

**CITY OF SAN ANTONIO  
INTERDEPARTMENTAL MEMORANDUM  
CITY MANAGER'S OFFICE**

**TO:** Mayor and City Council  
**FROM:** Frances A. Gonzalez, Assistant to the City Manager  
**THROUGH:** Terry M. Brechtel, City Manager  
**COPIES:** Management Team; File  
**SUBJECT:** ORDINANCE APPROVING ANNUAL BUDGET OF THE ALAMO  
 WORKFORCE DEVELOPMENT BOARD.  
**DATE:** September 11, 2003

**SUMMARY AND RECOMMENDATIONS**

This Ordinance approves the annual operating budget for the Alamo Workforce Development Board (AWDB) for Fiscal Year 2003-2004. The Alamo Workforce Development Board is responsible for oversight of workforce development efforts in the twelve county workforce region. The total operating budget amount is \$ 4,022,500, an 8.6% decrease from the FY 2002-2003 level. The reduction is a result of a statewide decrease in the Texas Workforce Commission budget, and is being addressed through reductions in personnel, rental of space and equipment costs in the AWD operating budget.

Staff recommends approval of this ordinance.

**BACKGROUND**

Funding for AWD originates from the Departments of Labor and Health and Human Services to the Texas Workforce Commission, which allocates funds to the 28 workforce regions. These funds support 42 staff positions that have responsibility for the planning and oversight of regional workforce services. The attached Strategic Plan outlines the goals and strategies of the Alamo Workforce Development Board. Approval by the City of San Antonio of the annual budget of the AWDB is stipulated in the Partnership Agreement between the Chief Elected Officials, consisting of the City Council, Bexar County Commissioner's Court, and the Area Rural Judges, and AWDB. The Alamo Workforce Development Board, the Rural Area Judges have both approved the budget. Action was scheduled by Commissioner's Court for September 9, 2003.

**POLICY ANALYSIS**

This ordinance is a continuation of current City policy, which authorizes the City Council to review and approve the annual operating budget of the AWDB through the Partnership Agreement between the Chief Elected Officials and the Alamo Workforce Development

Inc. The FY 2003-2004 budget amount is \$ 4,022,500, an 8.6% decrease from the previous year. Major changes include reductions in personnel costs of 8%, achieved through layoffs of seven staff positions, and a 22% reduction in rental costs, through a reduction of space and renegotiation of the lease. In addition, equipment and related costs were reduced by 58%, and travel expenses for staff and board members were reduced by 11%.

**FISCAL IMPACT**

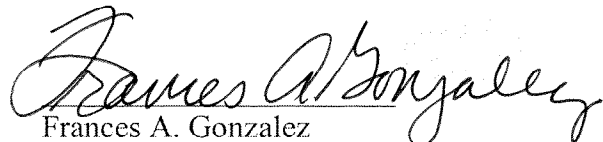
The FY 03-04 budget is attached. There is no direct fiscal implication for the City of San Antonio from the approval of this document.

**COORDINATION**


This item has been coordinated with AWD, Bexar County Commissioners Court, the Area Rural Judges, and the City Attorney's Office.

**SUPPLEMENTARY COMMENTS**

Provisions of the City's Ethics Ordinance do not apply.

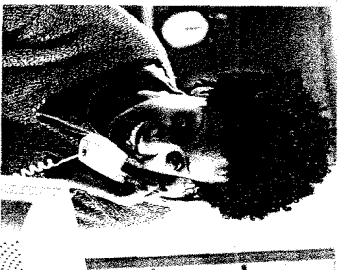
  
Frances A. Gonzalez  
Assistant to the City Manager

Approved:

  
Terry M. Brechtel  
City Manager

**Alamo Workforce Development Board, Inc.  
Proposed Corporate Budget 7/1/03-6/30/04**

	2002-2003 Budget	2003-2004 Budget	Variance	Percentage Increase/Decrease
<b>Personnel Costs</b>				
Salaries	2,144,146.00	1,975,000.00	-169,146.00	-7.89%
Fringe Benefits	557,478.00	513,000.00	-44,478.00	-7.98%
<b>Occupancy Costs</b>				
Rent (Includes utilities, janitorial, parking)	305,832.00	240,000.00	-65,832.00	-21.53%
<b>TOTAL Occupancy Costs:</b>	<b>305,832.00</b>	<b>240,000.00</b>	<b>-65,832.00</b>	<b>-21.53%</b>
<b>Equipment &amp; Related Costs</b>				
Equipment Purchases	174,000.00	50,000.00	-124,000.00	-71.26%
Equipment Rental	20,000.00	18,000.00	-2,000.00	-10.00%
R&M-Equip	19,000.00	15,000.00	-4,000.00	-21.05%
Computer Software License	8,632.00	8,000.00	-632.00	-7.32%
Computer Software Maint/Sup	7,742.00	6,000.00	-1,742.00	-22.50%
<b>TOTAL Equipment &amp; Related Costs:</b>	<b>229,374.00</b>	<b>97,000.00</b>	<b>-132,374.00</b>	<b>-57.71%</b>
<b><u>OTHER EXPENSES:</u></b>				
<b>General Office Expenses</b>				
Communications/Data Lines /Cell Phones	85,000.00	65,000.00	-20,000.00	-23.53%
Advertising	40,000.00	40,000.00	0.00	0.00%
Insurance	90,000.00	115,000.00	25,000.00	27.78%
Office Supplies	51,000.00	40,000.00	-11,000.00	-21.57%
Postage	16,000.00	12,000.00	-4,000.00	-25.00%
Printing, Binding & Reproduction	10,500.00	10,000.00	-500.00	-4.76%
Publications & Subscriptions	2,000.00	1,500.00	-500.00	-25.00%
Storage	16,000.00	12,000.00	-4,000.00	-25.00%
Marketing	150,000.00	150,000.00	0.00	0.00%
Miscellaneous Costs	20,000.00	10,000.00	-10,000.00	-50.00%
<b>SUBTOTAL GENERAL OFFICE EXP:</b>	<b>480,500.00</b>	<b>455,500.00</b>	<b>-25,000.00</b>	<b>-5.20%</b>
<b>Professional Services</b>				
Legal Services	85,000.00	80,000.00	-5,000.00	-5.88%
Acctg & Auditing Services	85,000.00	85,000.00	0.00	0.00%
Marketing Services-Contract	150,000.00	125,000.00	-25,000.00	-16.67%
Consultant Services	250,000.00	350,000.00	100,000.00	40.00%
Payroll Fees	7,000.00	7,000.00	0.00	0.00%
Prof Memb & Dues	17,000.00	15,000.00	-2,000.00	-11.76%
<b>SUBTOTAL PROFESSIONAL SERVICES:</b>	<b>594,000.00</b>	<b>662,000.00</b>	<b>68,000.00</b>	<b>11.45%</b>
<b>TOTAL OTHER EXPENSES:</b>	<b>1,074,500.00</b>	<b>1,117,500.00</b>	<b>43,000.00</b>	<b>4.00%</b>
<b>Staff Development (TRAVEL)</b>				
Travel-Staff	50,000.00	47,000.00	-3,000.00	-6.00%
Travel-Board	11,000.00	9,000.00	-2,000.00	-18.18%
Conferences/Seminars-Staff	20,000.00	18,000.00	-2,000.00	-10.00%
Conferences/Seminars-Board	9,250.00	6,000.00	-3,250.00	-35.14%
<b>TOTAL Staff Development (TRAVEL):</b>	<b>90,250.00</b>	<b>80,000.00</b>	<b>-10,250.00</b>	<b>-11.36%</b>
<b>Total Board Expenses</b>	<b>4,401,580.00</b>	<b>4,022,500.00</b>	<b>-379,080.00</b>	<b>-8.61%</b>
Salaries	2,144,146.00	1,975,000.00	-169,146.00	-7.89%
Fringe Benefits	557,478.00	513,000.00	-44,478.00	-7.98%
Travel	90,250.00	80,000.00	-10,250.00	-11.36%
Occupancy	305,832.00	240,000.00	-65,832.00	-21.53%
Other	1,303,874.00	1,214,500.00	-89,374.00	-6.85%
<b>Total Expenses Adm</b>	<b>4,401,580.00</b>	<b>4,022,500.00</b>	<b>-379,080.00</b>	<b>-8.61%</b>

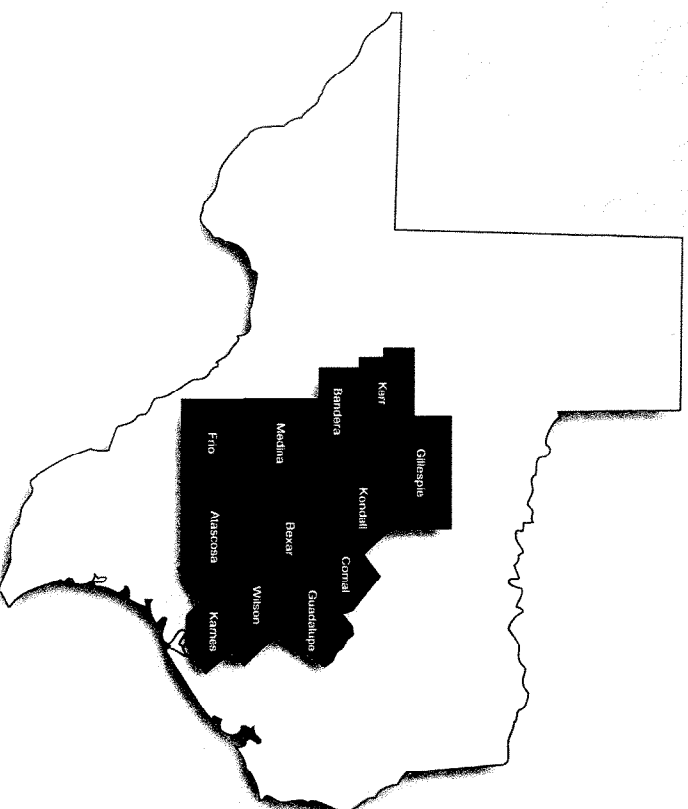


# A STRATEGIC PLAN FOR THE ALAMO WORKFORCE SYSTEM



*Workforce solutions for a vibrant economy*

# THE ALAMO WORKFORCE SYSTEM



Serving the City of San Antonio and the counties of Atascosa, Bandera, Bexar, Comal, Frio, Guadalupe, Gillespie, Karnes, Kerr, Kendall, Medina and Wilson.

# THE ALAMO WORKFORCE SYSTEM

<b>Our Core Values</b>	—Opportunity—Integrity—Results—
<b>Our Mission</b>	The mission of the Alamo Workforce System is to meet the employment needs of businesses and the career goals of people so both can compete in the global marketplace.
<b>Our Customers</b>	<p>Our <i>business</i> customers include all employers in the region – regardless of size or industry.</p> <p>Our <i>resident</i> customers include everyone who lives in the region – whether employed, unemployed, skilled or unskilled, young or old.</p>

# THE ALAMO WORKFORCE SYSTEM

## Our Vision

- ▶ The Alamo region ranks among the economic leaders of the nation. Businesses have an adequate supply of well-educated, skilled employees, which gives them competitive advantage and the opportunity to grow.
- ▶ People have opportunities to continually learn, work, and earn incomes that make them and their families self-sufficient.
- ▶ Long-standing commitments to educational excellence, an appreciation of diversity, and widespread support for business development make the region an attractive place to live and work.
- ▶ The region's political and community leaders, business people, and residents all value the Alamo workforce system highly.

# THE ALAMO WORKFORCE SYSTEM

## Our

## Commitments

To help carry out the system's mission, the Alamo Workforce Board commits to:

- 1) Be accountable to the system's owners- the taxpayers and their representatives, who appointed us;
- 2) Work cooperatively with local elected officials to achieve workforce system ends;
- 3) Recognize Alamo area businesses as our primary customers and remember that we can best meet residents' workforce needs by first meeting businesses' workforce needs;
- 4) Improve our ability to identify the real workforce problems of area businesses and residents, and develop and market services that help solve those problems;
- 5) Ensure equal access to quality information and workforce services throughout the 12-county region in an atmosphere free of prejudice;
- 6) Provide lifelong, continuous learning opportunities;
- 7) Make investments in education, training, and productive employment, all of which are critical to the self-sufficiency of individuals and their families and to the economic vitality of the region;
- 8) Behave always in an ethical manner toward our customers, partners, and contractors and expect them to do the same;
- 9) Recognize and reward performance at all levels in the regional system; and
- 10) Continuously improve the Alamo workforce system and the services it offers.



# THE ALAMO WORKFORCE SYSTEM

## **Our Strategic Parameters**

We put our customers first, considering their best interests in every decision we make.

Every activity we undertake contributes to our mission.

Our job is to meet the needs of our customers, not to guarantee the financing or survival of existing programs, organizations or service providers.

# THE ALAMO WORKFORCE SYSTEM

ENDS		LONG-TERM MEASURES
<b>Our Long-Term Ends &amp;Targets</b>  <b>The Difference We Will Make!</b>	<b>#1 – A Better Educated and Skilled Workforce</b>	<ul style="list-style-type: none"><li>➤ Increase the percentage of residents in the Alamo region post-secondary degrees or recognized certificates</li><li>➤ Increase the percentage of residents receiving a high school diploma or GED</li><li>➤ Increase the percentage of students who are ready to learn and move up the education ladder by:<ul style="list-style-type: none"><li>• Increase the percentage of students taking the SAT or ACT tests</li><li>• Increase the mean SAT and ACT test scores</li><li>• Increase the percentage of students taking advanced courses</li><li>• Increase the percentage of students receiving the Recognized High School Program</li></ul></li></ul>
	<b>#2 – More Competitive Businesses</b>	<ul style="list-style-type: none"><li>➤ Increase the gross regional product</li></ul>

# THE ALAMO WORKFORCE SYSTEM

<b>Our Long-Term Ends &amp;Targets  The Difference We Will Make!</b>	<b>ENDS</b>	<b>LONG-TERM MEASURES</b>
	<b>#3 – More High-Skill Jobs</b>	➤Increase employment with employers in targeted industries as a percentage of total employment ➤Increase employment in high skill jobs as a percentage of total employment
	<b>#4 – Higher Incomes for Residents</b>	➤Increase the region's per capita income
	<b>#5 – A Positive Return on Investment</b>	➤Under development

# STRATEGIES TO ACHIEVE OUR LONG-TERM ENDS

The Long-Term Ends					
Strategy	Better-Educated & Skilled Workforce	More Competitive Businesses	High Skill Jobs	Higher Incomes	Positive ROI
1. Target industries that are key to the region's economic future and actively market services to businesses in those industries that have critical labor shortages in high skill occupations.		✓	✓	✓	✓
2. Form strategic alliances to coordinate and leverage resources, especially those for business development, education, training, child care, and transportation.	✓	✓	✓	✓	✓
3. Build and support business/education partnerships in targeted industries to better align needs and resources.	✓	✓	✓	✓	✓
4. Improve the quality of education and training, targeting these services on developing the skilled needed for high-skill jobs in targeted industries.	✓	✓	✓	✓	✓
5. Improve and expand adult basic education, literacy, English as a Second Language, and prevocational training services.	✓	✓	✓	✓	✓
6. Improve the quality of available career information, counseling and planning services.	✓	✓	✓	✓	✓
7. Continually improve the quality of and access to workforce information and services for all of the system's customers	✓	✓	✓	✓	✓
8. Support early childhood education initiatives.	✓	✓	✓	✓	✓

# STRATEGIES TO ACHIEVE OUR LONG-TERM ENDS

The Long-Term Ends						
Strategy		Better-Educated & Skilled Workforce	More Competitive Businesses	High Skill Jobs	Higher Incomes	Positive ROI
9. Strengthen relationships with chambers of commerce, economic development organizations, and employer associations in targeted industries and support development efforts that increase the number of high-skill jobs			✓	✓	✓	✓
10. Provide life-long, continuous learning opportunities to help individuals who are already employed move into better jobs and earn higher incomes		✓		✓	✓	✓
11. Develop workforce solutions that address business needs and market the workforce system and its services to all customers in the region		✓	✓	✓	✓	✓
12. Create and finance a business services capability independent of the one-stop career center network that provides quality workforce solutions to employers			✓	✓	✓	✓
13. Reduce financial and other barriers (quality childcare, transportation, etc.) to participation in education and training		✓			✓	✓
14. Establish contractual relationships with service providers that hold the accountable for contributing to the workforce system's long term ends and meeting the compliance requirements of the system's funding sources		✓	✓	✓	✓	✓
15. Reserve funding to be used to provide financial rewards to contractors that contribute to achieving system ends.		✓	✓	✓	✓	✓
16. Make investments in further developing the knowledge and skills of workforce professionals throughout the regional system, including, board staff, workforce providers and contractors		✓	✓	✓	✓	✓