areas will enhance organic reach, improve search visibility, and reinforce the platform's position as the region's workforce information hub.
2. **Integrate more multimedia content**
   Industry-standard best practices show that short video clips, event highlights, executive commentary, and quick instructional segments significantly increase dwell time and social sharing. Embedding these assets will deepen engagement and strengthen cross-platform continuity.
3. **Boost targeted social distribution**
   While direct traffic is robust, LinkedIn, Facebook, and Instagram remain critical channels for distribution to employers, job seekers, and community partners. Purposeful amplification of articles will broaden exposure and strengthen the system's digital ecosystem.
4. **Develop evergreen resource pages**
   High-value, evergreen content, such as training access guides, sector overviews, veteran employment supports, and WIT navigation tools, creates long-tail SEO benefits, improves year-round relevance, and builds a reliable entry point for search-engine users.
5. **Track audience pathways to refine strategy**
   Following industry best practices, monitoring which articles drive return visits, longer sessions, and newsletter conversions will sharpen editorial planning. These insights will help concentrate production on content that most effectively advances the Board's strategic goals.

5) Media Highlights and Outreach
Workforce Solutions' media presence across October and early November reflected a blend of strong operational storytelling, community-focused coverage, and expanding bilingual outreach. At the same time, the period exposed a meaningful shift in broad-audience visibility driven by changes in regional broadcast programming. The evolution in both content and platform reach underscores the need for a modernized communications strategy aligned with contemporary media consumption patterns.

a) White Cane Day Coverage – ABC13 & CW39, Event: October 15, 2025. Post-event coverage on ABC13 and CW39 highlighted Houston's White Cane Day, celebrating the achievements and independence of residents who are blind or visually impaired. The segments emphasized community participation and underscored Workforce Solutions' commitment to equitable, inclusive workforce pathways and disability awareness.

AVE: $57,564
Viewership: 239,001
(Coverage aired Oct. 20–21)

b) 14th Annual Hiring Red, White & You! KPRC, KTRK, KRIV, KIAH, KJAH, and CW39, November 10, 2025, featured promotional and wrap-up segments spotlighting our annual job fair for veterans. Coverage reinforced the region's commitment to supporting veterans and military-connected households and highlighted strong employer turnout across multiple sectors.

AVE: $17,760
Viewership: 335,467
(Coverage aired Nov. 10–11)

c) **Workforce Solutions in the News**
October 2025

KTMD – MyCHN Segment
A segment featuring **Dr. Maria Franco Cortes** highlighted Workforce Solutions' efforts to support working families through job-matching services, training resources, and wraparound supports such as healthcare access. This appearance strengthened outreach to bilingual and Spanish-speaking communities and emphasized the organization's role in improving employment outcomes across the Gulf Coast.
AVE: $8,280 | Viewership: 81,240
Covered aired October 1, 2025

Federal Shutdown Segment – ABC13
As national discussions around a potential federal shutdown intensified, ABC13 included Workforce Solutions' insight in its coverage. The segment underscored the organization's role in helping Houston workers navigate uncertainty during economic disruptions and reinforced Workforce Solutions as a stabilizing resource for both job seekers and employers.

AVE: $23,400 | Viewership: 85,841
Coverage aired October 2, 2025

Local Employment Situation – ABC13
ABC13 provided extensive reporting on Houston's evolving labor market, highlighting slowing job growth, sector-specific losses, and increased competition for available roles. Workforce Solutions experts and job seekers were featured across several segments, positioning the organization as a trusted source for regional labor data, job-search guidance, and real-time insight into hiring trends.
AVE: $56,400 | **Viewership:** 234,629
Coverage aired October 3, 2025
November 2025

KTRK – Kinder Institute Job Change Survey
A KTRK segment featuring Carl Salazar elevated Workforce Solutions' role as a trusted authority on Houston's evolving labor market. Salazar provided clear, data-informed insight on slowing job growth, heightened competition for openings, and the industries where opportunities remain strong. His commentary underscored Workforce Solutions' commitment to helping residents navigate shifting hiring conditions through tailored job-matching support, workforce training, and employer connections. The coverage strengthened regional visibility and reinforced the organization's leadership in guiding the public through current economic and employment trends.
AVE: $11,000 | Viewership:118,689
Coverage aired November 17, 2025

KTMD – Labor Market Conditions and Job Seeker Support
A Telemundo KTMD segment featuring Dr. Maria Franco Cortes highlighted Workforce Solutions' role in helping job seekers navigate a cooling labor market and growing competition for available positions. Dr. Franco Cortes emphasized practical support, including job-matching services, training pathways, and guidance on in-demand industries, which empower residents to adapt to shifting hiring conditions. The coverage strengthened outreach to bilingual and Spanish-speaking communities and reinforced Workforce Solutions as a trusted resource for navigating today's job-search landscape across the Gulf Coast.
AVE: $3,134 | Viewership: 157,703
Coverage aired November 19, 2025

Univision 45 – Houston-Area Job Market & Workforce Support
Univision 45 interviewed Dr. Maria Franco Cortes at the Pearland Career Office for a segment airing Friday, November 28. During the interview, Dr. Franco Cortes discussed the Houston-area job sectors currently experiencing strong hiring, offering insight into where demand is growing across the region. She also shared strategies for job seekers to remain competitive in today's hiring environment, emphasizing résumé readiness, interview preparation, and upskilling. In addition, she highlighted the range of support Workforce Solutions provides, including job-matching services, career guidance, and training programs that help residents pursue in-demand occupations. This bilingual coverage expands outreach to Spanish-speaking audiences and reinforces Workforce Solutions as a trusted resource for navigating the Gulf Coast job market.
AVE: 25,500 | Viewership: 156,644
Covered aired November 28, 2025

Media Engagement Metrics
October 2025
Driven by ABC13's labor-market analysis and White Cane Day reporting.
- AVE: $122,244
- Viewership: 554,870

November 2025 (as of Nov. 19)
Shaped primarily by bilingual Telemundo coverage. Additional placements are expected.
- AVE: $30, 905
- Viewership: 530,619

Compared to October–November 2024, Workforce Solutions saw stronger overall visibility in 2025, with total viewership increasing from 814,287 to 934,322—a gain of more than 120,000 impressions. While total AVE decreased from $240,749 to $149,554 due to the unusually high value of one major 2024 broadcast segment, the 2025 coverage was more diverse, spanning ABC13, FOX26, CW39, KPRC, and Telemundo across more than a dozen placements. This produced broader reach, more consistent messaging, and strengthened partnerships with key media outlets.
These numbers do not reflect the entire month of November, for which two new segments will air on Univision Friday, November 28.

Analysis
We are saddened to report that Workforce Solutions lost its recurring ABC13/KTRK *Look Who's Hiring Now* segment this fall after the station's news

hour, where the program aired, was replaced by paid programming. Although the discontinuation stemmed from network scheduling decisions rather than performance, the strategic impact was immediate. For several years, this monthly segment served as one of our most effective top-of-funnel communications tools, driving broad regional awareness of hiring needs, training pathways, and upcoming events.

The timing intensified the effect. In fall 2024, HRWY and NDEAM received extensive on-air promotion through ABC13's live broadcast and livestream channels. A single job fair that October generated more than $150,000 in earned media value and reached over 440,000 viewers. In 2025, with the segment discontinued in September and ABC13 offering no comparable HRWY promotion, broad-based visibility contracted sharply. Other stations did not increase coverage to fill this gap, resulting in a media landscape that was more fragmented and less amplifying during a historically high-demand outreach window.

The HRWY data illustrates this shift. Compared with 2024, HRWY 2025 had:

- Higher registration (3,879 vs. 3,000)
- More employers (142 vs. 103)
- More on-site interviews (649)
- More wraparound engagement (WOW services, training inquiries)

Yet job-seeker turnout declined from 2,928 to approximately 1,500. This divergence, high registration paired with lower attendance, strongly suggests diminished public awareness rather than diminished interest. It reflects a contraction in the top of the communications funnel, consistent with the loss of a recurring, high-trust broadcast platform.

This year's media environment is also shaped by broader structural changes. A growing share of local station content now appears on OTT (over-the-top) platforms, streaming services accessed through smart TVs, station apps, Roku, YouTube Live, and digital news channels. These platforms are where younger and working-age audiences increasingly consume news. However, OTT impressions are not captured in traditional viewership or AVE metrics, meaning our reported totals underestimate true audience reach. For instance, our livestream of "Look Who is Hiring Now" likely achieved meaningful visibility on streaming platforms even if the show did not register as measurable broadcast "hits."

The combination of these factors, loss of a recurring ABC13 platform, diminished promotional lift for HRWY, and incomplete capture of streaming impressions, explains the contraction in reported fall media totals. Importantly, these declines do not reflect a weakening in WFS-GC's operational performance or community

engagement. Instead, they highlight the central role recurring media placements play in driving broad awareness and the need to modernize our outreach architecture to match current media consumption patterns.

Recommendations
1. **Reestablish a recurring broadcast or streaming presence.** Prioritize negotiations with ABC13 and explore recurring placements across KPRC, KHOU, KRIV, Univision, and Telemundo. Monthly visibility—whether on traditional broadcast or station OTT channels—creates cumulative audience familiarity that drives event attendance and public awareness.
2. **Develop a digital-first "Hiring Outlook" or "Opportunities This Month" series.** A polished, recurring video series distributed through WorkforceSolutionsNews.com, YouTube, LinkedIn, Instagram, and partner platforms will diversify visibility and reduce dependency on any single station's schedule.
3. **Expand bilingual and multicultural media partnerships.** Spanish-language placements strongly performed this fall. Increasing collaboration with Telemundo and Univision can broaden reach and reinforce equitable access.
4. **Implement structured promotional cycles tied to major events.** Align HRWY, apprenticeship campaigns, youth initiatives, and sector strategies with coordinated outreach windows across broadcast, OTT, digital, and social media channels.
5. **Modernize media measurement to incorporate OTT and digital impact.** Supplement AVE with streaming impressions, referral traffic, event conversion rates, content engagement, and newsletter acquisition. These metrics better reflect the hybrid media environment the public now inhabits.
6. **Build a diversified media portfolio to mitigate single-station risk.** A multi-platform strategy spanning broadcast, OTT, social video, and owned content will stabilize visibility and insulate the system from programming shifts like the loss of the ABC13 segment.

d) The Complete Guide to Services
The Complete Guide to Services is now finalized and has been added to the Resource tab on the homepage of WorkforceSolutionsNews.com. The guide provides a clear, accessible overview of all major services across the region and serves as a strong communications asset for customers, employers, partners, and staff. It strengthens efforts toward consistent messaging and increasing awareness about what Workforce Solutions-Gulf Coast offers, and it gives the Board a shareable, easy-to-use resource that supports outreach and public communication.

e) Career Services Guidebook

The Career Services Guidebook is now complete and ready for use. It is the Board's first comprehensive service manual, bringing all major policies, workflows, and customer-facing processes into one place for staff and partners across the region. It establishes a clear, consistent way to describe services across all our career offices and supports onboarding, training, and day-to-day communication. The guidebook is expected to evolve over time as programs and processes change, and QR codes will be added once the new website launches. This resource gives the Board a stronger foundation for internal communication and a more unified set of materials to support how services are presented across the region.

f) Fort Bend Convening

We have met with Fort Bend County Commissioner Andy Meyers and his chief of staff, Andrew Chao, to begin planning a county-level roundtable for January as part of the Board's broader effort to take the Strategic Plan out across all 13 counties. The meeting helped confirm local interest in a focused conversation about economic development, workforce needs, and the region's emerging industries. This convening will follow the same approach used in other counties by bringing employers, education partners, and county leaders together to discuss priorities and highlight the Board's role in supporting the county's workforce needs. The event will give the Board additional visibility in Fort Bend and strengthen local relationships ahead of future projects and engagements.

Community Outreach

WFS-GC Newsletter

The fourth edition of the Workforce Solutions Gulf Coast News newsletter, released in October 2025, highlighted significant systemwide developments as WFS-GC launched a new, regionally aligned service delivery model. The issue opened with a message from Director Stipeche, emphasizing innovation, accountability, inclusivity, and collaboration as the guiding values behind the organization's transformation.

A central focus of this edition was the rollout of the new service delivery model, which reorganizes career office operations into three geographic regions (North, East, and West) and consolidates employer and jobseeker services within each location. The newsletter described how Workforce Solutions worked closely with new regional partners to ensure a smooth transition and emphasized the benefits of a more localized, all-in-one approach to customer support. Contact information for regional service teams was provided, reflecting the organization's commitment to accessibility and customer responsiveness.

The issue also promoted the upcoming 14th Annual Hiring Red, White & You! job fair and highlighted the collaborative effort behind the event, including partnerships with the Texas Veterans Network, Combined Arms, the Texas Veterans Commission, and the Texas Medical Center, and underscored its purpose: honoring veterans and connecting them and their families to meaningful civilian employment opportunities.

A Board Member Spotlight featured Vice Chair Paul J. Puente, emphasizing his leadership in the construction trades and his long-standing commitment to apprenticeship pathways and community advancement. His profile reinforced the Board's strategic focus on expanding access to high-quality, industry-aligned training programs.

The newsletter also celebrated program successes across the region. An adult education success story highlighted the career journey of Sergio Peña, now a deputy with the Montgomery County Constable's Office, whose participation in adult learning and police academy training helped him achieve long-term career goals. Additional program features showcased the Early Childhood Education Expansion Team's wide-ranging impact, including more than $20 million invested in early learning, a growing Texas Rising Star mentor team, and upcoming wage supplementation designed to support early childhood educators.

Regional spotlights provided detailed economic and workforce updates from Chambers, Galveston, and Austin counties, highlighting sector strengths, hiring needs, and opportunities for jobseekers. These updates underscored how Workforce Solutions continues tailoring services and employer engagement to the unique conditions in each part of the region.

Finally, the newsletter offered a range of data and labor market insights, including updates on Houston's flat job growth, demographic trends, and county-level unemployment changes. It also promoted a new economic insights video featuring Executive Director Juliet Stipeche and Economist Parker Harvey, emphasizing the value of real-time data in shaping talent investment and aligning regional training priorities with economic demand.

Together, the October edition highlighted transformative system improvements, regional economic conditions, and the organization's continued commitment to serving jobseekers, employers, and communities with excellence.

Recommendations
1) **Continue linking system changes to customer impact:** The new service delivery model was communicated clearly and positively. Future editions

should maintain this approach by explaining how ongoing changes improve access, efficiency, and service quality for jobseekers and employers.

2) **Expand use of human-centered storytelling across programs:** Success stories like those of Sergio Peña and Board leadership profiles resonate strongly. Featuring additional narratives across sectors, young adults, apprentices, early educators, and employers, will deepen connection and broaden appeal.

3) **Highlight new service regions with practical examples:** Now that offices are organized into North, East, and West regions, future issues could include short regional features showing how this alignment improves responsiveness and outcomes for local communities.

4) **Strengthen promotion of upcoming events and partner engagement:** The Hiring Red, White & You! event was prominently featured. Continuing this practice, especially for county-level events and employer partnerships, can help drive participation and highlight systemwide collaboration.

5) **Integrate more multimedia content to increase engagement:** The economic insights video is a strong addition. Including short video clips, infographics, or Q&A features in future newsletters will increase accessibility and encourage readers to explore additional resources.

6) **Use labor market data to highlight actionable opportunities:** Pairing regional job trends with in-demand occupations or available training programs can help readers better understand how data translates into real employment pathways.

We have also discussed creating a new internal newsletter, possibly called WFS-GC INSIGHT, to help share important information to Board staff, service providers, and our vendors.

Hiring Red, White & You!
The 14th Annual Hiring Red, White & You! (HRWY) job fair was held on Monday, November 10, 2025, at NRG Arena Hall C and was a major success for Workforce Solutions and its regional partners. Hosted in collaboration with the Texas Veterans Network, Combined Arms, Texas Workforce Commission, Texas Veterans Commission, and the Texas Medical Center, the event honored the contributions of veterans and their families while connecting them to high-quality employment opportunities across the Gulf Coast region.

More than 100 employers and Veteran Service Organizations participated, offering a wide range of positions across key industries, including healthcare, manufacturing, transportation, energy, and public safety. Workforce on Wheels and the VA were also onsite, ensuring veterans had access to immediate support, referrals, and benefit information. Employer turnout was strong, and job seeker

attendance exceeded expectations, with steady crowds throughout the day and high engagement across tables.

Feedback from both employers and attendees was overwhelmingly positive, with many organizations reporting strong candidate connections and several veterans sharing that the event helped them secure interviews or find new leads in competitive fields. The visibility of HRWY, supported by event promotion in the October newsletter and across Workforce Solutions channels, reinforced the Board's commitment to serving those who have served and strengthened the region's reputation for veteran-forward workforce development.

HRWY remains one of the region's flagship hiring events, and this year's successful execution further demonstrates Workforce Solutions' continued leadership in aligning employers, veterans, and community partners to advance economic opportunity.

Analysis
This year's Hiring Red, White & You! event demonstrated Workforce Solutions' strong coordination capacity and its continued leadership in serving veterans across the region. High employer participation and strong job seeker turnout confirmed the event's value as a direct pathway to quality employment opportunities. The presence of the VA, VSOs, and Workforce on Wheels strengthened wraparound support and created a seamless experience for attendees. Positive feedback from both employers and veterans indicates that the event successfully met regional hiring needs and reinforced Workforce Solutions' reputation as a trusted convener for veteran-focused workforce initiatives.

Recommendations
1) **Return to Minute Maid Park for the 2026 event**
   The scale and success of this year's job fair indicate that returning to Minute Maid Park would elevate visibility, improve accessibility, and support higher employer and attendee participation.
2) **Reinstate a VIP kickoff breakfast**
   Reintroducing the VIP breakfast—last held in 2020—would strengthen partner engagement, create space for dignitaries and employers to connect, and help generate early media attention.
3) **Work closely with the Texas Veterans Commission and Combined Arms**
   Deepening collaboration with these key partners will help design an event truly worthy of veterans—one that reflects honor, respect, and the full scope of services and opportunities available to those who have served.
4) **Incorporate live entertainment**

Adding musical performers or other veteran-friendly entertainment would enhance the event atmosphere, increase traffic, and help position HRWY as a premier regional celebration of veterans and their families.

Other Activities:

Council for Adult and Experiential Learning (CAEL) Conference, Memphis, Tennessee, Virtual Presentation, November 11, 2025
At the CAEL Conference, Juliet and Leigh Ann presented *Reimagining Career Pathways in the Gulf Coast Region*, outlining how the GCWB and WFS-GC are aligning education, workforce, and employer systems across 13 counties to better serve adult learners. Drawing on regional challenges identified in the presentation, such as siloed systems, misaligned CTE offerings, and weak transitions between education and employment, they highlighted how the Tri-Agency Workforce Initiative and cross-sector convenings are creating a more coordinated, durable framework for workforce development. They emphasized the power of shared data, referencing the cross-agency datasets illustrated in the deck, which now allow the region to track individuals from K–12 through college into the workforce and identify transition gaps and inequities that require redesign.

They also showcased practical strategies that are driving change in the region, including expanded apprenticeships, stackable credentials, flexible training designed for working learners, and wraparound supports such as childcare and advising. They underscored the importance of youth-to-adult alignment through programs like Hire Gulf Coast Youth, which builds early exposure and paid experience into long-term pathways. The presentation concluded with three replicable practices for other regions: use shared data to pinpoint systemic gaps, convene partners regularly to turn vision into practice, and invest in youth on-ramps that feed directly into adult pathways and employer pipelines.

President's Lecture Series: *Upskill Yourself — The Future of Work Starts Now,* **November 18, 2025**
At UHD's President's Lecture Series, Juliet Stipeche, Rice Professor Flávio Cunha, and Jacquie Young-Hall from the Port of Houston, joined together for a focused conversation on preparing Houston's students and young adults for a rapidly shifting workforce. Juliet outlined the Gulf Coast region's strongest areas of job growth, including maritime logistics, supply chain, healthcare, and energy transition, and stressed the need for clear, coordinated pathways that link K–12 education, higher education, workforce systems, and employers. Dr. Cunha contributed research-based insight on economic mobility and the structural barriers young adults face, while Jacquie Young-Hall highlighted hands-on

opportunities and industry partnerships shaping Port Houston's workforce pipeline. Collectively, the panel emphasized that equitable access to training, apprenticeships, and rapid upskilling, especially for first-generation and working learners, requires alignment, intentional communication, and strong cross-sector collaboration.

Smart Cities Workshop: The Power of Public–Private Partnerships Built on Trust, November 19, 2025, Alexandria, Virginia

At the Smart Cities Workshop on *The Power of Public–Private Partnerships, Built on Trust*, Juliet served as a featured panelist along with GCWB Member, Marie Arcos and Megan Steckly of Compudot, and Houston ISD's Najah Callendar, bringing a deep, systems-level perspective on collaboration, communication, and regional workforce transformation. The session's core premise focused on the idea that effective Smart City innovation depends not on technology alone, but on the quality of relationships and the trust that anchors them to drive education and workforce innovation. During the discussion, panelists drew on their experience coordinating multi-jurisdictional, multi-sector partnerships. They emphasized how trust is cultivated through consistency, clarity, and shared purpose and how cross-sector initiatives succeed when organizations listen deeply before moving to action. The discussion illustrated how public institutions, industry partners, and community organizations can operate as co-owners of regional progress when they intentionally build relational infrastructure alongside technical infrastructure.

Website Update:

The initial foundational work for the new website is fully complete. This includes the successful execution and conclusion of the Discover Phase, the detailed Information Architecture Phase, the comprehensive Design Phase, and the preparation of all necessary Content.

Currently, our focus is squarely on execution in two key areas: the Development Phase, which is progressing strongly and is already approximately 70% completed, and Page Design, concentrating on the creation of the initial versions of the actual webpages. While the completion percentage for Page Design is currently unknown, we anticipate securing a firm completion percentage update soon.

Looking ahead, our next critical milestones are focused on delivering the beta version and setting up the environment. The project is scheduled to deliver the beta website to H-GAC/Workforce Solutions on December 11th. On December 12th, the creation of the beta website will take place within the H-GAC environment.

The final review process is slated to begin shortly thereafter. The Beta site review and launch plan will kick off on December 15th with a target completion date of January 14th. Following this final review and planning period, the estimated public launch date for the new website is January 16, 2026.

Next Steps:
1. A meeting between board staff and Outreach is scheduled in December to further the planning of a podcast, which will kick off in early 2026.
2. We are planning improvements to our newsletter publication, ensuring that our team can better contribute to the stories we share with the community. We are also planning the cadence of the newsletter for eight editions a year, with hopes of communicating enough but not too much with our subscribers.
3. Media training is being conducted in early December for Board members and staff, providing guidance in dealing with the media and other key communications skills.
4. System communications training for Board staff and key members of our contractor teams will take place in January. This training will align the entire organization in our efforts to engage with our community regularly and uniformly through social media, print materials, and other vehicles of communication.

Development New GCWB Logo
The team is developing a new Gulf Coast Workforce Board logo as part of a broader effort to refresh and modernize the Board's visual identity. This updated look will strengthen brand recognition, unify communications across platforms, and support upcoming outreach efforts aimed at employers, partners, and community stakeholders. A modernized identity will also position the Board for clearer, more consistent messaging as we expand visibility across the region. Board members have been asked to rank their preferred design options. Once rankings are compiled, we will return to the Board with the winning design for final confirmation.

Action Item: Board staff requests that the Board approve the Communications Committee Charter, attached as **Attachment 8e.i**.

Attachment 8e. i

Communications Committee
Committee Charter

I. Purpose

The Gulf Coast Workforce Board Communications Committee is established to provide oversight, guidance, and strategic recommendations related to information-sharing with internal and external audiences of the Gulf Coast Workforce Board. The Committee works with the Board and staff to review communications strategies to support alignment with the Board's mission, strategic goals, and compliance with applicable laws and requirements. It provides recommendations to the Executive Committee or Gulf Coast Workforce Board accordingly.

II. Authority
The Communications Committee operates as a standing committee of the Gulf Coast Workforce Board. The Committee has the authority to:
- Review and recommend social media, website, and applications strategies.
- Monitor performance measurements and recommend changes.
- Review and recommend expenditures related to communications efforts.
- Monitor compliance with federal, state, and local regulations.
- Recommend communications policies and procedures for adoption by the Board.

III. Membership
- Members shall be appointed by the Gulf Coast Workforce Board Chair.
- The Committee shall consist of no fewer than three (3) members.
- The Chairs of all other standing Committees of the Gulf Coast Workforce Board shall serve as members of this Committee.

IV. Roles and Responsibilities
1. **Strategy Development**
   - Work to ensure all funding is expended in compliance with grant requirements and financial regulations.
   - Collaborate with staff and executive leadership to create communications strategies.
   - Create and oversee a comprehensive communications plan. This includes defining key messages, identifying target audiences (e.g., employees, customers, investors, the media, the public), and determining the best channels and tactics to reach them.

2. **Oversight**
   - o Regularly evaluate the effectiveness of communication efforts. This can be done by tracking key metrics like website traffic, social media engagement, media mentions, and employee survey results. The findings are then used to make recommendations for improvement.
   - o Identify and evaluate variances from the budget.
   - o Recommend adjustments or corrective actions as needed.

3. **Branding, Messaging, and Planning**
   - o Ensure consistency in the brand voice and messaging across all communication platforms. The committee helps establish and maintain editorial style guides and corporate identity standards to ensure all content is aligned with the company's values and goals.
   - o Work with the Board Staff to set annual objectives and a long-term work plan that supports strategic initiatives. This includes budgeting for communication activities and evaluating the effectiveness of their efforts.

4. **Communication & Reporting**
   - o Provide regular reports and recommendations to the full Board.
   - o Ensure transparency and accountability in financial decision-making.

V. Meetings

- The committee shall meet at least twice a year or more frequently as needed.
- A majority of members shall constitute a quorum.
- Minutes shall be maintained for all meetings and submitted to the full Board.

VI. Conflict of Interest

All members of the Communications Committee shall adhere to the Board's conflict of interest policy and disclose any actual, potential, or perceived conflict of interest related to matters under the Committee's review or decision making. Committee members are expected to act in the best interest of the Gulf Coast Workforce Board and avoid any personal or financial interest that could compromise their impartiality or the integrity of the Committee's work.

VII. Confidentiality

Committee members shall maintain confidentiality of all sensitive information, deliberations, and documents reviewed in the course of their duties. Members shall not disclose confidential information to unauthorized persons or use such

information for personal gain. The obligation of confidentiality extends beyond the term of membership on the Communications Committee.

VI. Review and Amendments
This charter shall be reviewed annually by the Communications Committee and may be amended by a majority vote of the Gulf Coast Workforce Board.

This charter was approved by the Gulf Coast Workforce Board on (Month/Date/Year).

_____   _____

Board Chair   Date
Gulf Coast Workforce Board

Performance and Production Update for November 2025

Reporting Infrastructure Enhancements

Workforce Solutions – Gulf Coast continues to work closely with the Texas Workforce Commission as the state modernizes its reporting infrastructure. Although several modules have been successfully updated, data completeness challenges remain, particularly in areas tied to Youth and credential reporting. To strengthen accuracy and consistency, the Board has accelerated the rollout of standardized reporting tools across service providers. These tools are helping ensure more reliable and timely reporting, giving leadership a clearer view of regional performance. In parallel, Gulf Coast continues to utilize predictive models aligned with TWC methodologies, enabling the region to monitor trends proactively and refine operations in real time.

Provider Collaboration & Support

Partnership with service providers remains a top priority. Bi-monthly coordination sessions continue to strengthen alignment across the region, reinforce best practices, and promote system-wide accountability. A comprehensive training series has also been deployed for both provider and Board staff, focusing on advanced interviewing skills, career assessment strategies, and improved documentation practices. These efforts are helping frontline teams better connect customers to high-quality employment opportunities and ensuring that regional service strategies translate into measurable performance gains.

**Performance and Regional Comparison Summary
(October 2024 – September 2025)**

As of September 2025, the Gulf Coast region closed the year with strong performance across key WIOA measures, particularly within the Adult and Dislocated Worker programs. Employment outcomes remain a major strength, consistently exceeding targets and outpacing statewide results in most areas. Skills-based measures also continue to perform at a high level, reflecting strong alignment between training investments and employer needs. Median earnings for both Adults and Dislocated Workers have shown continued growth over the year, underscoring the region's focus on quality job placements and long-term economic advancement.

Credential attainment, however, remains an area where improvement is still needed. Although progress has been made, Gulf Coast continues to trail statewide performance across multiple programs. To address this, the region has launched targeted initiatives that include strengthened partnerships with training providers, expanded participant support during certification processes, and enhanced verification efforts to ensure accurate reporting of completed credentials.
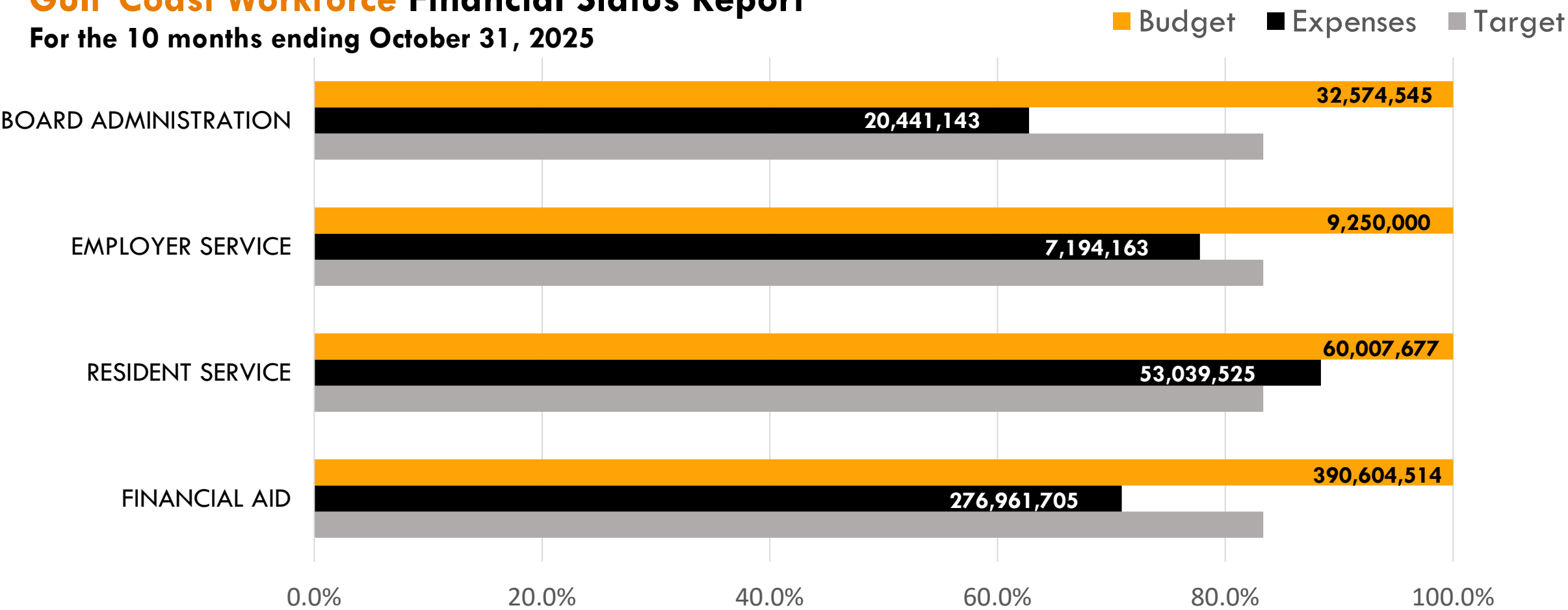
Youth outcomes are beginning to stabilize following recent system updates that improved data reliability and visibility. Early indicators point to progress in employment and earnings outcomes, though credential attainment still lags behind state averages. Continued improvements to data systems and performance tracking are expected to support more informed decision-making and enhanced outcomes in the coming year.

While overall system performance remains strong, reemployment outcomes have softened compared to earlier periods. The Board is closely monitoring this trend and working with providers to identify underlying factors and refine strategies to support quicker returns to work. Child care participation continues to perform well, with stable utilization levels that reinforce the region's ability to support working families and strengthen employment stability.
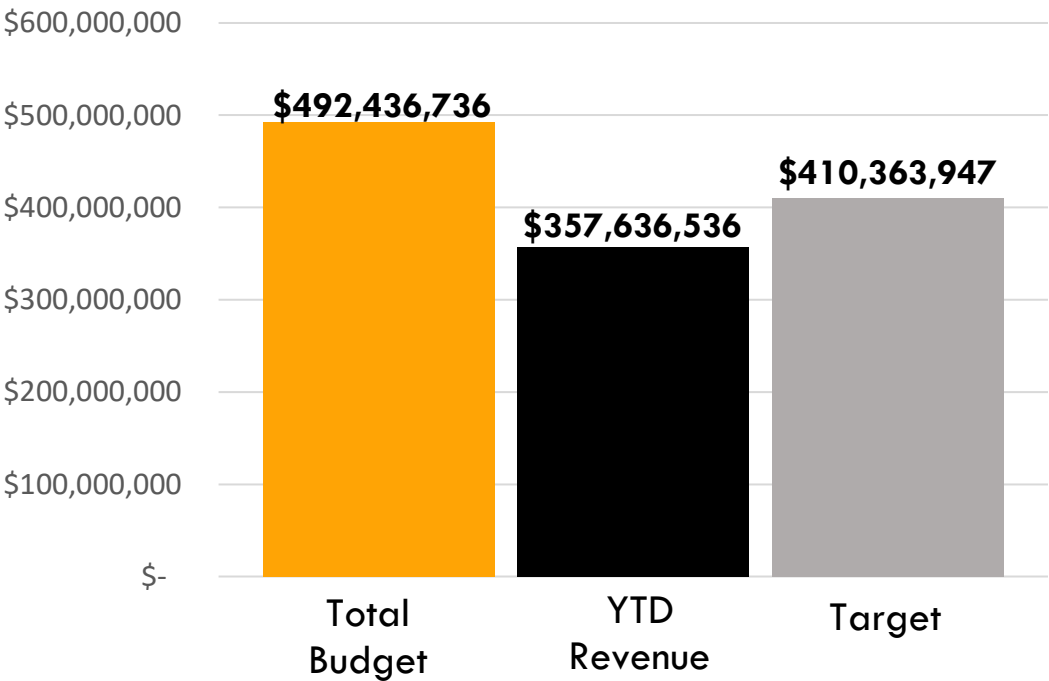
Measure		% of Target		
		Gulf Coast Performance	State Performance	State vs Gulf Coast Difference
WIOA Outcome Measures	Employed Q2 Post Exit - Adult	104.26%	104.14%	0.12%
	Employed Q4 Post Exit - Adult	103.56%	101.32%	2.24%
	Median Earnings Q2 Post Exit - Adult	101.10%	95.52%	5.58%
	Credential Rate - Adult	83.77%	96.63%	-12.86%
	Measurable Skills Gains - Adult	113.68%	96.06%	17.62%
	Employed Q2 Post Exit - DW	107.02%	104.55%	2.47%
	Employed Q4 Post Exit - DW	102.76%	104.09%	-1.33%
	Median Earnings Q2 Post Exit - DW	125.65%	100.19%	25.46%
	Credential Rate - DW	86.42%	96.67%	-10.25%
	Measurable Skills Gains - DW	102.43%	96.06%	6.37%
	Employed/Enrolled Q2 Post Exit - Youth	92.46%	99.58%	-7.12%
	Employed/Enrolled Q4 Post Exit - Youth	92.45%	97.41%	-4.96%
	Median Earnings Q2 Post Exit - Youth	120.83%	109.59%	11.24%
	Credential Rate - Youth	89.20%	103.32%	-14.12%
	Measurable Skills Gains - Youth	116.22%	110.24%	5.98%
	Employed/ Enrolled Q2 - C&T			
	Employed/ Enrolled Q2-Q4 - C&T			
	Credential Rate C&T	82.24%	95.54%	-13.30%
Reemployment and Employer	Claimants Reemployment within 10 weeks	91.87%	90.28%	1.59%
	Texas Talent Assistance Rate	323.06%	-----	-----
Program Participation Measures	Average Children Served Per Day	99.30%	97.07%	2.23%
	Childcare Initial Job Search Success Rate	78.21%	-----	-----
	Choices Full Engagement Rate	-----	-----	-----
Adult Education	Adult Ed Total 12+ Hour Students	83.65%	119.20%	-35.55%
	Integrated Education/Training - IET (AEFLA)	68.64%	96.13%	-27.49%
	Intensives	85.24%	126.09%	-40.85%
	Popular	79.75%	-----	-----
	Measurable Skills Gain	121.97%	123.83%	-1.86%

Gulf Coast Workforce Financial Status Report
For the 10 months ending October 31, 2025

Legend: ■ Budget ■ Expenses ■ Target

Category	Expenses
BOARD ADMINISTRATION	Budget 32,574,545 / Expenses 20,441,143
EMPLOYER SERVICE	Budget 9,250,000 / Expenses 7,194,163
RESIDENT SERVICE	Budget 60,007,677 / Expenses 53,039,525
FINANCIAL AID	Budget 390,604,514 / Expenses 276,961,705

X-axis: 0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

Workforce Revenue

- Total Budget: $492,436,736
- YTD Revenue: $357,636,536
- Target: $410,363,947

Y-axis: $- , $100,000,000 , $200,000,000 , $300,000,000 , $400,000,000 , $500,000,000 , $600,000,000

System Expenses

- FINANCIAL AID - EARLY EDUCATION $252,363,127
- FINANCIAL AID - TRAINING & SUPPORT $12,923,915
- FINANCIAL AID - OPERATIONS $11,674,662
- CAREER SERVICES $45,373,050
- EMPLOYER ENGAGEMENT $6,069,735
- QUALITY IMPROVEMENT $1,124,428
- ADULT EDUCATION $7,666,475

Pie chart: 74.8%, 13.5%, 3.5%, 3.9%, 1.8%, 0.3%, 2.3%