

★ ★ ★ ★ ★

WORKFORCE SOLUTIONS

Rural Capital Area
WHERE BUSINESS & CAREERS MEET!



BOARD OF DIRECTORS

ORIENTATION GUIDE

A proud partner of the [americanjobcenter](#) network

TABLE OF CONTENTS

- 02 - EXECUTIVE GREETING**
- 03 - INTRODUCTION**
- 04 - ABOUT US**
- 05 - BOARD MEMBERS**
- 06 - BOARD STAFF**
- 07 - OUR VISION, MISSION, & STRATEGIC GOALS**
- 08 - THE PUBLIC WORKFORCE SYSTEM IN TEXAS**
- 10 - BOARD GOVERNANCE & RESPONSIBILITIES**
- 12 - BOARD MEMBERSHIP & STRUCTURE**
- 13 - OPERATIONAL FUNCTIONS OF THE BOARD**
- 14 - FUNDING & FINANCIAL MANAGEMENT**
- 15 - CORE WORKFORCE SERVICES & PROGRAMS**
- 16 - PERFORMANCE & COMPLIANCE**
- 17 - STRATEGIC PARTNERSHIPS & COMMUNITY ENGAGEMENT**
- 18 - LEGAL & ETHICAL CONSIDERATIONS**
- 19 - IN REVIEW**
- 20 - STAY CONNECTED**

EXECUTIVE GREETING



PAUL FLETCHER
CHIEF EXECUTIVE OFFICER

Welcome to the Board of Directors for Workforce Solutions Rural Capital Area (WSRCA), and thank you for stepping into this essential leadership role. It is a privilege to have you join a team committed to making a lasting difference in the lives of individuals, families, and businesses across our region.

At its core, workforce development is about people. It's about empowering individuals to access meaningful careers, helping families achieve stability, and providing employers with the talent they need to innovate and grow. It is also one of the most powerful drivers of economic growth, community resilience, and long-term prosperity. A skilled workforce fuels everything from small business success to regional competitiveness in a global marketplace. It strengthens education systems, expands tax bases, reduces poverty, and builds stronger, more connected communities.

WSRCA exists to connect job seekers, employers, educators, and service providers in a unified effort to strengthen our region. We're not in the program business; we're in the people business, delivering customized solutions that help individuals thrive, equip businesses with the talent they need, and build stronger, more resilient communities across the Rural Capital Area.

We support job seekers in gaining the skills, credentials, and confidence needed to succeed in a rapidly evolving labor market. We partner with employers to address workforce challenges, close talent gaps, and prepare for future growth. We collaborate with schools and training providers to align education with real-world job opportunities. And we work every day to ensure our services remain accessible, inclusive, and impactful for all.

Your role as a board member is both strategic and catalytic. You are a steward of public trust, a connector of community voices, and a champion for economic mobility. Your insights help ensure our strategies reflect the realities and needs of the industries and communities we serve. Your advocacy expands awareness and support for our work. And your leadership helps shape a workforce system that is resilient, innovative, and prepared for the future.

This Board of Directors Orientation Guide is your starting point. Inside, you'll find an overview of our programs, policies, and governance responsibilities, as well as the frameworks that guide our decisions. You'll also learn more about the partnerships and performance measures that drive our success. Whether you're new to workforce development or bringing years of leadership experience to the table, this guide is designed to equip you with the knowledge and confidence to lead effectively.

Thank you again for your service. The time and expertise you bring to this board will make a lasting impact, not only on our organization, but on the thousands of Texans who rely on us to help them move forward. Together, we will continue building a workforce system that creates opportunity, strengthens families, supports businesses, and prepares our region for the challenges and possibilities ahead.

INTRODUCTION

WELCOME TO WORKFORCE SOLUTIONS RURAL CAPITAL AREA

Thank you for your service as a member of the Workforce Solutions Rural Capital Area (WSRCA) Board of Directors. As one of 28 local workforce boards in Texas, WSRCA plays a vital role in connecting employers with skilled talent and helping individuals across nine Central Texas counties access meaningful career opportunities. Our mission is to build a strong, inclusive workforce that meets the demands of a rapidly changing economy while supporting long-term economic growth and community stability. As a board member, you provide strategic oversight and help shape the vision, priorities, and partnerships that guide our workforce initiatives. Your leadership ensures that programs are not only effective and data-informed but also accessible, equitable, and aligned with regional industry needs. By working together, we create pathways that empower job seekers, strengthen businesses, and build a more resilient future for our communities.

THE PURPOSE OF THIS GUIDE

This guide is designed to provide Board members with a comprehensive understanding of WSRCA's structure, programs, and operational framework. It serves as a reference for your role in:

- Strategic planning and oversight of workforce initiatives.
- Understanding funding sources and program accountability.
- Engaging with businesses and community partners to strengthen workforce alignment.
- Ensuring compliance with federal and state regulations governing workforce services.
- Evaluating performance and making data-driven decisions to improve outcomes.

By familiarizing yourself with the contents of this guide, you will be better prepared to contribute to the Board's strategic initiatives, ensuring that WSRCA continues to fulfill its mission of supporting businesses, strengthening the workforce, and fostering community prosperity.

THE ROLE OF THE WORKFORCE DEVELOPMENT BOARD

The WSRCA Board plays a critical leadership role in shaping policies and ensuring the effective delivery of workforce services. As a Board member, you are entrusted with:

- Providing strategic direction to align workforce programs with local economic needs.
- Ensuring fiscal and programmatic accountability in the allocation of workforce funds.
- Fostering partnerships with businesses, educators, economic development organizations, and community stakeholders.
- Advocating for workforce solutions that support both employers and job seekers.
- Monitoring program performance to ensure workforce initiatives meet federal, state, and local goals.

Your role is pivotal in driving WSRCA's mission to create opportunities for sustainable employment and economic growth throughout the region. By leveraging your expertise, network, and insights, you will help strengthen our workforce system and positively impact the communities we serve.

KEY CONSIDERATIONS FOR BOARD MEMBERS

Board members serve as visionaries, catalysts for change, and stewards of workforce development. To effectively fulfill your role, consider the following guiding principles:

- **Focus on Performance Outcomes** – Long-term success depends on measurable outcomes such as job placements, wage growth, and skills attainment. Board discussions should prioritize these results over following mere procedures.
- **Understand Real Numbers, Not Just Percentages** – Seek concrete figures that reveal the true impact behind the statistics. Ask how many individuals have secured jobs, how many businesses have received support, and what tangible outcomes have been achieved.
- **Ensure Fiscal Responsibility & Strategic Investment** – Collaborate with Board staff to implement checks and balances that guarantee fiscal integrity and timely fund utilization. This oversight helps prevent fund de-obligation and maximizes community impact through workforce investments.
- **Be an Advocate for Workforce Development** – Each Board member should champion local businesses and job seekers. By maintaining strategic focus, engaging with stakeholders, and supporting effective initiatives, you can drive meaningful workforce solutions that benefit the region.

This guide is your resource for navigating your role as a Board member and contributing to Workforce Solutions Rural Capital Area's mission. We encourage active participation, collaboration, and staying updated on workforce trends. Thank you for advancing workforce development in Central Texas.

ABOUT US

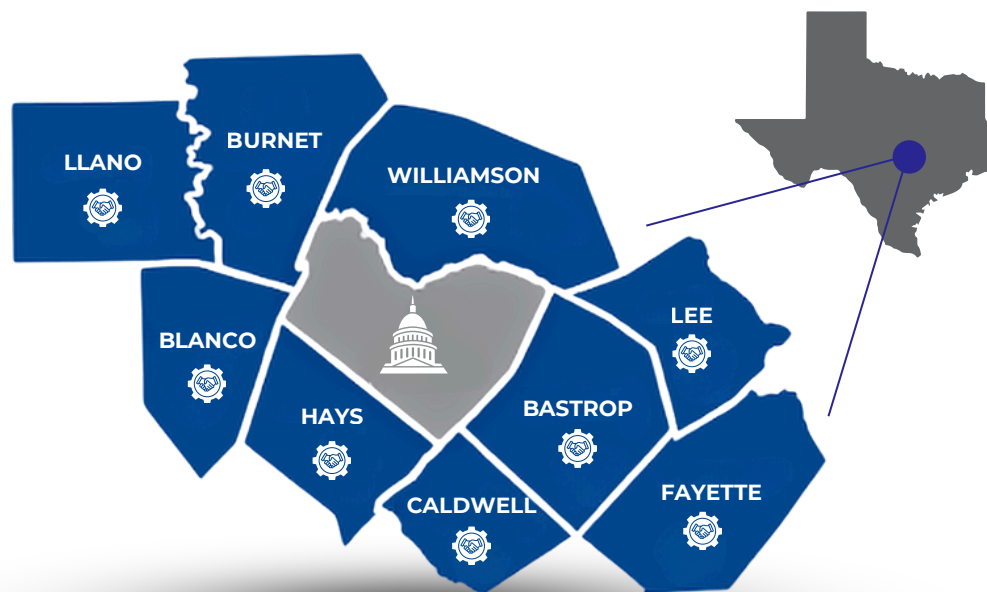
OVERVIEW OF WORKFORCE SOLUTIONS RURAL CAPITAL AREA

WSRCA is a mission-driven organization dedicated to supporting workforce development efforts across Central Texas. As one of Texas' 28 local workforce development boards, WSRCA facilitates connections between job seekers, employers, training providers, and community partners to strengthen the regional economy.

WSRCA provides no-cost recruitment, employment, and training services to businesses and job seekers, ensuring that Central Texas has a workforce equipped to meet the demands of emerging and established industries. By leveraging state and federal resources, WSRCA fosters a dynamic, innovative, and inclusive labor market. Our team is committed to creating a thriving workforce ecosystem that adapts to economic shifts, technological advancements, and evolving industry needs.

As a regional leader in workforce development, WSRCA works to:

- Enhance economic competitiveness by aligning workforce strategies with regional industry needs.
- Improve accessibility to workforce services for rural and underserved communities.
- Foster innovation by integrating technology and data-driven solutions into workforce initiatives.
- Support lifelong learning through career pathways, upskilling programs, and professional development opportunities.



THE NINE-COUNTY REGION WE SERVE

WSRCA serves the rural capital area of Central Texas, encompassing the following nine counties:

- **Bastrop** – A rapidly growing area with strong ties to manufacturing, retail, and technology sectors.
- **Blanco** – Home to a diverse mix of small businesses, tourism, and agriculture.
- **Burnet** – Features a mix of light industry, public sector jobs, and emerging technology firms.
- **Caldwell** – A hub for logistics, transportation, and agriculture-related industries.
- **Fayette** – A rural county with a strong emphasis on energy, manufacturing, and local businesses.
- **Hays** – One of the fastest-growing counties in the U.S., driven by education, healthcare, and technology sectors.
- **Lee** – Offers a mix of traditional industries and growing opportunities in renewable energy.
- **Llano** – A region rich in natural resources, tourism, and small-scale industry.
- **Williamson** – A dynamic county with a booming technology, healthcare, and business services economy.

These communities benefit from customized workforce solutions that enhance job growth, economic stability, and career readiness. WSRCA partners with local governments, educational institutions, economic development entities, and employers to ensure that workforce programs remain responsive to the region's evolving needs.

BOARD MEMBERS

OFFICERS



FRANK LEONARDIS
BOARD CHAIR
EMBER INDUSTRIES



ALFONSO SIFUENTES
BOARD VICE CHAIR
REPUBLIC SERVICES



RENE FLORES
BOARD TREASURER
AMPLIFY CREDIT UNION

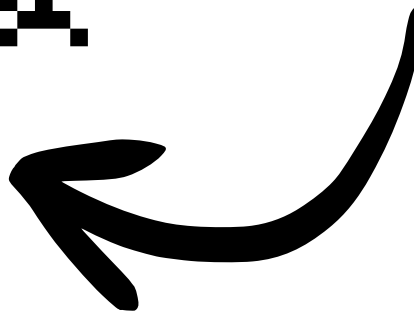


MARGARET LINDSEY
PAST BOARD CHAIR
EX OFFICIO BOARD MEMBER

BOARD MEMBERS



SCAN THE QR CODE
OR VISIT [BOARD OF
DIRECTORS PAGE](#) FOR
THE FULL BOARD
DIRECTORY.



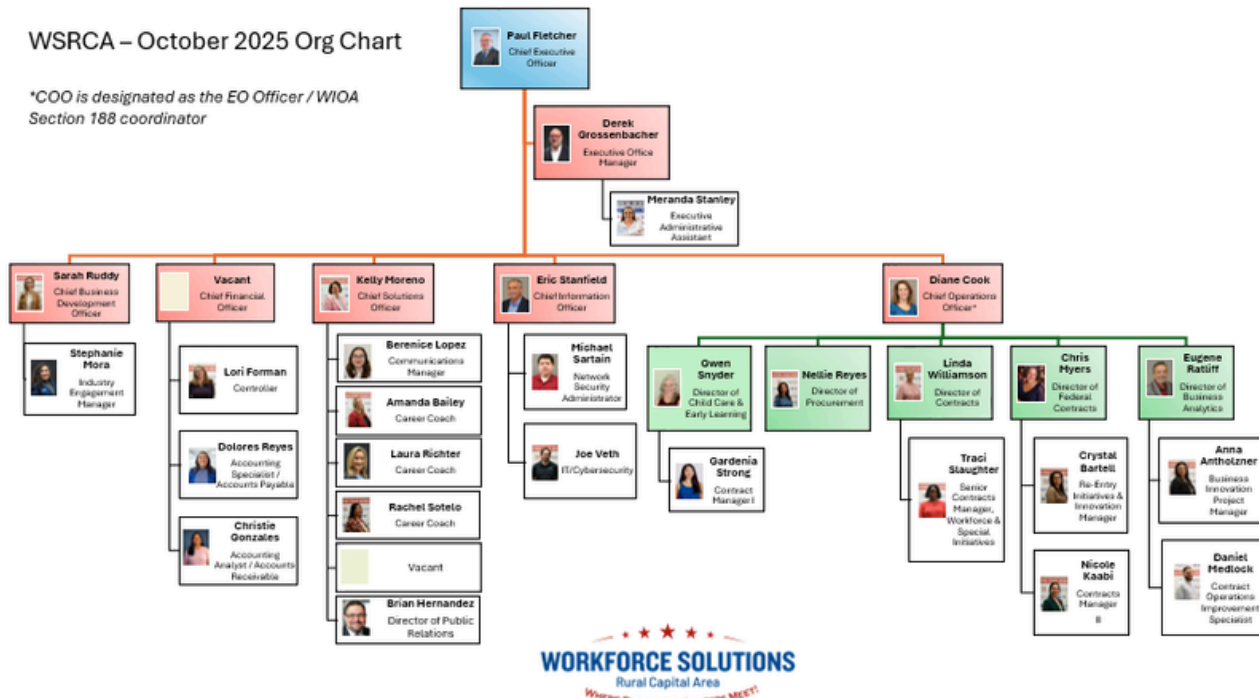
WSRCA ORGANIZATIONAL CHART OCTOBER 2025

*COO is Designated as the EO Officer /
WIOA Section 188 Coordinator

BOARD STAFF

WSRCA – October 2025 Org Chart

*COO is designated as the EO Officer / WIOA
Section 188 coordinator



WSRCA - Public

ROLE OF WSRCA BOARD STAFF IN SUPPORTING THE BOARD OF DIRECTORS

The WSRCA Board Staff is essential to the seamless functioning of the Board of Directors. Their role is to ensure that the board is well-equipped, informed, and able to focus on strategic decision-making. Their support spans administrative, operational, and analytical functions, including:

- **Administrative Coordination & Support:**
 - Organizing and scheduling board meetings, including the timely preparation and distribution of agendas, minutes, and supporting documents.
 - Managing communication channels among board members and with external stakeholders.
 - Coordinating logistical needs for both in-person and virtual meetings to ensure smooth operations.
- **Research, Data Analysis, & Reporting:**
 - Conducting comprehensive research on labor market trends, workforce programs, and performance metrics.
 - Analyzing data to provide clear, actionable insights that inform policy development and strategic decisions.
 - Preparing detailed reports and presentations that track program outcomes and highlight areas for improvement.
- **Regulatory Compliance & Risk Management:**
 - Ensuring that all workforce initiatives adhere to federal, state, and local regulatory requirements.
 - Advising the board on best practices in governance, accountability, and risk mitigation.
 - Monitoring compliance to maintain high standards of program integrity and public trust.
- **Stakeholder Engagement & External Relations:**
 - Serving as the primary liaison between the board and key external partners, including industry leaders, educational institutions, and community organizations.
 - Facilitating partnerships and collaborative efforts that enhance the impact of workforce development initiatives.
 - Representing the board in community outreach efforts to build trust and secure additional resources.
- **Operational Efficiency & Continuous Improvement:**
 - Implementing best practices to streamline board processes and improve overall operational efficiency.
 - Coordinating with other internal departments to ensure that all initiatives are well-integrated and effectively executed.
 - Continuously evaluating and refining procedures to enhance the board's capacity to meet strategic objectives.

Through these responsibilities, the WSRCA Board Staff plays a critical role in empowering the Board of Directors to make informed, data-driven decisions that drive effective workforce development and contribute to the long-term success of the organization.

OUR VISION, MISSION, & STRATEGIC GOALS



VISION

A thriving workforce and economic ecosystem that fosters opportunity and prosperity for all. We envision a future where businesses have access to skilled talent, job seekers find meaningful employment, and Central Texas remains a hub of innovation and growth.

MISSION

WSRCA connects employers and job seekers with workforce development solutions that promote economic sustainability, professional growth, and long-term success. Our mission is rooted in:

- Empowering job seekers with career training, skills development, and employment opportunities.
- Supporting employers in recruiting, training, and retaining a skilled workforce.
- Fostering community partnerships to align workforce development with regional economic goals.

STRATEGIC GOALS

To fulfill its mission, WSRCA focuses on the following key strategic priorities:

- **Strengthen the Workforce Pipeline** – Align education, skills training, and career pathways with employer demands to prepare workers for in-demand occupations.
- **Expand Access to Employment Opportunities** – Remove barriers to employment by enhancing job placement, career development, and workforce accessibility for all individuals, including underrepresented populations.
- **Develop Regional Partnerships for Economic Growth** – Work collaboratively with businesses, local government, and educational institutions to drive economic expansion and ensure workforce programs are aligned with industry trends.
- **Enhance Operational Efficiency & Service Delivery** – Utilize data-driven decision-making, innovative technology, and customer-centered strategies to improve workforce solutions and maximize impact.
- **Improve Economic Mobility** – Promote initiatives that help individuals achieve financial independence through stable, high-wage employment.
- **Increase Business Engagement** – Strengthen partnerships with regional employers, chambers of commerce, and trade associations to better support workforce needs.

By focusing on these goals, WSRCA serves as a regional leader in workforce development, driving sustainable economic growth and creating a future where businesses thrive and individuals achieve their career aspirations.

KEY WORKFORCE SERVICES & INITIATIVES

WSRCA offers a broad range of workforce services to meet the diverse needs of the region. These services include:

- **Career Exploration & Job Matching** – Providing job seekers with tools, workshops, and guidance to find meaningful employment.
- **Skills Training & Certification Programs** – Partnering with community colleges and vocational training centers to offer industry-recognized credentials.
- **Employer Support Services** – Assisting businesses with recruiting, training, and workforce retention strategies.
- **Youth and Young Adult Programs** – Engaging the next generation of workers through internships, apprenticeships, and career readiness programs.
- **Veterans & Special Populations Assistance** – Ensuring equitable access to workforce services for veterans, individuals with disabilities, and economically disadvantaged groups.
- **Child Care Assistance** – Helping working families access high-quality child care resources and subsidies, enhanced by partnerships with providers through the Texas Rising Star program.

Through these initiatives, WSRCA empowers individuals, strengthens businesses, and fuels economic prosperity across Central Texas.

PUBLIC WORKFORCE SYSTEM

TEXAS WORKFORCE COMMISSION (TWC)

The Texas Workforce Commission (TWC) is the state agency responsible for overseeing workforce development programs and ensuring that workforce initiatives align with federal and state regulations. TWC plays a crucial role in fostering economic prosperity by supporting businesses, job seekers, and workers through various workforce programs.

TWC administers programs under the Workforce Innovation and Opportunity Act (WIOA), Temporary Assistance for Needy Families (TANF) Employment & Training (Choices), Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T), Vocational Rehabilitation Services, and Child Care Services. These programs are designed to enhance workforce participation, provide training, and connect employers with a skilled workforce.

TWC is also responsible for ensuring fiscal accountability, program compliance, and performance monitoring of the 28 Local Workforce Development Areas (LWDAs) across Texas, including WSRCA. TWC partners with local workforce boards, educational institutions, and businesses to ensure that the workforce system is effective and responsive to regional economic demands.

TWC also supports Texas Workforce Solutions, a statewide network that brings together workforce development boards, career centers, and community partners to provide seamless employment services. Additionally, TWC provides labor market data, workforce research, and economic trend analysis through its Labor Market and Career Information (LMCI) department.

LOCAL WORKFORCE DEVELOPMENT AREAS (LWDAS)

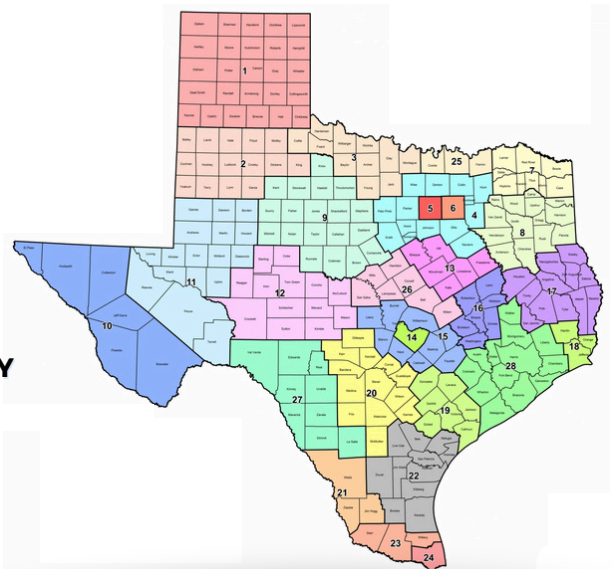
Texas is divided into 28 Local Workforce Development Areas (LWDAs), each managed by a Workforce Development Board. These LWDAs, including WSRCA, operate under the guidance and funding of TWC but retain the flexibility to design and implement workforce programs tailored to regional industry needs.

Each LWDA is responsible for local workforce planning, funding allocation, service delivery, and employer engagement. Boards work closely with businesses, educational institutions, and community organizations to provide services such as:

- Job matching and career counseling
- Skills training and certifications
- Employer recruitment and hiring support
- Child care assistance for working families
- Support services for veterans and individuals with disabilities

Through a one-stop workforce service model, LWDAs operate Workforce Solutions Centers where job seekers and employers can access resources such as job postings, resume-building workshops, training programs, and labor market information.

- | | |
|------------------------------|-------------------------------------|
| 1 - PANHANDLE | 15 - RURAL CAPITAL |
| 2 - SOUTH PLAINS | 16 - BRAZOS VALLEY |
| 3 - NORTH TEXAS | 17 - DEEP EAST TEXAS |
| 4 - NORTH CENTRAL | 18 - SOUTH EAST TEXAS |
| 5 - TARRANT COUNTY | 19 - GOLDEN CRESCENT |
| 6 - DALLAS | 20 - ALAMO |
| 7 - NORTH EAST | 21 - SOUTH TEXAS |
| 8 - EAST TEXAS | 22 - COASTAL BEND |
| 9 - WEST CENTRAL | 23 - LOWER RIO GRANDE VALLEY |
| 10 - UPPER RIO GRANDE | 24 - CAMERON COUNTY |
| 11 - PERMIAN BASIN | 25 - TEXOMA |
| 12 - CONCHO VALLEY | 26 - CENTRAL TEXAS |
| 13 - HEART OF TEXAS | 27 - MIDDLE RIO GRANDE |
| 14 - CAPITAL AREA | 28 - GULF COAST |



PUBLIC WORKFORCE SYSTEM

TEXAS WORKFORCE INVESTMENT COUNCIL (TWIC)

The Texas Workforce Investment Council (TWIC) was established by the Governor and the Texas Legislature to promote an integrated, effective workforce development system that enhances economic growth and employment opportunities. TWIC serves as the State Workforce Investment Board (SWIB) under the WIOA.

TWIC is composed of 19 appointed members, representing business, education, labor, government, and community-based organizations. The council works to align workforce development policies, education programs, and economic strategies at the state level, ensuring that Texas remains competitive in a global economy.

Key functions of TWIC include:

- Developing and updating Texas' Workforce System Strategic Plan
- Evaluating workforce program effectiveness and accountability
- Providing recommendations on workforce policies and economic development
- Coordinating across multiple agencies, including TWC, the Texas Education Agency (TEA), and the Higher Education Coordinating Board
- Ensuring alignment between workforce training and employer demand

TWIC plays a critical role in shaping workforce strategies, guiding funding priorities, and fostering collaboration between workforce boards, employers, and educational institutions.

PARTNER ORGANIZATIONS & STAKEHOLDERS

WSRCA collaborates with a diverse network of partners to create a coordinated workforce ecosystem that meets the needs of businesses, job seekers, and the broader community. These partnerships include:

Educational Institutions:

- **Public School Districts & Career and Technical Education (CTE) Programs** – Preparing students for high-demand careers through work-based learning, apprenticeships, and skills training.
- **Community Colleges & Universities** – Providing access to industry-recognized certifications, degree programs, and specialized workforce training.
- **Texas Higher Education Coordinating Board** – Aligning postsecondary education strategies with workforce development goals.

Economic Development Organizations:

- **Local Economic Development Corporations (EDCs)** – Supporting business retention, expansion, and workforce needs assessment.
- **Chambers of Commerce** – Partnering with employers, industry associations, and business leaders to strengthen local workforce pipelines.
- **Texas Governor's Office of Economic Development & Tourism** – Promoting Texas as a hub for business growth and job creation.

Government & Workforce Agencies:

- **TWC** – Administering workforce programs, funding, and policy oversight.
- **Texas Workforce Solutions - Vocational Rehabilitation Services (VR)** – Providing job placement and support services for individuals with disabilities.
- **Texas Veterans Commission (TVC)** – Assisting veterans and military families with workforce training and employment opportunities.

Employers & Industry Partners:

- **Regional Businesses & Employers** – Engaging in sector partnerships, job training programs, and workforce recruitment.
- **Trade Associations & Labor Unions** – Providing insights into workforce demands, training standards, and employer-led initiatives.
- **Apprenticeship & Internship Programs** – Facilitating on-the-job training and career readiness initiatives.

Through these strategic collaborations, WSRCA ensures that workforce development services are integrated, responsive, and aligned with the evolving needs of the economy. By working together, workforce boards, educators, employers, and community leaders create pathways for sustainable employment, economic growth, and career advancement across Texas.

BOARD GOVERNANCE & RESPONSIBILITIES

ROLE & RESPONSIBILITIES OF BOARD MEMBERS

Board members play a critical leadership role in shaping the strategic direction of WSRCA. Your responsibilities include providing oversight, ensuring program accountability, and setting policies that align with local and state workforce priorities. As stewards of workforce investments, you must ensure that WSRCA effectively serves both employers and job seekers by creating pathways to sustainable employment and economic prosperity. Key responsibilities include:

- Establishing the local workforce development vision in alignment with regional economic needs.
- Overseeing program performance to ensure services meet established benchmarks and performance indicators.
- Ensuring fiscal and regulatory compliance with federal, state, and local workforce policies.
- Advocating for workforce development programs and promoting employer engagement.
- Collaborating with local, state, and federal stakeholders to align resources and services with industry needs.
- Encouraging innovative workforce strategies to address skills gaps and labor shortages.
- Monitoring return on investment (ROI) for workforce funding to ensure accountability in service delivery.

Board members must also maintain a high standard of ethics and public accountability, avoiding conflicts of interest and ensuring that workforce funds are used effectively to benefit the communities served by WSRCA.

LEGAL, PROPER, & EFFECTIVE GOVERNANCE: KEY PRINCIPLES

As explained in the board governance training led by Doug Poneck of Escamilla and Poneck, every board member should understand and uphold three critical areas:

1. Legal Governance:

- **Authority & Framework** – The board’s power is derived from federal and state laws, such as the Workforce Innovation and Opportunity Act and the Texas Workforce Investment Act, along with administrative rules from the Workforce Commission. This legal foundation defines the formation and responsibilities of local workforce development boards.
- **Core Duties:**
 - **Duty of Care** – Actively participate in meetings by preparing in advance, reviewing all materials, and engaging in informed discussions to advance the organization’s mission.
 - **Duty of Loyalty** – Always act in the best interests of the entity. If any conflict arises between your personal interests and board responsibilities, disclose it immediately to the board chair and abstain from related discussions or votes if necessary.
 - **Duty of Obedience** – Comply with all applicable laws, regulations, policies, and the board’s decisions, ensuring that all actions are consistent with the organization’s governing documents.
- **Liability & Misconduct** – You are generally protected from personal liability when acting in good faith; however, liability may arise if your actions constitute official misconduct (knowing violation of the law), willful disregard (choosing not to follow the law despite knowing better), or gross negligence (complete lack of concern for proper conduct).

2. Proper Governance:

- **Conflict Management** – Avoid even the appearance of a conflict of interest by disclosing any potential conflicts to the board chair well before discussions or votes occur.
- **Ethical Behavior & Accountability** – Proper governance requires acting ethically and transparently, especially in ambiguous situations. When in doubt, consult the board chair, CEO, or board attorney, and use the “pillow test” as a guide: if you can sleep well knowing you made the right decision, you’re likely on the right track.
- **Chain of Command** – Ensure decisions are made collectively through the board. Only the CEO should direct staff on administrative matters, except for high-level policy issues, to maintain a clear separation between board functions and day-to-day operations.

3. Effective Governance

- **Decision-Making & Responsiveness** – Effective governance builds upon legal and proper governance by enabling the organization to achieve its mission and strategic goals. If you are uncertain about the correct course of action, use available “sounding boards,” consult colleagues, the board chair, or the board attorney, to clarify your doubts.
- **Public Meetings & Transparency** – Comply with the Texas Open Meetings Act by ensuring that all board meetings are open to the public with proper notice (at least 72 hours in advance). Even when using video conferencing, a physical quorum must be maintained, and the presiding board member must be present in person. Avoid practices (such as “walking quorum”) that circumvent these legal requirements.
- **Public Information** – Under the Texas Public Information Act, all records related to board business must be disclosed unless an exemption applies. Distinguish between personal and official records and consult the attorney general’s opinion if there is any doubt regarding disclosure.

BOARD GOVERNANCE & RESPONSIBILITIES

STRATEGIC FUNCTIONS & OVERSIGHT

The board plays a pivotal role in steering the direction of workforce programs, ensuring they remain agile and responsive to the evolving needs of employers and the aspirations of job seekers. This comprehensive oversight includes several key responsibilities:

- **Policy Development & Goal Setting** – The board establishes robust policies and clear, measurable objectives that align workforce initiatives with current and emerging labor market demands. This process involves:
 - Analyzing labor market trends and forecasting future skill requirements.
 - Crafting policies that foster innovation, inclusivity, and sustainable employment opportunities.
 - Regularly revisiting and updating these policies to ensure they adapt to changing economic and industry landscapes.
- **Program Oversight & Investment Management** – Effective oversight is critical to ensuring that workforce investments yield maximum benefits. The board:
 - Monitors both short-term performance metrics and long-term outcomes of various programs.
 - Evaluates the efficient and effective allocation of resources to support strategic initiatives.
 - Adjusts funding and operational priorities based on performance data to optimize impact.
- **Regulatory Compliance & Accountability** – Adherence to federal, state, and local regulations is essential for maintaining program integrity. The board ensures that all initiatives comply with key legislative frameworks, such as:
 - WIOA ensures that workforce programs meet national performance benchmarks and accountability standards.
 - Relevant policies set by bodies such as the Texas Workforce Commission (TWC), among others.
 - This rigorous compliance not only mitigates risk but also bolsters stakeholder confidence and transparency.
- **Continuous Evaluation & Data-Driven Decision Making** – To keep the workforce system robust and effective, the board employs a continuous evaluation process that includes:
 - Systematically reviewing program outcomes to identify areas of success and potential improvement.
 - Utilizing data analytics to drive decisions that fine-tune program performance and resource distribution.
 - Incorporating feedback from employers, job seekers, and community partners to ensure initiatives remain relevant and impactful.
- **Fostering Regional Collaboration & Resource Synergy** – Recognizing the power of collaboration, the board actively promotes partnerships across regions and industries by:
 - Encouraging coordinated efforts between local employers, educational institutions, and community organizations.
 - Leveraging shared resources and expertise to create a more unified and efficient workforce ecosystem.
 - Facilitating cross-sector partnerships that enhance the overall adaptability and responsiveness of workforce initiatives.

Overall, the board's strategic functions and oversight are essential to ensuring that workforce programs not only meet current needs but also anticipate and prepare for future challenges. By integrating policy excellence, rigorous oversight, strict compliance, data-driven decision-making, and collaborative innovation, the board helps to drive sustainable growth and prosperity in the labor market.

SYSTEM CAPACITY BUILDING & WORKFORCE ALIGNMENT

To secure long-term success, the board plays a vital role in building system capacity and aligning services with labor market needs by:

- Partnering with industry leaders to understand skills demands and workforce trends.
- Supporting education and training programs that develop career pathways, apprenticeships, and credentialing opportunities.
- Using real-time labor market data to shape workforce strategies that bridge skills gaps.
- Strengthening career pathways with work-based learning, internships, and on-the-job training programs.
- Enhancing the operations of WSRCA Workforce Solutions Centers to deliver quality career services.
- Leveraging regional partnerships with economic development organizations, chambers of commerce, and industry councils.
- Driving equity and inclusion by ensuring workforce programs are accessible to underrepresented groups.

By integrating these legal, proper, and effective governance principles into our oversight functions, the WSRCA Board ensures that workforce initiatives remain agile, innovative, and aligned with our community's needs. This comprehensive approach fosters a dynamic ecosystem that not only adapts to current market trends but also anticipates future shifts in labor demand. Moreover, by continuously assessing program outcomes and incorporating stakeholder feedback, the board strengthens the workforce system to create sustainable economic growth and improved career opportunities for all.

BOARD MEMBERSHIP & STRUCTURE

COMPOSITION OF THE WSRCA BOARD

The WSRCA Board is composed of a diverse group of leaders representing key industries, education sectors, labor organizations, government, economic development, and community-based groups. The composition of the Board ensures that regional workforce policies and initiatives align with local labor market needs while fostering economic growth.

Under the WIOA and TWC guidelines, the Board must include representatives from the following categories:

- Private Sector Employers (a majority of the Board)
- Education and Training Providers, including representatives from secondary and postsecondary institutions
- Organized Labor and Community-Based Organizations
- Economic Development Representatives
- Government and Workforce Representatives, including agencies involved in workforce investment programs

Each Board member brings a unique perspective, ensuring that workforce programs are employer-driven, aligned with industry needs, and accessible to job seekers across the nine-county region.

PRIVATE SECTOR REPRESENTATION & LEADERSHIP

To ensure business and industry leadership, at least 51% of Board members must come from the private sector. These representatives are typically owners, executives, or key decision-makers from local businesses that reflect the regional economy. Their insights are essential for:

- Aligning workforce programs with industry demand to address skills shortages.
- Ensuring training programs produce job-ready candidates who meet employer expectations.
- Fostering business engagement in workforce initiatives, such as apprenticeships and on-the-job training.
- Enhancing regional economic competitiveness by supporting policies that drive job growth and investment.

The Board Chair must also be a private sector representative, reinforcing the business-driven nature of workforce development strategies in the Rural Capital Area.

APPOINTMENT PROCESS & TERM LIMITS

The appointment of Board members is governed by TWC policies and local workforce development agreements. The Chief Elected Officials (CEOs) of the nine-county region are responsible for nominating and approving Board members who meet the following criteria:

- **Industry Expertise** – Candidates should have significant experience in their respective sectors and a deep understanding of workforce challenges and opportunities.
- **Community Engagement** – Members must demonstrate a commitment to economic development and workforce initiatives within their communities.
- **Diversity & Inclusion** – The Board strives to reflect the demographic and geographic diversity of the region, ensuring equitable representation of industries, urban and rural areas, and underserved populations.

Board members serve staggered terms, ensuring continuity and institutional knowledge while allowing for periodic refreshment of perspectives and expertise. Term lengths and reappointment eligibility are determined based on Board bylaws and local governance agreements.

BOARD MEMBER RESPONSIBILITIES & EXPECTATIONS

WSRCA Board members serve as influential stewards of the region's workforce development system, helping to shape strategies that drive economic growth and expand opportunity. Members are expected to:

- Participate actively in board meetings, committees, and special initiatives that advance the mission of the organization
- Serve as ambassadors for workforce programs, promoting their value within industry sectors and the broader community
- Build connections with local employers, educators, and community partners to strengthen workforce pipelines and address talent needs
- Provide strategic insight on program design, training investments, job placement efforts, and employer engagement
- Uphold fiscal and programmatic oversight by monitoring the effective use of workforce funding and tracking performance outcomes

Through their vision and commitment, WSRCA Board members play a vital role in building a responsive, high-impact workforce system that supports businesses, empowers job seekers, and drives regional prosperity.

OPERATIONAL FUNCTIONS OF THE BOARD

PLANNING & STRATEGIC DEVELOPMENT

The WSRCA Board plays a critical role in strategic workforce planning, ensuring that programs and initiatives effectively address regional workforce challenges and align with economic opportunities. Through long-term strategic development, the Board:

- Analyzes labor market trends to identify workforce gaps and high-demand industries.
- Develops and updates workforce plans that integrate employer needs, job seeker services, and training programs.
- Aligns workforce goals with regional economic development strategies to enhance job creation and business growth.
- Engages stakeholders from education, business, and government sectors to strengthen collaboration and maximize workforce resources.
- Implements innovative workforce solutions, such as sector-based partnerships, apprenticeships, and customized training programs to support evolving labor market needs.
- Monitors program effectiveness and funding utilization, ensuring compliance with federal and state guidelines.

By focusing on proactive workforce planning and responsive program delivery, the Board ensures that WSRCA continues to be a leader in workforce innovation, business engagement, and job seeker empowerment.

KEY WORKFORCE PROGRAMS ADMINISTERED BY WSRCA

WSRCA oversees a range of workforce programs and services that cater to businesses, job seekers, and individuals in need of workforce support. These programs include:

- **WIOA Training Programs** – WIOA is the foundation of workforce training programs in the region. WSRCA administers WIOA-funded services, including:
 - **Adult, Dislocated Worker, and Youth Training Programs** – Providing access to occupational skills training, career development, and job placement assistance.
 - **On-the-Job Training (OJT)** – Enabling employers to train new hires while receiving wage reimbursement support.
 - **Incumbent Worker Training** – Helping businesses upskill their existing workforce to improve productivity and job retention.
 - **Apprenticeship & Pre-Apprenticeship Programs** – Creating pathways for job seekers to enter high-demand industries with hands-on training.
- **Child Care Services (CCS) & Subsidies** – To support working families and job seekers in career transition, WSRCA administers the Child Care Services (CCS) program, which:
 - Provides financial assistance to eligible low-income families for child care services.
 - Partners with Texas Rising Star (TRS) providers to enhance the quality of child care programs.
 - Ensures access to early childhood education that prepares children for academic success while parents pursue employment or training opportunities.
- **Employer Assistance & Business Engagement Services** – WSRCA offers comprehensive business solutions to help employers attract, develop, and retain talent. Key employer-focused programs include:
 - **Customized Workforce Training** – Working with businesses to develop training programs that address industry-specific skill shortages.
 - **Rapid Response Services** – Assisting companies facing layoffs or closures with outplacement services and retraining support.
 - **Recruitment & Hiring Assistance** – Offering job matching, pre-employment assessments, and hiring events to connect businesses with qualified candidates.
 - **Labor Market Intelligence** – Providing data-driven insights on workforce trends, salary benchmarks, and industry projections.
 - **Tax Incentives & Workforce Grants** – Helping employers access state and federal funding to support workforce training and development.

Through these programs, WSRCA ensures that workforce services are comprehensive, employer-driven, and strategically aligned with the economic priorities of the nine-county region. The Board's commitment to operational excellence and program innovation guarantees that job seekers receive quality training, businesses find skilled talent, and the regional economy continues to thrive.

FUNDING & FINANCIAL MANAGEMENT

FEDERAL & STATE FUNDING SOURCES

WSRCA is funded through a combination of federal and state resources, which support workforce development programs aimed at enhancing employment opportunities, upskilling workers, and strengthening regional businesses. These funding sources are allocated by the TWC and federal agencies, ensuring that WSRCA has the financial resources to deliver comprehensive workforce solutions to employers and job seekers.

PRIMARY FUNDING SOURCES

- **Workforce Innovation and Opportunity Act (WIOA)** – WIOA serves as the cornerstone of federal workforce development funding, supporting integrated programs that provide:
 - Support job seekers with career counseling, resume assistance, job search support, and access to labor market information.
 - Provide training and upskilling opportunities through apprenticeships, on-the-job training (OJT), and industry-recognized credential programs.
 - Assist employers with recruitment, customized training, and layoff aversion, while also preparing youth for higher education, skills training, and sustainable careers.
- **Child Care & Development Fund (CCDF)** – The Child Care & Development Fund (CCDF) is a critical funding source that allows WSRCA to administer child care subsidies for eligible families. This program supports:
 - Low-income working families who need affordable child care to maintain employment or pursue training opportunities.
 - Quality improvement initiatives for child care providers, including Texas Rising Star (TRS) certification and professional development opportunities.
 - Expanded access to early childhood education, ensuring that children receive high-quality care while parents participate in the workforce.
- **Temporary Assistance for Needy Families (TANF) Employment & Training (Choices Program)** – The TANF Employment & Training program, known in Texas as the Choices Program, provides targeted workforce development services to individuals receiving public assistance, empowering them to:
 - Participate in job readiness training and personalized career coaching to build confidence, develop workplace skills, and identify long-term employment goals.
 - Receive support with job search strategies, resume development, and interview preparation to enhance employment opportunities.
 - Engage in education and skills training aligned with industry needs to secure employment in growing fields, leading to financial independence and long-term self-sufficiency.
- **Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T)** – SNAP E&T helps food assistance recipients gain job skills, certifications, work-based learning opportunities, and employment support to achieve self-sufficiency and economic stability.
- **Trade Adjustment Assistance (TAA)** – Supporting workers who have lost jobs due to international trade impacts, providing retraining and reemployment assistance.
- **Reemployment Services & Eligibility Assessments (RESEA)** – Offering personalized job search support and career counseling to unemployment insurance claimants.
- **Collaborative Workforce Development Grants:** Local, philanthropic, private, and state workforce development grants, which may be used to develop sector-based training initiatives, employer-driven skills development, and targeted outreach programs.

ENSURING FISCAL ACCOUNTABILITY & TRANSPARENCY

As the fiscal agent for workforce development funds in the Rural Capital Area, WSRCA adheres to strict financial management protocols to ensure compliance with federal and state funding guidelines. This includes:

- Budget oversight and expenditure tracking, ensuring funds are used efficiently and effectively.
- Regular financial audits and performance reviews to maintain transparency and accountability.
- Strategic allocation of resources, ensuring that workforce programs deliver measurable outcomes and provide a return on investment (ROI) to the community.

By leveraging federal and state funding sources, WSRCA ensures that businesses receive skilled talent, job seekers gain meaningful employment, and families have access to critical workforce services. These financial resources allow WSRCA to remain a regional leader in workforce innovation, economic development, and job creation.

CORE WORKFORCE SERVICES & PROGRAMS

WSRCA delivers comprehensive workforce development services to ensure that employers can access skilled talent, job seekers receive career support and training, and young adults are prepared for successful careers in local high-demand industries.

BUSINESS SERVICES

WSRCA offers employer-focused solutions that help businesses recruit, train, and retain a skilled workforce. Key business services include:

- **Job Recruitment & Placement Assistance** – Connecting employers with qualified job candidates through job fairs, hiring events, and direct referrals.
- **Work-Based Learning Programs** – Developing on-the-job training (OJT), internships, and apprenticeship programs to strengthen the workforce pipeline.
- **Customized Workforce Training** – Helping businesses design tailored training programs to upskill their employees and address labor shortages.
- **Labor Market Data & Wage Analysis** – Providing real-time workforce intelligence to assist businesses in making informed hiring and compensation decisions.
- **Rapid Response Services** – Assisting companies facing layoffs or closures by connecting affected workers to reemployment and training opportunities.
- **Work Opportunity Tax Credit (WOTC) & Incentives** – Helping employers take advantage of state and federal tax benefits for hiring targeted populations.

Through these initiatives, WSRCA helps businesses stay competitive, increase productivity, and drive economic growth across the nine-county region.

JOB SEEKER SERVICES

WSRCA provides comprehensive employment services to support job seekers in finding, retaining, and advancing in their careers. Services include:

- **Career Exploration & Counseling** – Offering personalized career guidance to help individuals identify pathways aligned with their skills and interests.
- **Job Matching & Placement Assistance** – Using statewide job databases and recruitment networks to connect job seekers with hiring employers.
- **Skills Training & Certification Programs** – Partnering with community colleges and training providers to offer industry-recognized credentials in high-demand fields.
- **Resume Building & Interview Preparation** – Providing workshops and one-on-one coaching to enhance job readiness.
- **Supportive Services for Special Populations** – Ensuring veterans, individuals with disabilities, and economically disadvantaged individuals have access to workforce programs and career resources.
- **Unemployment Assistance & Career Transition Services** – Helping job seekers navigate reemployment programs, unemployment benefits, and skills retraining opportunities.

By equipping job seekers with the tools, training, and support needed for career success, WSRCA strengthens the region's workforce and promotes long-term economic mobility.

CHILD CARE SERVICES & PROGRAMS

WSRCA understands that reliable child care is essential for both family stability and a thriving workforce. When parents have access to safe, affordable, and high-quality care, they are better positioned to pursue education, training, and employment opportunities. Through its child care services, WSRCA invests in the success of families and the future workforce. Core services include:

- **Child Care Financial Assistance** – Offers support to eligible families by covering a portion of child care tuition costs, allowing parents to work, attend school, or complete job training while ensuring their children are cared for in a secure environment.
- **Texas Rising Star (TRS) Provider Support** – Collaborates with providers certified through Texas Rising Star, the state's quality rating and improvement system for early childhood programs, to enhance curriculum, offer ongoing professional development for caregivers, and create engaging learning environments that promote healthy development and school readiness.
- **Early Education and Family Empowerment** – Promotes school readiness by connecting children to enriching early learning experiences, while helping parents gain the stability and confidence needed to reach long-term career and financial goals.

By supporting both parents and children, WSRCA's child care programs help build a stronger, more prepared workforce and contribute to lasting economic growth across the region.

PERFORMANCE & COMPLIANCE

KEY PERFORMANCE INDICATORS (KPIs)

To evaluate the effectiveness of workforce programs, WSRCA tracks Key Performance Indicators (KPIs) that assess outcomes for job seekers, employers, and workforce initiatives. These KPIs ensure that programs are delivering measurable benefits and aligning with regional economic needs.

Key performance areas include:

- **Employment Retention** – Measuring how many individuals remain employed after program participation.
- **Wage Growth & Earnings** – Tracking increases in participant earnings over time to assess economic impact.
- **Credential & Certification Attainment** – Evaluating the number of individuals completing industry-recognized training programs.
- **Employer Engagement & Business Services** – Assessing the effectiveness of job matching, customized training, and hiring support for businesses.
- **Workforce Participation Rates** – Ensuring that priority populations (such as veterans, individuals with disabilities, and economically disadvantaged individuals) have access to employment services.
- **Job Placement Success** – Measuring how effectively job seekers are placed into sustainable, high-demand jobs.
- **Youth Program Effectiveness** – Evaluating outcomes related to career readiness, internships, and postsecondary transitions.

By analyzing real-time labor market data, participant feedback, and employer input, WSRCA continuously refines workforce strategies to improve service delivery and enhance economic mobility across the region.

COMPLIANCE WITH FEDERAL & STATE REGULATIONS

WSRCA operates under strict compliance with federal and state workforce laws to ensure accountability, transparency, and fiscal integrity. The Board is responsible for:

- **Adhering to WIOA** – Ensuring that funding is used to support employment, training, and business engagement initiatives.
- **Maintaining Fiscal Integrity** – Following TWC guidelines for financial reporting, audits, and procurement processes.
- **Conducting Regular Audits & Evaluations** – Reviewing financial transactions, program performance, and service provider compliance to maintain transparency.
- **Protecting Data Security & Privacy** – Ensuring that participant and employer information is safeguarded in accordance with state and federal regulations.
- **Ensuring Equitable Access to Services** – Complying with nondiscrimination and equal opportunity provisions under Title I of WIOA.

MONITORING & CONTINUOUS IMPROVEMENT

WSRCA is committed to delivering high-quality workforce solutions through a proactive approach to performance management, accountability, and service excellence. Continuous improvement is not a one-time event, but a foundational element embedded in the organization's operations. Through structured review processes and data-informed decision-making, WSRCA ensures that programs remain aligned with community needs and industry standards. Key practices include:

- **Quarterly & Annual Performance Reviews** – Conducts comprehensive reviews of program metrics, service delivery outcomes, and customer satisfaction to evaluate effectiveness and identify opportunities for improvement. These assessments guide strategy adjustments and resource allocation to maximize impact.
- **Stakeholder & Employer Feedback** – Actively seeks input from job seekers, employers, training providers, and community partners through surveys, focus groups, and one-on-one engagements. This feedback shapes service enhancements and strengthens collaboration across the workforce ecosystem.
- **Workforce Innovation & Pilot Programs** – Tests and scales new service models, technology platforms, and employer-led training initiatives to respond to emerging labor market demands. These pilots drive agility, promote equity, and accelerate access to skills and employment opportunities.

By fostering a culture of continuous learning and improvement, WSRCA ensures that its programs remain effective, adaptive, and responsive to the evolving needs of the region's employers and workforce.

STRATEGIC PARTNERSHIPS & COMMUNITY ENGAGEMENT

COLLABORATING WITH EMPLOYERS, EDUCATORS, & LOCAL GOVERNMENT

WSRCA serves as a regional convener, bringing together business leaders, educators, and government partners to build a workforce development system that is agile, inclusive, and aligned with the economic goals of Central Texas. By cultivating these partnerships, WSRCA ensures that employers have access to job-ready talent, students are equipped with relevant skills, and communities benefit from coordinated investments in workforce expansion.

KEY STRATEGIC PARTNERSHIPS & INITIATIVES

- **Employer & Industry Engagement** – WSRCA maintains close relationships with employers across the region to help shape workforce strategies that meet real-world business needs. Core initiatives include:
 - Identifying high-demand occupations and skill shortages through labor market analysis and industry feedback
 - Developing sector-based training programs and customized work-based learning opportunities in priority fields such as healthcare, manufacturing, technology, logistics, and construction
 - Supporting employers of all sizes, including small businesses and startups, with workforce planning, hiring assistance, employee retention, and Rapid Response services during layoffs, closures, or expansion periods
- **Educational Partnerships** – WSRCA collaborates with educational institutions to bridge the gap between classroom learning and career readiness. Partnerships with K-12 schools, community colleges, and universities focus on:
 - Aligning academic pathways and Career and Technical Education (CTE) programs with workforce needs to ensure students graduate with job-ready skills and industry-recognized credentials
 - Promoting dual-credit and early college high school models that allow students to earn workforce-relevant credentials alongside academic degrees
 - Creating and expanding work-based learning opportunities such as internships, pre-apprenticeships, and other hands-on training experiences that support career exploration and skill development
- **Government & Economic Development Collaboration** – WSRCA works hand-in-hand with local, state, and federal entities to align workforce services with broader economic development efforts. These collaborations include:
 - Integrating workforce strategies into regional plans to attract new businesses, retain local talent, and promote long-term job creation
 - Partnering with Economic Development Corporations (EDCs), Chambers of Commerce, and municipal leaders to support business growth and workforce expansion
 - Securing competitive grants to fund innovative training initiatives and expand equitable access to high-quality career pathways
 - Shaping policies and leading targeted efforts that improve employment access for underserved populations, including veterans, individuals with disabilities, reentry populations, rural residents, and disconnected youth

COMMUNITY ENGAGEMENT & WORKFORCE ADVOCACY

WSRCA understands that a strong workforce ecosystem is built through collaboration, transparency, and ongoing dialogue with the community. By engaging directly with stakeholders and the public, WSRCA promotes awareness of workforce services, builds trust, and ensures that programs are informed by the real needs of employers, job seekers, and families. Key engagement strategies include:

- **Community Events & Regional Forums** – Takes part in town halls, workforce summits, and industry roundtables that bring together business leaders, educators, and residents to discuss labor market trends, economic challenges, and innovative workforce solutions. These events strengthen regional alignment and inform policy and program development.
- **Employer & Job Seeker Connections** – Coordinates career expos, hiring events, job fairs, and targeted recruitment campaigns that help bridge the gap between talent and opportunity. These activities provide real-time hiring solutions and career exploration for students and job seekers of all ages.
- **Partnerships & Supportive Services** – Collaborates with nonprofits, school districts, faith-based groups, and local service providers to expand access to essential resources such as child care, transportation, digital access, and job readiness training, especially for underserved populations.
- **Multichannel Outreach & Public Awareness** – Leverages social media, digital campaigns, newsletters, and community media to share success stories, promote available services, and increase public understanding of workforce programs and opportunities.

Through sustained community engagement and advocacy, WSRCA builds strategic alliances that ensure its workforce development efforts remain inclusive, data-driven, and deeply rooted in the values and priorities of Central Texas communities.

LEGAL & ETHICAL CONSIDERATIONS

The WSRCA Board operates under strict legal and ethical guidelines to ensure accountability, transparency, and public trust. Board members are expected to uphold state and federal regulations, maintain ethical integrity, and promote responsible governance.

TEXAS OPEN MEETINGS ACT & PUBLIC INFORMATION ACT

Board members must comply with the Texas Open Meetings Act (TOMA) and the Texas Public Information Act (PIA) to ensure transparency and accessibility in decision-making:

- **Texas Open Meetings Act (TOMA):**
 - Ensures that Board meetings are open to the public, except in cases where executive sessions are legally permitted.
 - Requires prior public notice of meeting dates, times, locations, and agendas.
 - Prohibits deliberations on public business outside of properly convened meetings.
 - Mandates that meeting minutes and records are maintained and available for public review.
- **Texas Public Information Act (PIA):**
 - Grants public access to records, documents, and communications related to Board activities.
 - Requires Board members to retain and disclose official records, including emails and reports.
 - Defines procedures for responding to public information requests in a timely manner.

Failure to comply with TOMA or PIA may result in legal consequences, including fines, penalties, or removal from the Board.

BOARD MEMBER LIABILITY & PROTECTIONS

Board members have fiduciary responsibilities and must act in good faith, with due diligence, and in the best interest of WSRCA. Key liability considerations include:

- **Protection Under the Law:**
 - Board members are protected from personal liability when acting within their official capacity and in compliance with legal requirements.
 - Liability protections apply unless actions involve gross negligence, misconduct, or willful violation of laws.
- **Conflict of Interest Policy:**
 - Board members must disclose any financial or personal interests that could create a conflict.
 - Members must recuse themselves from votes or decisions where they have a direct or indirect financial stake.
 - Strict rules prohibit Board members or their associated businesses from receiving contracts or financial benefits from WSRCA programs.
- **Ethical Conduct & Fiduciary Responsibility:**
 - Board members must act with honesty, integrity, and in the public's best interest.
 - Ethical guidelines prohibit favoritism, nepotism, and improper influence in workforce funding decisions.
 - Members should report any unethical behavior or violations to the appropriate authorities.

POLICIES ON TRANSPARENCY & PUBLIC ACCOUNTABILITY

WSRCA upholds a culture of transparency and public accountability, ensuring workforce programs are effectively managed and aligned with community needs. This includes:

- **Financial & Performance Reporting:**
 - The Board conducts regular audits, financial reviews, and compliance monitoring.
 - All financial transactions, contracts, and expenditures are publicly reported.
- **Workforce Program Oversight:**
 - Performance outcomes are evaluated against Key Performance Indicators (KPIs) and federal/state workforce goals.
 - Stakeholder feedback is incorporated into continuous improvement initiatives.
- **Public Engagement & Accessibility:**
 - WSRCA provides open access to workforce services, reports, and policies through public meetings and online resources.
 - Community members and stakeholders are encouraged to participate in Board meetings and workforce development discussions.

By adhering to legal and ethical responsibilities, Board members play a crucial role in ensuring WSRCA's workforce development efforts remain fair, effective, and accountable to the communities served.

IN REVIEW

HOW TO GET INVOLVED

As a Board Member of WSRCA, your involvement is essential in shaping workforce policies, programs, and community engagement efforts. Here's how you can make an impact:

- **Attend Board & Committee Meetings** – Actively participate in discussions, decision-making, and strategic planning sessions.
- **Engage with Employers & Stakeholders** – Strengthen partnerships with local businesses, educational institutions, and workforce agencies to ensure alignment with industry needs.
- **Advocate for Workforce Development Initiatives** – Represent WSRCA at conferences, business forums, and public meetings to promote workforce solutions.
- **Support Workforce Training & Job Placement Programs** – Assist in identifying opportunities to enhance career pathways, skills training, and job readiness programs.
- **Provide Insights & Feedback** – Contribute expertise and knowledge to improve workforce policies and ensure WSRCA remains a leader in economic and workforce development.

ADDITIONAL RESOURCES AND TRAINING OPPORTUNITIES

Board members have access to numerous training resources and workforce development materials to enhance their understanding of workforce systems and policies.

- **TWC Training Resources** – Online courses and webinars on state workforce policies, compliance, and best practices.
- **WIOA Guidance** – Resources on funding, training programs, and performance metrics.
- **Labor Market & Economic Reports** – Data on regional workforce trends, employer needs, and job market analysis.
- **Publications & Board Governance Guides** – Access to materials on effective board leadership, workforce planning, and financial management.
- **Networking & Professional Development** – Opportunities to attend local, state, and national workforce development conferences.

WSRCA encourages Board members to continuously expand their knowledge and expertise to enhance the effectiveness of workforce programs in the region.

CONTACT INFORMATION & SUPPORT

For any questions, assistance, or additional information, Board members can reach out to WSRCA leadership and support teams:

Workforce Solutions Rural Capital Area (WSRCA)

- **Board Office Location:** 701 E. Whitestone Blvd, Suite 200, Cedar Park, TX 78613
- **Phone:** [Insert Contact Number]
- **Email:** [Insert Support Email]
- **Website:** www.workforcesolutionsrca.com

For specific inquiries:

- **Board Operations & Governance:** [Insert Contact Person]
- **Workforce Programs & Initiatives:** [Insert Program Manager Contact]
- **Employer Engagement & Business Services:** [Insert Business Services Contact]
- **Financial & Compliance Matters:** [Insert Finance Team Contact]

Board members play a crucial role in driving workforce solutions that impact businesses, job seekers, and the overall economy. Your leadership and commitment contribute to WSRCA's success in creating a thriving, competitive workforce for Central Texas.

Thank you for your dedication and service!

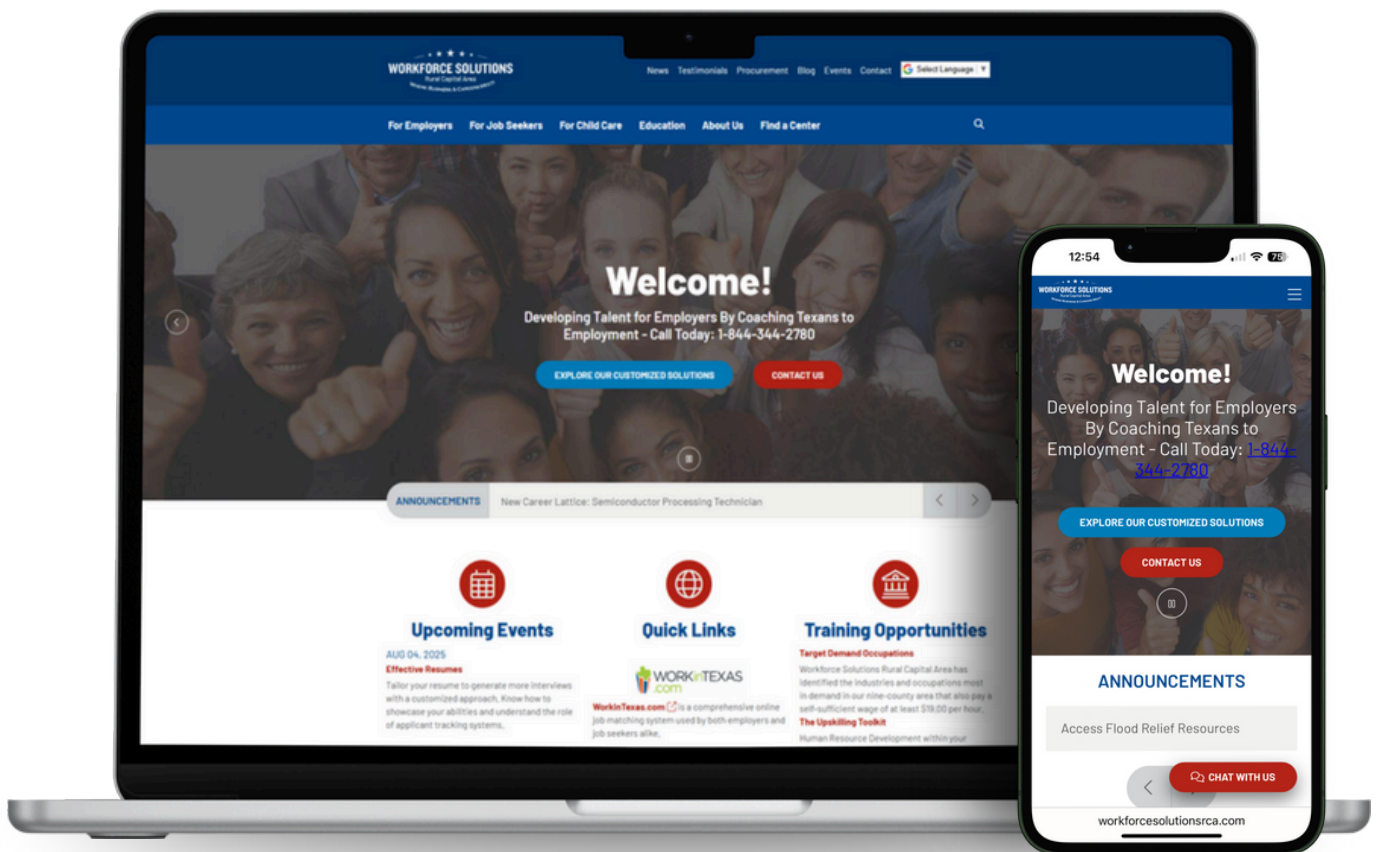


STAY CONNECTED

As board members, you are not only leaders. You are the voices shaping WSRCA's story. Your engagement across platforms plays a vital role in amplifying our mission, deepening community connections, and driving meaningful change. Here's why your participation matters:

- **Amplify Our Voice** – Your engagement expands our reach and helps ensure the mission of WSRCA resonates throughout the communities we serve.
- **Stay Informed** – Following our platforms keeps you updated on key developments, equipping you with the insights needed to make informed and strategic decisions.
- **Influence Your Network** – When you share our updates, you serve as a trusted advocate. Your voice can inspire action, build credibility, and create new partnerships.
- **Build Community Awareness** – Every post, event, and success story you share strengthens our visibility and reinforces the importance of workforce development in daily life.
- **Drive Advocacy** – Your participation fuels our outreach efforts and helps ensure that our impact is recognized and supported across the region.
- **Lead by Example** – Your involvement sets the tone for others. By staying connected and engaged, you demonstrate commitment and encourage others to follow your lead.

Together, we tell a story of opportunity, resilience, and progress; a story that informs, empowers, and inspires lasting impact.

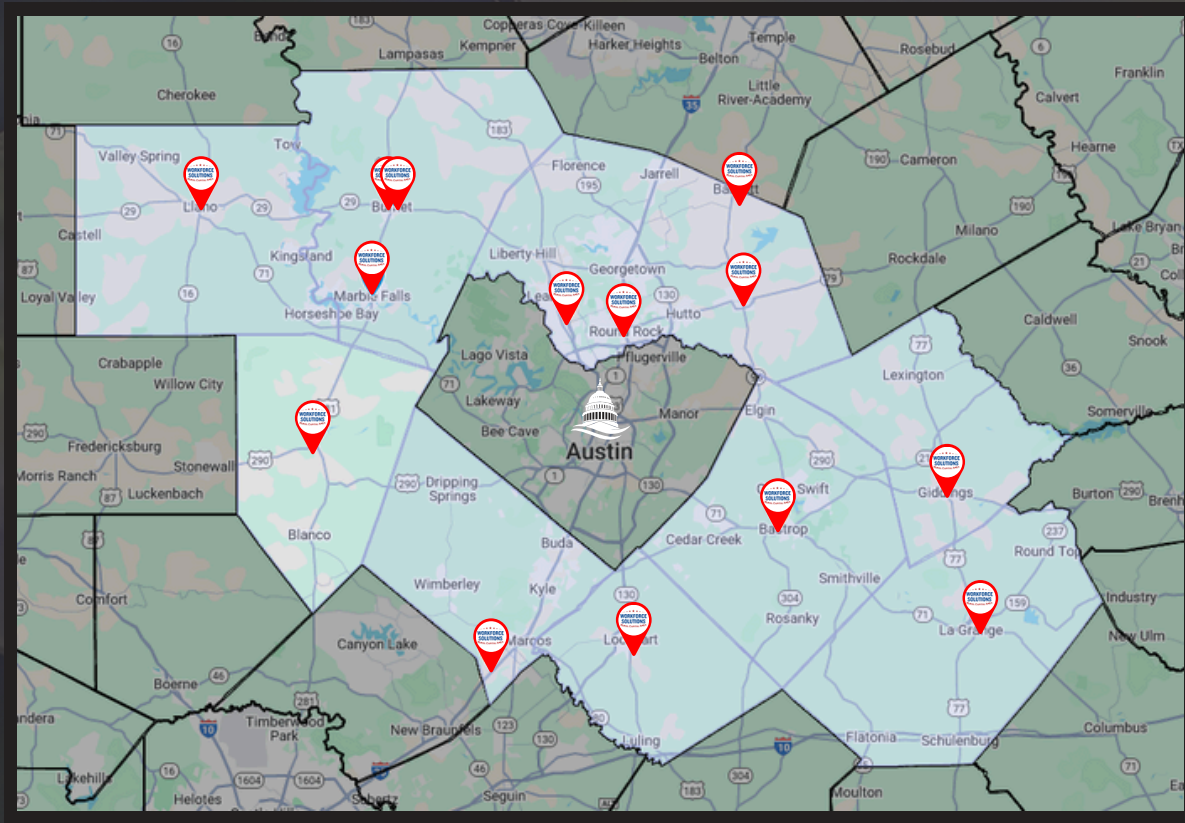


www.workforcesolutionsrca.com



WORKFORCE SOLUTIONS

Rural Capital Area
WHERE BUSINESS & CAREERS MEET!



OFFICES & WORKFORCE CENTERS

**Workforce Solutions Rural Capital Area
Board Office**
701 E Whitestone Blvd., Suite 200,
Cedar Park, TX 78613

Workforce Solutions of Bastrop County
53 Loop 150 West
Bastrop, TX 78602
(512) 303-3916

Workforce Solutions of Burnet County
1001 West Buchanan Dr. Suite 1
Burnet, TX 78611
(512) 756-6769

Workforce Solutions of Caldwell County
1711 South Colorado St. Unit G
Lockhart, TX 78644
(512) 398-3491

Workforce Solutions of Fayette County
851 S Reynolds St
La Grange, TX 78945
(979) 968-8553

Workforce Solutions of Hays County
4794 Transportation Way
Building 5, Suite 500
San Marcos, TX 78666
(512) 392-1291

Workforce Solutions of Lee County
164 West Austin Street
Giddings, TX 78942
(979) 542-1740

Workforce Solutions of Llano County
102 W Dallas Street, Suite F
Llano, TX 78643
(325) 248-0275

Workforce Solutions of Williamson County
575 Round Rock West Drive
Building H, Suite 240
Round Rock, TX 78681
(512) 244-2207

SATELLITE CENTERS

**Bartlett - Teinert Memorial Public Library
(WSRCA Mobile Outreach Satellite Office)**
337 Dalton St
Bartlett, TX 76511

**Marble Falls - Community Resource Center
(WSRCA Mobile Outreach Satellite Office)**
1016 Broadway
Marble Falls, TX 78654
(844) 344-2780

**Workforce Solutions of Blanco County - CRC
(WSRCA Mobile Outreach Satellite Office)**
206 S. Hwy 281
Johnson City, TX 78636
(830) 868-0208

**Taylor - Temple College
(WSRCA Mobile Outreach Satellite Office)**
516 N Main St
Taylor, TX 76574

Burnet Community Center
401 E Jackson St
Burnet, TX 78611