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# GULF COAST WORKFORCE BOARD

## AGENDA

**Tuesday, February 6, 2024, at 10:00 a.m.**  
**2<sup>nd</sup> Floor, 3555 Timmons Lane**  
**Houston, Texas 77027**

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

- 1. Call to Order**
- 2. Roll Call**
- 3. Adopt Agenda**
- 4. Public Comment**
- 5. Review of the December 2023 Meeting Minutes**
- 6. Declare Conflicts of Interest**
- 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. Employer Engagement Committee Report: (Committee Chair Sara Bouse), and
  - e. Audit and Monitoring Committee Report: (Committee Chair Guy Jackson).

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## 8. Action Items:

- a. Procurement Committee Report: Briefing of the January committee meeting including discussion, consideration, and possible action on the following:
  - i. Family Engagement and Home-Based Provider Services (Committee Chair Dr. Bobbie Henderson),
  - ii. Adult Education Professional Development (Committee Chair Dr. Bobbie Henderson), and
  - iii. Workforce Attorney (Committee Chair Dr. Bobbie Henderson).
- b. Budget Committee Report: Briefing on the Committee's January meeting and adoption of the 2024 Budget. (Committee Chair Willie Alexander)
- c. Nominations Committee Report: Report from Committee Chair on electing Board Officers for 2024 (Committee Chair Guy Jackson)

## 9. Information:

- a. Performance and Production: Report on the system's performance and production (Philip Garcia)
- b. Expenditures: Report on the Board's budget and expenditures (AJ Dean)

## 10. Presentation

- a. A Look at the Economy (Parker Harvey)

## 11. Other Business

## 12. Adjourn



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, February 5, 2024**, to Deborah Duke at [deborah.duke@wrksolutions.net](mailto:deborah.duke@wrksolutions.net).

Meeting materials are available on our website at [www.wrksolutions.com/about-us/meetings](http://www.wrksolutions.com/about-us/meetings).

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**MINUTES OF MEETING OF  
THE GULF COAST WORKFORCE BOARD  
TUESDAY, DECEMBER 5, 2023**

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**MEMBERS PRESENT**

Sofia Adroque	Bobbie Henderson	Mou Sarkar
Willie Alexander	Alan Heskamp	Danielle Scheiner
Marie Arcos	Guy Robert Jackson	Keri Schmidt
Anne Bartlett	Doug Karr	Richard Shaw
Peter Beard	Michael Love	Gil Staley
Shonda Below	Jonathan Lowe	Sandra Taylor
Sara Bouse	Edward Melton	Lizandra Vazquez
Carl Bowles	Margaret Oser	Carolyn Watson
Helen Cavazos	Paul Puente	Michael Webster
Melissa Gonzalez	Monica Riley	Bin Yu
Cheryl Guido	Melanie Rodriguez	
Mark Guthrie	Nasruddin Rupani	

**H-GAC STAFF PRESENT**

Ron Borski	Philip Garcia	Kristi Rangel
Michelle Castrow	Parker Harvey	Juliet Stipeche
AJ Dean	Danielle Knotts	Chuck Wemple
Deborah Duke	Rebecca Neudecker	

Chair Mark Guthrie called the in-person meeting of the Gulf Coast Workforce Board to order at approximately 10:00 a.m. on Tuesday, December 5, 2023. Deborah Duke called roll to determine a list of members present. Chair Guthrie determined a quorum was present.

Chair Guthrie welcomed new members Sofia Adroque, Melanie Rodriguez and Sandra Taylor and invited each of them to provide a brief introduction. All were warmly welcomed by the Board.

**ADOPTION OF AGENDA**

Chair Guthrie presented the agenda and requested a motion to approve the agenda as presented. A motion was made and seconded to adopt the agenda. The motion carried, and the agenda was adopted as presented.

## **PUBLIC COMMENT**

Kyle Swift representing the Texas Hearing Institute provided a public comment. Mr. Swift provided an overview of the services provided to pre-school age students at The Melinda Webb School for children with hearing loss between the ages of 18 months to kindergarten. He expressed that access to the child care subsidy program has been transformative for families served by the school. Mr. Smith thanked the board for the opportunity to share this experience and Chair Guthrie thanked Mr. Smith for his comments.

## **MINUTES FROM OCTOBER 3, 2023, MEETING**

Chair Guthrie asked for approval of the minutes of the last Board meeting. A motion was made and seconded to approve the minutes of the October 3, 2023 meeting as presented. The motion carried unanimously.

## **DECLARE CONFLICTS OF INTEREST**

Chair Guthrie invited Board members to disclose any conflicts of interest related to today's action items on the agenda, to ensure transparency and accountability throughout the decision-making process. No conflicts were reported. Chair Guthrie reminded members that they could also declare any conflicts with items as they were taken up.

## **CONSIDER REPORTS**

### *a. Chair's Report.*

Chair Guthrie provided a report on recent national, state and local developments, activities and conferences pertinent to workforce development.

As for national developments, Chair Guthrie reported that, shortly before the November 17 deadline, Congress passed, and the president signed a continuing resolution to continue funding the federal government through January 19, 2024 for four appropriations bills and through February 2 for the eight remaining bills including Labor and Health and Human Services and Education, the primary sources of workforce funding. The National Association of Workforce Boards (NAWB) continues to advocate against a federal government shutdown and against the previously proposed WIOA funding reductions.

Chair Guthrie also reported that he attended the quarterly meetings of the NAWB Board of Directors in Alexandria VA in October. Topics discussed at the meetings included WIOA reauthorization as well as plans for the 2024 NAWB national conference known as The NAWB Forum. He also reported that he was selected as

one of twelve workforce leaders across the country to attend an inaugural class involving best practices for equity, diversity and inclusion in the workforce system operations. The curriculum is a joint effort between NAWB and CAEL (Coalition of Adult Experiential Learning). Classes are continuing through March and Chair Guthrie will continue to provide updates at future meetings. He also plans to attend the next NAWB Directors meeting in January and will report on that meeting at the February meeting.

Moving to Texas matters, Chair Guthrie, along with other Board members and staff attended the Texas Workforce Commission (TWC) annual conference in Houston. He reported that he and Guy Robert Jackson also attended Texas Association of Workforce Boards (TAWB) directors meeting prior to the annual conference.

Locally, Chair Guthrie expressed that he had the pleasure of attending and speaking at the opening ceremonies of the Hiring Red, White & You event at the Northline office in November.

Lastly, Chair Guthrie congratulated Guy Robert Jackson on the 150<sup>th</sup> anniversary of his company.

Chair Guthrie concluded his report, and no action was taken.

*b. Executive Director's Report.*

During the recent board meeting, Executive Director Juliet Stipeche provided a series of updates.

Ms. Stipeche opened her address by inviting members to express thoughts of thankfulness and gratitude by adding notes to the "tree of gratitude" in the room for this meeting. She also thanked members, especially new members present, for their service and support of the Gulf Coast Workforce Board.

Ms. Stipeche reported that several meetings of the Strategic Planning Committee occurred since the October board meeting. She stated that a full report will be provided by Committee Chair, Carl Bowles later in the meeting and thanked members and others who assisted with input, research and reports helping in that process.

Ms. Stipeche also reported that, since the last meeting, she had the opportunity to visit Cambridge, Massachusetts to attend the Jobs for the Future Pathway to Prosperity Conference, which was insightful and informative. Further, our region celebrated Apprenticeship Week which provided another opportunity to talk about the region's investment in apprenticeship programs and look at how we can diversify the various careers and industries that utilize that model. We also celebrated Veteran's Day with the Red, White & You job fair for veterans and their

spouses. She noted that Michelle Castrow would provide an additional update on Red, White and You later in the meeting. SERCO of Texas held a meet and greet with Board staff, career office leaders, recruiters, and business consultants. The meeting was exciting, especially given all the transformation that has occurred in our employer engagement division.

Ms. Stipeche reported that Russell Tomlin has joined the team as our Senior Manager of Career Services. He brings a considerable amount of expertise in career office operation and is assisting us in designing and developing the new career service division as we move forward with our strategic plan as well. She also informed the Board that Kristi Rangel has been promoted to Assistant Director of Workforce for our leadership team and AJ Dean has been promoted to Senior Manager of Fiscal Administration and Contract Management. Ms. Stipeche noted that we are looking at all these opportunities to enhance our team and design new strategies so that we can address what Chair Guthrie described earlier, the need for more skilled workers in our region.

Luis Moreno, who is our Regional Convener for Education, has been working with education service centers Region 3, 4 and 6 to meet with various school districts and community colleges in our area as well as employers. These interviews and information are critical to us to examine how we can better partner as a Tri-Agency Convenor and determine how to more effectively braid resources. We want to build a robust system that is looking at people holistically and addressing the needs of people where they are.

Ms. Stipeche reported that, last year on December 5th, 2022, we had a wait list of about 21,000 families and children waiting for care and we had about 29,000 children enrolled. This year given the transformation and changes, we now have 35,221 children enrolled and our wait list has dropped to 15,296. She commended the Board for its support that has allowed us to push forward and look at things in a new way.

She also announced the creation of the Early Education Advisory Council. The Texas Workforce Commissioner has approved a Childcare Workforce Strategic Plan, which includes requiring boards to establish a local childcare committee. A diverse group of our education team came together and created a framework for what we are calling the Early Education Advisory Council. This council will meet to deliver insights and innovative strategies aimed at elevating the standard of care for children from infancy through school age in our region and will harness members of diverse groups including licensed childcare centers, licensed and registered childcare homes, current and former Childcare service parents, community stakeholders, contract staff and board staff. Board staff will design the agenda, but this council will assist in reviewing and analyzing data and feedback from surveys and looking at our childcare plan to provide us with more input. Members will serve a term of two years and will meet quarterly starting in 2024.



This Advisory Council will report to the Board's Education Committee two times annually. Ms. Stipeche invited Board members to share this application information with individuals who would be ideal for this group.

Finally, Ms. Stipeche thanked everyone that worked so hard this year. She expressed deep appreciation and thanked staff and service providers for helping to achieve these goals.

Ms. Stipeche concluded her report, and no action was taken.

*c. H-GAC Executive Director's Report.*

H-GAC Executive Director Chuck Wemple began his report by congratulating team members Rebecca Herrera, Crosby Brito, Kristi Rangel and Juliet Stipeche for their outreach efforts in the region.

Next, Mr. Wemple provided a brief budget update as requested by the Board in the October meeting. The overview provided included the overall H-GAC budget which includes the Workforce program as well as the Aging program, Transportation, Environmental Planning and more. He stated that H-GAC's fiscal year is from January 1<sup>st</sup> to December 31<sup>st</sup>. The budget document is shared with many of our funding partners as well as external auditors. He provided a summary of the 2024 budget and reviewed the overall budgeting process for the Board.

Mr. Wemple concluded his report, and no action was taken.

*d. Strategic Planning Committee*

Committee Chair Carl Bowles provided the following Strategic Planning Committee report.

**Executive Summary**

The Gulf Coast Workforce Board's Strategic Planning Committee held a series of critical meetings in late 2023 to develop a strategic plan for the Houston Gulf Coast region's workforce. The Committee is methodically laying the foundation for a strategy that addresses the rapidly evolving market dynamics and technological advancements impacting middle-skilled job sectors. A significant focus of the deliberations is on enhancing the functionality and reach of Workforce Solutions – Gulf Coast, with the aim of creating a more effective conduit between job seekers and the changing labor market demands. Integral to this approach is the incorporation of insights from seminal studies which underscore the increasing importance of postsecondary education in a tech-driven economy. The Committee's ongoing efforts represent a strategic approach towards developing an actionable and evidence-based plan, crucial for stimulating economic growth and

preparing the workforce for the challenges and opportunities of a globally competitive marketplace.

### Introduction

Under the leadership of Committee Chair Carl Bowles, the Committee has been working hard to develop a strategic plan where the Gulf Coast Workforce Board actively responds to evolving market needs and technological advancements to ensure the local workforce remains competitive and prosperous. Since the last Board meeting, the Committee convened for a retreat and two additional meetings, including:

October 6, 2023 - Retreat: Key participants included Committee Chair Carl Bowles, Workforce Board Chair Mark Guthrie, and members Sara Bouse, Cheryl Guido, Bobbie Henderson, Adrian Ozuna, Paul Puente, Mou Sarkar, Richard Shaw, and Carolyn Watson. This retreat was pivotal in shaping the Committee's strategic approach.

October 27, 2023 - Meeting: Attended by Committee Chair Carl Bowles, Workforce Board Chair Mark Guthrie, and members Peter Beard, Bobbie Henderson, Doug Karr, Adrian Ozuna, Paul Puente, Richard Shaw, and Carolyn Watson. This meeting furthered discussions on the strategic direction post-retreat.

November 17, 2023 - Meeting: The Committee, including Carl Bowles (Chair), Peter Beard, Sara Bouse, Cheryl Guido, Bobbie Henderson, Doug Karr, Adrian Ozuna, Paul Puente, Richard Shaw, Carolyn Watson, and Workforce Board Chair Mark Guthrie, reviewed the year's work, delved further into studies and data relevant to workforce development, and ranked strategic planning priorities recommended by Jobs For the Future.

These gatherings were instrumental in advancing the strategic planning process, with a particular emphasis on the Board's role as a connector among diverse stakeholders in labor market issues.

### Landscape Analysis

The Houston-Gulf Coast region confronts a substantial workforce development challenge, primarily lagging in education degree attainment compared to other major metropolitan areas, a factor intimately linked to regional prosperity. This educational shortfall indicates a misalignment between traditional educational systems and the region's demands. Strategic partnerships among workforce boards, educational institutions, employers, and other entities are essential to align educational and training programs with industry requirements. The region's open positions predominantly demand middle-skilled workers in sectors such as healthcare, manufacturing, IT, and trades, yet there is an evident lack of awareness and preparedness for these career paths among students.

## Meeting Insights and Strategies

The October 6 Board Retreat was kicked off by an insightful presentation by Texas economist Dr. Ray Perryman, who forecasted robust growth for the Texas economy, with the greater Houston area poised for significant expansion. He predicted the creation of approximately 1,000 jobs weekly, driven by new roles in economic growth and the need to replace retiring or relocating workers. Highlighting the energy sector's pivotal role, he emphasized growth in both traditional and emerging energy fields, including renewable sources and technologies like hydrogen and carbon capture. The life sciences sector was identified as another key growth driver, further boosted by Texas securing an ARPA-H site, which is expected to catalyze research and development in Houston's extensive medical complex.

Dr. Perryman also underlined the strategic importance of regional ports like Port Houston in the state's economy, linked to about 18.6% of Texas's gross product through import-export activities. The burgeoning space industry, involving collaborations between NASA and private firms, was noted as a significant yet smaller component of future economic activity. Addressing workforce challenges, he emphasized the need for enhanced literacy and skills training programs, particularly in light of Texas's younger but less literate population compared to national averages. Perryman advocated for accessible and affordable higher education to prepare the workforce for these emerging economic opportunities.

The Board Retreat revealed key challenges such as disparate funding sources and bureaucratic hindrances, leading to a reactionary system. The Board members advocated for Workforce Solutions – Gulf Coast to be a prominent facilitator in efficiently connecting job seekers to in-demand training and credentials. Emphasis was placed on adopting a collaborative 'Yes We Can' approach to identify skill gaps and develop expedited training programs to enhance local talent for the benefit of both employers and the regional economy.

The October 27 meeting underscored the necessity for a more comprehensive understanding of Workforce Solutions – Gulf Coast's current roles and functions. The Committee stressed the importance of focusing activities on engagement and tangible results, moving away from a compliance-driven approach. Discussions also revolved around the implications of Artificial Intelligence (AI) and emerging technologies on the workforce, highlighting the need for human-centric skills like creativity and problem-solving, and the modification of educational curricula to support workers transitioning to new skill sets.

Simon Sinek's "Start with Why" video was shared which the Committee found insightful. [\(3\) Start with why -- how great leaders inspire action | Simon Sinek | TEDxPugetSound - YouTube](#). Sinek introduces the concept of "starting with why," a principle integral to the success of influential leaders and organizations. He emphasizes that while many know what they do (their products or services) and

how they do it (their processes or unique selling propositions), very few genuinely understand why they do it. This "why" is not about profit, which is a result, but about the purpose, cause, or belief that drives them. Successful entities communicate differently by starting with why they do things - their belief in challenging the status quo and thinking differently, rather than what they do or how they do it. This approach resonates deeply with people, as it aligns with their beliefs and values.

Expanding further, Sinek explains his "Golden Circle" model, consisting of three layers: "Why," "How," and "What." The "Why" is the core belief or purpose, the "How" details the process or actions taken to manifest the "Why," and the "What" refers to the tangible products or services offered. He links this model to the human brain's functioning, with the neocortex handling rational thought (the "what") and the limbic brain managing feelings and decision-making (the "why"). By communicating from the inside out, starting with the "why," leaders and organizations connect with the part of the brain that influences behavior, making their message more effective and inspiring than merely providing facts or figures. This method fosters a stronger emotional connection, driving loyalty and inspiring action among those who share similar beliefs and values.

#### Key Study Presented by Peter Beard

Prior to the November 17th Strategic Planning Committee, Board member Peter Beard shared the 2023 Georgetown University Center on Education and the Workforce report, which projects a transformative shift in the U.S. labor market by 2031, highlighting the escalating importance of postsecondary education. It is estimated that 72% of jobs will require some level of postsecondary education, including 42% necessitating at least a bachelor's degree. This trend reflects the transition from an industrial to a service economy, amplified by the integration of technology such as AI and robotics, which demands continuous upskilling.

As a result, the labor market is increasingly divided into two distinct sectors: a rapidly growing managerial and professional economy that primarily employs workers with higher education, and a larger, more stagnant blue-collar and skilled-trades economy. This division is leading to a widening economic divide, making postsecondary education increasingly the only viable route to middle-class jobs and lifestyle.

The Texas labor market aligns with this national trend, expecting 1,683,000 annual job openings from 2021 to 2031, predominantly for those with postsecondary credentials. Texas is projected to rank 34th nationally for jobs requiring a bachelor's degree by 2031 and 10th for jobs requiring only a high school diploma or less, highlighting the state's growing demand for a workforce with advanced educational qualifications.

### Strategic Considerations and Prioritization

The Jobs for the Future Foundation Board Survey provided insights into strategic considerations like awareness, positioning, partnership development, technological efficiency, data utilization, and inclusivity. These focus areas were ranked in terms of priority, guiding the strategic plan development.

### Strategic Plan Development Timeline

The Committee is committed to naming the organization's "Why" and articulating it in an inspirational fashion that speaks to the workforce of the future. The Committee expects another working retreat after the winter holidays.

The timeline for developing the strategic plan includes extensive stakeholder engagement from December to January, strategy development from March to April, and finalizing and presenting the plan for approval and implementation from April to June of 2024.

### Conclusion

The Strategic Planning Committee's late 2023 efforts have established a solid foundation for the Gulf Coast Workforce Board's strategic plan. The Committee's dedication to articulating a vision for the workforce aligns with fostering economic growth and addressing the evolving needs of the Houston region.

No formal actions requiring votes were taken during the above-mentioned meetings.

Chair Bowles concluded his report and no action was taken.

## **ACTION ITEMS**

### *a. Audit and Monitoring Committee.*

Committee Chair Guy Robert Jackson presented the following Audit and Monitoring Committee report.

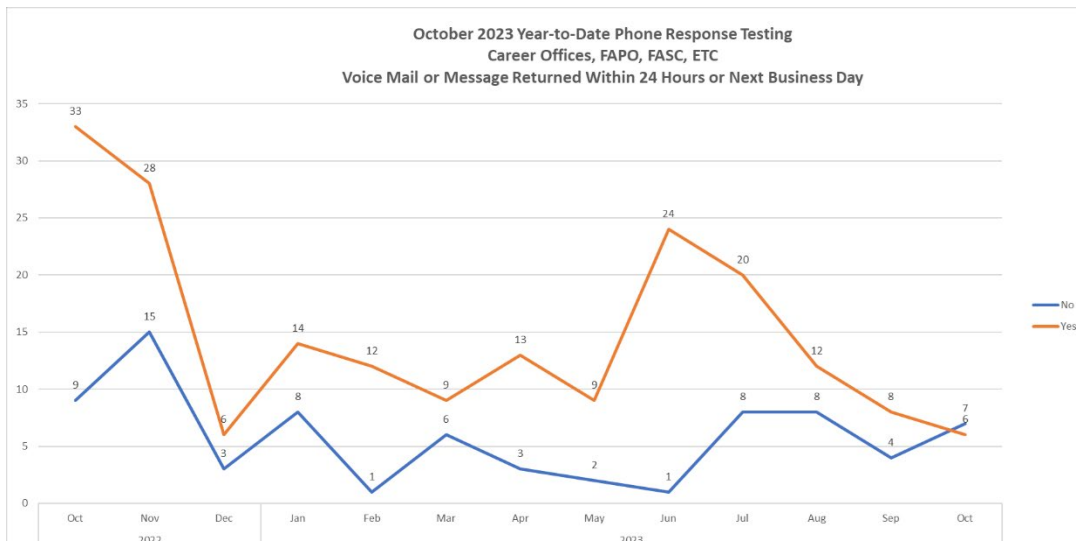
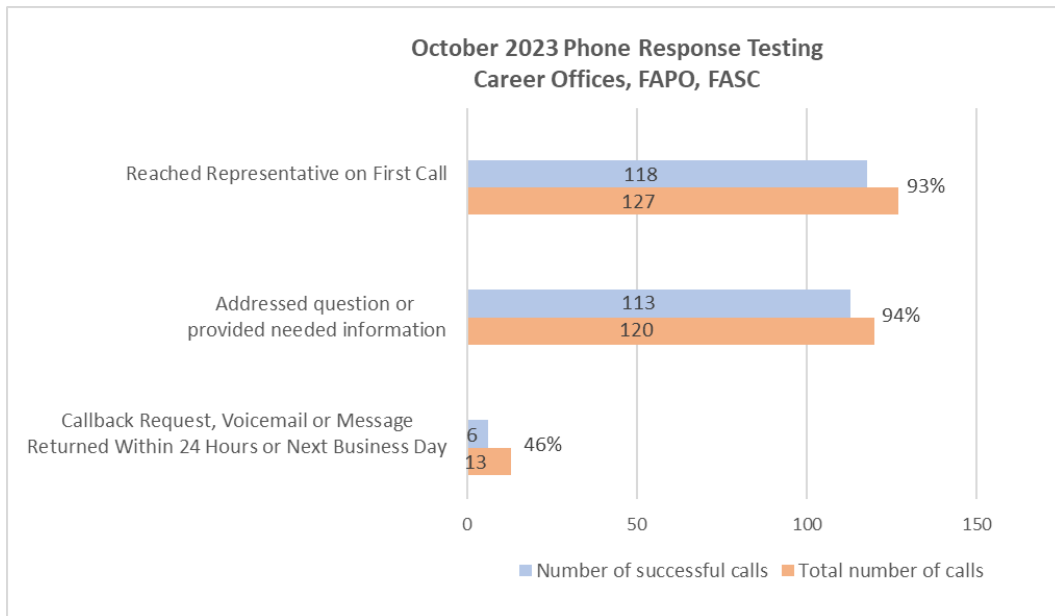
The Audit and Monitoring Committee met on November 15, 2023, at 1:00 PM. Members - Guy Robert Jackson (Chair), Carl Bowles (Vice Chair), Willie Alexander, Helen Cavazos, Cheryl Guido, Bobbie Henderson, and Board Chair Mark Guthrie attended.

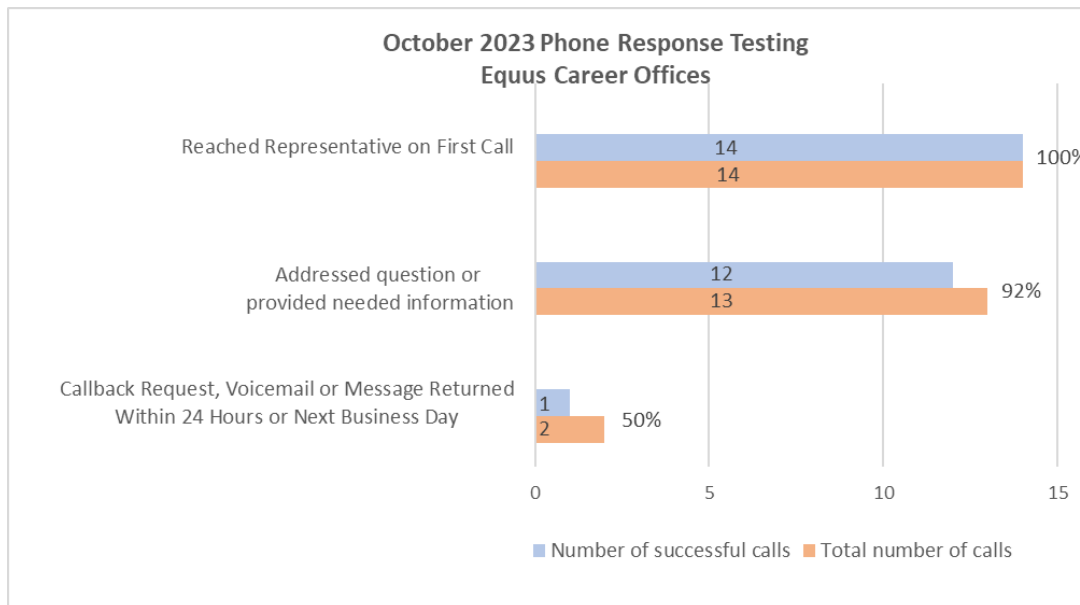
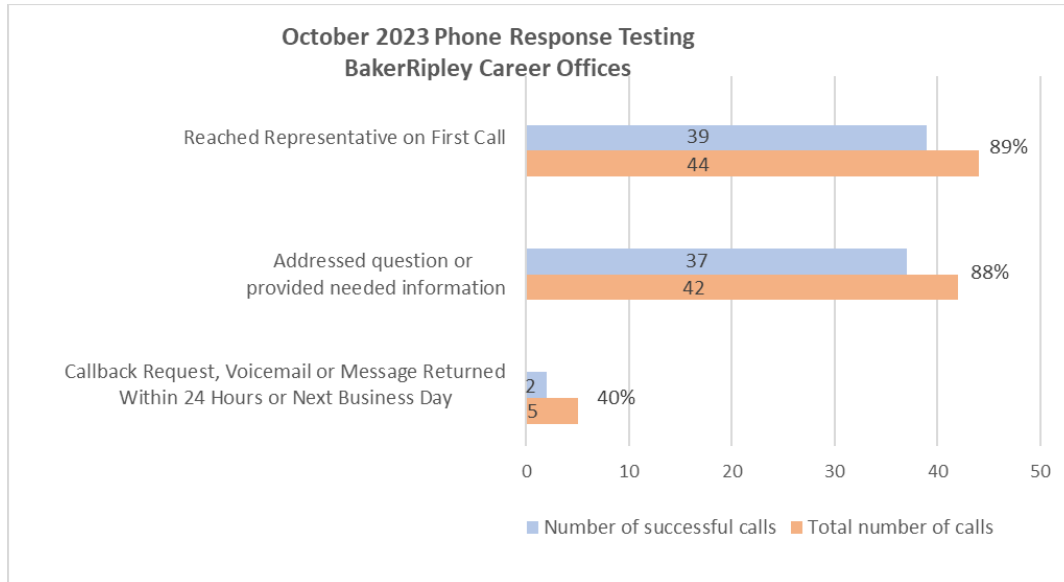
### System Review

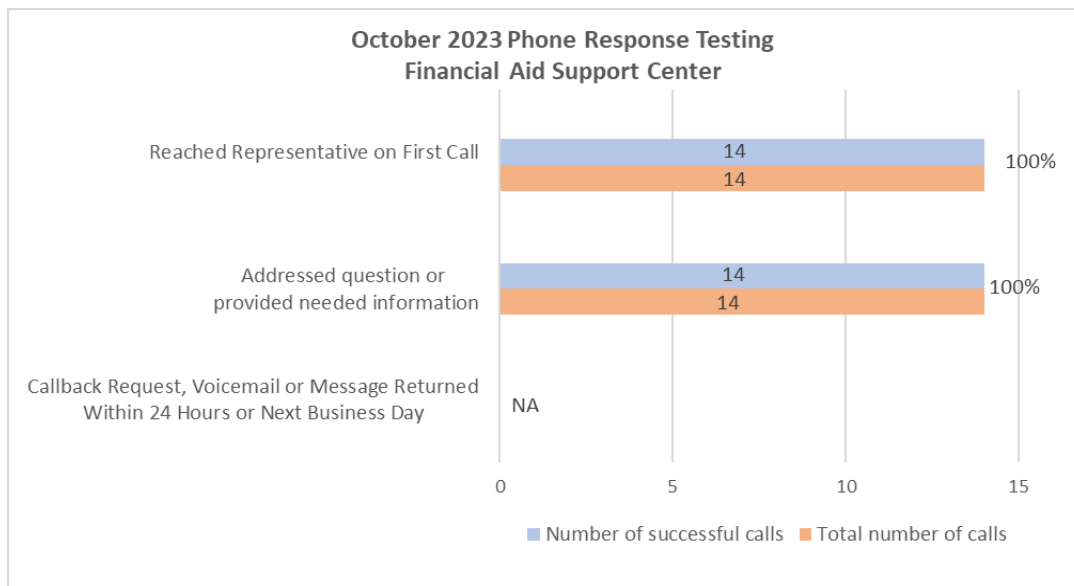
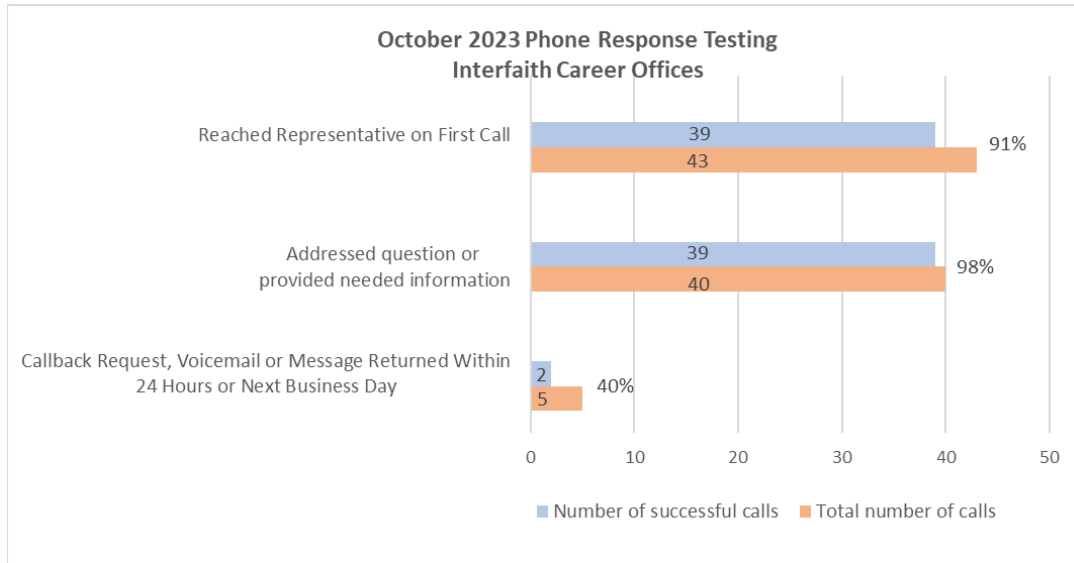
This report includes a contractor-level review of performance, production, and expenditures.

## Customer Experience Phone Responsiveness

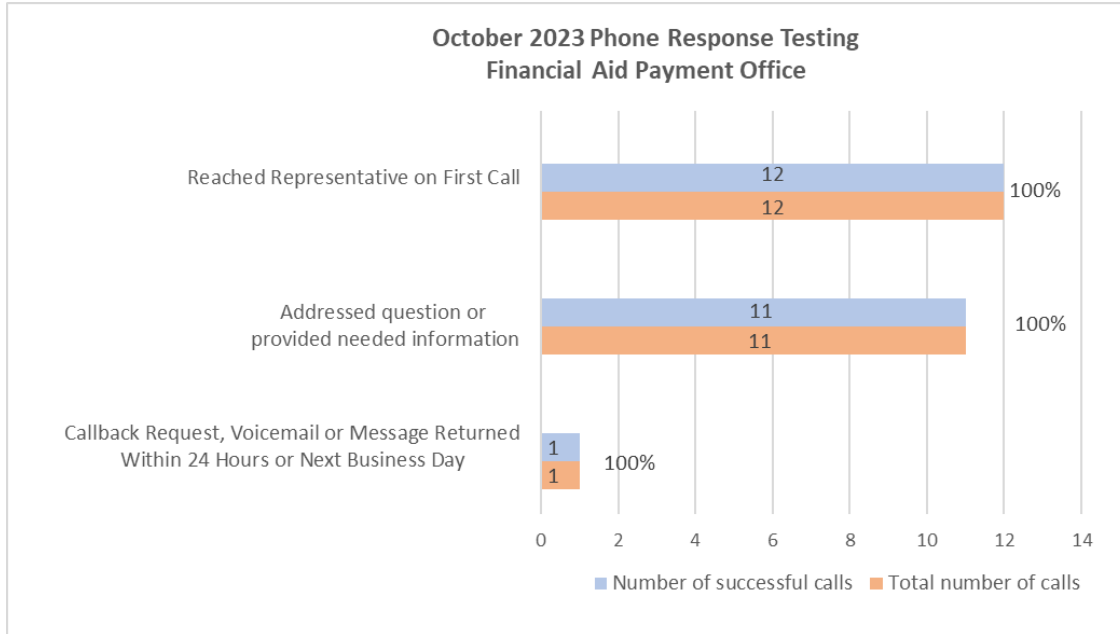
Board staff placed 127 calls in October 2023 and reached a contractor staff representative on the first try on 93% of the calls. As a result, only 13 voicemails were left for contractor staff, and 46% of those messages received a response within 24 hours.





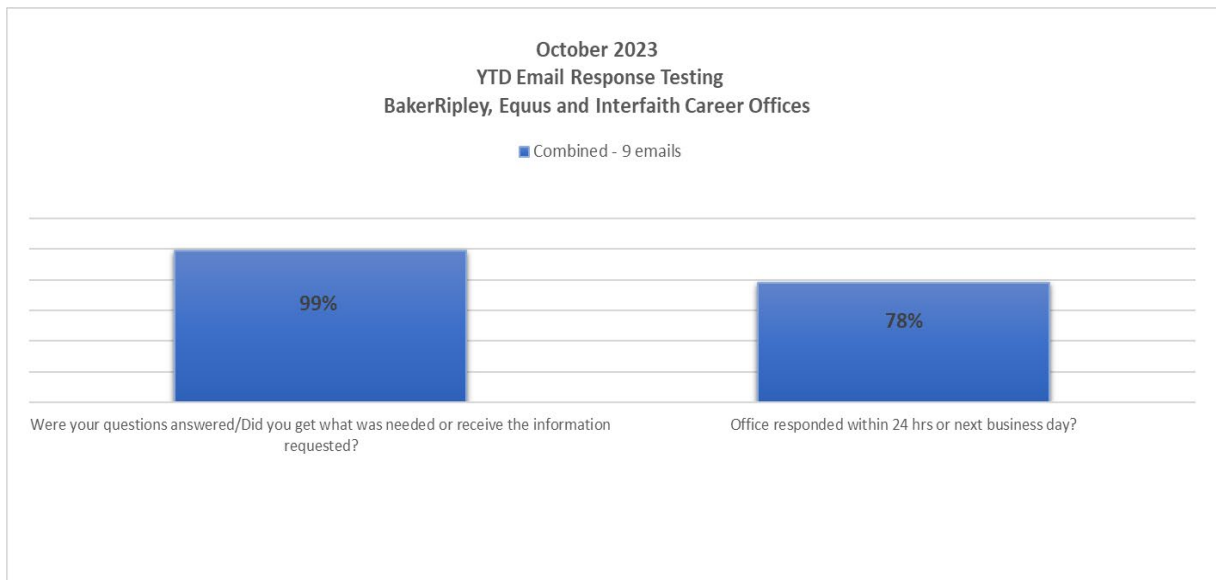


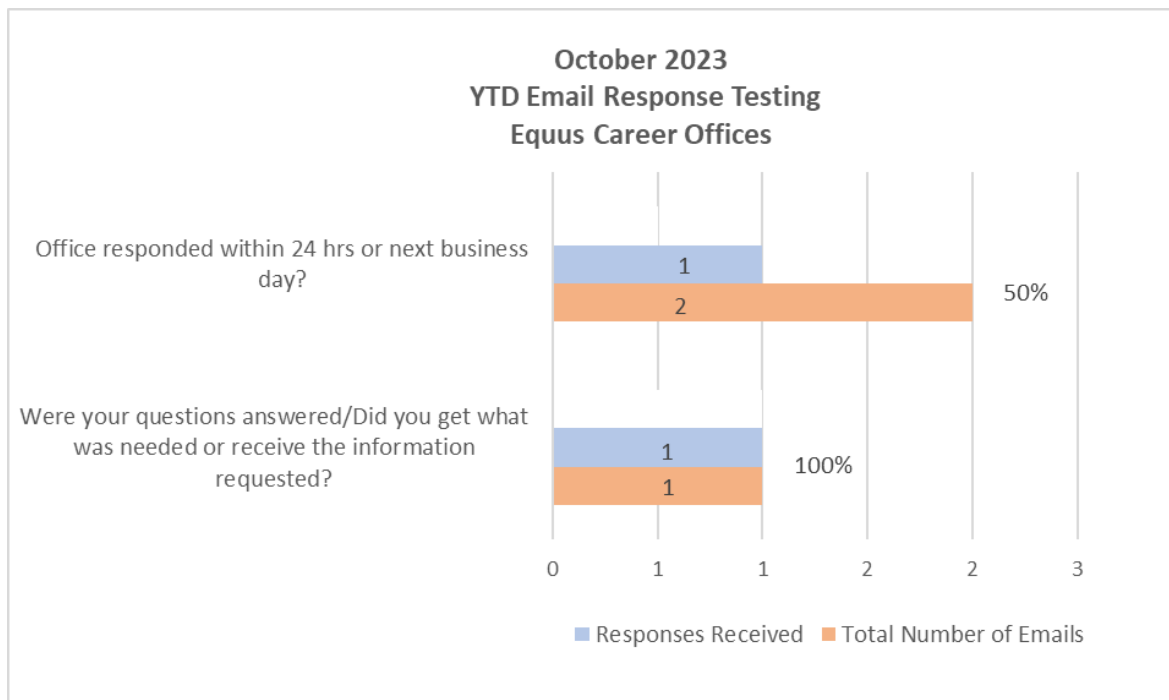
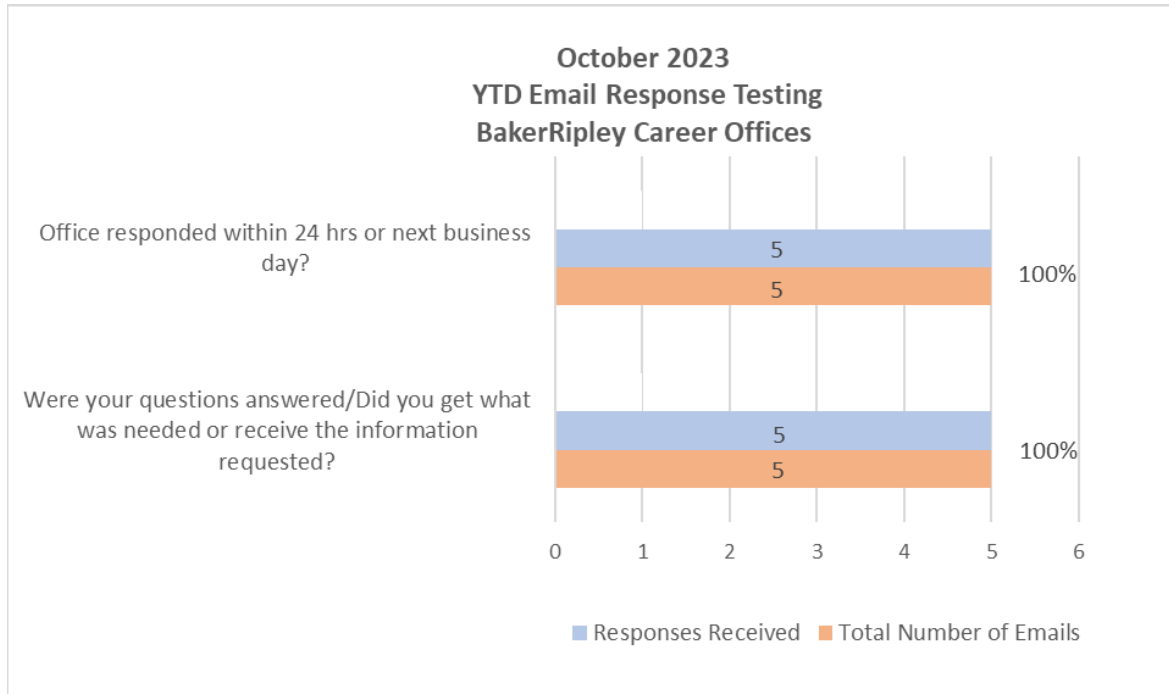


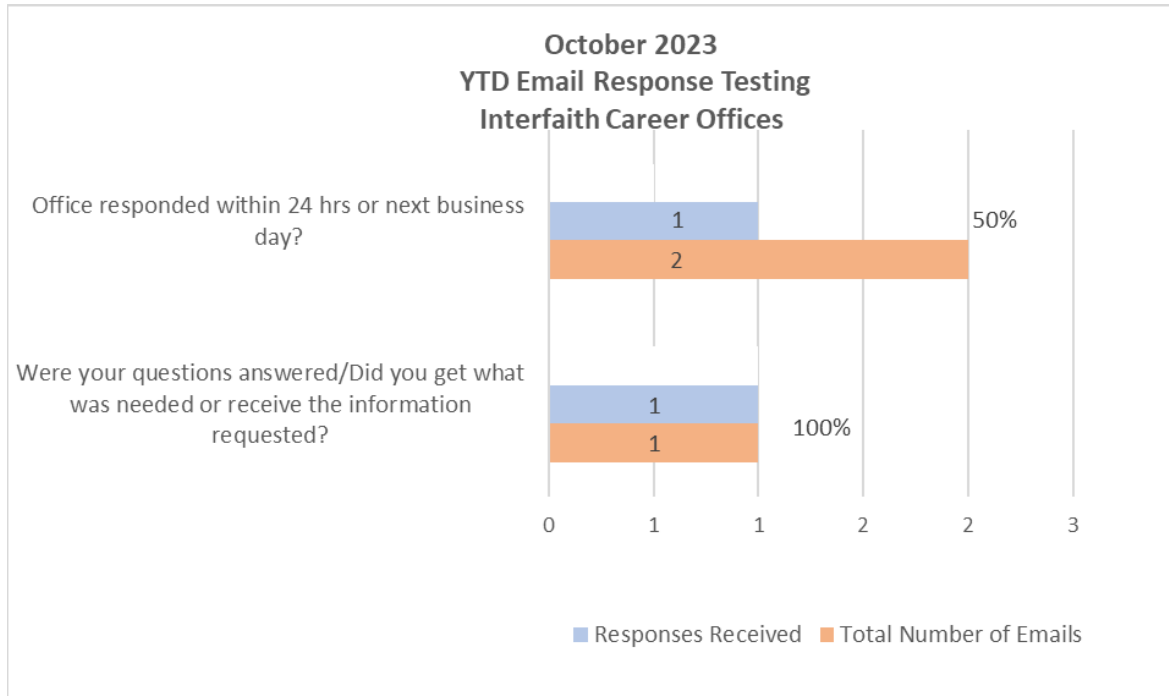


### Email Responsiveness

Board staff tested the responsiveness of the career offices to emails sent to the career office email address found on Wrksolutions.com. Responsiveness within 24 hours increased slightly in October to 78% from 72% in September and August.

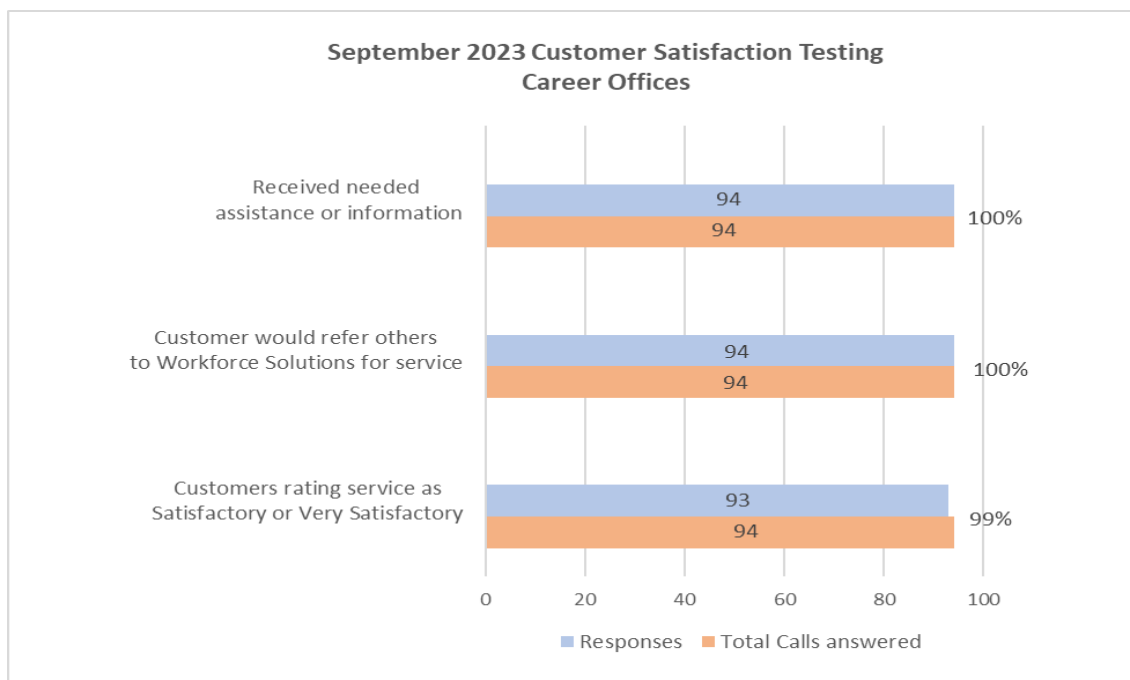






### Customer Satisfaction

From a list of 163 customers receiving a service through a career office in September 2023, Board staff spoke with 94 customers. The chart below reflects what they heard.



Board staff has conducted customer experience testing of phone and email responsiveness and customer satisfaction testing, using the same format since June 2020. As this strategy was designed during the pandemic, Board staff

proposes adjusting the frequency of this reporting and identifying new areas to test and analyze to enhance services and support for our customers and employees.

#### Technical Program Compliance

Technical Program Compliance reviews consist of compliance testing of contract and policy requirements and customer experience testing conducted by the Board's 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 will be described later in this report.

Board staff issued the final reports for BakerRipley, Equus, Interfaith Career Offices, Financial Aid Support Center, and Employment and Training Center. All findings were addressed in the service provider responses. Board staff is currently wrapping up testing for the Financial Aid Payment Office and working on PY2024 Adult Education and Literacy service provider reviews. completed testing for half of the providers and is working with holiday schedules to complete testing and issue reports by the end of the year.

#### Financial Systems

The Board contracts with its procured CPA firms to conduct comprehensive financial monitoring of all Workforce Board service providers. FY23 financial monitoring reports were transmitted to the following entities:

- Alliance for Community Assistance Ministries (ACAM),
- SER-Jobs,
- BakerRipley - Career Offices and Financial Aid Payment Office,
- Brazosport College,
- Community Family Centers,
- Equus - Career Office,
- Interfaith of the Woodlands – Career Office and Financial Aid Support Center, and
- Career Team.

Board staff received responses from ACAM, Equus, and Interfaith of the Woodlands, but not from SER-Jobs, Brazosport College, Community Family Centers, and Career Team as of the time of the meeting. No findings or observations were noted for BakerRipley.

#### Accountability and Improvement Plans

The Texas Workforce Commission (TWC) and the Gulf Coast Workforce Board 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 TWC and GCWB include the following:

### FY2023 TWC Interventions:

Employer Workforce Assistance (EWA): Gulf Coast satisfactorily met the requirement of the Technical Assistance Plan for Employer Workforce Assistance, and the Technical Assistance Plan was rescinded on October 20, 2023. No additional follow-up is required.

Measurable Skills Gain (MSG): The TWC is still monitoring the Performance Improvement Actions for measurable skills gain, and we are meeting with the TWC on a monthly basis.

### Gulf Coast Workforce Board Interventions:

Adult Education and Literacy, Harris County Department of Education: On October 17, 2023, a Corrective Action Plan (CAP) removal recommendation meeting was held with the Harris County Department of Education (HCDE) Senior Director and the H-GAC Adult Education and Literacy team. This technical assistance meeting was a result of the Superintendent's request for information and action steps for the Correction Action Plan's removal. The parameters, status, and progress were reviewed during this face-to-face technical assistance meeting. The Harris County Department of Education's Corrective Action Plan is based on six target areas: Retention, Integrated Education and Training, Agreement with Lee College, Staff Professional Development, Student Assessment, and Deliverables. To date, HCDE has met three of the six targets: Agreement with Lee College, Staff Professional Development, and Student Assessment.

However, HCDE has not improved student retention; historically, HCDE's participation rate has averaged around 33%. Board staff recommended that HCDE extend the class schedule to 12 weeks. Despite this recommendation, training courses are still following a 6-week schedule, resulting in little to no improvement in student retention. HCDE is also not following the recommended education requirements for integrated education and training (IET) enrollment. HCDE continues to enroll low-level education fluency level students in training courses. Because it is not following integrated education and training service enrollment guidance, all students are not attending required service training, and there has not been any positive shift in success, completion, or credential obtainment for the IET students.

HCDE also continues to demonstrate challenges with the timely submission of deliverables. It did not meet data validation during all four quarters of the 2022-2023 program year and has failed to meet one of three data validations during the first quarter of the 2023-2024 program year. As it is our largest adult education and literacy provider, its failure to meet data validation adds a strain to confirm the validity of the data.

Equus Support Center Corrective Action Plan: No updates at this time.

Equus Career Office Corrective Action Plan: Board staff continue to meet with Equus monthly to ensure they continue to keep momentum in serving youth customers and upskilling their staff through professional development. Equus has created a dedicated Youth Team responsible for outreach, case management, and work-based learning. Equus has begun to curate relevant partnerships within the communities they serve. In September, WFS Pearland partnered with the Pearland Chamber of Commerce to host a large job fair with over 600 participants and engaged with 55 youth customers aged 16-24. For October 2023, Equus enrolled 20 WIOA Youth and placed 10 in work-based learning. The strategic plan for PY24 has been received and is being reviewed by Board staff and will be discussed at their monthly contract meeting.

#### Committee Recommendation to the Board

Given the recent evaluation of HCDE's adherence to the stipulated Corrective Action Plan, the Audit and Monitoring Committee engaged in a thorough and critical deliberation regarding HCDE's inability to demonstrate satisfactory progress in improving performance and failure to comply with the terms of the Corrective Action Plan. The Committee unanimously resolved to advise the Board to deliberate on a decisive course of action with HCDE, up to and including a recommendation for Board staff to consider contract termination based on ongoing non-compliance with its Corrective Action Plan and performance deficits.

#### Action

Authorize Board staff to take necessary action concerning Adult Education and Literacy provider, Harris County Department of Education for non-compliance with its Corrective Action Plan and performance deficits based on H-GAC's contractual rights, including termination of the agreement, in accordance with the stipulated conditions set forth in the existing contract with the provider.

A motion was made and seconded to approve the action as requested. Mike Webster, Anne Bartlett, Edward Melton and Melissa Gonzales abstained from voting. The motion was approved unanimously.

#### Next Meeting

The Committee will schedule its next meeting at 1:00 p.m. on Thursday, January 25, 2024, at Workforce Solutions - Astrodome, 9315 Stella Link Rd, Houston, Texas 77025.

Chair Jackson concluded his report and no action was taken.

*b. Procurement Committee.*

Committee Chair Dr. Bobbie Henderson presented the following Procurement Committee report.

On November 15th, Chair Dr. Bobbie Henderson convened the Procurement Committee to discuss two key items: enhancing reimbursement rates for non-traditional child care providers and amending the Financial Aid Support Center contract to secure additional operational funding. The following Board members attended; Willie Alexander, Sara Bouse, Helen Cavazos, Cheryl Guido, Mark Guthrie, Guy Robert Jackson, Alan Heskamp, Jeff LaBroski and Richard Shaw.

Non-Traditional Child Care Provider Rates

Background

In accordance with Texas Workforce Commission (TWC) Chapter 809, Child Care Services rule §809.20(a), the Board is required to establish maximum payment rates in line with the Commission's guidelines. Following the Commission's decision on August 22, 2023, to set the minimum threshold at the 75th percentile of the 2023 Texas Child Care Market Rate Survey, rate adjustments took effect from October 1, 2023.

While the state has increased the maximum reimbursement rates for licensed centers and registered providers through annual adjustments for our 13-county region, the Gulf Coast Workforce Board has not raised its rates for relative care providers in 10 years. These rates are highlighted below.

Provider Type	Provider Rating	Infant FT	Infant PT	Toddler FT	Toddler PT	Preschool FT	Preschool PT	School-age FT	School-age PT	School-age BT
LCCC	Reg	\$46.60	\$42.16	\$42.30	\$38.30	\$39.80	\$32.47	\$38.20	\$30.60	\$31.71
LCCC	TRS2	\$48.94	\$44.28	\$44.42	\$40.22	\$41.80	\$34.10	\$40.12	\$32.14	\$33.31
LCCC	TRS3	\$49.93	\$45.18	\$45.32	\$41.03	\$42.65	\$34.79	\$40.93	\$32.79	\$33.98
LCCC	TRS4	\$51.40	\$46.09	\$46.24	\$41.86	\$43.51	\$35.49	\$41.76	\$33.45	\$34.67
LCCC	TSR	\$48.94	\$44.28	\$44.42	\$40.22	\$41.80	\$34.10	\$40.12	\$32.14	\$33.31
LCCH	Reg	\$39.20	\$36.10	\$38.10	\$35.50	\$37.20	\$32.40	\$35.60	\$30.60	\$31.33
LCCH	TRS2	\$41.17	\$37.91	\$40.01	\$37.28	\$39.07	\$34.03	\$37.39	\$32.14	\$32.91
LCCH	TRS3	\$42.00	\$38.68	\$40.82	\$38.03	\$39.86	\$34.72	\$38.15	\$32.79	\$33.57
LCCH	TRS4	\$45.40	\$41.00	\$41.65	\$38.80	\$40.67	\$35.42	\$38.92	\$33.45	\$34.25
LCCH	TSR	\$41.17	\$37.91	\$40.01	\$37.28	\$39.07	\$34.03	\$37.39	\$32.14	\$32.91
RCCH	Reg	\$37.80	\$33.90	\$37.10	\$32.40	\$35.20	\$28.53	\$32.00	\$26.20	\$27.05
RCCH	TRS2	\$39.70	\$35.60	\$38.96	\$34.03	\$36.97	\$29.96	\$33.61	\$27.52	\$28.41
RCCH	TRS3	\$40.50	\$36.32	\$39.75	\$34.72	\$37.72	\$30.57	\$34.29	\$28.08	\$28.99
RCCH	TRS4	\$43.40	\$38.20	\$40.55	\$35.42	\$38.48	\$31.19	\$34.98	\$28.65	\$29.58
RCCH	TSR	\$39.70	\$35.60	\$38.96	\$34.03	\$36.97	\$29.96	\$33.61	\$27.52	\$28.41
Relative	None	\$15.17	\$15.17	\$13.19	\$11.48	\$11.30	\$8.48	\$9.42	\$6.59	\$7.00

### Current Situation

Due to the considerable amount of time that has passed since our last adjustment, coupled with the recent surge in inflation, Board staff proposed increasing the reimbursement rates for relative care providers by 50%. As of September 2023, we identified 109 relative care providers serving 143 children.

Another opportunity to enhance payments for providers is for those providing overnight or weekend care, referred to as nontraditional hours. Boards may establish a higher enhanced reimbursement rate for nontraditional hours, as defined by the Board. Additionally, Boards may consider enhancing the rates for nontraditional hours by adding a percentage offset.

As of September 2023, Board staff identified 173 providers offering some variation of nontraditional hours. Board staff proposed a 25% increase to the applicable rate when providing care during nontraditional hours.

### Additional Considerations:

Network child care providers have agreements in place that set their individual reimbursement rates. The actual reimbursement that the Board pays to the provider must be the Board's maximum daily rate or the provider's published daily rate, whichever is lower.

Boards intending to increase maximum reimbursement rates must ensure that the rate increases will allow the Board to:

- meet its contracted target for the average number of children served per day performance measure; and
- keep expenditures within its child care allocation.

Board staff will continue meeting these requirements with the proposed changes. At its November meeting, the Procurement Committee voted to recommend that the Board authorize Board staff to develop a policy to increase relative care provider rates and enhance payments for nontraditional hours as proposed.



Action:

Authorize Board staff to develop a policy to increase relative care provider rates and enhance payments for nontraditional hours. The policy will:

- Increase the reimbursement rates for relative care providers by 50%; and
- Provide a 25% increase to the applicable rate when providing care during nontraditional hours.

A motion was made and seconded to approve the action as requested. The motion was approved unanimously.

## Support Center Contract Amendment

### Background

Our partnership with Equus in managing the Financial Aid Support Center has yielded remarkable improvements in service delivery and operational efficiency. The introduction of Ring Central and the expansion of our team have dramatically enhanced customer satisfaction, accelerated the provision of child care financial aid, and reduced wait times significantly. As of November 27, 2023, we are proudly providing child care scholarships to 35,841 children in our region, which is almost enough to fill the 40,000 seat capacity of the Houston Astros' Minute Maid Park. We will continue to serve more children and families and will continue to reduce the wait list. These achievements underscore our commitment to continuous improvement and set the stage for the next phase of our strategic development: 1) relocating the Financial Aid Support Center to a more suitable facility and 2) preparing for the integration of the new Texas Child Care Connection (TX3C) system for processing child care assistance applications.

### Current Situation

The current facility housing the Financial Aid Support Center is nearing the end of its lease and is plagued with operational inefficiencies such as cramped spaces, unreliable elevator service, and ongoing landlord issues. These challenges are not just inconveniences; they impede our ability to serve our community effectively.

To address these limitations, Board staff proposes approving the relocation of the Financial Aid Support Center to a new, more suitable facility at 7600 W. Tidwell, Houston, Texas 77040. This move is not merely a change in location; it represents a strategic upgrade, offering expanded space for our growing team, reducing operational costs per square foot with improved parking and a better work

environment to enhance overall staff morale and productivity. The \$1,080,000 investment includes:

- Lease for New Building: \$165,000.00,
- Furniture and Equipment: \$450,000.00,
- Moving and Setup Costs: \$230,000.00, and
- Office Supplies, Ring Central, etc.: \$235,000.00.

In response to the critical transition to the Texas Child Care Connection (TX3C) system, a contemporary and user-centric child care management platform, Board staff proposes approving the strategic hiring by Equus of ten (10) TX3C proficient temporary staff at a cost of \$520,600. This investment is pivotal in navigating the complexities of the new system, which includes a comprehensive shift from traditional swipe card attendance tracking to a mobile device-based approach, and the integration of a state-of-the-art availability portal. These staff members will be instrumental in guiding and training child care providers through this sophisticated new system, ensuring a smooth and effective transition for child care providers and families.

Their expertise in TX3C will enable providers to quickly adapt to the new requirements, thereby maintaining uninterrupted service delivery and compliance with the standards set forth by the program. This proactive measure is not merely a response to operational demands; it is a commitment to uphold the highest standards of service quality during this period of significant change.

Furthermore, the presence of these specialized staff will substantially enhance our customer service and responsiveness, a critical component of our organizational ethos. By providing immediate, expert assistance to child care providers, we anticipate a marked improvement in the efficiency and accuracy of service delivery. This heightened support system will effectively address any challenges that arise during the transition, mitigating potential frustrations for both providers and parents. Moreover, as providers become more proficient with the TX3C system, their enhanced administrative capabilities will allow them to focus more on the core aspect of their roles - delivering quality child care. Consequently, this investment transcends mere compliance; it is an investment in fostering a nurturing and responsive child care environment, benefiting the community we serve.

At its November meeting, the Procurement Committee voted to recommend to the Board to authorize Board staff to increase the total amount of the Equus support center contract to an amount not to exceed \$11,600,000.00, an increase of up to

\$1,600,000.00. This increase will provide funds to address the costs associated with moving into an improved facility and also the costs of hiring temporary employees to ensure a smooth transition for the new state-wide child care management system.

**Action: Support Center Contract**

Authorize Board staff to negotiate an amendment with Equus to increase its contract to an amount not to exceed \$11,600,000.00 to provide funding for relocating the support center and hiring temporary staff to ensure a smooth transition as the support center moves to the Texas Workforce Commission's new state-wide child care management system.

A motion was made and seconded to approve the action as requested. The motion was approved unanimously.

**INFORMATION**

*a. Performance and Production.*

Philip Garcia presented Performance and Production measures October 2022 through September 2023. Mr. Garcia stated that Board staff is collaborating closely with service providers to identify areas in need of enhancement. Mr. Garcia stated that twenty-five out of twenty-six contracted measures were met for this time period with fourteen exceeding 100% of the goal. However, word was recently received that TWC has adjusted many of the targets for last year. Notably, five measures have increased by 10%. This adjustment aligns with the state's requirement to adjust targets at the end of the year using a statistical adjustment model. Staff is reviewing the information and communicating with TWC on various areas. In the initial assessment, it appears that the adjustment may impact one measure compared to our previous expectations. As Board staff continues to evaluate additional information it is essential to note that these production measures are not finalized.

Chair Guthrie expressed concern at TWC revising performance targets upward after the fact. He requested that a report be provided to him so that he can talk to TWC. It is difficult if not impossible to manage toward compliance when the goal is retroactively adjusted upwards. It also is not fair to contractors whose compensation sometimes depends on meeting compliance measures. This does not comport with the way business is done in the private sector. Ms. Stipeche assured Chair Guthrie that the requested information will be provided.

Mr. Garcia concluded his report and no action was taken.

*b. Expenditures.*

AJ Dean, Manager of Finance, reviewed the Financial Status Report representing expenses for the ten months ending in October 2023. He reported that we are 75% expended overall and 83% through the year. We are on target in some categories and a little behind in others. We are still lagging a bit in our System IT category. Overall, our revenue for the first ten months is just under \$340 million. Approximately 75% of our direct service expenditures went to Financial Aid for Children and Training and Support.

Mr. Dean concluded his report and no action was taken.

*c. Information on the Board's Upcoming Officer Elections.*

Chair Guthrie presented the following Nominations Committee information.

**Background**

The Gulf Coast Workforce Board is governed by a structure comprising four officers: the Chair and three Vice Chairs. Under the previous by-laws, amended in 2005, these officers were elected to serve one-year terms during the first meeting of each calendar year.

The current Gulf Coast Workforce Board by-laws, approved on June 6, 2023, specify that the Board will have a Chair and three Vice Chairs, with Vice Chairs potentially assigned specific functions by the Chair. Officers are now elected for two-year terms through a majority vote at a designated regular meeting, with terms ending if an officer resigns, cannot serve, or is not re-nominated or is re-nominated but not approved by the Texas Workforce Commission.

The election process involves a Nominations Committee, appointed by the Chair, which solicits nominations from Board members. Candidates submit their names and resumes to the Committee, and elections occur at the first Board meeting of each year.

**Current Situation**

In line with these revised by-laws, the Gulf Coast Workforce Board is scheduled to conduct its officer elections for the forthcoming two-year term at the upcoming meeting in February 2024. The Board's Nominations Committee, under the leadership of Chair Guy Jackson, will convene to propose a slate of candidates.

Individuals who have an interest in assuming an officer role are encouraged to express their candidacy by reaching out to Chair Jackson and submitting their name, resume, and the offices which they wish to hold.

During the February 2024 meeting, Board members will cast their votes to elect officers. This process will involve considering the candidates recommended by the Nominations Committee, as well as additional nominations that may arise from the floor during the meeting.

Chair Guthrie concluded his report and no action was taken.

### **LOOK AT THE ECONOMY**

Board staff Ron Borski presented an employment update through August 2023 which shows our region down slightly to 4.1%. Rates at the State level also fell slightly to 3.8% and the National level is unchanged at 3.9%. Total job growth is up slightly for the month of October at a rate of 0.5% with year over year growth up at a rate of 2.3%.

Board staff Parker Harvey presented a look at the 2024 labor market outlook. He stated that factors such as job market resilience, few additional interest rate hikes, national elections and the tapering off of remaining pandemic rebound momentum indicate slower but respectable growth in 2024.

### **COMMUNICATIONS UPDATE**

Michelle Castrow, Senior Manager of Employer and Community Engagement, presented an update on increased social media activity as well as continuing increases in earned media coverage. Our social media channels currently have 25,000 followers collectively. As of September 1, 2023, our cumulative earned-media value since the onset of the pandemic now totals over \$55 million.

### **OTHER BUSINESS**

Chair Guthrie thanked Board members and staff. He also thanked contractors and their staff for significant efforts throughout the past year, noting that they are often our faces in the community.

Chair Guthrie also announced that a new member orientation meeting will be scheduled in January with more details to come.

There was no other business to be brought before the Board.

**ADJOURN**

Chair Guthrie adjourned the meeting at approximately 12:20 p.m.

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Category: CBO

County: City of Houston

[carolyn17968@gmail.com](mailto:carolyn17968@gmail.com)

Term: January 1, 2023 thru December 31, 2024

**TAYLOR, SANDRA**

Tiny Toes Academy  
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(832) 630-6301

Category: Child Care

County: Fort Bend

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Term: January 1, 2023 thru December 31, 2024

**WEBSTER, MICHAEL**

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Category: Education

County: City of Houston

[michael.webster@hccs.edu](mailto:michael.webster@hccs.edu)

Term: January 1, 2023 thru December 31, 2024

**VAZQUEZ, LIZANDRA**

Texas Workforce Commission  
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Category: State Agency

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Term: January 1, 2023 thru December 31, 2024

**YU, BIN**

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6501 Wesline  
Houston, TX 77036  
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Category: Business

County: City of Houston

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Term: January 1, 2023 thru December 31, 2024

**WORKFORCE BOARD KEY STAFF:**

Juliet Stipeche, Director

Romana Paniagua, Director's Administrative Assistant

Kristi Rangel, Assistant Director of Workforce

AJ Dean, Senior Manager, Fiscal Administration and Contract Management

Russell Tomlin, Senior Manager, Career Services

Jenny Johnson, Quality Assurance Manager

Deborah Duke, Administrative Coordinator

Houston-Galveston Area Council

3555 Timmons Lane, Suite 120

P.O. Box 22777

Houston, TX 77227-2777

(713) 627-3200

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<http://www.wrksolutions.com>

# GULF COAST WORKFORCE DEVELOPMENT BOARD COMMITTEES

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- Carl Bowles – Vice Chair
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- Helen Cavazos
- Cheryl Guido
- Mark Guthrie
- Doug Karr

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- – Vice Chair
- Mark Guthrie
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- Guy Robert Jackson
- Doug Karr

## **By-Laws**

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- Sara Bouse
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- Margaret Oser
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- Mou Sarkar
- Danielle Scheiner
- Keri Schmidt
- Richard Shaw
- Gil Staley

**Government Relations**

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- Bobbie Henderson
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**Nominating**

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- Alan Heskamp

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- Mark Guthrie
- Alan Heskamp
- Jeff LaBroski
- Adrian Ozuna
- Richard Shaw
- Gil Staley

**Report Card**

Appointed by Board Chair as needed

**Strategic Planning**

- Carl Bowles – Chair
- Paul Puente – Vice Chair
- Willie Alexander
- Peter Beard
- Sara Bouse
- Anthony Gay
- Cheryl Guido
- Mark Guthrie
- Bobbie Henderson
- Doug Karr
- Michael Love
- Adrian Ozuna
- Richard Shaw
- Carolyn Watson

## GULF COAST WORKFORCE BOARD ATTENDANCE

Board Member	04/05/22	06/07/22	08/02/22	10/06/22	12/06/22	02/07/23	04/04/23	06/06/23	08/08/23	10/03/23	12/05/23	02/06/24
Abedi, Susan												
Adroque, Sofia											✓	
Alexander, Willie	✓	✓	✓	✓	✓	✓		✓	✓		✓	
Arcos, Marie									✓	✓	✓	
Bartlett, Anne								✓	✓	✓	✓	
Beard, Peter	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Below, Shonda									✓	✓	✓	
Bouse, Sara	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Bowles, Carl			✓	✓	✓		✓	✓		✓	✓	
Cavazos, Mary Helen	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	
Cockrell, Dorian									✓			
Gay, Anthony	✓	✓		✓		✓	✓					
Gonzalez, Melissa		✓	✓	✓	✓	✓	✓	✓	✓		✓	
Guido, Cheryl	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Guthrie, Mark	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Henderson, Bobbie Allen	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Heskamp, Alan	✓		✓		✓		✓	✓			✓	
Jackson, Guy Robert	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Jones, Lavone									✓			
Karr, Doug	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	
Kerr, Brett									✓			
LaBroski, Jeff	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Larmond, Shareen	✓		✓	✓	✓	✓	✓					
Love, Michael	✓	✓		✓	✓	✓	✓	✓		✓	✓	
Lowe, Jonathan		✓		✓	✓	✓	✓	✓		✓	✓	
Mahagaokar, Rajen	✓			✓			✓					
Melton, Edward	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	
Muyan, Ekim												
Oser, Margaret			✓	✓		✓	✓		✓	✓	✓	
Ozuna, Adrian	✓		✓	✓	✓		✓	✓	✓	✓		
Puente, Paul	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	
Riley, Monica	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Rodriguez, Melanie											✓	
Rupani, Nasruddin									✓		✓	
Sarkar, Mou				✓	✓	✓	✓	✓	✓	✓	✓	
Scheiner, Danielle			✓	✓		✓				✓	✓	
Schmidt, Keri		✓		✓	✓	✓	✓	✓			✓	
Segovia, Valerie	✓	✓	✓	✓		✓	✓	✓	✓	✓		
Shaw, Richard	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	
Staley, Gil	✓		✓				✓		✓		✓	
Taylor, Katherine	✓				✓		✓					
Taylor, Sandra											✓	
Vazquez, Lizandra	✓	✓	✓	✓	✓	✓		✓	✓		✓	
Watson, Carolyn	✓	✓	✓			✓	✓	✓	✓	✓	✓	
Webster, Michael	✓	✓	✓			✓	✓	✓			✓	
Yu, Bin										✓	✓	





# Employer Engagement Committee

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## Update for January 2024

On Thursday, January 25, 2024, at 10:00 am, Employer Engagement Committee met at the Astrodome Career Office located at 9315 Stella Link, Houston, Texas. This gathering was marked by the presence of both in-person and virtual attendees, including Employer Engagement Committee Chair Sara Bouse, Board Chair Mark Guthrie, Vice Chair Dr. Bobbie Henderson, and committee members Cheryl Guido, Alan Heskamp, Guy Robert Jackson, Mou Sarkar, Richard Shaw and Gil Staley. The purpose of this assembly was to provide an in-depth overview of the re-design and re-envision of the Employer Engagement division and to deliberate strategies aimed at enhancing employer services in our region and to review performance measures that align with the committee's objectives.

### Current Situation

The meeting was called to order by Committee Chair Sara Bouse at 10:01 am, setting the stage for a comprehensive discussion on the committee's existence, its challenges, and the ways to provide Board staff with the necessary tools to work more efficiently. Juliet Stipeche underscored the committee's role in setting the foundation for their work, aligning goals with the strategic plan, and addressing the critical "how," "what," and "why" of their activities. The emphasis was on partnering with employers to foster better community support, viewing them as both customers and partners in the engagement process.

Philip Garcia introduced a discussion on performance and production measures, highlighting the importance of state and board measures in tracking information consistently over time and how these measures are integral to the strategic planning and operational efficiency of the committee. The presentation also touched on the necessity of simplification in understanding complex acronyms and measures to enhance Board members' background knowledge of these various measures to enhance strategy and policy decisions.

The meeting further explored various performance measures for 2024, including the Employer Workforce Assistance and Measurable Skills Gains, underscoring the committee's commitment to enhancing the average job posting wage and increasing diversity in job opportunities. Discussions also ensued involving the importance of real-time information gathering, with Juliet Stipeche and other members highlighting the ongoing development of structures to support this objective such as customer relationship management (CRM) technology.

As the meeting progressed, attendees reviewed the Employer Engagement timeline, detailing the journey from its inception in June 2022 through to the current date, noting significant milestones such as the partnership with SERCO of Texas and the unified approach to community and employer engagement in supporting both residents and employers.

The committee also delved into discussions about career services, emphasizing the need for a customer-centered approach and the integration of employer engagement strategies. This included exploring ways to address major industry shifts and preparing for potential challenges such as layoffs and the mass exodus of teachers.

Next, the committee discussed how best to serve the youth of the region. This discussion included a review of current and future strategies, partnerships, and opportunities, such as Summer Earn and Learn, Hire Houston Youth, paid Work-Based Learning opportunities, immersive learning experiences, and the potential expansion of services and programs. The committee discussed casting a wide net with multiple access points to engage youth and involve employers from across the region.

In closing, the meeting addressed the vision and purpose of the committee, the importance of maintaining intentional relationships of trust with our employer and community, and the need for creative use of resources to expand opportunities. The committee also discussed the critical importance of engaging employers, developing key performance indicators of success, and reporting on activities and events involving employer engagement at the next meeting. The meeting adjourned at 12:50 pm, leaving behind several questions for follow up related to employer engagement, audit and monitoring, employer training on equity, and strategies to prepare for industry changes. This meeting underscored the committee's dedication to fostering employer engagement, addressing workforce challenges, and creating a strategic path forward to support both employers and the community at large.

# Audit and Monitoring Committee

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## Update for January 2024

The Audit and Monitoring Committee met on January 25, 2024, at 1:00 PM at the Workforce Solutions – Astrodome career office. Members - Guy Robert Jackson (Chair), Carl Bowles (Vice Chair), Sara Bouse, Cheryl Guido, Bobbie Henderson, Alan Heskamp, Doug Karr, and Board Chair Mark Guthrie.

### System Review

This report includes a contractor-level review of performance, production, and expenditures.

### Customer Experience

We are currently analyzing services and support provided to customers and employers to identify new areas to test to enhance the review of the customer experience. We anticipate resuming customer experience testing with an adjusted frequency in March 2024.

### Technical Program Compliance

Technical Program Compliance reviews consist of compliance testing of contract and policy requirements and 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.

We issued the final reports for the following Adult Education providers:

- **Alliance for Multicultural Community Services** – Currently on target to meet or exceed English Language and Civics (EI Civics) and Intensive Services performance targets, but not meeting targets for total students and total students with 12+ hours, Integrated Education and Training (IET) Program - Adult Education Family Literacy Act (AEFLA); and IET Program (EI Civics). In all areas reviewed Alliance had no areas below a 98% accuracy rate.
- **BakerRipley Adult Education** – Currently exceeding the target for English Language and Civics (EI Civics) and Integrated Education and Training (IET) Program and on track to meet the targets for total students and total students with 12+ hours. BakerRipley is not meeting IET Program (AEFLA)

and Intensive Service targets. All compliance areas reviewed were at a 100% accuracy rate.

- **Chinese Community Center** – Currently on target to meet total enrollment target and has exceeded the targets for EI Civics and Intensive Services performance targets but is not on target to meet IET Program (EI Civics) and Intensive Services targets. In the compliance areas reviewed, there were four areas with findings that were not significant based on the overall accuracy. These areas were Assessments, Intake and Eligibility, Test Administrators, and Measurable Skills Gained. Chinese Community Center resolved the finding associated with their test administrators, and all administrators are now compliant with testing requirements. The other areas noted had findings associated with data entry or the notation of an exception. There were no potential questioned costs noted. Chinese Community Center is working to resolve these findings.
- **Community Family Centers** – Currently on target to meet the total enrollment goals and is exceeding the goals for EI Civics, IET (EI Civics), and Intensive Service. They are not on track to meet the IET (AEFLA) target. In the compliance areas reviewed, we found one finding in Assessments regarding the accuracy of participant contact hours data entry in TEAMS. Additional oversight by service provider management and additional controls in this area will help ensure more accuracy. All other areas reviewed were at a 100% accuracy rate.
- **Brazosport College** – Currently on target to meet or exceed performance and production measures except for IET (EI Civics and Intensive Services.) In the compliance areas reviewed, we found that Information Security training completion and notification to terminate TEAMS access no later than the day staff exited employment had several findings. In all compliance areas reviewed, there was no area below a 94% accuracy rate with a majority being at 100% accuracy.
- **Wharton County Junior College** – Currently on target to meet or exceed performance and production measures except for IET for EI Civics and AEFLA. In the compliance areas reviewed, no findings were noted for the third year of the program review. All compliance areas were at a 100% accuracy rate.

Draft reports have been issued for the **Association for the Advancement of Mexican Americans, Adult Education Center, Boys & Girls Club of Walker County, College of the Mainland, Harris County Department of Education, Houston Community College, Lone Star College, San Jacinto College, Region 6 and**

**PY2023 Financial Aid Payment Office.** We will issue final reports after receiving the service providers' response.

We have started the review for the **Financial Aid Support Center** and are finalizing testing for the 1<sup>st</sup> Quarter of PY2024.

## Proposed Changes to the Service Provider Rating

We have conducted a comprehensive review of our existing rating system for the previous program year and identified several challenges and inconsistencies, particularly in its application across different review areas. We also noticed that the current system does not effectively capture essential performance indicators for the programmatic activities of our service providers. Acknowledging these issues, we have resolved to phase out the existing rating system and propose a new one.

Our Quality Assurance team is diligently researching industry standards, with a specific focus on the principles outlined in the Government Accountability Office's Yellow Book. This involves understanding best practices in audit and monitoring reporting across various sectors, ensuring that our approach is grounded in independence, objectivity, and an evidence-based methodology.

Working closely with the Regional Economic Analysis staff, we are tackling the intricacies of developing a multifaceted scoring system. Our aim is to integrate critical components such as program compliance, performance and production targets, and financial audit results. The objective is to create a rating system that is not only fair, accurate, and reliable, but also aligns with industry standards and meets the diverse needs of our comprehensive workforce system.

Moreover, we intend for the new rating system to serve as a valuable tool for our board and service providers, offering them clear and actionable insights. The system will be designed to foster continuous improvement, thereby elevating our standards of service and efficiency.

## Financial Systems

The Board contracts with procured CPA firms, Weaver and Christine Nguyen, to conduct comprehensive financial monitoring of all Workforce Board service providers. Most reviews for FY24 contracts are still in progress.

We received a draft report for the following provider:

- Wharton County Junior College – no findings

We currently have the following reviews in progress:

- San Jacinto College,
- University of Texas Health Science Center - Children's Learning Institute,
- Houston Community College System,
- Equus Career Office and Financial Aid Support Center,
- Brazosport College,
- Association for the Advancement of Mexican Americans,
- Alliance for Multicultural Community Services,
- Boys and Girls Club,
- Lone Star College,
- Harris County Department of Education,
- Region 6,
- College of the Mainland, and
- Adult Education Center.

The remaining reviews are scheduled to begin in February and March:

- Alliance of Community Assistance Ministries,
- SER Jobs,
- SERCO of Texas, and
- BakerRipley Adult Education, Career Office, and Payment Office.

## Accountability and Improvement Plans

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 TWC and GCWB include the following:

### **TWC Interventions:**

**Measurable Skills Gain (MSG) (FY23)** – The Texas Workforce Commission is still monitoring the Performance Improvement Actions for measurable skills gain, and we are meeting with the state monthly.

### **GCWB Interventions:**

#### **Adult Education and Literacy, Harris County Department of Education:**

On December 5, 2023, the Gulf Coast Workforce Board authorized staff to implement measures addressing the non-compliance of the Harris County Department of Education (HCDE) with respect to its Corrective Action Plan and

observed performance deficiencies. These measures encompassed the potential termination of the contract, which the Houston-Galveston Area Council (H-GAC) invoked. On December 15, 2023, HCDE appealed this decision based on the contract's provisions regarding notice requirements and the opportunity to cure. In response, H-GAC's Executive Director retracted the termination notice, thereby granting HCDE a chance to rectify the identified deficiencies.

On January 23, 2024, H-GAC's Executive Director, Board staff, and HCDE leadership met to thoroughly evaluate the performance issues, identify areas requiring improvement, and formulate a plan to ensure HCDE's full compliance with the requirements of the Corrective Action Plan. HCDE's Superintendent stated that he will do what is necessary to meet the TWC's and GCWB's expectations and asked for clarity and guidance on how HCDE can successfully meet the requirements of the Corrective Action Plan. We are encouraged by the meeting and are moving forward in a constructive manner that focuses on clear expectations and the need to improve. The next scheduled meeting between Board staff and HCDE representatives is set for January 30, 2024, where we will establish specific, actionable steps that HCDE must undertake for the revocation of the Corrective Action Plan.

**Equus, Financial Aid Support Center:**

The Support Center was removed from the Corrective Action Plan on December 11, 2023. Over the last nine months, the Support Center has demonstrated sufficient progress with enrolling children in care, answering calls, and creating a harmonious working environment. We ended the 2023 Fiscal Year at 102% of the Year-to-Date Average Daily Number of Children target set by the Texas Workforce Commission. We currently have over thirty-six thousand (36,000) children in care. Our wait time for childcare has decreased to eight months.

To ensure the continued success of the Support Center, Board staff will continue to meet with the Support Center monthly, review production reports weekly, and visit a minimum of twice a month.

Board staff met with the Texas Workforce Commission for Technical Assistance on December 12, 2023. They were informed of our intention to remove the Support Center from the Corrective Action Plan based on their progress. TWC did not express any additional concerns.

**Equus Career Office:**

On July 17, 2023, Equus Career Office was placed on a Corrective Action Plan to address deficiencies with WIOA Youth performance measures and continued programmatic and operational concerns. Additionally, GCWB staff observed issues concerning staff professional development, career office systems and processes, and effective community engagement.

In response, Equus developed desk aids and training plans for youth staff, supported staff with a series of professional development offerings, and established regular touchpoints to measure improvement and discuss/review deliverables and progress. Throughout the corrective action plan, GCWB staff met with Equus bi-weekly to support them with process improvement, discuss and measure progress, and identify areas for improvement. GCWB has confirmed Equus staff have completed training as required. Site visits were also conducted to monitor the utilization of established tools and processes.

Equus demonstrated improvement in all areas of concern, resulting in better performance and outcomes. Equus met youth deliverables for Program Year 2023 and is currently exceeding targets for the current program year. A dedicated youth team has been established, and the Equus leadership team understands expectations for delivering quality services to youth in our region. GCWB removed Equus from the corrective action plan, and we will continue to meet with the leadership team monthly to ensure the forward momentum is maintained.

## Next Meeting

We propose scheduling the next committee meeting to be held at 1:00 p.m. on Wednesday, March 20, 2024, at Workforce Solutions - Willowbrook, 17725 Tomball Parkway, Houston, Texas 77064





## Procurement Committee

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On January 29, 2024, Chair Dr. Bobbie Henderson convened the Procurement Committee to consider recommendations to award to support various initiatives and contracted services.

### Family Engagement and Home-Based Provider Services

The Board is dedicated to enhancing the quality of early childhood education by offering a diverse array of supportive services. These services are twofold: first, providing consumer education and support to families in need of child care solutions, and second, bolstering the capabilities of home-based child care providers. These providers are often the primary source of child care for many families. The Family Engagement and Home-Based Provider Initiative supports the following key elements:

- a) Facilitate training events and activities to support home-based providers and the children in their care;
- b) Create opportunities for home-based providers to enhance and develop sustainable business practices;
- c) Collaborate and partner with existing entities that provide various family engagement services to support families as their child's primary caregiver, and
- d) Connect families to community resources needed to strengthen the families' ability to support their children.

A Request for Proposal (RFP) was released in October 2023 to select a service provider capable of implementing this initiative. Seven (7) proposers responded to our request. The evaluation team reviewed and scored the proposals to determine the best candidate for implementing this work and ranked them as follows:

<b>Proposer</b>	<b>Rank</b>
United Way of Greater Houston	1
Emergent ED Child Care Consulting Inc.	2
Avilo Inc.	3
Upwards	4
WEB Strategic Enterprises	5
Craving for A Change Foundation	6
Mother Daughter ISH	7

Over the last 20 years, the United Way Bright Beginnings (UWBB) program has supported both center-based and home-based child care programs. Through this program, UWBB provides professional development to in-home providers to train, coach, and otherwise support home-based providers to deliver the same high-quality care provided to children and families in center-based child care facilities.

The procurement committee voted to recommend a contract with the United Way of Greater Houston for up to \$2,500,000 to develop and implement the Family Engagement and Home-Based Provider Services program.

## Recommendation

We request Board approval to negotiate a contract with the United Way of Greater Houston for up to \$2,500,000 to develop and implement the Family Engagement and Home-Based Provider Services program.

## Adult Education Professional Development

The Gulf Coast Workforce Board is integral in elevating adult education in our region, serving as the grantee and fiscal agent for the region's adult education consortium. Our pivotal role encompasses effective oversight and management of allocated funds for adult education initiatives. A key component of this collaborative effort is our partnership with the Education Service Center (ESC) Region VI, which stands as the lead agency. ESC Region VI's responsibilities extend beyond providing technical assistance and support; it is also entrusted with the critical task of conducting professional development, which enhance the capabilities of our consortium partners and the overall Workforce Solutions – Gulf Coast system.

The increase in professional development efforts led by ESC Region VI is pivotal. It aims to ensure that all partners have a comprehensive understanding of their contractual responsibilities and the intentional integration of adult education and literacy services into the Workforce Solutions – Gulf Coast system, thereby promoting transparency, accountability, and efficiency in the delivery of adult education services. Through this enhanced focus on professional development, we are committed to building a stronger, more informed network of partners, thereby contributing to the collective success and impact of our adult education programs.

To improve outcomes and foster collaboration among system operators, program divisions, and Board staff, Board staff proposes targeted training opportunities aimed at enhancing the understanding and coordinated delivery of adult education services in the Workforce Solutions – Gulf Coast system.

The planned training sessions will include critical areas such as the fundamentals of Adult Education and Literacy (AEL), in-depth analysis of the populations served, effective outreach strategies, achieving the Texas Workforce Commission's performance and production measures, and detailed approaches to testing and assessment. Additionally, we will explore the benefits for employers in participating in AEL programs and how to better design programs to meet employers' needs. This investment in the professional development of organizational leaders is crucial.

The Procurement Committee voted to authorize staff to increase the total amount of the Education Service Center (ESC) Region VI by up to \$100,000, not to exceed \$1,930,000.

## Recommendation

Authorize staff to amend the contract with Education Service Center (ESC) Region VI by \$100,000, not to exceed \$1,930,000, for adult education professional development.

## Workforce Attorney

The Gulf Coast Workforce Board plays a pivotal role in orchestrating and guiding many workforce development initiatives and early education activities across a sprawling region encompassing 13 counties. This broad operational scope necessitates a complex network of contractual agreements with various partners, forming the backbone of a collaborative system that delivers a wide array of services.

To navigate this multifaceted legal landscape in workforce effectively, the Board requires specialized legal expertise, and we propose the retention of a qualified and experienced workforce attorney. The presence of a dedicated legal expert specializing in workforce law will provide invaluable insight and guidance, enhance our ability to manage legal risks, adhere to regulatory requirements, make informed decisions on contractual matters, and support improvements. The Gulf Coast Workforce Board operates in a complex environment, intricately bound by an array of federal and state regulations. These regulations govern the

diverse range of services we provide, including workforce development initiatives and early education activities. To navigate this multifaceted regulatory landscape, the Board acknowledges the critical need for specialized legal support.

A dedicated workforce attorney, well-versed in the specificities of the Texas Workforce Commission regulations, state and federal laws, and funding intricacies, is essential. This expertise is not just a requirement for legal compliance but is vital for strategic decision-making and effective contract management. With numerous partnerships and collaborative agreements in place, each with its unique legal considerations, the role of a specialized attorney becomes indispensable.

The attorney's role would extend beyond mere legal oversight. It would involve proactive guidance in shaping policies, supporting the negotiation and management of contracts, and ensuring that all Board activities are aligned with legal standards. This legal support is crucial to fortify our commitment to serving the community's diverse needs while safeguarding the Board's interests and maintaining the integrity of our programs.

Board staff, in coordination with H-GAC, released an RFP to find a suitable candidate. We received two proposals in response to our solicitation which were reviewed and scored by several staff.

<b>Proposer</b>	<b>Rank</b>
DC Legal PLLC	1
Husch Blackwell LLP	2

**DC Legal PLLC** scored the highest of the two proposals. Vera Jeanette Dela Cruz is a licensed attorney with over 35 years of experience in workforce, labor and employment law including unemployment insurance, payday law, civil rights, and fair housing. Her accomplishments include serving as the former Chief of Staff to the former Texas Workforce Commissioner of Labor, advising on a range of critical areas including legislation, budgeting, information technology, unemployment insurance, civil rights, and workforce policy, directly influencing the welfare of over 14 million workers in Texas.

The procurement committee voted to approve staff to negotiate a contract with DC Legal PLLC for up to \$300,000 for legal services, but due to an oversight, it did not provide the time frame for services, which was included in the RFP solicitation. Therefore, we further ask the Board to consider the term of this contract for a period of one year with the option to extend the contract for up to three (3) additional one-year terms.

## Recommendation

We request Board approval to negotiate a contract with DC Legal PLLC for up to \$300,000 to provide legal services for one year with the option to extend the contract for up to three (3) additional one-year terms.

# Budget Committee Report

## Proposed 2024 Board Budget

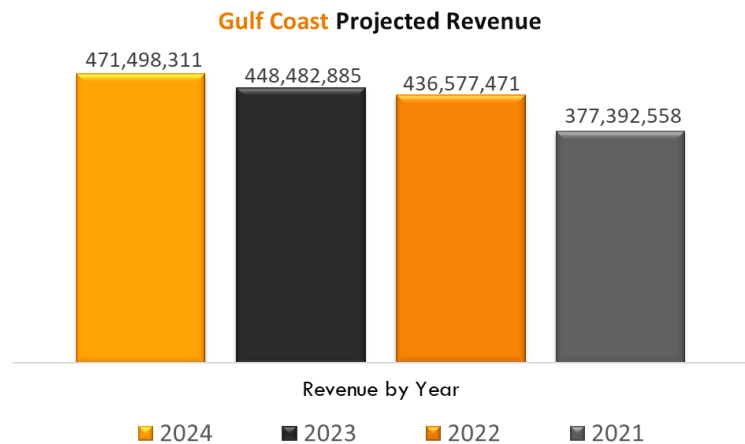
### Background

The Budget Committee met on Monday, January 29, 2024, with Committee Chair Willie Alexander, Board Chair Mark Guthrie, Alan Heskamp, Guy Robert Jackson, Bobbie Henderson, and Sara Bouse attending.

Annually, the Workforce Board approves a budget outlining how it intends to utilize its revenue to realize the objectives outlined in the Board's strategic plan: Competitive Employers, An Educated Workforce, More and Better Jobs, and Higher Incomes. This budget details the allocation of resources to operate Workforce Solutions and generates positive outcomes in the region.

### Revenue Overview

The proposed 2024 budget, totaling over \$471 million, represents a 5.1% increase from 2023. Funding is categorized as either general revenue, consisting mainly of formula-allocated dollars with expected continuity, or special revenue, encompassing competitive or one-time awards with limited assurances of continuation.



#### General Revenue Highlights:

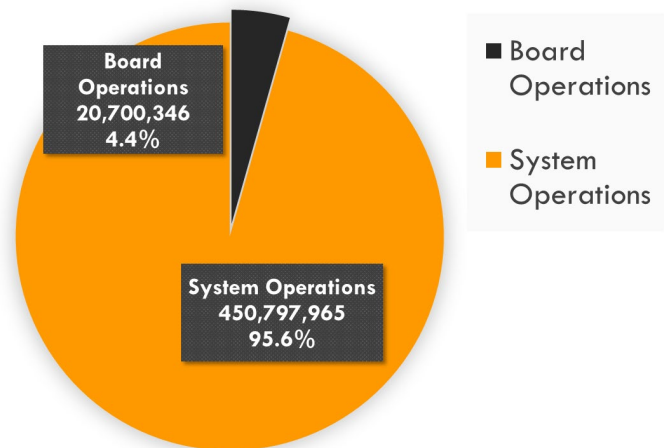
Significant increases in Child Care Services which increased from \$331.5 Million to over \$356.7 Million, Workforce Innovation and Opportunity Act (WIOA) increased from over \$48.3 Million to over \$57.9 Million and Vocational Rehabilitation funding, increased from \$6.9 Million to over \$8.1 Million, have been observed, albeit partially offset by a notable percentage decrease in Supplemental Nutrition Assistance funding, \$5.4 Million to \$3.2 Million.

#### Special Revenue Highlights:

The conclusion of several special revenue sources in 2023 results in a 30% decrease in this category. Adult Education currently stands as the largest special revenue source, with anticipated funding beyond June 2024 contingent upon TWC's acceptance of our grant application.

## Proposed Distribution

The proposed 2024 Board budget designates 4.4% of total revenue for operations at H-GAC, while the remaining 95.6% is allocated to contracted service delivery. Board operations are suggested at \$20,700,346 for 2024, a 21.9% increase from 2023, with system operations increasing to \$450,797,965, reflecting a 4.5% rise from the previous year.



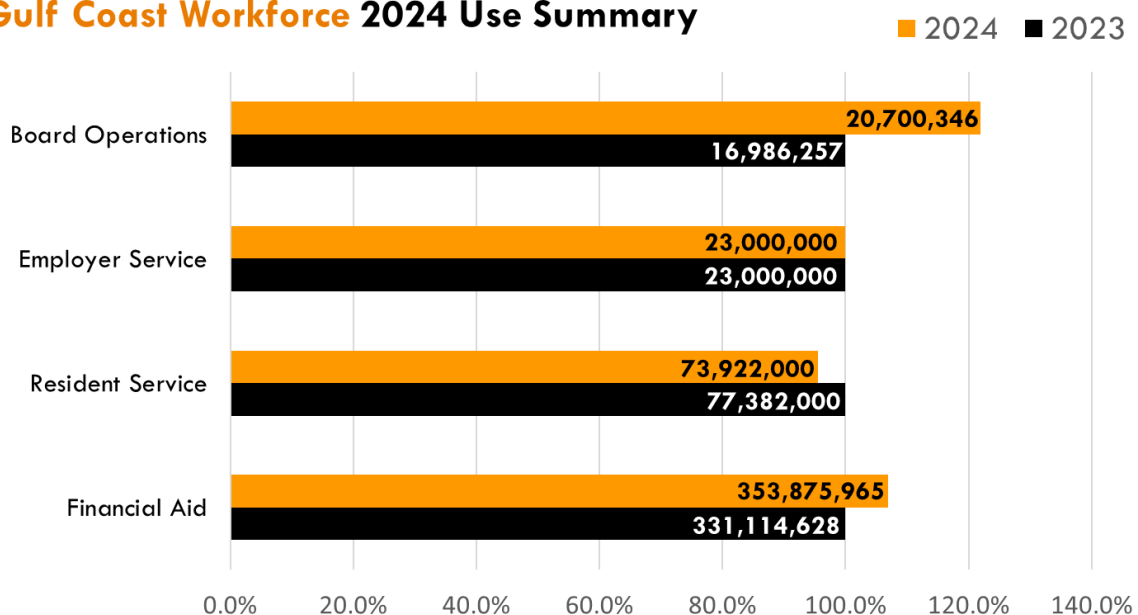
### System Operations Highlights:

Financial aid is proposed to increase to just under \$354 million, addressing the substantial demand for early education, scholarships, work-based learning, and work support.

The overall budget for Employer Service remains the same, but we propose targeting a larger percentage of resources towards quality improvement for home-based early education providers.

A decrease is proposed under Resident Service impacting Career Services. This is primarily attributed to our Supplemental Nutrition Assistance funding reduction. We also anticipate further reductions with the proposed reauthorization requirements of WIOA which will necessitate a larger designation of resources towards financial aid.

### Gulf Coast Workforce 2024 Use Summary





### **Board Operations Highlights:**

The proposed budget supports 87 Workforce staff, reflecting expansions in the Early Childhood, Adult Education, and Employer Engagement teams, along with the creation of a new Community Engagement unit.

Shared costs provided by H-GAC show increases under indirect and internal & shared services line items, supporting shared agency operations.

Planned information technology improvements include network upgrades, website enhancements, assistive technology refreshes, and development of a customer management system.

## **Results and Objectives**

In addition to meeting state and federal performance standards, the 2024 budget aims to achieve various outcomes, including:

- Career Services: Assisting over 48,300 individuals in entering employment.
- Employer Engagement: Serving over 32,270 employers.
- Quality Early Education: Providing child care scholarships for about 55,000 children.
- Adult Education and Literacy: Providing adult education services to over 18,500 students.
- Youth Services: Providing workforce services to over 20,000 young people.

2023 results are detailed below for comparison:

- Career Services: Assisted over 48,300 individuals in entering employment.
- Employer Engagement: Served over 31,000 employers.
- Quality Early Education: Provided child care scholarships for about 50,000 children.
- Adult Education and Literacy: Provided adult education services to over 17,900 students.
- Youth Services: Provided workforce services to over 19,600 young people.

## **Requested Action**

Approve the proposed 2024 budget in the amount of \$471,498,311.

**Gulf Coast Workforce Board**  
**2024 Budget**  
**Source and Use**

<b>Source</b>		<b>Use</b>	
General Revenue	447,575,009	Board Operations	20,700,346
Special Revenue	23,923,302	Employer Service	23,000,000
		Resident Service	73,922,000
		Financial Aid	353,875,965
<b>Total</b>	<b>\$471,498,311</b>	<b>Total</b>	<b>\$471,498,311</b>

**Gulf Coast Workforce Board  
2024 Budget  
Source Summary**

	2024	2023	Dollar Change	% Change
<b>General Federal &amp; State Revenue</b>	<b>447,575,009</b>	<b>414,291,026</b>	<b>33,283,983</b>	<b>8.0%</b>
Child Care Services	356,733,421	331,534,827	25,198,594	7.6%
Workforce Innovation and Opportunity	57,954,890	48,396,361	9,558,529	19.8%
Temporary Assistance for Needy Families	15,171,087	15,715,305 -	544,218	-3.5%
Vocational Rehabilitation	8,194,679	6,933,503	1,261,176	18.2%
Reemployment Services & Eligibility Assessment	3,392,480	3,313,397	79,083	2.4%
Supplemental Nutrition Assistance	3,214,520	5,492,771 -	2,278,251	-41.5%
Wagner-Peyser Employment Services	2,215,453	2,155,003	60,450	2.8%
Veterans Employment and Training	581,479	574,800	6,679	1.2%
Trade Act	117,000	175,059 -	58,059	-33.2%
<b>Special Federal &amp; State Revenue</b>	<b>23,923,302</b>	<b>34,191,859 -</b>	<b>10,268,557</b>	<b>-30.0%</b>
Adult Education	21,050,028	21,050,028	-	0.0%
Child Care Industry Support	906,830	1,813,659 -	906,829	-50.0%
Texas Education Agency - Regional Convener	600,000	-	600,000	100.0%
WIOA Statewide - Upskilling	503,502	-	503,502	100.0%
Apprenticeship Grants	400,000	1,200,000 -	800,000	-66.7%
Middle Skills Initiative	342,942	-	342,942	100.0%
JOBS Plus	120,000	120,000	-	0.0%
Child Care - Service Industry Recovery	-	8,114,128 -	8,114,128	-100.0%
NDW Disaster Relief Employment	-	1,050,000 -	1,050,000	-100.0%
PATHS Walmart Initiative	-	794,044 -	794,044	-100.0%
Texas Industry Partnership	-	50,000 -	50,000	-100.0%
<b>Total Revenue</b>	<b>471,498,311</b>	<b>448,482,885</b>	<b>23,015,426</b>	<b>5.1%</b>

## Gulf Coast Workforce Board 2024 Budget Use Summary

	2024	2023	% of Total 2024 Budget	Dollar Variance from	% Variance from 2023
<b>Board Operations</b>	<b>20,700,346</b>	<b>16,986,257</b>	<b>4.4%</b>	<b>3,714,089</b>	<b>21.9%</b>
Salaries and Benefits	10,289,370	8,375,894	2.2%	1,913,476	22.8%
Consultants & Contracts	3,080,000	3,176,000	0.7%	(96,000)	-3.0%
Indirect	1,371,007	968,451	0.3%	402,556	41.6%
Travel	127,000	85,800	0.0%	41,200	48.0%
Rent	578,174	712,400	0.1%	(134,226)	-18.8%
Other	528,070	473,500	0.1%	54,570	11.5%
Internal & Shared Services	2,266,111	1,350,954	0.5%	915,157	67.7%
Information Technology	2,460,614	1,843,258	0.5%	617,356	33.5%
<b>System Operations</b>	<b>450,797,965</b>	<b>431,496,628</b>	<b>95.6%</b>	<b>19,301,337</b>	<b>4.5%</b>
Employer Service					
Employer Engagement	9,000,000	12,000,000	1.9%	(3,000,000)	-25.0%
Quality Improvement	14,000,000	11,000,000	3.0%	3,000,000	27.3%
Resident Service					
Career Services	54,240,000	57,700,000	11.5%	(3,460,000)	-6.0%
Adult Education	19,682,000	19,682,000	4.2%	-	0.0%
Financial Aid					
Early Educational Care	329,875,965	310,114,628	70.0%	19,761,337	6.4%
Training & Support	24,000,000	21,000,000	5.1%	3,000,000	14.3%
<b>Total</b>	<b>471,498,311</b>	<b>448,482,885</b>	<b>100.0%</b>	<b>23,015,426</b>	<b>5.1%</b>

## Gulf Coast Workforce Board 2024 Budget Budget Detail

	Board Operations			
	2024	2023	Dollar Variance	Percent Variance
<b>Consultants &amp; Contracts</b>	<b>3,080,000</b>	<b>3,176,000</b>	<b>- 96,000</b>	<b>-3%</b>
Legal Services	315,000	15,000	300,000	2000%
Audit	54,000	35,000	19,000	54%
Financial Monitoring	1,096,000	1,126,000	- 30,000	-3%
Public Information & Outreach	900,000	900,000	-	0%
Temporary Staffing	300,000	900,000	- 600,000	-67%
External Consultants	415,000	200,000	215,000	108%
<b>Other</b>	<b>528,070</b>	<b>473,500</b>	<b>54,570</b>	<b>12%</b>
Employee Development	125,000	100,000	25,000	25%
Expendable Equipment	107,500	112,500	- 5,000	-4%
Software	106,700	106,700	-	0%
Communications	52,920	42,000	10,920	26%
Subscriptions & Dues	47,050	34,050	13,000	38%
Outside Printing	30,000	30,000	-	0%
Meeting Expenses	14,000	9,000	5,000	56%
Postage & Delivery	12,800	12,800	-	0%
Legal Notices	12,000	12,000	-	0%
Supplies	10,000	6,350	3,650	57%
Maintenance & Repair	6,000	4,000	2,000	50%
Employee Recruitment	1,800	1,800	-	0%
Books & Publications	1,500	1,500	-	0%
Licenses & Permits	800	800	-	0%
<b>H-GAC Internal &amp; Shared Services</b>	<b>2,266,111</b>	<b>1,350,954</b>	<b>915,157</b>	<b>68%</b>
Internal Services	1,027,081	677,029	350,052	52%
Network Services	975,958	673,925	302,033	45%
Communications	263,072	-	263,072	100%
<b>Information Technology &amp; Network Support</b>	<b>2,460,614</b>	<b>1,843,258</b>	<b>617,356</b>	<b>33%</b>
Data Services	691,549	451,544	240,005	53%
Software	502,071	458,364	43,707	10%
Wide Area Network	215,000	215,000	-	0%
Website	200,000	179,750	20,250	11%
Technology Improvements	777,000	525,000	252,000	48%
Capital Equipment	40,000	-	40,000	100%
Operating Expenses	34,994	13,600	21,394	157%

# Nominating Committee

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## 2024 Board Officers

### Background

The board membership elects officers including the Board Chair and three Vice Chairs to serve two-year terms pursuant to its By-Laws.

### Current Situation

The Board's Nominating Committee met on January 29, 2024, and attendance included Committee Chair Guy Robert Jackson and Alan Heskamp. The members discussed individuals nominated and made recommendations for the Board's consideration as follows:

**Mark Guthrie – Board Chair\***

Winstead PC

Category: Business

County: City of Houston

**Willie Alexander – Vice Chair\***

W J Alexander Associates P.C.

Category: Business

County: City of Houston

**Bobbie Henderson – Vice Chair\***

Texas Southern University

Category: Education

County: City of Houston

**Sara Bouse – Vice Chair\***

Alvin Community College

Category: Education

County: Brazoria

\* Current Officer

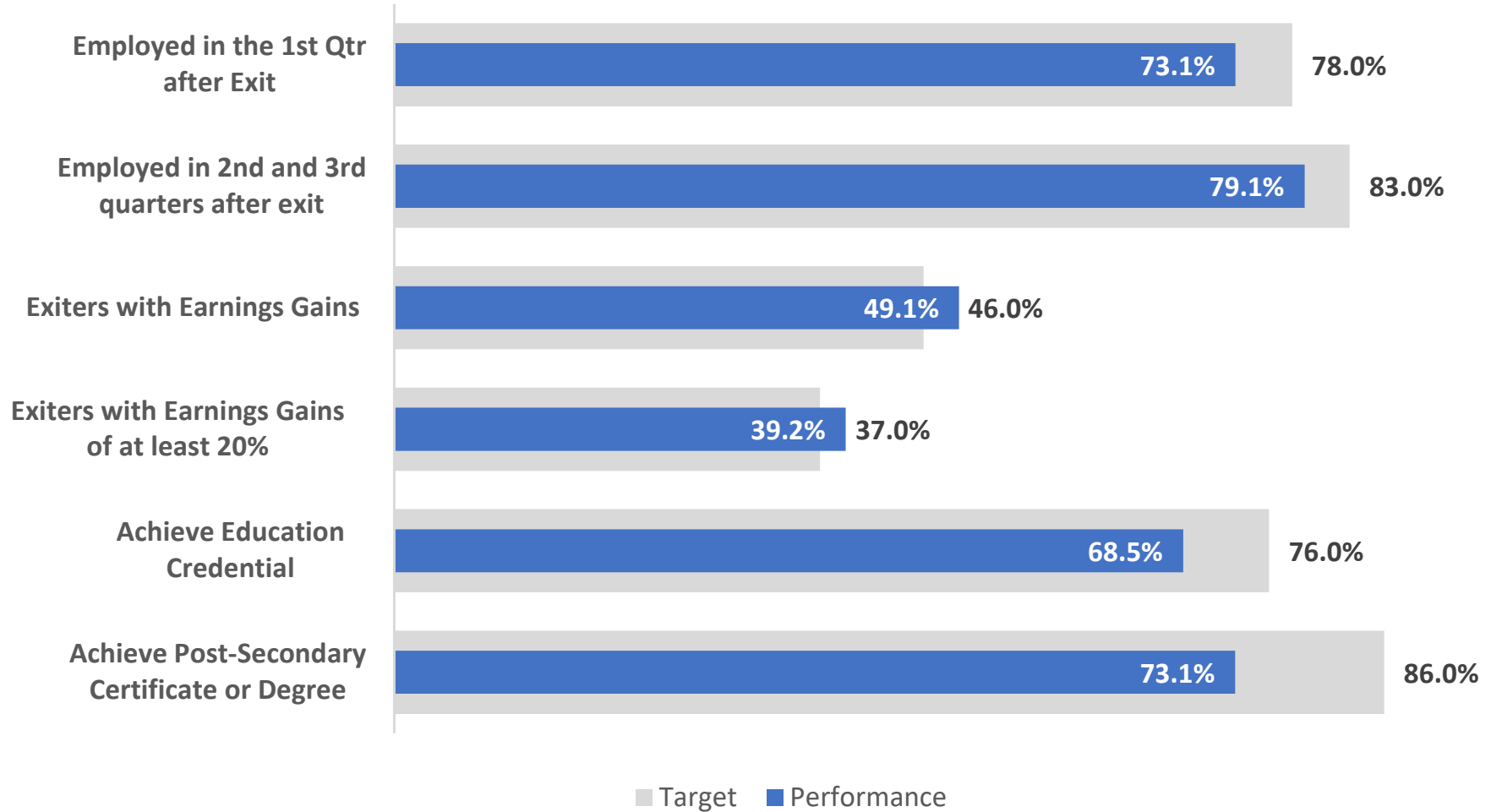
### Action

Chair Jackson will present the Committee's recommendations to the Board for action.



## Performance Measures

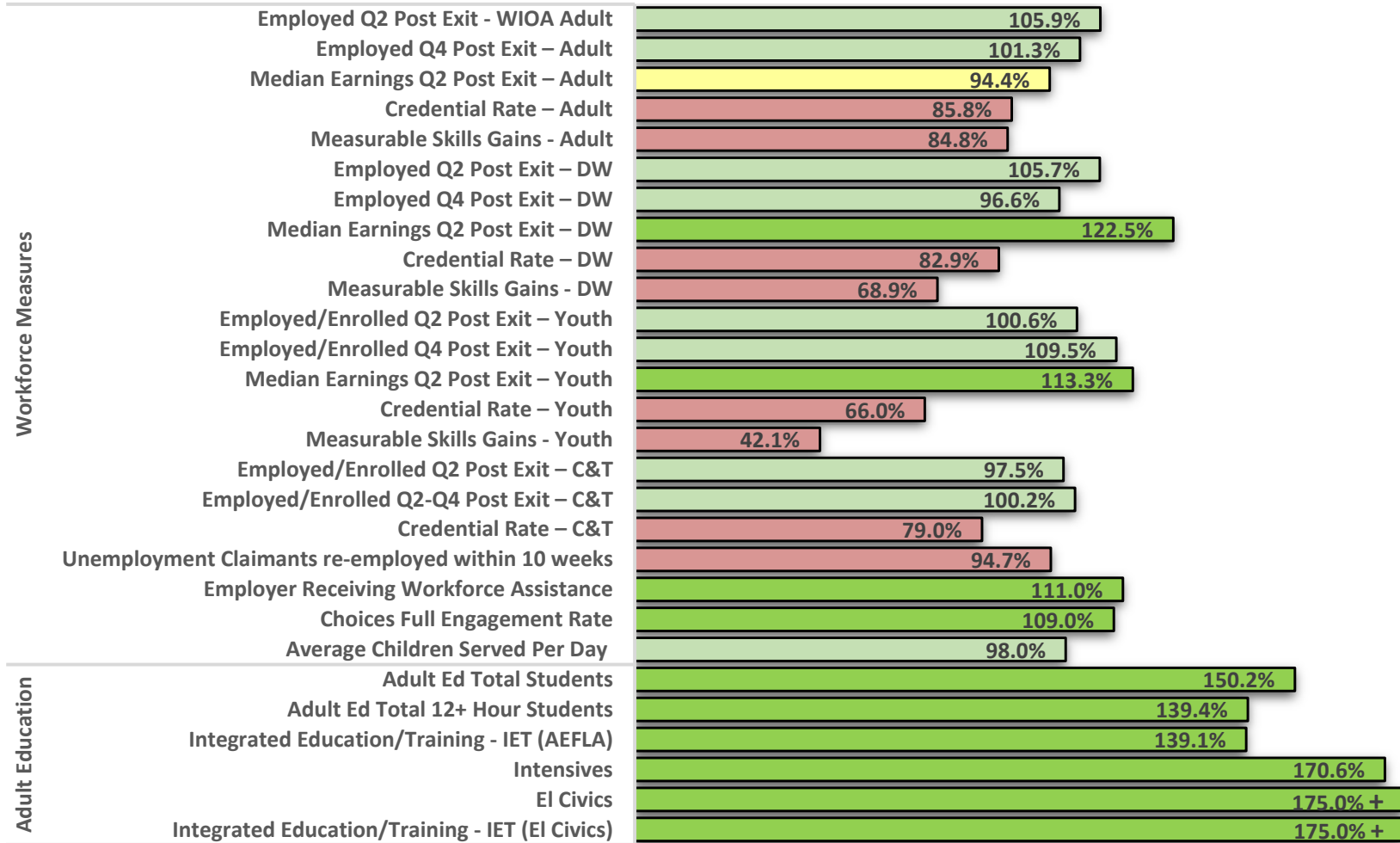
October 2023 to December 2023





## Production Measures

October 2023 to December 2023



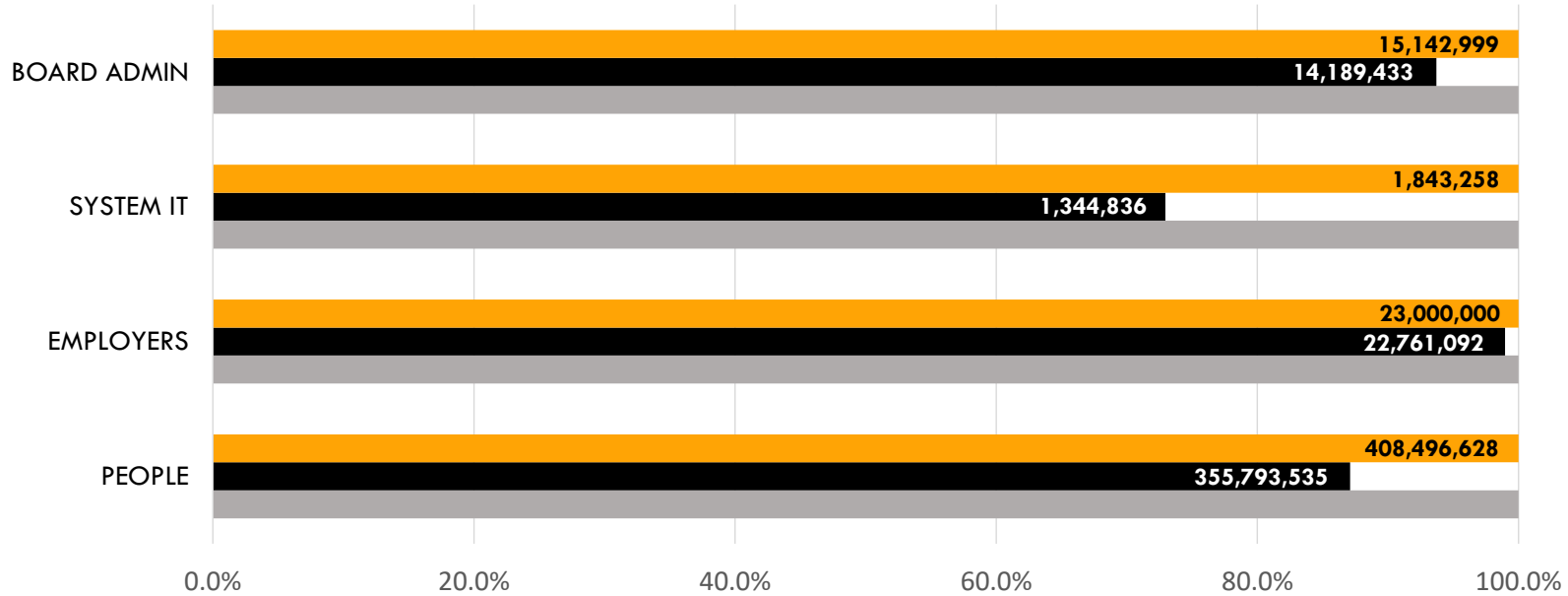
■ P- ■ MP (Lower) ■ MP ■ P+

% of current target

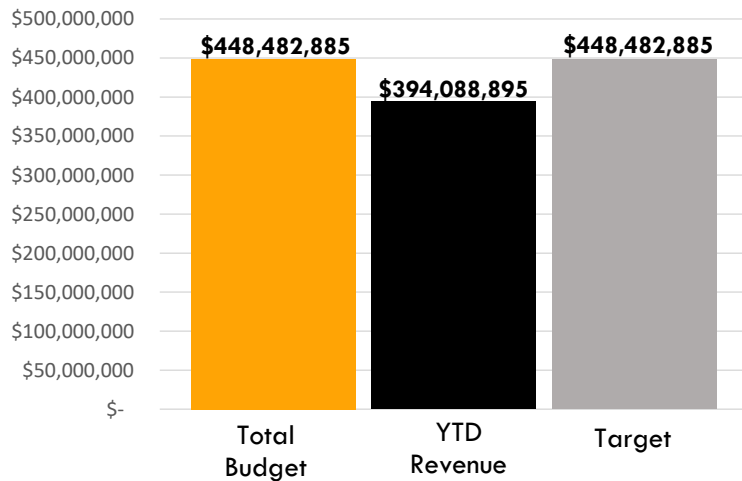
# Gulf Coast Workforce Financial Status Report

For the 12 months ending December 31, 2023

■ Budget 
 ■ Expenses 
 ■ Target



## Workforce Revenue



## System Expenses

- FINANCIAL AID - EARLY EDUCATION  
\$262,701,785
- FINANCIAL AID - TRAINING & SUPPORT  
\$23,731,063
- CAREER OFFICE NETWORK  
\$49,056,812
- EMPLOYER ENGAGEMENT  
\$9,902,487
- QUALITY IMPROVEMENT  
\$12,858,605
- ADULT EDUCATION  
\$20,303,875

