

**Workforce Solutions of West Central Texas
Board Meeting**



Date: Wednesday, February 18, 2026
Time: 12:00 PM
Location: Workforce Solutions of West Central Texas
500 Chestnut St. STE 1200, Lone Star Room
Abilene, Texas 79602

Zoom Link: <https://us02web.zoom.us/j/84619819880?pwd=mq4Bit7mTCqvpSBIflyyNVmbU2zYSQ.1>
Meeting ID: 846 1981 9880
Passcode: 378488

AGENDA

- I. Call to Order and Determination of Quorum**
- II. Public Comment**
- III. Workforce System Highlight**
- IV. Board Member Minute**
- V. Consent Agenda (Action Item)**
 - a. Minutes of December 17, 2025 Board meeting**
Included in the agenda packet on page 3-6
 - b. Minutes of January 21, 2026 Executive Committee meeting**
Included in the agenda packet on page 7-8
 - c. Minutes of February 9, 2026 Special Executive Committee meeting**
Included in the agenda packet on page 9
 - d. Summary from the September 11, 2025 Early Childhood Advisory Council**
Included in the agenda packet on page 10-13
 - e. Early Childhood Advisory Council member appointments**
Included in the agenda packet on page 14
 - f. Finance report**
Included in the agenda packet on page 15-16
- VI. Annual Monitoring Summary (Action item)**

In accordance with Texas Workforce Commission’s Agency-Board Agreement (Part 6, Section 19) as well as TWC’s Financial Manual for Grants and Contracts (Chapter 19-Monitoring), the Board is required to conduct regular fiscal and program monitoring of its Subrecipients. A summary of monitoring conducted between October 1, 2024 – September 30, 2025 is included in the agenda packet on pages 17 – 22.

VII. Adoption of UI contact requirements and related policy (Action item)

Boards must annually review the number of contacts required for each county and adopt the same or new requirements. Additional information and recommendations are included in the agenda packet on page 23-24.

VIII. Rescission of Local Child Care Priority Group policy (Action item)

Information is included in the agenda packet on page 25.

IX. LMI Review policy and adoption of Demand/Target lists (Action item)

Information is included in the agenda packet on page 26-35.

X. Board Committees update

Using feedback from board members and the discussion in past board and executive committee meetings, Internal Affairs and External Affairs committee membership, initial chair appointments, and meeting cadences have been established. Information and details are included in the agenda packet on pages 36-37.

XI. Other Business

a. Reports from Board staff

- Bill Dean, Director of Workforce Partnerships
- Amanda Elston, Director of Pathway Initiatives
- Mindy Ross, Director of Early Childhood Initiatives

b. Reports from Board members

c. Items for future consideration

XII. Adjourn

- *Members of the public shall have the opportunity to address the Board within the jurisdiction of the Board. Comments are limited to no more than five (5) minutes per subject, regardless of the number of those wishing to speak. Individuals interested in making a public comment must complete a public comment form prior to the meeting. Paper copies are available at the board meeting, or online at: <https://www.wfswct.org/108/Board-Members-Meeting-Information>. The public may address comments on any agenda item to the Board during the Public Comment portion of the meeting before the agenda item is discussed. Please note the Board can receive comments and information, but there can be no deliberation by Board members and no action taken on items raised during Public Comment, unless the issue or item is covered by a posted agenda item.*
- *Prior to the discussion of Action Items, Board Members must declare any possible Conflict of Interest, and then abstain from discussing and voting on that issue; abstentions will be recorded in the meeting minutes.*
- *In accordance with Chapter 551 of the Texas Government Code Chapter 551, if a member of the public or of the Board inquires about a subject that is not on the agenda, and for which notice has not been given as required, any discussion of or decision about the subject of the inquiry shall be limited to a proposal to place the subject on the agenda for a future meeting.*
- *The Board may vote to enter Executive Session, or a closed private session without public attendance, to take up the following item(s) in accordance with Chapter 551 of the Texas Government Code. No voting may take place in Executive Session. Any possible course of action discussed by the Board in Executive Session must be taken up and voted on in the open, public session.*

Workforce Solutions of West Central Texas Board Executive Committee
Wednesday, December 17, 2025
12:00 PM
Abilene Workforce Center, Lone Star Room, 12th Floor
500 Chestnut Street, Abilene, Texas

Minutes

Attending:

Richard Williams, Chair
Veronica Diaz Vice-Chair
Laura Bowers, Secretary-Treasurer
Hanna Adams
Ken Becker
Shawn Hartfield
Tanya Johnson
Belinda Kerr
Tommy Higgins
Mike Sneed
Chance Barr
Seaton Higginbotham
Jeff Howle
Lee Ann Millender
Jim Astin
Carrie Pierce
Cynthia Pearson
Amy Hall
Paul Harris
David Sanchez
David Wilcox

Staff:

Amelia Reeves
Melissa Mauricio
Alyssa Goodgame
Lisa Colyer

Absent:

Andre Gwinn Sr
Kristie Caviness
Weston, Johnson
Joey Kincaid
Shaun Martin
Ethan Shepherd
Jay Smith
Cameron Wiley

Mindy Ross
Stephanie Woods
Bill Dean
Brenda Church

I. Call to Order

Chair Williams called the meeting to order at 12:03 p.m. and noted that a quorum was present. He then called attention to the conflict of interest excerpt from the Board bylaws.

II. Public Comment

Chair Williams opened the public comment period at 12:05 p.m.

Mr. Samuel Garcia addressed the Board regarding his recent departure from the Workforce Solutions of West Central Texas Board.

The Chair thanked Mr. Garcia for his comments.

III. Workforce System Highlight

Amelia Reeves shared an overview of the Youth Success Program serving rural high schools and the following highlights:

- Defined post-secondary persistence as students remaining in their chosen pathway (certifications, two-year, or four-year programs) after high school graduation
- Reported results from a data review of 2023 graduates measuring two-year persistence
- Noted that rural program participants persist at higher rates than national rootEd-funded programs and higher than the overall Texas high school average.

IV. Board Member Minute

Presenter: Andre Gwinn, Sr.- Not able to attend.

V. Consent Agenda (Action Item)

Chair Williams asked if any member wished to remove an item from the Consent Agenda. No items were removed.

Motion and Second:

Jim Astin made a motion to accept consent agenda. Chace Barr seconded.

Vote: The motion passed by unanimous vote.

VI. Early Childhood Advisory Council Charter (Action Item)

Staff presented proposed updates to the Early Childhood Advisory Council charter following the Council's biennial review. Revisions include clarifications, minor edits, and updates to recommendation considerations and membership structure while maintaining required stakeholder representation. Board discussion focused on clarification of recommendation factors and Council composition. Staff noted minor wording revisions would be made to reflect the discussion.

Motion and Second:

Seaton Higginbotham made a motion to accept updates to the Early Childhood Advisory Council charter with wording revisions. Veronica Diaz seconded.

Vote: The motion passed by unanimous vote.

VII. TAWB Membership (Action Item)

Chair Williams presented a recommendation regarding the Board's membership in TAWB, noting that the Board has reviewed its participation for over a year due to organizational instability, management turnover, cost, and limited direct value. Staff reported that the Board has alternated between partial participation and withdrawal during this review period.

The Chair recommended not renewing TAWB membership and instead continuing engagement through WIN, a non-dues executive network that provides similar benefits, including peer collaboration and coordinated communication with TWC. Board discussion addressed cost, organizational direction, and the Board's ability to maintain a statewide voice through alternative channels. Staff noted the annual TAWB membership cost would be \$3,100.

Motion and Second:

Cynthia Pearson made a motion to not renew the Boards TAWB membership. Chance Barr seconded.

Vote: The motion passed by unanimous vote.

VIII. Standing Board Committees (Action Item)

Amelia Reeves presented a proposal to establish two standing board committees, consistent with the Board's bylaws: The committees would provide additional opportunities for board member engagement and deeper discussion, particularly for new and existing members representing diverse sectors.

The Internal Affairs Committee would focus on internal oversight matters such as finance, policy, and system operations, while the External Affairs Committee would focus on partnerships, industry engagement, labor market issues, and special initiatives. The proposed committees would not replace the roles of the Executive Committee or the full Board.

Board members expressed support for the concept and discussed committee participation and structure.

Motion and Second:

Ken Becker made a motion to set committees. Chance Barr seconded.

Vote: The motion passed by unanimous vote.

IX. TWC State Conference highlights

Ken Becker shared key takeaways from recent trainings, emphasizing the critical role of early childhood care in workforce participation and long-term community outcomes.

Amelia Reeves reported attending pre-conference sessions and a full-day executive directors' learning session, highlighting small-group problem-solving discussions and the value of sharing experiences across regions, particularly as many workforce leaders are newly appointed.

XI. Possible Executive Session

No executive session was held.

XI. Other Business

a. Reports from Members and Staff

Board Updates – Bill Dean:

- **November 20 Job Fair – Abilene Convention Center:**
 - Hosted 172 job seekers; 53% were military-connected.
 - 83 employers attended, including 52 new participants.
 - Survey results: 92% of job seekers likely to be interviewed or receive offers.
 - Partnerships included local chambers, TSTC, and Texas Veterans Commission.
- **Upcoming Job Fair:**
 - Scheduled for February 19 in Sweetwater at TSTC Student Center.
 - Employer and job seeker registration already underway.

Amelia Reeves:

- **Small Employer of the Year:**

- Rolling Plains Memorial Hospital nominated for innovative workforce practices and rural healthcare support.
- Selected as a finalist and awarded at the state conference.
- Local recognition reception scheduled following the Board meeting.

Cynthia Pearson:

- Commenter highlighted a Travis County initiative, “Raising Cox County,” which allocated \$21 million to support child care through collaboration between the local workforce board, city, and county.
- Emphasized the importance of child care and early childhood development, noting that proper nutrition is critical for learning and overall child development.

Carrie Pierce:

- Regional child care enrollment: 1,803 children; waitlist: 2,300; 1,302 families awaiting financial assistance.
- Many children on waitlists are already in care, but parents struggle to pay; scholarships help cover costs and provide meals.
- Discussion included age range served (birth–10), safety standards, and the importance of CTE programs to develop future early childhood educators.
- Statewide context: 130,000 children on child care waitlists; funding gaps remain significant.

XII. Adjourn

Meeting adjourned at 12:58 p.m.

Workforce Solutions of West Central Texas Board Executive Committee

Monday January 21, 2026

12:00 PM

Abilene Workforce Center, Lone Star Room, 12th Floor
500 Chestnut Street, Abilene, Texas

Attending:

Dick Williams, Chair
Veronica Diaz, Secretary-Treasurer
Ken Becker, Sub-Regional Representative
Mike Snead, Regional Representative
Laura Bowers, Regional Representative
Chance Barr, Regional Representative

Absent:

Board Staff:

Amelia Reeves, CEO
Melissa Mauricio, Admin Services & HR Manager

I. Call to Order

Vice-Chair Diaz called the meeting to order at 12:01 PM and declared that a quorum was present.

II. Approve Minutes of November 17, 2025 Meeting (Action Item)

Motion and Second: Mike Snead made a motion to approve the minutes of November 17, 2025. Chance Barr seconded. **Vote:** The motion passed by unanimous vote.

III. Early Childhood Advisory Council nominations (Action item)

The Member Appointments and Terms section of the Early Childhood Advisory Council Charter was amended to read as follows:

“The Board Executive Committee, with input from the Council, will be responsible for developing recommendations for appointments and reappointments. All such appointments and reappointments will be made during a regular meeting of the Workforce Solutions of West Central Texas Board.”

The Early Childhood Advisory Council presented the following individuals for consideration as members:

- **Amy Cohen**, Education and Child Development Division Chair, Cisco College
- **Vicki Hayhurst**, Associate Director of Federal Programs, Region 14 Education Service Center
- **Michelle Parrish**, Grants Director, Community Foundation of Abilene
- **Ravi Savari**, Managing Director, C2Global Services

Board staff reported that outreach efforts are ongoing to identify additional nominees, particularly in the Current or Former Child Care Services (CCS) Families and Licensed Child Care Center categories. Board and Council members were

encouraged to submit nominee recommendations to Mindy Ross, Director of Early Childhood Initiatives, or Carrie Pierce, Council Chair.

Members noted that a special called meeting will be required to vote on the nominee slate prior to the February Board meeting.

Motion and Second: Laura made a motion to accept the staff nominations. Mike Snead seconded. Vote: The motion passed by unanimous vote.

IV. Child care fraud investigation updates

Amelia Reeves reported that on January 5, 2026, Governor Greg Abbott issued a directive to the Texas Workforce Commission (TWC) to strengthen anti-fraud measures related to Child Care Services (CCS). TWC subsequently communicated with CCS-enrolled providers and has indicated that no changes to provider payments are anticipated at this time. TWC directed local workforce boards to ensure provider attendance is entered into the Texas Child Care Connection (TX3C) system and to designate staff to investigate potential child care fraud using a high-risk assessment tool under development.

V. CEO Updates, Amelia Reeves

Amelia Reeves provided the following updates:

- Reported on the Rural Pathways Excellence Partnership (RPEP) initiative, which allows rural school districts to partner and share career-focused coursework. Noted that DeLeon ISD and Gustine ISD are participating in a shared model, with DeLeon offering a health care program and Gustine offering an IT networking program; students may attend classes at the partnering district.
- Reported Region 14 ESC's receipt of a Moody Foundation grant with Workforce partnering with the ESC to plan and implement grant activities; ongoing collaboration with rural superintendents and school boards to develop programs aligned with high-demand occupations, using virtual, in-person, or hybrid delivery models.
- Announced award of a \$300,000 Aspen Institute/Trellis grant in partnership with Hendrick Health to evaluate a paid nursing student internship model; an external evaluator will assess return on investment over a six-month period, with intent to replicate the model in other rural hospitals.
- Shared plans to initiate regional meetings with partners to provide program and support information.
- Noted that Board committee assignments have been completed.
- Reported member discussion regarding one-year terms for committee chairs, to be appointed by Chair Williams.
- Reported that she and staff will attend upcoming events, including NAWB, the Texas Rural Broadband Summit, and a rootED Alliance convening.
- Highlighted upcoming and ongoing activities, including the Sweetwater Job Fair on February 19, the start of student internships, and planning for a middle school manufacturing day.

VI Possible Executive Session- None called

X. Adjourn

Meeting adjourned at 1:10 PM.

**Workforce Solutions of West Central Texas Board Executive Committee Special Meeting
Monday, February 9, 2026 at 3:30 PM
Virtual (Teams)**

Minutes

Attending:

Richard Williams, Chair
Laura Bowers
Ken Becker
Mike Snead
Chance Barr

Absent:

Staff:

Amelia Reeves
Jessica Hayhurst

I. Call to Order

Chair Williams called the meeting to order at 3:32 p.m. and noted that a quorum was present.

II. Approve minutes of the January 21, 2026 Executive Committee meeting

Ken Becker made a motion to approve the minutes; Chance Barr seconded the motion. The motion passed unanimous vote.

III. Early Childhood Advisory Council Nominations

Amelia Reeves provided an overview of the process and nominees for the Early Childhood Advisory Council. Nominees are highlighted yellow in the agenda packet. An email was sent out to individuals in our CCS system encouraging them to nominate or self-nominate individuals for the Council. The communication included relevant information about the role and outlined the approval process for nominees. Parent representatives were recommended by providers. Nominees represent a broad geographic area across our region. Nominees were vetted through staff that regularly work with providers to provide background on the nominees.

Members discussed whether a formal onboarding process exists and whether there are sufficient nominees to adequately represent the required categories, including: licensed child care centers participating in TWC's CCS program; licensed or registered child care homes participating in CCS; current or former CCS families; Board CCS contractor; Board member; education/training provider; and child care stakeholders. Members also raised questions about whether the bylaws address attendance expectations and if individuals who miss meetings would be removed from the charter. Amelia noted that the verbiage regarding meeting attendance had been revised. Additional discussion occurred regarding a potential conflict of interest involving a nominee.

Ken Becker made a motion to recommend for Board approval the list of nominees, with the exclusion of Alicia Sherrill, for appointment to the Early Childhood Advisory Council. Mike Snead seconded. The motion passed by unanimous vote.

IV. Adjourn

Meeting adjourned at 3:46 p.m.

Early Childhood Advisory Council Agenda Thursday, December 11, 2025; 12:00 p.m.

Summary

Council Attendees: Carrie Pierce, Cynthia Pearson, Jennifer Gonzalez, Amy Cohen

Board Staff: Lisa Colyer, Mindy Ross, Amelia Reeves, Jessica Hayhurst

Guests: Ravi Savari (WFSWCT C2), Michelle Parrish (Community Foundation of Abilene)

I. Call to order – Carrie Pierce, Chair

Meeting called to order by Chair Pierce at 12:02 p.m. Notes from the previous Council meeting were reviewed and approved.

II. Welcome and Introduction

Amelia Reeves began with introductions of those present for the meeting.

III. Review: Purpose and Council Roles and Responsibilities.

- a. An overview of the council's purpose and member roles was provided and read aloud by Amelia Reeves. This included Context around the council's rules, its original intent, and the reasons for its formation in January 2024. A handout outlining this information was distributed to participants.
- b. A concern was raised about the current level of provider representation on the Council. With only three to four members having direct childcare experience, there may be a gap in practical, on-the-ground perspectives. This concern will be considered as part of the proposed charter.
- c. Discussion focused on adding language to the standing meeting expectations to ensure that participating entities designate a representative who is able to consistently attend meetings. The need for clear expectations around attendance and representation was identified. Additionally, the group discussed whether term limits or rotation of language should be included: specifically, whether representatives should be replaced or positions reopened after a two-year period. It was noted that the current charter does not include language addressing term length, rotation, or replacement.
- d. The group discussed whether removal language should be revised or removed, emphasizing that member conduct and participation should be guided by character, accountability, and clear communication rather than punitive measures.
- e. The following items were agreed upon to add, remove, or edit:
 - i. Purpose

- Add the advisory council is not part of the Board’s formal governance structure.
- ii. Board Authority and Responsibilities
- Add language to clarify that any committee recommendations will be considered based on the following factor:
 - Fund source and/or program allowability
 - Available funding
 - Staffing resources
 - Potential impact on desired outcomes
- iii. Membership Composition
- Remove “Board Staff; Board staff will always be represented in their support role”.
 - Remove “minimum/maximum” (not required by TWC)
 - Remove “limits on number for each representing entity to allow equity, flexibility, and cross-sector representation.”
- iv. Member Appointment and Terms
- Add language about standing appointments for childcare stakeholder such as United Way, ECI, Region 14 ESC, and Education/Training
 - Add language to allow Board Chair to appoint members to fill vacancies as needed.
 - Add to last bullet point: eligibility to serve is tied to agency affiliation.
- v. Attendance and Meetings
- Remove first bullet
 - Add “Members of the Child Care Advisory Council may be removed at any time (i) by majority vote of the Board or (ii) by the Chairperson of the Board.”
 - Second bullet, remove reference to “in-person and remote attendance”
 - Remove third bullet (all minutes are posted and shared)
- vi. Council Roles and Responsibilities -
- Move first bullet point to under “Board Authority and Responsibilities”
 - Add “advocating for child care services through the public workforce system”
 - Add “assist with identifying and securing resources necessary for the effective operation of child care services.”

- Add “review data on child care program and quality initiatives to provide input and recommendations that will influence the work of the advisory council”
- Add comments referencing attendance in this section

vii. Reporting

- Remove first bullet (staff will share minutes)
- Add “this convening body will provide insights, expertise, and recommendations that can be shared with the Workforce Solutions Board of Directors for consideration.”

IV. Child Care Quality Plan FY26

- The Child Care Quality Plan was discussed. It was noted that the document is currently located in the Teams folder and has not yet been approved by TWC. The plan includes three distinct training tracks:
 - Teachers
 - Directors
 - Student Behavior support
- TWC is responsible for approving the plan. Once approved, TWC will upload the document and manage updates on the public website.
- The activities outlined in the plan were developed using data gathered from the survey along with previous experience and feedback from providers.
- The group discussed the importance of thoughtful implementation, emphasizing the need to identify effective strategies and carefully select curriculum partners to ensure meaningful results. The focus is on outcomes and impact rather than simply implementation.
- Concerns were raised regarding provider autonomy, specifically that childcare providers should have the ability to choose which curriculum is used and how it is implemented within their programs. Additional concerns were discussed related to behavior training, particularly around supporting children with autism, and ensuring that training in this area is appropriate, inclusive, and effective.

V. Child Care Property Tax

- The Chair requested that the child care property tax exemption be included in the meeting agenda to discuss the advantages for provider in completing the required property tax forms. It was noted that the exemption process operates at the county level and can result in a significant tax benefit for eligible providers.
- The importance of distributing this information to each child care center was discussed, along with acknowledgment that the process involves multiple steps and coordination with county offices. Mindy responded that, due to regulatory requirements, Workforce Solutions of West Central Texas can provide the number of children being served who receive the state scholarship (CCS). Workforce Solutions of West Central Texas can provide the number of children

being served that receive CCS scholarships. Completion of the property tax exemption process is the responsibility of the individual provider working directly with their county.

VI. Update from Stakeholders

- a. Mindy presented the Quarterly Impact Report. The document is available in the Teams channel for reference. No questions or concerns were raised regarding the report or the information presented.

VII. Questions or Consideration for the future - none

VIII. Next Meeting – set for March 2026, specific date TBD. The meetings will be all virtual moving forward.

IX. Adjourn – Meeting was adjourned by Chair Pierce at 1:25 pm

Early Childhood Advisory Council nominations

Background: At the December 2025 Board Meeting, the Early Childhood Advisory Council Charter was updated. The Member Appointments and Terms section was updated as follows: “The Board Executive Committee, with input from the Council, will be responsible for developing recommendations for appointments and reappointments. All such appointments and reappointments will be made during a regular meeting of the Workforce Solutions of West Central Texas Board.”

The Executive Committee met twice in January to review and approve the following recommendations.

- Amy Cohen, Education and Child Development Division Chair, Cisco College
- Vicki Hayhurst, Associate Director of Federal Programs, Region 14 Education Service Center
- Michelle Parrish, Grants Director, Community Foundation of Abilene
- Ravi Savari, Managing Director, C2Global Services
- Tina Weaver, Aldersgate Methodist Church Academy, Taylor County
- Melinda Alexander, Days of Grace Kids Care, Mitchell County
- Phoebe Vasquez-Hogues, Kidz Town, Brown County
- Katie Chadeayne, My Tribe Childcare, Eastland County
- Tami Criswell, Small World of Learning, Taylor County
- Crystal McCoy, Licensed Child Care Home, Stephens County
- Ixel Smith, Licensed Child Care Home, Taylor County
- Judith Metts, CCS Parent

Early Childhood Advisory Council membership with nominees highlighted in yellow is outlined below.

Licensed child care center participating in TWC’s Child Care Services (CCS) program	Carrie Pierce, Junior Buckaroo Academy Cynthia Pearson, Day Nursery Tina Weaver, Aldersgate Methodist Church Academy Melinda Alexander, Days of Grace Kids Care Phoebe Vasquez-Hogues, Kidz Town Katie Chadeayne, My Tribe Childcare Tami Criswell, Small World of Learning
Licensed or registered child care homes participating in CCS	Jennifer Gonzalez, RCCH Crystal McCoy, LCCH Ixel Smith, LCCH
Current or former CCS families	Judith Metts
Board CCS contractor	Ravi Savari – C2Global Services
Board member	Cynthia Pearson – Day Nursery Carrie Pierce – Junior Buckaroo Academy
Education/training provider	Amy Cohen – Cisco College
Child care stakeholders	Noreen White – ECI
	Vicki Hayhurst – ESC 14
	Michelle Parrish - Community Foundation of Abilene

Workforce Solutions of West Central Texas

Summary Budget Comparison - Unposted Transactions Included In Report

26WFPOOL - Workforce Board Pool

00 - 00

From 12/1/2025 Through 1/31/2026

Account Title	Account Code	Budget	Current Month Expenses	YTD Expenses	Remaining Budget Available
Admin	41				
Legal Services	6211	2,500.00	175.50	2,621.62	(121.62)
Audit Services	6212	30,000.00	0.00	0.00	30,000.00
Fiscal Agent Services	6216	215,500.00	30,665.34	61,330.68	154,169.32
Salaries	6218	104,773.00	29,398.26	54,445.91	50,327.09
Fringes	6219	18,253.00	4,407.18	7,998.82	10,254.18
IT Contracted Services	6248	11,200.00	374.47	890.77	10,309.23
Comms & Utilities	6259	5,816.00	584.99	832.15	4,983.85
Rent	6269	16,234.00	2,074.14	4,294.67	11,939.33
Miscellaneous	6280	1,000.00	451.00	503.00	497.00
Monitoring	6290	25,500.00	0.00	0.00	25,500.00
Repairs & Maintenance	6294	44.00	700.00	832.01	(788.01)
Postage/Meter Rent	6360	275.00	(56.17)	(56.17)	331.17
Copies/Copier Rent	6365	850.00	132.37	166.62	683.38
Software/IT	6395	10,550.00	1,455.92	3,377.51	7,172.49
Supplies	6399	4,500.00	307.29	515.78	3,984.22
Travel	6411	4,500.00	3,874.74	4,557.15	(57.15)
Dues & Subscriptions	6420	2,000.00	130.00	130.00	1,870.00
Board Member Meetings	6425	4,500.00	906.28	1,219.48	3,280.52
Insurance	6429	3,360.00	932.99	932.99	2,427.01
Advertising	6430	1,000.00	11.57	11.57	988.43
Meeting & Conference	6499	4,500.00	910.48	1,869.12	2,630.88
Professional Development	6782	0.00	240.00	240.00	(240.00)
Program	61				
TRANSITION COSTS	6213	43,000.00	9,832.84	45,141.63	(2,141.63)
Fiscal Agent Services	6216	40,000.00	6,666.68	13,333.36	26,666.64
Salaries	6218	919,924.00	103,109.67	208,084.17	711,839.83
Fringes	6219	136,660.00	17,321.02	35,179.26	101,480.74
IT Contracted Services	6248	128,800.00	4,975.13	10,912.63	117,887.37
Comms & Utilities - Contractor	6258	82,868.00	4,245.79	5,997.75	76,870.25
Comms & Utilities	6259	66,882.00	4,661.36	6,627.86	60,254.14
Rent - Contractor	6268	144,631.00	23,773.79	45,146.16	99,484.84
Rent	6269	186,689.00	25,569.09	51,098.53	135,590.47
Miscellaneous	6280	2,000.00	0.00	0.00	2,000.00
Policy Development	6284	8,000.00	0.00	8,000.00	0.00
Document Translation	6292	2,000.00	87.34	153.46	1,846.54
Repairs & Maintenance - Contractor	6293	2,210.00	113.00	226.00	1,984.00
Repairs & Maintenance	6294	507.00	0.00	1,518.09	(1,011.09)
Postage/Meter Rent - Contractor	6359	3,500.00	1,273.05	1,273.05	2,226.95
Postage/Meter Rent	6360	500.00	(746.22)	(746.22)	1,246.22
Copies/Copier Rent - Contractor	6364	1,000.00	0.00	0.00	1,000.00
Copies/Copier Rent	6365	3,500.00	1,758.72	2,152.62	1,347.38
Outreach	6389	20,000.00	895.03	1,125.03	18,874.97
Software/IT - Contractor	6394	15,000.00	0.00	0.00	15,000.00
Software/IT	6395	120,000.00	20,785.10	38,833.15	81,166.85
Supplies - Contractor	6398	12,000.00	139.94	368.95	11,631.05
Supplies	6399	6,500.00	4,082.54	6,375.03	124.97
Travel	6411	10,000.00	2,856.45	4,014.96	5,985.04
Dues & Subscriptions - Contractor	6419	1,000.00	0.00	0.00	1,000.00
Dues & Subscriptions	6420	5,000.00	0.00	50.00	4,950.00
Insurance	6429	38,640.00	10,729.25	10,729.25	27,910.75
Meeting & Conference	6499	5,000.00	2,257.65	2,257.65	2,742.35
Training & Tech Assistance	6774	500.00	0.00	0.00	500.00
Total 26WFPOOL - Workforce Board Pool		(2,473,166.00)	(322,063.57)	(644,566.05)	1,828,599.95

West Central Texas Workforce Development Board
WF SUMMARY REPORT
October 1, 2025 thru September 30, 2026

THRU THE MONTH OF: Jan-26

Board Year % 33%

Contract No.	Contract Program	Begin Date	End Date	Current Budget	Cum. Expenditures	Budget Balance	% of Contract Term	% Expended
Expires 12/31/2025								
0925WPA001	Wagner-Peyser Employment Services	3/1/2025	12/31/2025	55,416	48,589	6,827	100%	88%
Expires 5/31/2026								
0925MTC001	Military To Civilian	5/26/2025	5/31/2026	250,000	2,244	247,756	67%	1%
0925TAN002	Texas Internship Initiative	3/10/2025	5/31/2026	83,325	15,941	67,384	79%	19%
0925EXT001	Externship for Teachers	4/1/2025	5/31/2026	55,830	48,055	7,775	77%	86%
Expires 6/30/2026								
0924WOY001	WIOA Youth	7/1/2024	6/30/2026	751,781	653,797	97,984	79%	87%
0924WOD001	WIOA Dislocated Worker	7/1/2024	6/30/2026	1,184,165	1,184,165	-	79%	100%
0925WOR001	WIOA Rapid Response	7/1/2025	6/30/2026	19,807	-	19,807	79%	0%
0925HJT001	High Demand Job Training (Cisco Match Grant)	3/17/2025	6/30/2026	85,000	-	85,000	67%	0%
Expires 8/31/2026								
0925CCP001	DFPS Child Care	9/1/2025	8/31/2026	771,111	298,965	472,146	42%	39%
Expires 9/30/2026								
0926NCP001	TANF Non-Custodial Parent	9/1/2025	9/30/2026	102,863	35,725	67,138	31%	35%
0926WCI001	Workforce Commission Initiatives	10/1/2025	9/30/2026	54,165	14,601	39,564	33%	27%
0926REA001	Reemployment Services	10/1/2025	9/30/2026	364,794	44,882	319,912	33%	12%
0926SNE001	Supp. Nutrition Assistance Program E&T	10/1/2025	9/30/2026	160,194	93,426	66,768	33%	58%
0926TRA001	Trade Act Services for Dislocated Worker	10/1/2025	9/30/2026	5,000	-	5,000	33%	0%
Expires 10/31/2026								
0926TAF001	TANF Choices	10/1/2025	10/31/2026	1,101,566	239,900	861,666	31%	22%
0926CCF001	Childcare Services Formula Allocation	10/1/2025	10/31/2026	14,491,609	2,107,037	12,384,572	31%	15%
0926CCQ001	CCDF Quality Improvement Activity	10/1/2025	10/31/2026	772,166	120,841	651,325	31%	16%
0926CQF001	CCDF Quality Improvement Activity (CQF)	10/1/2025	10/31/2026	690,218	19	690,199	31%	0%
Expires 12/31/2026								
0926CCM001	Child Care Local Match	10/1/2025	12/31/2026	855,654	-	855,654	27%	0%
0926WPA001	Wagner-Peyser Employment Services	10/1/2025	12/31/2026	49,466	1,810	47,656	27%	4%
Expires 3/30/2027								
0925ATG001	Apprenticeship TX	9/30/2025	3/30/2027	50,000	5,246	44,754	22%	10%
Expires 6/30/2027								
0925WOY001	WIOA Youth	7/1/2025	6/30/2027	667,561	-	667,561	29%	0%
0925WOA001	WIOA Adult	7/1/2025	6/30/2027	637,773	277,875	359,898	29%	44%
0925WOD001	WIOA Dislocated Worker	7/1/2025	6/30/2027	967,912	-	967,912	29%	0%
NON TWC								
26TSR (UT Health Science Center)	Texas School Ready	9/1/2025	8/31/2026	172,561	72,025	100,536	33%	42%
0926TVC (TVC)	Texas Veterans Commission	10/1/2025	9/30/2026	23,650	4,203	19,447	33%	18%
25TRI (TEA)	Tri-Agency Regional Convener	3/18/2025	4/30/2027	237,500	88,400	149,100	40%	37%

ANNUAL MONITORING SUMMARY
FOR
WORKFORCE SOLUTIONS OF WEST CENTRAL TEXAS BOARD
BOARD CONTRACT YEAR 2025
(OCTOBER 1, 2024—SEPTEMBER 30, 2025)

Overview

In accordance with Texas Workforce Commission’s Agency-Board Agreement (Part 6, Section 19) as well as TWC’s Financial Manual for Grants and Contracts (Chapter 19-Monitoring), the Board is required to conduct regular fiscal and program monitoring of its Subrecipients. The monitoring must:

Cover all programs, functions, or activities supported by federal and/or state funds administered by the TWC, and be sufficient to accomplish the following objectives:

- determine that expenditures have been charged to the cost categories and within the cost limitations specified in the applicable laws and regulations;
- determine whether or not there is compliance with provisions of applicable laws and regulations, contract provisions, uniform administrative requirements for grants and agreements as promulgated in the circulars or rules of the Office of Management and Budget, and official directives including:
 - U.S. Department of Labor Training and Employment Guidance Letters (TEGLs),
 - U.S. Department of Labor Training and Employment Informational Notices (TEINs),
 - U.S. Department of Health and Human Services Guidance Letters, and
 - Texas Workforce Commission Workforce Development Letters; and
- provide technical assistance as necessary and appropriate.

To that end, the Board hired Kathy Oleszkowicz in May, 2025 to conduct program monitoring and discontinued its contract for program monitoring with Christine Nguyen. Christine Nguyen remained under contract to conduct fiscal monitoring. As required, risk assessments and monitoring plans were developed to serve as the basis for conducting monitoring of CECT, LLC. and SERCO of Texas, the Board’s workforce and child care subrecipients.

Scope of Reviews	Subrecipient	Type of Review	Initial Contract Amount
9/1/2024 - 8/31/2025	SERCO of Texas	Program	\$15,708,569
3/1/2024 – 5/31/2025		Fiscal	
7/1/2024 – 9/17/2025	CECT, LLC	Program	\$3,007,859
6/1/2024 – 5/31/2025		Fiscal	

Applicable Definitions

Briefing Items: General noncompliance conditions that are observed and documented by the monitors based on established law, procedures, or other authoritative guidance. These noncompliance conditions are considered lower risk findings but could potentially result in a higher risk finding based on the nature of the deficiency (i.e. repeat violations, issues indicative of systemic problems). These items while documented in the workpapers may or may not be included in the report. All briefing items are discussed on-site during the review. The determination of report inclusion shall be based on criteria as determined by the Board.

Disallowed Costs: Those charges to an award that are determined to be unallowable, in accordance with the applicable Federal cost principles, applicable State rules, regulations, policies or other terms and conditions contained in the award.

Finding: An instance where noncompliance with requirements contained in federal or State law, regulation, administrative code, guidance or other promulgations are determined and are considered to be issues that are of high risk that could potentially result in questioned costs and/or impact the integrity of program operations.

Observations: A reportable condition that does not currently have a material effect on internal controls and the accuracy of the financial information. An observation, if not addressed, presents the possibility of a future circumstance of non-compliance and/or internal control weaknesses. Additionally, observations are informative statements or constructive comments made to identify processes that can assist the entity being reviewed improve service delivery and result in positive program outcomes. Observations are not expected to be responded to by the subrecipient.

Questioned cost: A cost that is questioned by the monitor because of a monitoring finding **(1)** that resulted from a violation or possible violation of a provision of a law, regulation, contract, grant, cooperative agreement, or other agreement or document governing the use of Federal funds, including funds used to match Federal funds; **(2)** where the costs, at the time of the monitoring review, are not supported by adequate documentation; or **(3)** where the costs incurred appear unreasonable and do not reflect the actions a prudent person would take in the circumstances.

Recommendation: Suggested corrective action(s) for a finding and/or observation identified in a monitoring report. The recommendation, where and when appropriate, should address the cause of the problem, not the problem itself.

Resolved: Finding identified in a monitoring report is resolved based on the provision of additional documentation. A finding for which completion of needed corrections are not possible is considered Resolved: Unable to Correct.

Unresolved: Finding identified in a monitoring report is not resolved due to: (1) lack of response, or (2) recommended actions could not be verified by monitor. **Note: Items that remain unresolved are followed up on during the next review.**

Risk Assessment

A risk assessment is a tool used to identify the level of risk associated with programs based on reviewing organizational and operational elements, such as experience, results of past reviews and evaluating documents such as cost allocation plans, audits, and external reviews. Monitors prepared separate program and fiscal risk assessments and monitoring plans based on those risk assessments which served as the basis of conducting reviews of subrecipients, SERCO of Texas and CECT.

Programs/projects scheduled to be assessed were:

- Workforce Innovation and Opportunity Act—Adult
- Workforce Innovation and Opportunity Act—Dislocated Workers
- Workforce Innovation and Opportunity Act—Youth
- Temporary Assistance for Needy Families (TANF)/Choices
- Supplemental Nutrition Assistance Program (SNAP)
- Summer Earn and Learn – (SEAL)
- Child Care Services – Income Eligible
- Child Care Services – DFPS
- Child Care Services – PIRTS Fraud/Fact-Finding
- Workforce and Child Care subrecipients’ financial management systems

Methodology. In accordance with the risk assessment, the following programmatic risk factors were rated:

- Outreach, intake and eligibility
- Assessment and planning
- Support services, referrals and job retention services
- Case management
- Customer is meeting participation/program requirements
- Timeliness and accuracy of customer notifications, data entry and reporting
- Adherence to local Board policy and performance

Each of the programs are rated using a system of high, moderate and low. The ratings are used to prioritize areas of focus and the depth of focus. All programs were reviewed, but if for example, a program had a low risk rating, fewer customer files would be selected for review.

In accordance with the risk assessment the following financial risk factors were rated:

- Fiscal controls and general risk
- Cash management, Disbursements and Payroll
- Cost allocation
- Travel
- Program Income
- Procurement, budgeting and reporting
- Audit and monitoring
- Policies and Procedures
- Tax return and conflict of interest
- Financial reporting, obligations, provider payments, client services, support services and Individual Training Accounts.

Each of the financial elements was rated using a system of high, medium and low. The ratings were used to prioritize areas of focus and the depth of focus. All elements were reviewed, but if for example, an element had a low risk rating, fewer transactions would be selected for review.

Results of Risk Assessment

Subrecipient	Risk Area	Program Area	Rating
SERCO of Texas	Program	Child Care Services	High
SERCO of Texas	Fiscal	Child Care Services	Low/Medium
CECT	Program	Choices, NCP, SNAP, TAA, WIOA Adult, DW and Youth, SEAL	Medium
CECT	Fiscal	Choices, NCP, SNAP, TAA, WIOA Adult, DW and Youth, SEAL	Low/Medium

Summary of Monitoring Results by Subrecipient

SERCO of Texas

The financial review of SERCO of Texas identified the following:

Element	Type of Concern	Result
Federal Clearinghouse Accepted Date	Finding	Resolved; Disallowed Cost -- \$0
Personnel Costs – 2 Overpayments	Finding	Resolved; Disallowed Cost – \$501.29
Personnel Costs – Untimely I-9	Observation	NA
Non-Personnel Costs – Prepaid Issues	Observation	Resolved; Expenses Removed from WCT via Journal Entry – Disallowed Cost - \$0
Parent Recoupment-Date Missing-PIRTS	Finding	Resolved: Unable to Correct – Disallowed Cost - \$0

The program review of SERCO identified the following:

Element	Type of Concern	Result
At-Risk Eligibility	6 Findings	Resolve: Some Unable to Correct -- Disallowed Cost - \$17,414.60
DFPS Eligibility	2 Findings	Resolved : Unable to Correct. Disallowed Cost -- \$0

CECT LLC

The financial review of CECT identified the following:

Element	Type of Concern	Result
Personnel Costs – Pay Codes	Observation	Resolved
Personnel Costs – Staff Incentives	4 Findings	Resolved; Disallowed Cost - \$0

The program review of CECT identified the following concerns:

Program	Type of Concern	Result
Choices	6 Findings	Resolved: Some Unable to Correct Disallowed Cost -- \$0
SNAP	3 Findings	Resolved: Some Unable to Correct Disallowed Cost -- \$0
WIOA Adult and Dislocated Worker	3 Findings	Resolved: Some Unable to Correct Disallowed Cost -- \$0
WIOA Youth	4 Findings	Resolved: Some Unable to Correct Disallowed Cost -- \$0

Fiscal Integrity

In accordance with the provisions of TWC rule §802.21, the Board is required to conduct an annual fiscal integrity evaluation of its applicable, continuing subcontracts. The Board contracted with Christine Nguyen, an outside entity, to conduct the annual fiscal integrity evaluation, which includes a review of financial systems and accounting controls for incoming Subrecipient C2 Global. C2 Global was determined to be compliant with requirements. Fiscal integrity reviews were not performed on SERCO or CECT, due to non-continuance of subcontracts with both entities.

Texas Workforce Commission (TWC) Annual Monitoring Review

The Board was monitored for PY24 the week of November 18 – November 22, 2024 for the period of August 1, 2023 through August 31, 2024. The Board received TWC’s report on April 1, 2025. There were two issues as follows:

Finding 1: Ensure small purchases are properly conducted.

Response: In December 2024, the Board hired a Facility and Procurement Manager to handle all procurements. Subsequently, the Board developed a Procurements List that summarizes procurements in one place, and updated it’s Procedure Manual for procurements.

Finding 2: Ensure PIRTS case requirements are properly documented.

Response: The Board responded by updating procedures, providing on-going training, reviewing active cases, and ensuring timely data entry. The Board provided documentation of all training to TWC to substantiate the increased training requirements put in place by the Board.

Both issues were resolved and considered closed via TWC’s Audit Resolution Report letter dated October 8, 2025.

TWC conducted its PY25 monitoring the week of November 17 - November 24, 2025, for the period of September 1, 2024 through August 31, 2025. The Board has not received this report. Results and any follow-up actions will be reported in the PY2026 annual summary.

Equal Opportunity (EO) Review

The Board was monitored for Equal Opportunity Compliance in September, 2025. We received the monitoring letter on January 28, 2026. There were no findings and no issues.

Reports

Reports of all monitoring activities are available to members at any time upon request. Members may also reach out to Dr. Amelia Reeves, CEO, by phone at 325-513-5937 or by email at amelia.reeves@wfswct.org, for any questions.

Adoption of UI Contact Requirements and Related Board Policy

Background: The Wagner-Peyser Act requires the state unemployment compensation system administer work test requirements. The work test includes a determination that an Unemployment Insurance (UI) claimant is able, available, and actively seeking work. Based on this requirement, Texas Workforce Commission (TWC) further requires UI claimants to actively seek suitable work and to make a minimum of three work search contacts per week to demonstrate they are actively seeking work. Local boards have the flexibility to set different work search contact requirements by county, but must document the methodology for making such a determination. This may include reduction of contact requirements for counties designated as rural (defined as having a population of less than 10,000). Additionally, Boards must annually review the number of contacts required for each county and adopt the same or new requirements, as determined appropriate based on local labor market data and conditions. Notification must be submitted to TWC no later than March 31st of each year.

Discussion: Based upon Board staff review of this process, a determination was made that a scheduled evaluation, along with analysis methodology, needs to be more specifically documented in local policy. Staff therefore recommends adoption of the following:

1. **Annual Review and Adoption Cadence:** Board staff will conduct an analysis of labor market information to determine the appropriateness of current contact requirements and the need for adjustments for each of the Board's 19 counties. This review will be conducted in sufficient time to make recommendations to the Board during the February meeting. Recommendations will be supported with labor market analysis and provided to the Board for adoption. The approved contact requirements will be submitted to TWC no later than March 31st.
2. **Methodology and Labor Market Considerations:** Board staff will review labor market data by county, which may include any combination of the following elements, as determined appropriate based on area economic conditions:
 - Number of employment opportunities
 - Volume of claimants
 - Job growth and decline
 - Civilian labor force
 - Economic diversification/occupational categories
 - Location and size of businesses
 - Percent of individuals employed outside the county
 - Work search requirements in neighboring counties
 - County population estimates
 - Population growth trends
 - Commuting distance for residents/public transportation
3. Based on current analysis, staff recommends adoption of the UI job search contact requirements as noted below. These reflect current contact requirements, with the exception of Shackelford County, which currently has a requirement of 3 per week.

Counties	Number of Recommended Contacts
Brown, Callahan, Coleman, Comanche, Eastland, Jones, Mitchell, Nolan, Runnels, Scurry, Stephens, Taylor	3
Fisher, Haskell, Kent, Knox, Shackelford, Stonewall, Throckmorton	2

The attached spreadsheet provides supporting analysis of labor market data for the 19-county area. The highlighted data points were the primary drivers of staff recommendations.

Region	Demographics - Population (ACS)	Employer Establishments	1-Yr Forecasted Employment Demand	Total # Wkly New Claims for Last 26 Wks*	Current Weekly Job Search Req'mt.	Proposed Weekly Job Search Req'mt.
Brown	38,294	1,941	1,985	608	3	3
Callahan	14,017	626	478	134	3	3
Coleman	7,765	597	323	81	3	3
Comanche	13,786	668	647	178	3	3
Eastland	17,846	774	759	179	3	3
Fisher	3,661	303	118	39	2	2
Haskell	5,390	523	192	67	2	2
Jones	19,968	815	447	223	3	3
Kent	727	86	45	4	2	2
Knox	3,322	292	129	27	2	2
Mitchell	8,989	395	242	64	3	3
Nolan	14,565	845	675	175	3	3
Runnels	9,880	718	390	112	3	3
Scurry	16,633	915	657	202	3	3
Shackelford	3,169	196	149	32	3	2
Stephens	9,278	426	412	72	3	3
Stonewall	1,244	152	93	8	2	2
Taylor	144,259	7,941	8,874	1639	3	3
Throckmorton	1,589	121	67	7	2	2
*As of latest available figures, week ending 1/24/26						

Rescission of Local Child Care Priority Group

Background: Senate Bill 462 requires Texas Workforce Commission (TWC) to create a new Child Care Services (CCS) statewide priority for child care workers. TWC implemented this statewide priority group effective 1/2/26. Child care workers were already a local priority group in West Central. The new statewide priority TWC-designated group takes precedent over the locally created group. Boards with the same type of priority group designation are required to rescind applicable local policy, and to do so in an open meeting of the Board.

Recommendation: Staff recommends the Board rescind this local priority group and to make the action retroactively effective with the implementation of the TWC-designated priority group.

LMI Review Policy Recommendation

Background: WIOA federal regulations require Boards to include in their local plans an analysis of the regional economic conditions, including existing and emerging in-demand industry sectors and occupations. Texas Workforce Commission (TWC) rules further require each Board to annually establish a list of demand occupations the Board will target with training funds, referred to as Target Occupations. In addition, while the Board has had a practice each contract year of evaluating the lists and making changes as needed, that review tends to vary in timeframe and does not always occur at the same time of year. TWC policy has been revised to require boards to “review and adopt annually In-Demand Industries, In-Demand Occupations, and Target Occupations Lists according to the requirements set forth” in TWC guidance.

Discussion: Given the specificity in the TWC policy, Board staff recommend establishing a pre-determined cadence for the review and adoption of these lists on an annual basis to occur during the June Board meeting. This timeframe considers the availability of complete labor market data for the prior calendar year (the normal timeframe for release of Quarter 4 employment and wage data) as well as an optimum timeframe for soliciting feedback from partners, particularly those in the education sector. This policy further includes language to allow the adoption vote to occur during August when unexpected circumstances arise, such as delayed labor market data, delays in obtaining partner feedback, the Board’s desire for additional analysis or data prior to voting on adoption of the lists, or other unanticipated scenarios. While this policy establishes a specific adoption schedule, the Board maintains the flexibility to consider changes at other times of the year as needed.

Recommendation: The last Board vote to approve/adopt the occupation and industry lists occurred during the December 2024 meeting, in connection with required Workforce Innovation and Opportunity Act (WIOA) Strategic Plan actions. In view of this and the language in TWC policy, Board staff recommends a review and adoption of the three lists as presented to the Board today, in addition to the approval of the suggested policy. It is the intent of Board staff to initiate labor market analysis as described above for consideration at the June meeting.

Draft Policy Language: *The following three sections discuss the Board’s methodology for evaluating and revising the occupation lists—Demand Occupations and Target Occupations—as well as the In-Demand Industry List. These lists are reviewed every year and any changes are approved by a vote of the full Board. Since TWC now requires boards to review and adopt these lists annually (the updated language implies a requirement to annually approve the lists by vote, regardless of changes), this updated policy establishes the Board’s schedule for those reviews and adoptions. Board staff will initiate a review during the spring of each year, to include analysis of pertinent labor market information as described below, as well as input solicited from Board members and other partners. Partners may include any combination of economic development entities, employers/employer groups, secondary education, postsecondary training providers, and community-based organizations. Upon completion of data gathering and analysis, Board staff will develop recommendations for consideration by the full Board regarding the occupations and industries. Recommendations will be presented with supporting data and analysis for adoption at the Board’s June meeting. In the event there are delays in the availability of data or partner feedback, the Board requests additional supporting documentation, or other unforeseen/unavoidable delays, the adoption vote may be conducted as late as the August meeting. This will be the Board’s established cadence for adoption of the occupation/industry lists, though updates may be approved at other times of the year as needed.*

Demand Occupations Procedures

What It Means: A demand occupation is an occupation that leads to self-sufficiency and that currently has or is projected to have a high number of openings.

Method for Developing the List: How do we determine which occupations to include? The data we utilize includes the following.

- **Wages-** The occupation must pay an entry wage of at least \$15.00 per hour or meet allowable exceptions, as defined in Board policy. In addition, the Board considers various labor market data, such as the following, when evaluating occupations for inclusion on the Demand Occupations List.
 - **Demand-** How much hiring is projected? Ideally, the occupation will have projected annual demand of at least 60 openings per year. This is a count of total demand, which includes openings from growth (expansion/new positions created) and replacement (exits and transfers of workers).
 - **Current Unemployment-** Ideally, the occupation should have an unemployment rate below that of the overall area unemployment rate (the current rate as of December 2025 is 3.3%). This criterion should take into consideration the seasonal nature of the occupation.
 - **Recent Hiring Trends-** How many postings were listed for the occupation in the previous 12 months? Does the source indicate a lot of hiring for this occupation? This criterion should take into consideration the hiring practices and methods typical of employers for the occupation in question (do those employers tend to post openings in public job recruitment sites?). It should also consider the seasonality of the occupation.
 - **Anticipated Growth-** What is the growth projection? Ideally, the occupation will have an annual average growth projection of at least 1% and/or a 10-year growth projection of at least 10%.

All of this is evaluated together with the local knowledge board staff has regarding the labor market. Staff communicates regularly with individual employers, employer associations, training partners, area independent school districts, and economic development entities to stay abreast of labor market needs, such as emerging, expanding, or declining occupations; skill gaps; and expanding/contracting industries.

Reasons this is Important: What is the significance of “demand occupations” (DOs), besides the fact that employers need a lot of them? First, this list helps to determine which types of training programs the board will fund with federal (Workforce Innovation and Opportunity Act/WIOA) dollars. More on that in the section on Target Occupations. Second, training entities and other partners may apply for grants that require a connection with the Board’s Demand Occupations List. One example of this is the Jobs and Education for Texans (JET) program. The JET program provides grants to public community, state and technical colleges, and independent school districts to purchase and install equipment necessary for the development of career and technical education courses or programs that lead to a license, certificate or post-secondary degree in a high-demand occupation. Third, independent school districts are increasingly looking to workforce development boards as they seek to align their requests for Perkins Grant funds with area demand occupations.

Demand Occupations Analysis

The following occupations are recommended for inclusion on the Demand Occupations list based on meeting entry-level hourly wage and demand baseline requirements:

SOC Code (6-digit)	Demand Occupation Job Title
13-2011	Accountants and Auditors
49-3023	Automotive Service Technicians and Mechanics
43-3031	Bookkeeping, Accounting, and Auditing Clerks
47-2061	Construction Laborers
33-3012	Correctional Officers and Jailers
47-2111	Electricians
25-2021	Elementary School Teachers, Except Special Education
11-9013	Farmers, Ranchers, and Other Agricultural Managers
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers
43-1011	First-Line Supervisors of Office and Administrative Support Workers
51-1011	First-Line Supervisors of Production and Operating Workers
11-1021	General and Operations Managers
53-3032	Heavy and Tractor-Trailer Truck Drivers
49-9041	Industrial Machinery Mechanics
29-2061	Licensed Practical and Licensed Vocational Nurses
11-9111	Medical and Health Services Managers
31-9092	Medical Assistants
33-3051	Police and Sheriffs Patrol Officers
29-1141	Registered Nurses
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products
25-3031	Secondary School Teachers, Except Special and Career/Technical Education
49-9081	Wind Turbine Service Technicians

Demand Occupations Analysis, Continued

The following occupations are recommended for inclusion on the Demand Occupations list based on meeting entry-level hourly wage and demand baseline requirements, or meeting **exceptions as defined in Board policy**, including local wisdom, as noted:

SOC Code (6-digit)	Demand Occupation Job Title	Notes for Inclusion
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	The overall demand projection is low in LMI (29 annual openings) but based on 12-month job postings (169) the hiring activity appears to be stronger than projected.
49-9051	Electrical Power-Line Installers and Repairers	The overall demand projection is low in LMI (22 annual openings) but based on 12-month job postings (71) the hiring activity appears to be stronger than projected. Additionally, 61% of external partners surveyed indicated this as a high-demand occupation.
29-2042	Emergency Medical Technicians	While LMI wage data is low (\$14.69 for entry level), per job posting data, the median entry level wage on the postings is \$19.06. This mitigates the low entry level wage appearing in the LMI report. Additionally, this occupation is included in the Board-defined career pathway for LVNs and RNs, both Demand Occupations.
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	The overall demand projection is low in LMI (37 annual openings) but based on 12-month job postings (128), along with local wisdom of current large-scale projects in the region, the hiring activity appears to be stronger than projected.
51-4041	Machinists	While projected demand in LMI (19 annual openings) and 12-month job postings (11) reinforce low demand, a majority (59%, primarily EDC and education partners) of survey respondents identified this occupation as high-demand. Additionally, employer feedback stated that there is high demand for “craftsmen” or “skilled trades” workers, which may indicate a mismatch between occupational titles and industry demand.
49-9071	Maintenance and Repair Workers, General	Per job posting data, the median entry level wage on the postings is \$19.15. This mitigates the low entry level wage appearing in LMI (\$14.41). Additionally, this occupation appears in Board-defined career pathways to multiple targeted occupations.
25-2022	Middle School Teachers, Except Special and Career/Technical Education	While projected demand was low (57 annual openings), 100% of employers identified teaching occupations as high demand in a survey of external partners.

47-2073	Operating Engineers and Other Construction Equipment Operators	The overall demand projection is low in LMI (58 annual openings) but based on 12-month job postings (205), along with local wisdom of current large-scale projects in the region, the hiring activity appears to be stronger than projected.
47-2152	Plumbers, Pipefitters, and Steamfitters	While projected demand (45 annual openings) and 12-month job postings (45) reinforce low demand, the majority (52%) of survey respondents indicated this as a high-demand occupation. Additionally, employer comments stated a need for "trained blue collar workers for construction, plumbers, electricians, energy (wind, solar, oil and gas), and manufacturing."
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	Per job posting data, the median entry level wage on the postings is \$18.75. This mitigates the low entry level wage appearing in the LMI report.
25-2052	Special Education Teachers, Kindergarten and Elementary School	While the projected annual demand is low in LMI (33, 10, and 9 annual openings for each occupation, respectively), in survey responses, 100% of employers identified teaching occupations as high demand. One commenter stated that 45% of all first-year teachers in Region 14 were uncertified upon hire. This responder also stated that districts cannot bypass certification requirements for SPED teachers as they can for other teaching positions.
25-2057	Special Education Teachers, Middle School	
25-2058	Special Education Teachers, Secondary School	
51-4121	Welders, Cutters, Solderers, and Brazers	The overall demand projection is low in LMI (57 annual openings) but based on 12-month job postings (96), along with local wisdom of current large-scale projects in the region, the hiring activity appears to be stronger than projected.

Target Occupations Procedures

What It Means: A target occupation meets demand occupation criteria, and is also an occupation the Board targets for Workforce Innovation and Opportunity Act (WIOA) training funds.

Method for Developing the List: How do we determine which demand occupations to target? This is based on the training needs of the occupation as well as policy regarding the use of training funds. In short:

- The occupation must require formal training.
- The occupation must pay no less than the Self-Sufficiency Wage at entry level, with no variance or exception. This criterion is evaluated based on review of median wages reported by DOL and/or as reflected in analysis of job orders/postings.
- The formal training must be able to be completed/achieved in 2 years or less.
- The training must result in a recognized certificate or credential, as defined in the WIOA Credential Rate performance measure.

An occupation can only be included on the Target Occupations List if it meets all four of the above criteria.

Reasons this is Important: Training programs must be included on the TWC Eligible Training Provider List (ETPL) in order for workforce center customers to receive sponsorship (WIOA funding) to assist them in paying for the program. Programs that apply for certification on the ETPL must train for an occupation with a SOC code that matches a code on the Board's Target Occupations List or the Statewide Target Occupations List. If the program does not train for a target occupation, then the program certification request is denied.

Target Occupations Analysis

The following occupations from the Demand Occupations list are additionally eligible for inclusion on the Target Occupations list, having met wage, demand, and training requirements:

SOC Code (6-digit)	Demand Occupation Job Title
49-3023	Automotive Service Technicians and Mechanics
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists
49-9051	Electrical Power-Line Installers and Repairers
47-2111	Electricians
25-2021	Elementary School Teachers, Except Special Education*
29-2042	Emergency Medical Technicians
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers
53-3032	Heavy and Tractor-Trailer Truck Drivers
49-9041	Industrial Machinery Mechanics
29-2061	Licensed Practical and Licensed Vocational Nurses
51-4041	Machinists
31-9092	Medical Assistants
25-2022	Middle School Teachers, Except Special and Career/Technical Education*
47-2152	Plumbers, Pipefitters, and Steamfitters
29-1141	Registered Nurses
25-2031	Secondary School Teachers, Except Special and Career/Technical Education*
51-4121	Welders, Cutters, Solderers, and Brazers
49-9081	Wind Turbine Service Technicians

**These occupations are included on the Target Occupations list due to a local fast-track eligible training program that can be completed within the 2-year requirement.*

In-Demand Industries Procedures

What It Means: An industry sector that has a substantial current or potential impact (including jobs that lead to economic self-sufficiency and opportunities for advancement) on the state, regional, or local economy, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors.

Method for Developing the List: How do we determine which industries to include? The data we utilize includes the following.

- Wages- Using a living wage* of \$41,000/year, board staff run a list of all industries and remove the ones that do not have average wages at or above that level. With the remaining industries, the following data is examined.
 - Hiring—How many positions are projected to be open/filled? Ideally, the industry will have projected annual openings of at least 100 per year. This is a count of total demand, which includes openings from growth (expansion/new positions created) and replacement (exits and transfers of workers).
 - Anticipated Growth- What is the growth projection? Ideally, the industry will have an annual average growth projection of at least 1%.
 - Connection to Demand Occupations- Does the industry employ workers in occupations on the Board’s Demand Occupations List?
 - Ideally, the top 10 occupations within the industry will include at least 2 or 3 demand occupations.
 - In addition, is this a key industry for any of the Board’s Demand Occupations? If this industry is the primary employer for one or more of the Board’s Demand Occupations, then it is considered a key industry.
 - Location Quotient- This speaks to the relative size of an industry in a region compared to the average size in the nation. With an LQ of 1.25 or higher, a region is considered to possess a comparative advantage in that industry. For purposes of the local list, ideally an industry would have an LQ of 1.5 or higher.

Again, all of this is evaluated together with the local knowledge board staff has regarding the labor market.

Reasons this is Important: The in-demand industry list provides guidance on where to invest limited resources—including training dollars and staff time. It also drives focus to sectors that have a significant economic impact as well as workforce impact, and assists in identification of potential industries that should be recruited/assisted with expansion because they are likely to be more successful.

*Note: Why use “living wage” instead of self-sufficiency wage as we do for the occupational analysis? First, the self-sufficiency wage is the baseline for the entry-level wage of an occupation. However, we cannot obtain entry-level wage data for industries, only average wages. So, we look at average wages by industry, average household size (based on census data), and the local WDA median income to arrive at an average annual wage of \$41,000.

In-Demand Industries Analysis

The following industries are recommended for inclusion on the In-Demand Industries List based on meeting annual median wage and demand baseline requirements:

NAICS Code (4-digit)	NAICS Industry Title
4411	Automobile Dealers
8111	Automotive Repair and Maintenance
2382	Building Equipment Contractors
1121	Cattle Ranching and Farming
6113	Colleges, Universities, and Professional Schools
5221	Depository Credit Intermediation
2211	Electric Power Generation, Transmission and Distribution
6111	Elementary and Secondary Schools
5613	Employment Services
9211	Executive, Legislative, and Other General Government Support
6221	General Medical and Surgical Hospitals
2373	Highway, Street, and Bridge Construction
5241	Insurance Carriers
9221	Justice, Public Order, and Safety Activities
4238	Machinery, Equipment, and Supplies Merchant Wholesalers
6211	Offices of Physicians
2389	Other Specialty Trade Contractors
6232	Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities
2131	Support Activities for Mining

In-Demand Industries Analysis, Continued

The following industries are recommended for inclusion on the In-Demand Industries list based on meeting annual median wage and meeting demand **exceptions as defined in Board policy**, including local wisdom, as noted:

NAICS Code (4-digit)	NAICS Industry Title	Notes for Inclusion
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	While projected annual demand in LMI is low (76 annual openings), this represents a key industry for the Demand Occupation of Accountants (28.5% are in this industry). Of the top 10 occupations employed in this industry, 5 are Demand Occupations, and represent more than 53% of industry employment.
3323	Architectural and Structural Metals Manufacturing	While projected annual demand in LMI is low (78 annual openings), this represents a key industry for the Demand Occupation of Welders (23.9% are in this industry). Of the top 10 occupations employed in this industry, 3 are Demand Occupations, and represent more than 25% of industry employment.
4841	General Freight Trucking	While projected annual demand in LMI is low (91 annual openings), this represents a key industry for the Demand Occupation of Truck Drivers (22.7% are in this industry). Of the top 10 occupations employed in this industry, 3 are Demand Occupations, and represent more than 68% of industry employment.
3274	Lime and Gypsum Product Manufacturing	While projected annual demand in LMI is low (40 annual openings), this represents a key industry for Truck Drivers (19.3% are in this industry). This industry has had a strong growth record over the last 10 years (18%), and staff believe there will be a stronger need for building materials due to local ongoing projects than is projected in LMI. Of the top 10 occupations employed in this industry, 3 are Demand Occupations, and represent more than 26% of industry employment.
2111	Oil and Gas Extraction	While projected annual demand in LMI is low (72 annual openings), a high Location Quotient (7.66) indicates a strong regional competitive advantage. Of the top 10 occupations employed in this industry, 4 are Demand Occupations, and represent more than 16% of industry employment.
2361	Residential Building Construction	While projected annual demand in LMI is low (82 annual openings), Board staff believe we will continue to see housing development in the area in response to large-scale regional projects. Additionally, LMI shows this is a stable and steadily growing industry, with 8% projected growth over the next 10 years. Of the top 10 occupations employed in this industry, 4 are Demand Occupations, and represents more than 31% of industry employment.
2371	Utility System Construction	While projected annual demand in LMI is low (79 annual openings), this represents a key industry for Construction Laborers (20.6% are in this industry). Of the top 10 occupations employed in this industry, 5 are Demand Occupations, and represent more than 58% of industry employment.

Board Committee Structure and Assignments

Background: At the December Board meeting, the Board approved the establishment of two standing committees for Internal Affairs and External Affairs. Internal Affairs will focus on oversight of finance, policy, monitoring, cybersecurity, and other internal components of the system. External Affairs will focus on cross-sector partnerships, industry relations, labor market information, and special grants, projects and initiatives. Using input from Board members, the Board CEO and Board Chair developed committee assignments. The Board Chair identified Committee chairs to facilitate the launch of the committees. The proposed meeting cadence will be bi-monthly. All committee meetings will be virtual. Each committee will have two Board Staff liaisons to assist the Committee Chairs.

Internal Affairs Committee

- Adams, Hanna
- Becker, Ken
- Diaz, Veronica
- Gwinn, Andre Sr.
- Hall, Amy
- Higginbotham, Seaton
- Johnson, Tanya
- Johnson, Weston
- Kincaid, Joey
- Martin, Shaun
- Millender, LeeAnn
- Sanchez, David
- Shephard, Ethan
- Smith, Jay
- Sned, Mike

External Affairs Committee assignments

- Astin, Jim
- Barr, Chance
- Bowers, Laura
- Caviness, Kristie
- Harris, Paul
- Hartfield, Shawn
- Higgins, Tommy
- Howle, Jeff
- Kerr, Belinda
- Pearson, Cynthia
- Pierce, Carrie
- Wilcox, Dave
- Wiley, Cameron
- Williams, Richard