

# Permian Basin Workforce Development Board Local Plan Program Years 2021-2024

## Introduction

Under the Workforce Innovation and Opportunity Act (WIOA) §108, each Local Workforce Development Board (Board) is required to develop and submit to the state a comprehensive four-year plan (Local Plan) that identifies and describes policies and procedures as well as local activities that are in line with the State Plan. This Local Plan must be developed openly and be available to the public for comment for at least 15 days, but no more than 30 days, particularly to members of the business and educational communities as well as various other labor organizations. Along with submission of the Local Plan to the Texas Workforce Commission (TWC), the Board must submit all public comments of disagreement with the plan to TWC.

At the end of the first two-year period, the appropriate chief elected officials (CEOs) and the Board will review the local plan and prepare and submit modifications to reflect changes in the labor market and economic conditions, factors affecting the implementation of the plan, changes in financing, changes to the structure of the Board, and/or the need to revise strategies to meet local performance goals.

## Part 1: Board Vision and Strategies

The strategic elements of the Local Workforce Development Board Planning Guidelines (Guidelines) are as follows:

### A. Vision and Goals

Boards must include a description of the Board's strategic vision to support regional economic growth and economic self-sufficiency. The description must include:

- a. goals for preparing an educated and skilled workforce, including early education services, and services for youth and individuals with barriers to employment; and
- b. goals relating to the performance accountability measures based on performance indicators described in WIOA §116(b)(2)(A).

### Board Response

Workforce Solutions Permian Basin is governed by the Permian Basin Workforce Development Board. PBWDB, composed of 30 members with at least 51% from business, serves as a decision-making body and provides direction for all workforce programs and activities in the Permian Basin Workforce Area. In addition, the Board must have at least 15% of its members come from organized labor and community-based organizations. The remaining members come from adult basic and continuing education, vocational rehabilitation agencies, public assistance agencies, educational agencies, economic development, literacy councils, and public employment agencies. The Board is also required to have a member who has expertise in child care or early childhood development and a member who is a veteran.

PBWDB's mission statement is "investing in the future through jobs and training". In addition to the mission statement, the Board has adopted a philosophy, goals and service principles to guide the design and delivery of workforce development programs and initiatives in the Permian Basin region. The intent of the Board is to align efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive services where possible and to strive for quality services to our customers – employers and job seekers.

### **Philosophy**

- PBWDB believes a local community partnership between the public workforce system, educational organizations, business and industry, economic development, and community-based organizations is the most effective and resourceful manner to build and implement solutions for workforce challenges.
- PBWDB delivers quality service while practicing the highest standards of ethics, accountability to the public, and an efficient use of public resources.
- PBWDB affirms the commitment to assist individuals who assume personal responsibility for enriching their lives through education, training, and work.
- PBWDB embraces business as the customer and believes communicating its customer's needs to future employees, educators, and workforce professionals will prepare our workforce system for tomorrow's labor market demands. PBWDB pledges to be flexible and responsive to the ever-changing needs of the Permian Basin business community.

### **Goals**

By partnering with the community to find innovative solutions, PBWDB can efficiently deliver quality services to its customers thus paving the way for progress for the Permian Basin Workforce. These goals emphasize both developing a quality workforce as well as ensuring performance accountability.

- **Partnership:** Create partnerships with local businesses, community-based organizations, elected officials, local educators, and community residents that effectively communicate, collaborate, and problem solve for the unique needs of the Permian Basin workforce. These partnerships not only foster community participation in the workforce development process, but also provide an effective platform for attracting new industries, improving current businesses, and addressing workforce deficiencies.
- **Solutions:** Utilize our community partnerships to implement smart solutions and generate results that continuously upgrade the quality of life in the Permian Basin. Streamline community resources to prevent duplication of programs. Eliminate barriers that prevent entry-level and incumbent workers from progressing into higher skilled jobs and sponsor business creation and expansion.
- **Quality:** Consistently deliver quality services to businesses, current workers, and job seekers that ultimately empower the entire Permian Basin community. Implement growth initiatives that supply new and current industries with their distinct, skilled labor

demands. Support entry-level and incumbent workers with the tools needed to obtain stable and rewarding employment.

- **Progress:** Share labor market intelligence with employers to plan for future labor demands. This exchange of qualitative and quantitative data will allow the Board to assist businesses with developing and maintaining a highly skilled labor force. Motivate our youth to select definite career paths after high school graduation and teach them transferable job skills needed to progress through the career pipeline.
- **Accountability:** Performance measures are understood and inculcated into the operations of the workforce center system. Standards are exceeded through the diligent application of the skills, knowledge and abilities of the Board and the workforce center system contractor in providing quality, effective workforce solutions to employers and job seekers.

### **Common Service Principles**

PBWDB identified three Service Principles for delivery of services.

- All customers (employers and job seekers) will receive prompt service.
- All customers regardless of location will be provided uniform high-quality service.
- State and federal performance measures will be met.

### **Employer Service Goals**

PBWDB identified the following goals to continuously meet employer needs.

- The Workforce Solutions system must be recognized as a reliable and consistent resource for businesses, based upon positive customer satisfaction and performance excellence, to address and meet their employment needs.
- Access to the Workforce Solutions office services is easily available regardless of the employer's location.
- Dependable high-quality services are delivered by providing a skilled workforce through effective job matching which includes utilizing WorkinTexas.com and other resources.

### **Job Seeker, Current Employees, and Youth Service Goals**

PBWDB identified the following goals to meet job seekers and current employees' needs.

- The Workforce Solutions offices are recognized as the resource place for job seekers, based upon reputation for customer satisfaction and performance excellence, regardless of the job seeker's skills and educational achievement.
- Access to the Workforce Solutions services is easily available regardless of the office location.

- Dependable high-quality services are delivered to meet the labor market needs of job seekers, current employees, and youth by providing effective job matching which includes utilizing WorkinTexas.com and other resources.
- Coordinate with businesses, economic development, community-based organizations, and public entities to maximize resources and avoid duplication of service.
- Collaborate with educational institutions to ensure available training resources are made known to job seekers as they seek to improve their job skills, leading to high wage and high growth occupation.
- Coordinate planning and service delivery with child care providers and early education services to promote quality child care and child development in the region.

## **B. Board Strategies**

**Boards must include a description of the Board’s strategy to work with the entities carrying out the core programs and with the required partners to align resources available to the local workforce development area, to achieve the vision and goals.**

### **Board Response**

Services are provided through a region wide workforce center system providing ready access to all services and programs funded through the Texas Workforce Commission. Partner agencies have representatives within the workforce centers or are easily reached by phone or email to assist in coordinating services to our mutual customers. The Board oversees the operation of the workforce center system by selecting a workforce center management entity to direct staff, the workforce centers, and operate the programs available to customers. The workforce center operator is selected through a competitive procurement process described in Part 7, item number B.

The Board partners with employers, community colleges, chambers of commerce and economic development, independent school districts, and community-based organizations to provide workforce development opportunities to job seekers and employers in the Permian Basin.

### **Coordination with Core Partners and Programs**

- Youth. Included in WIOA are youth programs that assist at-risk in-school and out of school youth with programs to encourage them to stay in school, return to school, and acquire work maturity skills to enhance their ability to become employed through work internships or work experience within the public and private sectors.
- WIOA Adult Employment and Training, Dislocated Workers and Employment Services. Providing citizens with access to job search assistance, occupational skills training, assessment and testing, case management, support services to encourage participations, placement services and follow up to ensure continued success in the

placement. Employers may place job orders through WorkInTexas.com or by contacting the individual centers.

- **Adult Education and Literacy.** Workforce development customers are assessed for literacy and reading skills. Workforce Solutions staff refer customers in need of literacy or remediation services to the Adult Education and Literacy service providers.
- **Vocational Rehabilitation (VR).** The integration of VR into the workforce center system has allowed close communication and referral of shared customers for services to enhance the employability of disabled job seekers. VR staff are co-located in the Fort Stockton Workforce Solutions Office. VR staff from Midland travel to the Workforce Solutions Office in Big Spring approximately once a week. VR staff in Odessa and Midland are housed in the HHSC offices in each city. Plans are in place to co-locate VR staff in the Odessa and Midland Workforce Solutions offices in 2021.
- **Child Care.** Child care services are available through the workforce center system to assist families to attain self-sufficiency and/or to participated in workforce development programs. Child care services also promote quality child development, early childhood education, and school readiness.
- **Apprenticeship.** The Board is committed to supporting apprenticeship programs in the Permian Basin region. The Board will also work with neighboring Workforce Development Areas (WDA) to expand the opportunities for apprenticeship as an added training option in the greater West Texas region.
- **Temporary Assistance for Needy Families (TANF)/Choices and Supplemental Nutrition Assistance Program Employment and Training Program (SNAP E&T).** Programs are for individuals receiving public assistance whether TANF or SNAP are provided employment assistance, community service employment, and case management provided by the workforce center system staff. Programs are coordinated with the local Texas Health and Human Services.
- **Veterans.** Veterans are a priority service group for workforce development services. Services are coordinated with representatives of the Texas Veterans Commission to ensure customers received the services they need to transition to self-sufficiency.
- **Senior Community Service Employment Program.** Seniors receive workforce development services in coordination with the Senior Community Service Employment Program contractor. AARP.

### **Coordination with Employers**

- Employers provide information about labor demands, skills deficiencies, and economic trends, which is utilized by the Board in workforce development decisions. In turn, the

Board communicates this information to community colleges to ensure students are receiving relevant and applicable job skills in the classroom.

- Employers provide jobs, which feed the local economy.
- The Board facilitates skills training to job seekers, so employers have the skilled labor that meets their need for skilled qualified workers.
- The Board identifies the needs of employers for skilled workers and seeks ways to meet that need in coordination with its partners.
- The Board reviews customer feedback to improve quality of service and responsiveness to employers and job seekers. The Board's partners market the Permian Basin to potential residents and employees.

#### **Coordination with Community Colleges and Universities**

- The Board tailors the Targeted Industries and Occupations list to identify jobs in demand now and in the future. The Board networks with employers to gain local wisdom for these lists and for course curriculum.
- Community Colleges provide training for targeted occupations while the Board refers customers and provides WIOA funding to eligible customers.
- The partners work to improve the regional skilled labor supply. Both contribute to the selection of workforce courses offered by colleges to ensure current and future workers are learning applicable skills relevant in today's marketplace.
- The Board and Colleges work on grants that improve literacy training, workforce training, including collaborating for Skills Development Grants. The partners contribute to the funding, grant preparation and fulfillment of grant requirements.

#### **Coordination with Chambers of Commerce and Economic Development**

- The Chambers of Commerce and the Board serve as prime contributors to business development for the Permian Basin and act to diversify the region's economy by expanding business growth opportunities and workforce development.
- Chambers promote a positive business community, market the cities and region to prospective businesses, and promote economic development, tourism, and numerous other community organizations.
- The Economic Development sectors of the Chambers are the primary contact for prospective businesses. Economic Development assists the Board by providing access to regional employers and employers considering locating to the region. The Board assists

with economic development by providing funds for workforce training and business services.

- Chambers and the Board collaborate to find solutions for workforce deficiencies and to promote the quality and quantity of regional skilled labor. Chambers help the Board identify regional training needs for the purpose of the targeted Industries and target occupations list.

#### **Coordination with Community Based Organizations (CBOs)**

- CBOs assist the Board by distributing information about workforce and child care services to their participants and partners. If the workforce system does not provide specific services, the Workforce Solutions staff acts as a broker and refers customers/participants to CBO partners.
- As the parent agency for *2-1-1 Texas Permian Basin*, the Board collaborates with CBOs to collect, maintain, and disseminate information to callers seeking assistance with workforce services and social services.
- CBOs assist individuals needing to transition into the workforce by providing unique services that the workforce system does not provide, such as courses in life skills, GED preparation, literacy, English as a Second Language, and other services such as counseling, food and clothing, and work experience opportunities.

#### **Coordination with Independent School Districts**

- ISDs are responsible for ensuring students are prepared for the workforce after graduation. The Board assists with work experience and with helping build work maturity skills in youth, offers career descriptions and information about the high-demand, high-wage occupations for this region, and shares the targeted occupations list as the Career and Technology departments develop their instructional programs.
- Both partners assist with providing services, such as child care, to students with children as a measure to prevent students from dropping out of school and joining the workforce as unskilled labor.
- Both partners to network with other community organizations to market youth to stay in school and pursue a rewarding career.

#### **C. High-Performing Board**

**(WIOA §108(b)(18); 20 CFR §679.560(b)(17))**

**Boards must include a description of the actions the Board will take toward becoming or remaining a high-performing Board, consistent with the factors developed by the Texas Workforce Investment Council (TWIC).**

## **Board Response**

The Permian Basin Workforce Board will take the following actions to remain a high-performing workforce development board.

- Continue to recruit quality Board members, who reflecting the major industries in the Permian Basin who possess the knowledge and understanding of the workforce needs in the WDA.
- Hire quality Board staff with great leadership, vision, communication skills and flexibility.
- Contract with an organization who can work with Industry, Community Based Organizations, Economic Development Corporations, Colleges, ISDs, and other advocacy groups to deliver workforce development services effectively and efficiently in the WDA.
- Build strong local partnerships to make sure we are operating an effective and efficient workforce system.
- Ensure a sound, effective and appropriate fiscal management system and key control of the funds allocated to the Permian Basin.
- Strive to exceed all performance measures.
- Maintain an enhanced quality assurance process both for the Board and its contractors.

## **Part 2. Economic and Workforce Analysis**

### **A. Regional Economic and Employment Needs Analysis**

**Boards must include a regional analysis of the following:**

- **The economic conditions, including existing and emerging in-demand industry sectors, in-demand occupations, and targeted occupations.**
- **The employment needs of employers in existing and emerging in-demand industry sectors, in-demand occupations, and target occupations.**

**As appropriate, a local workforce development area (workforce area) may use an existing analysis, provided that it is recent and provides a current and accurate description of the regional economy.**

## **Board Response**

The Permian Basin Workforce Development Area is located in West Texas. The region includes seventeen counties: Andrews, Borden, Crane, Dawson, Ector, Gaines, Glasscock, Howard, Loving, Martin, Midland, Pecos, Reeves, Terrell, Upton, Ward and Winkler counties. The region extends 250 miles wide and 300 miles long and consists of 23,484 square miles with a population density of 17.79 per square mile compared to the Texas state average of 95.92 per square mile. The Permian Basin is a sedimentary basin largely contained in the western part of

the state of Texas. It is so named because it has one of the world's thickest deposits of rocks deposited from the Permian geologic period.

Although it is structurally a basin in the subsurface, much of the basin lies under the Llano Estacado and the northwestern portion of the Edwards Plateau, which are topographically high. On the west and south it extends across the Pecos River valley to mountain ranges in both New Mexico and West Texas. The southernmost county, Terrell, borders the country of Mexico along the Rio Grande River.

Because of good grasslands, most of the Permian Basin was inviting to both ranchers and farmers in the early days of settlement. Since surface water was almost nonexistent (0.1 percent compared to 2.5% statewide), ranchers and farmers drilled water wells to sustain themselves and their livestock and they often found evidence of oil or gas. Several oilfields were discovered in Upton and Crane counties in 1925, as a result of random drilling or surface and subsurface mapping.

Today, the Permian Basin is a large oil and natural gas producing area and, is considered a part of the Mid-Continent Oil Producing Area. The Permian Basin is among the most important oil-producing regions in the world. Drilling and production and the necessary supporting industries generate business activity not only in the region, but across the state and the nation. A Perryman Group report<sup>1</sup> estimates that under normal market conditions such as those prevailing in 2019, the total economic benefits to Texas associated with oil and gas activity in the Permian Basin are estimated to include over \$163.8 billion in gross product each year and almost 1.4 million jobs. These amounts represent about 10% of the Texas economy. For the US, oil and gas activity in the Permian Basin leads to economic benefits of an estimated \$187.2 billion in gross product each year and more than 1.5 million jobs.

The top three industries in the Permian Basin are Natural Resources and Mining (19.8% of employment or 42, 188 employees), Trade, Transportation and Utilities (22.3% or 47,445 employees) and Education and Health Services (19.9% or 35,904 employees). Leisure and Hospitality (9.5% or 20,191) and Construction (8.2% or 17,509) combined make up 17.7% of total employment with 37,700 employees. The decline in oil and gas demand coupled with the shutdown of much of the economy due to the pandemic has greatly affected all Permian Basin industries. Layoffs have rippled across all parts of economy.

## **The Pandemic**

*Obviously, the rapid decline in energy demand has magnified the effects of COVID-19 in the Permian Basin. In the midst of the oil market turmoil, unfavorable comparisons to the 1980s oil bust are inevitably being drawn. However, the current situation is completely different. In the 1980s, prices fell and did not recover for an extended period of time due to massive structural*

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<sup>1</sup> Keep it Together! Preserving the Permian Basin Energy Sector and the Odessa Economy through the COVID 19 and Related Oil Market Challenges. May 2020

*problems in the market, Cold War geopolitics, and a weak economy (from the savings and loan and real estate collapse) which exacerbated a growing oversupply situation. By contrast, the current situation is caused by a health crisis that rapidly shuttered much of the world economy. There were no major structural problems prior to COVID-19, and once the economy can reopen, a substantial portion of global oil consumption should resume quickly. In fact, with the recent OPEC++ agreement and the related effects of bringing fewer wells online in the US and elsewhere, only about half of the lost demand must be restored to facilitate a more orderly market.*

*Recovery of oil prices is particularly critical to the Permian Basin. As the global economy begins to recover from COVID-19 restrictions and travel prohibitions, oil markets can normalize expeditiously. Prices should recover to sustainable levels for West Texas producers (where costs were falling notably for years before the pandemic) in the next few months. The forecast for the Midland metropolitan area calls for significant losses this year of an estimated 18,100 jobs and \$11.1 billion in output (real gross domestic product). However, some recovery is expected once the worst virus issues have passed and oil markets begin to recover, with the addition of a projected 11,500 jobs in 2021 (a 12.08% gain) and \$8.3 billion in output (30.14% growth).*

The Perryman Group: The Economic Outlook for Texas and the Midland MSA: Projected Recession and Recovery from COVID-19. April 2020

The wage and salary information in the table below presents a snapshot of the impact of layoffs across industry sectors.

## Midland MSA Wage & Salary Employment Change from Pre-Virus Projections

### Results by industry sector

Industry Sector	Change
Agriculture	-42
Mining	-13,179
Utilities	-41
Construction	-401
Manufacturing	-561
Wholesale Trade	-607
Retail Trade	-1,309
Transportation and Warehousing	-466
Information	-125
Finance and Insurance	-94
Real Estate and Rental/Leasing	-90
Professional, Scientific, Technical Services	-220
Management of Companies	-56
Administrative, Support, Waste Management	-201
Educational Services	-88
Health Care and Social Assistance	+15
Arts, Entertainment, and Recreation	-360
Accommodation and Food Services	-2,285
Other Services	-592
Government and Government Enterprises	+26
<b>Total, All Industries</b>	<b>-20,677</b>

Source: US Multi-Regional Econometric Model, The Perryman Group

Notes: Components may not sum due to rounding.

**job loss occurred in 2020, however, with an estimated 16,300 jobs eliminated just since February of this year.”**

The Odessa Economic Development Department noted in its Odessa Economic Index of September 2020: **“Employment recovery has largely stalled – the gains that would come from reopening the economy after the April lockdown have been offset by the sharp downward pressure coming from the reeling oil and gas sector. Total employment in the Odessa metro area remains down by double-digit percentage points compared to year-ago levels and the unemployment rate spiked upward in September.**

**Oil and gas job loss has intensified, and in fact updated data suggests industry job loss within the Odessa metro area is more severe than had been previously reported. Through September close to 50% of the direct oil and gas jobs in place in Odessa in the second quarter 2019 have been eliminated, from over 14,200 jobs in May 2019 to an estimated 7,650 jobs in September 2020.**

**In both Midland and Odessa, combined oil and gas employment nearly 18,700 jobs have been lost, a decline of over 40% since the second quarter 2019. Most of that**

The Permian Basin Rig count for September 2020 shows the significant reduction in rig activity.

PERMIAN BASIN RIG COUNT September 30, 2020			
	2018	2019	2020
January	329	378	296
February	348	368	295
March	352	356	291
April	358	356	213
May	374	351	115
June	384	321	82
July	378	335	75
August	383	329	77
September	388	310	81
October	390	307	
November	387	303	
December	382	299	
ANN. AVG	371	334	

Website Schlumberger – [www.slb.com/resources/rig-counts.aspx](http://www.slb.com/resources/rig-counts.aspx)  
 Counts include NM which is part of the Permian Basin Count.  
 As of 6/01/11 Schlumberger no longer provides access to rig count information, using Baker Hughes which does not include NM as part of Permian Basin Count.

One of the fallouts of the contraction in the industry is that smaller producers are being bought out by major players. While this trend will lead to continued decline in employment, there is a potential for increased efficiency of operations. A Houston Chronicle article in the December 23, 2020 edition of the Midland Reporter-Telegram reported that:

*“More layoffs are hitting the Oil and Gas Industry as energy companies consolidate to help weather the worst oil bus in decades caused by the coronavirus pandemic. The new wave of mergers and acquisitions will leave behind a smaller industry employing fewer workers as combined companies cut redundant positions.”*

There are signs that the Oil and Gas industry is beginning to rebound. Oil prices have risen from a low of \$21.04 per barrel in April 2020 to \$42.30 per barrel in November 2020. After losing more than 80,000 jobs from December 2018 to August 2020, jobs have been slowly coming back. The Midland Reporter-Telegram reports the oilfield services and equipment sector employment rose by 2,665 jobs in November 2020, the third consecutive monthly increase. “It will be a long climb back to the levels seen in December 2018, if those levels are ever reached again”.<sup>2</sup>

<sup>2</sup> Karr Ingram, Petroleum Economist, Texas Alliance of Energy Producers, Midland Reporter-Telegram Dec. 19, 2020

The economic effects of the COVID-19 virus have been felt across the Permian Basin region. Employment by Industry in the 2<sup>nd</sup> Quarter of 2020 has declined significantly across all sections. The Table below indicates the quarterly and year to date change in employment across the major industries. No industry has been spared the effects of the shrinking economy resulting in business closures and layoffs. The top five industries for Unemployment Insurance claims as of December 2020 are:

1. Support activities for oil and gas operations
2. Oil and gas pipeline construction
3. Full-service restaurants
4. Food service contractors
5. Limited-service restaurants

<b>Employment by Industry (2<sup>nd</sup> Quarter 2020, Percent Change)</b>				
<b>Industry</b>	<b>Employment</b>	<b>% of Total</b>	<b>% Quarterly Change</b>	<b>% Yearly Change</b>
Natural Resources and Mining	42,188	19.8%	-24.2%	-29.0%
Construction	17,509	8.2%	-16.3%	-22.9%
Manufacturing	9,165	4.3%	-14.4%	-21.1%
Trade, Transportation and Utilities	47,445	22.3%	-10.6%	-11.5%
Information	1,397	.07%	-36.8%	-40.7%
Financial Activities	9,728	4.6%	-8.6%	-5.3%
Professional and Business Services	15,402	7.2%	-12.8%	-10.1%
Education and Health Services	35,904	16.9%	-7.4%	-3.9%
Leisure and Hospitality	20,191	9.5%	-18.5%	-20.6%
Other Services	6,275	3.0%	-11.7%	-15.5%
Public Administration	7,358	3.5%	-1.6%	-3.8%

Source: TWC LMI October 2020

There is general agreement that once the virus' effects have been eliminated through public health efforts and vaccinations, federal and state assistance to employers will help create a recovery in 2021. The Perryman Group's projection for wage and salary employment for the Midland MSA is a good indication for the Permian Region that economic recovery should occur in 2021.

## Midland MSA Wage & Salary Employment Outlook through 2021

### Results by industry sector

Industry Sector	Loss/Gain in 2020		Recovery in 2021	
	Absolute	Percent	Absolute	Percent
Agriculture	-39	-7.08%	+22	+4.29%
Mining	-12,268	-39.51%	+6,918	+36.84%
Utilities	-36	-8.60%	+23	+5.81%
Construction	-314	-4.97%	+245	+4.07%
Manufacturing	-516	-12.25%	+309	+8.37%
Wholesale Trade	-461	-6.28%	+377	+5.49%
Retail Trade	-1,133	-11.57%	+737	+8.51%
Transportation and Warehousing	-376	-8.52%	+279	+6.90%
Information	-110	-9.51%	+70	+6.67%
Finance and Insurance	-64	-2.66%	+65	+2.81%
Real Estate and Rental/Leasing	-58	-2.43%	+64	+2.78%
Professional, Scientific, Technical Services	-66	-1.33%	+188	+3.88%
Management of Companies	-6	-0.31%	+53	+2.88%
Administrative, Support, Waste Management	-115	-3.21%	+143	+4.12%
Educational Services	-63	-7.26%	+56	+7.04%
Health Care and Social Assistance	+215	+3.34%	+94	+1.41%
Arts, Entertainment, and Recreation	-320	-23.97%	+201	+19.79%
Accommodation and Food Services	-2,025	-21.76%	+1,274	+17.50%
Other Services	-462	-8.91%	+382	+8.10%
Government and Government Enterprises	+87	+0.88%	+17	+0.17%
<b>Total, All Industries</b>	<b>-18,127</b>	<b>-15.98%</b>	<b>+11,517</b>	<b>+12.08%</b>

Source: US Multi-Regional Econometric Model, The Perryman Group

Notes: Components may not sum due to rounding.

The Permian Basin Comprehensive Economic Development Strategy (CEDS), published by the Permian Basin Regional Planning Commission in 2015, captures the essence of the Permian Basin Economy that is still true six years later:

*Economic development in the region, however, is challenging. Oil and gas prices are subject to a range of external pressures including foreign production and demand, economic cycles, regulatory policy, tariffs, weather, etc. The resultant volatility has led to a boom---bust cycle of economic activity for the region that is challenging at both its highs and lows --- taxing capacity on the high side and challenging maintenance on the low. Fierce competition for labor to supply workforce demands during booms has resulted in significant wage pressures and high labor costs that impact all industries. Likewise, influxes of labor to supply industry during periods of high---production activity has resulted in housing demand exceeding supply, particularly for multi---family and temporary housing. This excess of demand inflates housing costs for all residents of the Permian Basin, a challenge not easily tackled when building housing stock to meet peak demand risks a glut of housing with high maintenance costs during down--- cycles. Such upward wage pressures also have deleterious effects not only on business, but on the community and quality of place as well. These factors have become impediments to recruitment of teachers, peace officers, and other public servants in the Permian Basin region.*

### **In-Demand Industries**

The table on the next page presents the industries that are projected to add the most jobs in the next eight years. These projections on in-demand industries and occupations were provided by the Texas Workforce Commission prior to the COVID-19 pandemic. Consequently, the true fallout of the virus has not been taken into account in these projections. Still, it can serve as a base of understanding to determine what might occur in terms of job growth once the pandemic is no longer a factor.

<b>Permian Basin - Industries Adding the Most Jobs</b>				
<b>Industry Title</b>	<b>Annual Average Employment 2018</b>	<b>Annual Average Employment 2028</b>	<b>Number Change 2018-2028</b>	<b>Percent Change 2018-2028</b>
<b>Total, All Industries</b>	<b>264,412</b>	<b>306,317</b>	<b>41,905</b>	<b>15.8</b>
Support Activities for Mining	39,567	50,607	11,040	27.9
Restaurants and Other Eating Places	17,794	23,914	6,120	34.4
Rental and leasing services (5322, 5323, and 5324 only)	3,622	5,536	1,914	52.8
Other Specialty Trade Contractors	3,821	5,679	1,858	48.6
Utility System Construction	6,911	8,276	1,365	19.8
Management, Scientific, and Technical Consulting Services	1,976	3,289	1,313	66.4
Oil and Gas Extraction	11,555	12,793	1,238	10.7
Machinery, Equipment, and Supplies Merchant Wholesalers	6,468	7,524	1,056	16.3
General Medical and Surgical Hospitals	6,881	7,797	916	13.3
Building Equipment Contractors	5,163	6,040	877	17.0
Merchant wholesalers, nondurable goods (4241, 4247, and 4249 only)	1,849	2,632	783	42.3
Traveler Accommodation	3,077	3,785	708	23.0
Merchant wholesalers, nondurable goods (4242 and 4246 only)	2,013	2,720	707	35.1
Merchant wholesalers, durable goods (4232, 4233, 4235, 4236, 4237, and 4239 only)	2,214	2,896	682	30.8
Local Government, Except. Education & Hospitals	6,964	7,618	654	9.4
Automotive Parts, Accessories, and Tire Stores	1,341	1,870	529	39.4
Offices of Physicians	2,277	2,783	506	22.2
Automobile Dealers	2,085	2,523	438	21.0
Automotive Repair and Maintenance	2,138	2,543	405	18.9
Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	1,138	1,539	401	35.2
Elementary and Secondary Schools	13,540	13,824	284	2.1
Machinery manufacturing (3331, 3332, 3334, and 3339 only)	3,005	3,287	282	9.4
Building Material and Supplies Dealers	1,596	1,875	279	17.5
Other Amusement and Recreation Industries	1,529	1,799	270	17.7
Foundation, Structure, and Building Exterior Contractors	1,150	1,410	260	22.6

### **In-Demand Occupations**

The table on the following two pages presents a list of occupations projected to add the most jobs over the next eight years, as determined by the Texas Workforce Commission’s projections. Annual average employment for 2018 is compared to projected annual average employment for 2028.

Standard Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	In-Demand Occupation Job Title (Name)	Annual Average Employment 2018	Annual Average Employment 2028	Number Change 2018–2028	Percent Change 2018–2028	Annual Change in Employment (Growth)
53-3032	Heavy and Tractor-Trailer Truck Drivers	12,058	15,888	3,830	31.8%	383
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	7,057	9,847	2,790	39.5%	279
47-5013	Service Unit Operators, Oil, Gas, and Mining	7,174	9,065	1,891	26.4%	189
47-5071	Roustabouts, Oil and Gas	5,960	7,534	1,574	26.4%	157
11-1021	General and Operations Managers	5,486	6,748	1,262	23.0%	126
47-1011	Supervisors of Construction and Extraction Workers	5,205	6,380	1,175	22.6%	118
47-2061	Construction Laborers	4,504	5,538	1,034	23.0%	103
35-3031	Waiters and Waitresses	3,721	4,725	1,004	27.0%	100
41-2031	Retail Salespersons	7,153	7,977	824	11.5%	82
49-9041	Industrial Machinery Mechanics	3,062	3,883	821	26.8%	82
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	3,283	4,086	803	24.5%	80
35-2014	Cooks, Restaurant	1,741	2,543	802	46.1%	80
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,055	3,797	742	24.3%	74
53-3033	Light Truck or Delivery Services Drivers	2,168	2,862	694	32.0%	69
43-9061	Office Clerks, General	7,873	8,538	665	8.4%	66
13-2011	Accountants and Auditors	2,681	3,306	625	23.3%	62
47-2073	Operating Engineers and Other Construction Equipment Operators	2,186	2,783	597	27.3%	60
47-2111	Electricians	2,552	3,133	581	22.8%	58
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	2,107	2,665	558	26.5%	56
41-3099	Sales Representatives, Services, All Other	2,205	2,744	539	24.4%	54
29-1141	Registered Nurses	3,026	3,501	475	15.7%	48
17-2171	Petroleum Engineers	2,247	2,706	459	20.4%	46
35-1012	Workers	1,426	1,867	441	30.9%	44
47-5081	Helpers—Extraction Workers	1,593	2,022	429	26.9%	43
47-2152	Plumbers, Pipefitters, and Steamfitters	2,060	2,481	421	20.4%	42
47-5071	Roustabouts, Oil and Gas	5,960	7,534	1,574	26.4%	157
47-5011	Derrick Operators, Oil and Gas	1,120	1,426	306	27.3%	31
47-5012	Rotary Drill Operators, Oil and Gas	1,297	1,656	359	27.7%	36
31-9092	Medical Assistants	630	788	158	25.1%	16
43-3031	Bookkeeping, Accounting/Auditing	3,098	3,356	258	8.3%	26
13-1199	Business Operations Specialist	974	1,178	204	20.9%	20
47-2031	Carpenters	1,065	1,199	134	12.6%	13
119021	Construction Managers	1,435	1,657	222	15.5%	22
43-5032	Dispatchers, except Police/Fire/Ambulance	745	951	206	27.7%	21
49-9051	Electrical Powerline Installers/Repairers	679	812	133	19.6%	13
49-9021	Heating/Air Conditioning Refrigeration Mechanics	534	639	105	19.7%	10
51-4041	Machinists	919	1,129	210	22.9%	21

Standard Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	In-Demand Occupation Job Title (Name)	Annual Average Employment 2018	Annual Average Employment 2028	Number Change 2018–2028	Percent Change 2018–2028	Annual Change in Employment (Growth)
49-9071	Maintenance and Repair Workers	2,039	2,356	317	15.5%	32
43-6013	Medical Secretaries	1,196	1,404	208	17.4%	21
47-1011	Managers/Supervisors, Construction Trade Workers	5,205	6,380	1,175	22.6%	118
49-1011	Managers/Supervisors, Mechanics/Installers	1,293	1,590	297	23.0%	30
51-1011	Managers/Supervisors, Production/Operation Work	1,116	1,319	203	18.2%	20
43-1011	Managers/Supervisors Office/Admin Support	1,832	1,975	143	7.8%	14
53-1048	Managers/Supervisors Transportation/Moving	1,216	1,593	377	31.0%	38
51-8093	Petroleum Pump System/Refinery Operator	701	840	139	19.8%	14
29-2034	Radiologic Technologists and Technicians	289	335	46	15.9%	5
51-4121	Welders/Cutters/Solderers/Brazers	2,375	2,781	406	17.1%	41
17-3023	Electrical and Electronic Technicians	294	350	56	19.0%	6
15-1151	Computer User Support Specialist	448	532	84	18.8%	8
29-2052	Pharmacy Technician	476	549	73	15.3%	7
31-2021	Physical Therapists Assistants	151	171	20	13.2%	2
31-9097	Phlebotomists	159	198	39	24.5%	4
49-3021	Auto Body and Related Repairers	290	343	53	18.3%	5
49-3023	Auto Service Technicians & Mechanics	1,666	1,957	291	17.5%	29
29-9011	Occupational Health and Safety Specialists	611	778	167	27.3%	17

### **Target Occupations**

Target occupations are those occupations considered in demand in one or more industries for which growth in employment is projected over the next five years, and for which training may be funded through Workforce Innovation and Opportunity Act training dollars. Wages for these occupations are at least \$14.00 per hour or above. Training time is up to two years. The target occupations are presented in the table on the pages.

<b>Target Occupation Job Title (Name)</b>	<b>Annual Average Employment 2018</b>	<b>Annual Average Employment 2028</b>	<b>Number Change 2018–2028</b>	<b>Percent Change 2018–2028</b>	<b>Annual Change in Employment (Growth)</b>
Heavy and Tractor-Trailer Truck Drivers	<b>12,058</b>	<b>15,888</b>	<b>3,830</b>	<b>31.8%</b>	<b>383</b>
Service Unit Operators, Oil, Gas, and Mining	<b>7,174</b>	<b>9,065</b>	<b>1,891</b>	<b>26.4%</b>	<b>189</b>
Roustabouts, Oil and Gas	<b>5,960</b>	<b>7,534</b>	<b>1,574</b>	<b>26.4%</b>	<b>157</b>
General and Operations Managers	<b>5,486</b>	<b>6,748</b>	<b>1,262</b>	<b>23.0%</b>	<b>126</b>
Industrial Machinery Mechanics	<b>3,062</b>	<b>3,883</b>	<b>821</b>	<b>26.8%</b>	<b>82</b>
Accountants and Auditors	<b>2,681</b>	<b>3,306</b>	<b>625</b>	<b>23.3%</b>	<b>62</b>
Operating Engineers and Other Construction Equipment Operators	<b>2,186</b>	<b>2,783</b>	<b>597</b>	<b>27.3%</b>	<b>60</b>
Electricians	<b>2,552</b>	<b>3,133</b>	<b>581</b>	<b>22.8%</b>	<b>58</b>
Bus and Truck Mechanics and Diesel Engine Specialists	<b>2,107</b>	<b>2,665</b>	<b>558</b>	<b>26.5%</b>	<b>56</b>
Registered Nurses	<b>3,026</b>	<b>3,501</b>	<b>475</b>	<b>15.7%</b>	<b>48</b>

<b>Target Occupation Job Title (Name)</b>	<b>Annual Average Employment 2018</b>	<b>Annual Average Employment 2028</b>	<b>Number Change 2018–2028</b>	<b>Percent Change 2018–2028</b>	<b>Annual Change in Employment (Growth)</b>
Plumbers, Pipefitters, and Steamfitters	<b>2,060</b>	<b>2,481</b>	<b>421</b>	<b>20.4%</b>	<b>42</b>
Roustabouts, Oil and Gas	<b>5,960</b>	<b>7,534</b>	<b>1,574</b>	<b>26.4%</b>	<b>157</b>
Derrick Operators, Oil and Gas	<b>1,120</b>	<b>1,426</b>	<b>306</b>	<b>27.3%</b>	<b>31</b>
Rotary Drill Operators, Oil and Gas	<b>1,297</b>	<b>1,656</b>	<b>359</b>	<b>27.7%</b>	<b>36</b>
Medical Assistants	<b>630</b>	<b>788</b>	<b>158</b>	<b>25.1%</b>	<b>16</b>
Bookkeeping, Accounting/Auditing	<b>3,098</b>	<b>3,356</b>	<b>258</b>	<b>8.3%</b>	<b>26</b>
Carpenters	<b>1,065</b>	<b>1,199</b>	<b>134</b>	<b>12.6%</b>	<b>13</b>
Construction Managers	<b>1,435</b>	<b>1,657</b>	<b>222</b>	<b>15.5%</b>	<b>22</b>
Dispatchers, except Police/Fire/Ambulance	<b>745</b>	<b>951</b>	<b>206</b>	<b>27.7%</b>	<b>21</b>
Electrical Powerline Installers/Repairers	<b>679</b>	<b>812</b>	<b>133</b>	<b>19.6%</b>	<b>13</b>

<b>Target Occupation Job Title (Name)</b>	<b>Annual Average Employment 2018</b>	<b>Annual Average Employment 2028</b>	<b>Number Change 2018–2028</b>	<b>Percent Change 2018–2028</b>	<b>Annual Change in Employment (Growth)</b>
Heating/Air Conditioning Refrigeration Mechanics	534	639	105	19.7%	10
Machinists	919	1,129	210	22.9%	21
Maintenance and Repair Workers	2,039	2,356	317	15.5%	32
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Managers/Supervisors, Mechanics/Installers	1,293	1,590	297	23.0%	30
Managers/Supervisors, Production/Operation Workers	1,116	1,319	203	18.2%	20
Managers/Supervisors Office/Admin Support	1,832	1,975	143	7.8%	14
Managers/Supervisors Transportation/Moving	1,216	1,593	377	31.0%	38
Petroleum Pump System/Refinery Operator	701	840	139	19.8%	14

<b>Target Occupation Job Title (Name)</b>	<b>Annual Average Employment 2018</b>	<b>Annual Average Employment 2028</b>	<b>Number Change 2018–2028</b>	<b>Percent Change 2018–2028</b>	<b>Annual Change in Employment (Growth)</b>
Radiologic Technologists and Technicians	289	335	46	15.9%	5
Welders/Cutters/Solderers/Brazers	2,375	2,781	406	17.1%	41
Electrical and Electronic Technicians	294	350	56	19.0%	6
Computer User Support Specialist	448	532	84	18.8%	8
Pharmacy Technician	476	549	73	15.3%	7
Physical Therapists Assistants	151	171	20	13.2%	2
Phlebotomists	159	198	39	24.5%	4
Auto Body and Related Repairers	290	343	53	18.3%	5
Auto Service Technicians & Mechanics	1,666	1,957	291	17.5%	29
Occupational Health and Safety Technician	105	135	30	28.6%	3
Licensed Practical and Licensed Vocational Nurses	1,104	1,127	23	2.1	2
Firefighters	658	733	75	11.4	8

<b>Target Occupation Job Title (Name)</b>	<b>Annual Average Employment 2018</b>	<b>Annual Average Employment 2028</b>	<b>Number Change 2018–2028</b>	<b>Percent Change 2018–2028</b>	<b>Annual Change in Employment (Growth)</b>
Emergency Medical Technicians and Paramedics	<b>350</b>	<b>408</b>	<b>58</b>	<b>16.6</b>	<b>6</b>
Elementary School Teachers Except Special Education	<b>2133</b>	<b>2206</b>	<b>73</b>	<b>3.4</b>	<b>7</b>
Secondary Education School Teachers Except Special and Career/Tech Ed	<b>1870</b>	<b>1938</b>	<b>68</b>	<b>3.6</b>	<b>7</b>
Middle School Teachers Except Special and Career/Tech Ed	<b>754</b>	<b>781</b>	<b>27</b>	<b>3.6</b>	<b>3</b>

## B. Knowledge and Skills Analysis

**Boards must include an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs for in-demand industry sectors, in-demand occupations, and target occupations.**

### Board Response

It is common knowledge throughout Texas that the key areas of knowledge and skills deficiency are in the basic reading, writing, math and language skills. Students entering post-secondary education often have to take remediation courses to bring their skills up to the levels needed to competently take course work, especially in STEM fields.

The concerns regarding skills gaps can be seen in the Oil and Gas sector. Oil and gas companies are continually upgrading drilling and production facilities in response to safety, regulatory, and technology advances, causing the amount of data that an operator must interpret in order to optimize a facility's production to increase exponentially. Trained employees are at premium demand in the field, and companies are willing to pay for skills. However, there are too many skill-specific positions available and too many untrained applicants, and companies within this industry lack the recruiting, training, and experience necessary to train them.

A recent<sup>3</sup> article in the Odessa American presented the following discussion:

*“Asked about the culture of educational attainment in Ector County, school Superintendent Scott Muri said although people may think they don’t have to go to school and can just work in the oilfield many jobs in the oilfield may not require a four-year degree but they do require some type of technical certification or vocational credential. “The vast majority of jobs require some form of post-secondary credential. Again, that doesn’t mean four years. It’s four, two, technical or military, but it’s something and we’ve got to get our kids prepared for those things. In our state right now, the data say that 70 percent of jobs in Texas require something. In our district, 6.5 percent of our kids have it. That’s just unacceptable. Our jobless rate is partly because our folks are not educated,” Muri said. “They don’t have the credentials that they need to be successful. Why is that here? Why does Ector County have the highest unemployment rate right now? Is it because our populace needs academic experience that is different from what they may have had in the past. We’ve got to provide it. That’s why we’re here. That’s why ECISD exists ... to prepare them for whatever future they may want.” Economist Ray Perryman said in a recent column for the Odessa American that the correlation between education level and employment is well established. “Not only do those with more education typically earn greater incomes, they are also less likely to be unemployed. The pandemic has caused this pattern to accelerate,” Perryman wrote. “Remote work had been growing before COVID-19, but its prevalence has increased dramatically. More people are working at home, with companies planning to maintain this posture for now. However, workers with less education tend to be in jobs for which this approach is not feasible; rather than shifting to remote work, they have become unemployed. “Given the types of jobs and industries*

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<sup>3</sup> Local economy a mixed bag By Ruth Campbell rcampbell@oaaa.com | Posted: Sunday, November 1, 2020

*which lend themselves to remote work, it's not surprising that higher levels of education have meant a greater likelihood of working from home. Recent surveys by the Bureau of Labor Statistics indicate that about 70 percent of people with a bachelor's degree and higher are in jobs suitable to perform remotely, compared to just 25-30 percent of those with only a high school diploma," he stated.*

The challenge facing the region is steep because it suffers from low educational attainment rates relative to the state and nation. The region is responding to these challenges by developing progressive workforce and education programs and partnerships that (1) develop the transferable and technical skills necessary to be competitive within its Adult Labor Force and (2) provide for rapid skill attainment and credentialing for area youth in secondary and post-secondary education and training programs.

The Board has determined that approximately 70% of the jobs the region will not require a college degree, but they will require something beyond a high school diploma, i.e., certificate, certification. Representatives of local industry strongly believe that having a skilled and flexible workforce is important for the future growth of the region. The most important skill: ability to communicate verbally with people inside and outside the company. Employers also want new hires to have technical skills related to the job and be able to work in teams.

Permian Basin employers are experiencing the same skills issues as other employers in the country. It is difficult to find people with the technical skills required for many of the growing occupations. The increase in technological based work processes is making it difficult for those in need of basic skills remediation to find employment. Many job seekers have had very little work experience. Many applicants lack the so-called soft skills that are tied to work maturity and emotional intelligence: communication skills, making decisions, self-motivation, leadership skills, team working skills, creativity and problem-solving skills, and time management.

Employers are seeking applicants with active learning, active listening, critical thinking, reading comprehension, monitoring and assessing performance, using scientific methods, speaking to convey information and writing ability. Employers need applicants able to demonstrate social skills: coordination, instructing others, negotiating, persuasion, service orientation and social perceptiveness, and successful interpersonal relations. Many of these skills cannot be directly taught but must be learned through work ready instruction and experience on the job. Consequently, it is extremely important to work with employers willing to give applicants the time to help acquire and advance these skills and abilities.

For specific occupations applicants need four sets of abilities: cognitive, physical, psychomotor, and sensory abilities. Cognitive abilities include skills such as deductive reasoning, fluency of ideas, inductive reasoning, information ordering, mathematical reasoning, oral comprehension and expression as well as others. ONETonline.org presents the required skills for any occupation an applicant might research and gain an understanding of what skills will be needed for specific occupations. Physical abilities relate to strength and flexibility, stamina and equilibrium. Psychomotor abilities refer to the capacity to manipulate and control objects to

include dexterity and response orientation. Sensory abilities include depth perception, hearing sensitivity, near vision, auditory attention among others.

System skills, the capacity to be able to work with people to achieve goals, and technical skills can be obtained through occupational skills training provided by our education partners and funded through workforce development programs. PBWDB's workforce center system contractor determines, through testing and assessment, what skills an applicant may have and what skills need additional work. That capacity determines to a great extent what job opportunities an individual might be referred to by the case manager. The Board requires the workforce center system contractor to only refer applicants who are qualified for the job opening.

The challenge for the Board and its partners is to develop programs and activities that provide access to the opportunity for acquisition of these skills, in terms of basic skills remediation, acquiring soft skills through work experience and technical skills through occupational skills training. Occupational skills training is underfunded and falls short of meeting the need to ensure a pipeline of skilled applicants for future job openings.

One of the partners working with the Board on the skills issue is the Region 18 Education Service Center. Region 18 Education Service Center has recently become part of the Texas EcosySTEM partnership. The goal of the Texas EcosySTEM is to bring together educators, community members, and business people to provide opportunities that will prepare our students for the STEM workforce.

The Texas Education Agency (TEA) has defined STEM (Science, Technology, Engineering, and Mathematics) education as: a method of hands-on teaching and learning in which students apply academic content to creatively solve real-world problems with innovative design-based thinking that prepares students for future career opportunities. Over the course of three years (2016-2018), only 9,161 students in Texas completed a STEM endorsement as part of their high school graduation requirements. It is predicted that in 2026 there will be 1.9 million STEM job openings in Texas. The Region 18 EcosySTEM community will work together to ensure equitable access to STEM opportunities for students from Pre-K to college in our area in order to better prepare students for these jobs of the future.

The Region 18 EcosySTEM Design Team will be charged with determining what the specific STEM needs and opportunities are for our geographic area. The Design Team will look at the labor market data for Texas and Region 18 and will work together to determine the goals for the Region 18 EcosySTEM. Members of the design team will include STEM business/industry partners, informal and formal STEM educators at the primary, secondary, and university level, and STEM community members. This stakeholder group meets quarterly.

The Board is also partnering with area colleges in the 60X30TX initiative, whose stated goals include the following.

- By 2030, at least 60 percent of Texans age 25-34 will have a certificate or degree.

- By 2030 at least 550,000 students in that year will complete a certificate, associate, bachelor’s or master’s degree from an institution of higher education in Texas.
- By 2030, all graduates from Texas public institutions of higher education will have completed programs with identified marketable skills.
- By 2030, undergraduate student loan debt will not exceed 60 percent of first year wages for graduates of Texas public institutions.

The role of the Permian Basin Workforce Development Board is to:

- Support workforce development and education initiatives that expand training opportunities and enhance the skills of job applicants in the region.
- Align workforce initiatives to support industry clusters targeted for development by state and local government and economic development stakeholders.
- Promote entrepreneurship skills to improve the ability of individuals to start their own business.

### C. Labor Force Analysis and Trends

**Boards must include an analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.**

#### Board Response

Permian Basin WDA Labor Force				
	October 2020	September 2020	October 2019	Yearly Change
Civilian Labor Force	266,539	268,470	276,419	-6,880
Employed	242,671	240,591	266,788	-24,117
Unemployed	23,868	27,879	6,631	17,237
UI Rate	9%	10.4%	2.4%	6.6%
Continued UI Claims	12,928	19,169	1,281	11,647

Historical Unemployment Rates			
Months	Permian Basin %	Texas %	US %
October 2020	9.0	6.7	6.6
September 2020	10.4	8.2	7.7
August 2020	8.8	7.0	8.5

July 2020	10.2	8.3	10.5
June 2020	10.3	8.7	11.2
May 2020	13.5	12.7	13.0
April 2020	11.0	13.1	14.4
March 2020	4.0	5.1	4.5
February 2020	2.8	3.6	3.8
January 2020	2.9	3.8	4.0
December 2019	2.5	3.3	3.4
November 2019	2.5	3.4	3.3
October 2019	2.4	3.3	3.3

As a result of the pandemic and the crash in the oil markets, the Permian Basin civilian labor force dropped by 6,880 workers between October 2019 and October 2020. Unemployed individuals peaked at 27,879 in September 2020. There were 12,928 continued UI claims in October 2020. The ranks of the unemployed persons increased by 11,647 persons from October 2019 to October 2020. This loss in employment had a devastating impact on all the major industry sectors, with Natural Resources and Mining being hardest hit, losing almost 29% of its workforce.

As has occurred throughout the US economy, the corona virus pandemic hit the Permian Basin region hard with layoffs and business closures beginning between March and April 2020. Unemployment went from four percent in March 2020 to a peak of 13.5% in May. The State of Texas experienced a similar increase, but recovery seems to be occurring more rapidly as Permian Basin's unemployment rate is still several percent points higher than the State and National rates.

The table below presents employment by industry for the second quarter 2019 to the second quarter 2020. All industries experience a drop in employment save one: Public Administration, which actually increased 3.79% over 2019. Natural Resources and Mining had the largest decline in terms of numbers of employees. Construction, Manufacturing, and Trade, Transportation and Utilities lost between 20% to 22% of their workforce. The Leisure and Hospitality industry also was significantly impacted with 5,254 individuals losing their jobs, or 20.65%, between the second quarter 2019 and 2020.

<b>Employment by Industry</b> <b>(2<sup>nd</sup> Quarter 2020 to 2<sup>nd</sup> Quarter 2019, Percent Change)</b>						
<b>Industry</b>	<b>Q2 2020</b>	<b>% of Total Employment</b>	<b>Q2 2019</b>	<b>% of Total Employment</b>	<b>2020 Difference</b>	<b>% Change from 2019</b>
Natural Resources and Mining	42,188	19.8	59,391	23.3	-17,203	-28.97%
Construction	17,509	8.2	22,714	8.9	-5,205	-22.92%
Manufacturing	9,165	4.3	11,620	4.6	-2,455	-21.13%

Trade, Transportation and Utilities	47,445	22.3	53,600	21.1	-6,155	-11.48%
Information	1,397	0.7	2,356	0.9	-959	-40.70%
Financial Activities	9,728	4.6	10,274	4	-546	-5.31%
Professional and Business Services	15,402	7.2	17,123	6.7	-1,721	-10.05%
Education and Health Services	35,904	16.9	37,374	14.7	-1,470	-3.93%
Leisure and Hospitality	20,191	9.5	25,445	10	-5,254	-20.65%
Other Services	6,275	3	7,422	2.9	-1,147	-15.45%
Public Administration	7,358	3.5	7,089	2.8	269	3.79%
Total	212,562		254,408		41,846	-16.45%

The primary functions of workforce development programs are to impart skills to improve employability and address barriers to employment faced by program participants. The demographics of individuals facing barriers to employment are presented below.

### DEMOGRAPHICS

The table below presents the population from the 2010 U.S. Census and the estimated population for 2020 (Source: Texas Demographic Center). Three counties in the region are projected to have lost population: Dawson, Pecos, and Terrell, while nine counties have had double digit growth: Andrews, Ector, Gaines, Glasscock, Loving, Martin, Midland, Reeves, and Winkler. The more urbanized counties of Ector and Midland showed substantial growth above the average, accounting for almost 69 percent of the region's population.

Permian Basin WDA Population Change 2010 – 2020 (based on January 1, 2020 Estimate)			
	2010	2020	Percent of change
Andrews	14,786	19,588	32.5
Borden	641	686	7.0
Crane	4,375	4,670	6.7
Dawson	13,833	12,652	-8.5
Ector	137,130	169,394	23.5
Gaines	17,526	21,258	21.3
Glasscock	1,226	1,363	11.2
Howard	35,012	36,421	4.0

Loving	82	96	17.1
Martin	4,799	5,739	19.6
Midland	136,872	179,232	30.9
Pecos	15,507	15,033	-3.1
Reeves	13,783	16,400	19.0
Terrell	984	776	-21.0
Upton	3,355	3,581	6.7
Ward	10,658	11,635	9.2
Winkler	7,110	8,145	14.6
<b>Total</b>	<b>417,679</b>	<b>506,669</b>	<b>21.3</b>

The Permian Basin population is predominately Anglo and Hispanic. Blacks make up an estimated 4.75% of the total population in 2020. TDC projections indicate the Hispanic population will be concentrated in the urban core counties of Harris, Bexar, Dallas, Hidalgo, Tarrant, El Paso, and Travis, all projected to house over half a million Hispanics in 2030. These counties, as well as some surrounding suburban counties, and counties in the Permian Basin, namely Midland and Ector, are projected to see the greatest increases in their Hispanic populations. Counties in the Permian Basin, namely Andrews, Midland, and Crane, along with three counties outside the Permian Basin, are projected to grow their Hispanic populations faster than other Texas counties.

<b>Population Projections by Race/Ethnicity by County 2010 to 2030</b>						
<b>County</b>	<b>White</b>		<b>Black</b>		<b>Hispanic</b>	
	<b>2010</b>	<b>2030</b>	<b>2010</b>	<b>2030</b>	<b>2010</b>	<b>2030</b>
Andrews	7,083	8,526	199	279	7,195	26,487
Borden	539	569	0	0	95	131
Crane	1,761	1,841	122	168	2,409	6,683
Dawson	5,402	4,176	860	941	7,387	8,117
Ector	56,306	55,170	5,596	10,998	72,331	182,134
Gaines	10,628	12,355	261	367	6,413	14,699
Glasscock	825	913	15	22	378	549
Howard	18,801	19,997	2,079	2,798	13,255	25,349
Loving	60	57	0	0	18	29
Martin	2,578	2,949	67	107	2,086	4,448
Midland	72,822	84,367	8,675	13,608	51,600	158,269
Pecos	4,326	4,093	528	562	10,430	12,032
Reeves	2,690	2,670	672	724	10,233	14,260
Terrell	495	493	6	6	467	554
Upton	1,611	1,664	49	61	1,644	2,928
Ward	4,922	5,223	474	617	5,074	12,022
Winkler	3,024	3,402	129	171	3,824	8,700
<b>Total</b>	<b>193,873</b>	<b>208,465</b>	<b>19,732</b>	<b>31,429</b>	<b>194,839</b>	<b>477,391</b>

**INDIVIDUALS WITH BARRIERS TO EMPLOYMENT**

Workforce programs are specifically directed to those most in need of assistance, those with barriers to employment or barriers to participate in training programs. Workforce programs during the last year service 110 school dropouts, 28 homeless individuals and 471 low-income individuals. Additionally, 30 individuals self-identified as having a disability.

The table below presents educational attainment by county for the Permian Basin region. Unfortunately, education attainment continues to be a barrier to employment for many people in the region. Fifteen of the seventeen counties in the region are above the state average for individuals without a high school diploma. Only three of the seventeen counties are above the state average for post-secondary degrees. This translates into a workforce that has a substantial number of individuals without the skills to successfully complete occupational skills training that might result in a high wage high skill job.

**Permian Basin Educational Attainment**

<b>County</b>	<b>No High School Diploma</b>	<b>Post-Secondary Degree</b>
Andrews	26.2	7.4
Borden	6.7	47.4
Crane	27.2	17.0
Dawson	25.9	16.3
Ector	24.9	21.3
Gaines	39.6	16.3
Glasscock	24.8	30.2
Howard	20.6	20.5
Loving	25.4	10.4
Martin	22.7	26.2
Midland	16.6	33.5
Pecos	31.2	14.6
Reeves	39.0	14.9
Terrell	23.6	17.6
Upton	24.6	14.9
Ward	23.0	19.2
Winkler	31.9	16.4
<b>Texas</b>	<b>17.7</b>	<b>28.1</b>
<b>United States</b>	<b>13.0</b>	<b>30.3</b>
<b># Counties Above Texas Rate</b>	<b>15 of 17</b>	<b>3 of 17</b>
<b># Counties Above National Rate</b>	<b>16 of 17</b>	<b>3 of 17</b>

Source: U.S. Census Bureau, Small Area Income and Poverty Estimates. 2019

## PERSONS IN POVERTY

The table below present the estimate of person in poverty by county in the Permian Basin Region. Nine of seventeen counties have poverty populations in excess of the National average of 12.3%. With the onset of the Covid-19 pandemic, the poverty population will grow, as more families experience job loss. Workforce development efforts need to be expanded to serve these individuals in our community.

**Persons in Poverty 2019**

Year	Name	Percent in Poverty
2019	United States	12.3
2019	Texas	13.6
2019	Andrews County	10.2
2019	Borden County	10.6
2019	Crane County	9.6
2019	Dawson County	20.6
2019	Ector County	12.1
2019	Gaines County	13.2
2019	Glasscock County	7.9
2019	Howard County	17.0
2019	Loving County	7.1
2019	Martin County	12.1
2019	Midland County	9.9
2019	Pecos County	18.7
2019	Reeves County	22.1
2019	Terrell County	17.5
2019	Upton County	13.8
2019	Ward County	12.4
2019	Winkler County	12.5
Number of Permian Basin Counties with Poverty Above the U.S. Poverty Rate		9 of 17 or 53%

Source: U.S. Census Bureau, Small Area Income and Poverty Estimates. 2019

Five years ago, the challenges facing the Permian Basin included a shortage skilled workers in the current workforce, the aging out of our workforce, and the reluctance of individuals to move permanently to the Permian Basin. This drove the need to “grow our own” workforce. The purpose of this effort is to encourage youth in poverty (and all youth) to consider how to enter the workforce and consider all career pathways, not just attending a four-year university. The marketing of dual credits and collaboration with community colleges and ISDs serves to encourage our youth to participate in career/technology dual credit courses, which makes them job ready upon graduation. The Board’s strategy for assisting youth includes developing career pathways leading to a career as well as intensive

training in work maturity skills through work experience and encouraging youth to remain in school.

### VETERAN STATUS

The estimated population of veterans in the Permian Basin by county is presented in the table below.

**Veterans in Permian Basin WDA**

County	Number of Veterans
Andrews	685
Borden	40
Crane	171
Dawson	424
Ector	6,269
Gaines	432
Glasscock	49
Howard	2,458
Loving	3
Martin	215
Midland	7,149
Pecos	852
Reeves	694
Terrell	57
Upton	158
Ward	533
Winkler	294
<b>Total</b>	<b>20,483</b>

Source: Texas Veterans Commission

The number of Veterans in the region has dropped by 5,700 since the last Board plan, from 26,183 to 20,483, a decline of over 21%. Veterans face employment barriers due to mental and physical disabilities, homelessness, drug and alcohol abuse, low educational attainment, and general problems fitting in with civilian life after their service. The Texas Veterans Commission provides services to veterans through its Veterans Employment Services which works with local workforce boards to provide activities that enhance the employability of veterans. Services include:

- Converting military occupation to civilian occupations for resume and job search
- Job matching and referrals
- Resume assistance
- Employer outreach
- Job search workshops
- Vocational guidance
- Labor market information

- Referrals to training.
- Other supportive services.

Veterans are a priority service population in the Permian Basin workforce center system.

### **DISLOCATED WORKERS**

An individual who has been laid off or terminated as the result of a mass lay-off or plant closure, especially those that result from adverse consequences of trade agreements or long-term economic trends are called dislocated workers. These customers face different barriers to employment than the general population of job seekers. They have job skills and work experience but have been laid off due to economic conditions or skills obsolescence. In the Permian Basin region this dislocation is historically triggered by drops in oil prices affecting employment in the region. Now, coupled with the general disruptive effects of the pandemic on the economy in general, layoffs have devastated the local economy. In the past many individuals laid off are hired back as oil prices rise. With the continued consolidation of companies and the automation of some jobs, the numbers hired back may be significantly less than those laid off.

Dislocated workers need counseling, both personal and financial, skills retraining and support to allow them to be retrained in another occupation. The Trade Adjustment Act (TAA) provided dislocated workers with the means to access training for those who are eligible for that program. Dislocated Workers not eligible for TAA can access workforce development services through the workforce center system. Services include job search assistance, case management, referral to outside services, occupational skills training in a target occupation in the region, support services such as child care and transportation and employment placement services.

### **INDIVIDUALS WITH DISABILITIES**

The Permian Basin region is home to over 55,000 individuals with some form of disability that affects their daily life functions. Such disabilities are often barriers to finding and maintaining employment. The table presents data on the number of individuals with disabilities by county in the Permian Basin region. Over 68% of those individuals with disabilities live in Ector, Howard and Midland Counties.

The Board's considers individuals with disabilities to be a priority service group. All workforce centers are fully accessible to disabled customers. Arrangements have been made with partner agencies for the provision of additional assistance for disabled customers as needed. The co-location of VR staff in the workforce centers gives individuals with disabilities enhanced options for receiving services to provide access to employment. VR assistance may include job coaching, interpreters, sign language assistance, transportation, occupational training, adaptive equipment, and counseling.

Every workforce center office has auxiliary aides for the seeing impaired, which include a magnifier, Zoom Text, and JAWS screen reader. For hearing impaired customers, offices are

equipped with TDD, TTY and Relay Texas. Resource room staff has been trained to use this assistive technology.

**Individuals with Disabilities by County, 2019**  
**Persons Without Health Insurance by County, 2019**

<b>County</b>	<b>Individuals with Disability</b>	<b>Persons Under Age 65 With Disability</b>	<b>Person Without Health Insurance</b>
Andrews	2,366	21.0%	20.8%
Borden	101	14.6%	11.3%
Crane	706	4.0%	20.0%
Dawson	2,280	9.9%	15.9%
Ector	16,795	7.7%	21.4%
Gaines	2,808	7.7%	32.2%
Glasscock	203	1.1%	19.5%
Howard	5,743	11.7%	18.5%
Loving	18	16.4%	16.2%
Martin	794	5.8%	19.0%
Midland	15,364	6.4%	16.4%
Pecos	2,490	6.3%	23.5%
Reeves	2,207	6.3%	21.8%
Terrell	159	6.3%	19.5%
Upton	557	5.0%	19.0%
Ward	1,713	7.1%	18.9%
Winkler	1,148	6.7%	20.9%
<b>Total</b>	<b>55,452</b>		

All workforce centers present services available with auxiliary aides, including group presentations. The Board coordinates with agencies serving hearing and vision-impaired customers to streamline services and leverage funding. This coordination allows the workforce center staff to provide presentations, interpreter services, and work experience opportunities for disabled individuals.

Inner-agency meetings with these partners allow the center staff to market its workforce services and receive customer service feedback in the process.

The workforce center staff is available upon request to provide additional training to any community organization or resident. The center staff to include the VR services staff maintain regular contact to make customer referrals, coordinate funds, and develop employment plans for common customers.

The chart above also presents an estimate (2019, US Census Quick Facts) of individuals by county with no health insurance. With rising costs of health care, prescriptions drugs, lack of

health care options in rural regions, and now the pandemic, a lack of health insurance becomes a critical workforce issue, presenting a barrier to employment for many people. Workforce development staff will assist customers in addressing this barrier through referral to community health services and counseling customers on resources available to help them obtain health insurance.

#### **D. Workforce Development Analysis**

**Boards must include an analysis of workforce development activities in the region, including education and training.**

**Note: This analysis must include the strengths and weaknesses of workforce development activities and an evaluation of the effectiveness of programs and services. It must evaluate the Board’s capacity to provide workforce development activities to address the identified education and skills needs of the workforce. The analysis must include individuals with barriers to employment. The analysis also must address the employment needs of employers.**

#### **Board Response**

The Permian Basin Workforce Board’s mission statement is “Investing in The Future Through Jobs and Training”. Consequently, the Board strives to empower youth and job seeking customers to make good career choices, assist them with training to achieve their career goals, and to secure employment in a job that matches their skills. Investing in the future also means developing relationships with employers/economic development groups to identify the skills and training needed to grow business/industry, creating/brokering partnerships with employers, and developing linkages between employers and our training institutions (ISDs, community colleges, and university) to develop training programs required/needed by employers. The Board’s mission also includes investing in our youngest citizens by providing, supporting, and partnering with early childhood providers and advocates to ensure the children are school ready when they enter school.

In line with the above, the Board invested in the following activities this past Board contract year to fulfill the mission statement.

- Served over 35,305 job seekers in our Workforce Solution Offices.
- Provided workforce assistance to over 780 employers.
- Trained 83 dislocated workers; approximately 60% of the workers were from the oil/gas industry.
- Aided an average of 425 customers per month to obtain a job. The customers included self-service and staff guided individuals seeking assistance through our resource rooms and the various career and training programs (WIOA, Choices, SNAP).
- Provided employers and training institutions with labor market information to identify wage comparisons, training needs, commuting patterns, and future projections/trends in various industries to help plan and support their current and future workforce.

- Developed our targeted occupation list for job seekers, students, community colleges, training institutions, and ISDs. The targeted occupation list is used by the ISDs to develop dual credit career/technology courses for the students and by the community colleges to identify those training programs leading to high growth, high wages for their graduates. WIOA customers and our other service customers used the list to guide their decisions on job training and future employment. Each of these decisions leads to a skilled workforce to meet employer needs/demands for their future growth.
- Hosted the annual Red, White & You Hiring Event for veterans, their spouses, and other job seekers. One hundred fifteen (115) job seekers and 35 employers participated in the event.
- Sponsored Pathway to Success Youth Career Expo. Approximately 2270 students and teachers attended from 16 ISDs. The purpose of the expo was to provide an opportunity for students to have a first-hand opportunity to talk with employers about possible careers. Thirty-two employers and our three community colleges and our local university provided the students with college and career options.
- Created a series of Pathway to Success videos. The videos highlighted comments from employers in the oil/gas industry, teachers, and students who attended the Pathway to Success Career Expo. Employers discussed what they are looking for in employees; the students shared their experiences; teachers discussed what they saw were the benefits of attending the Expo to the students. All were shared with the Regional Educational Service Center and regional ISDs.
- Created a series of occupation skills training videos highlighting training programs offered at the local community colleges. The videos contain information about the training programs and career opportunities in the health care, petroleum technology, truck driving, and education fields. All were shared with the Regional Educational Service Center and regional ISDs.
- Delivered workforce development services virtually including job seeker services, assistance with unemployment insurance, case management, employer services, and child care services.
- Implemented virtual job fairs, available to all job seekers and employers. Information about the job fairs was shared with the local economic development groups and chambers who shared the information on their social media platforms.
- Partnered with The Permian Fuels America Task Force. The Task Force provides resources/information to individuals impacted by the oil/gas downturn. Information about Workforce Solutions services and virtual job fairs is posted on their website and other informational posts.

- Member of the Permian Basin Education Partnership. The Partnership, among other activities, focuses on early childhood education and quality child care. The goal is to start developing a quality workforce early by educating parents/providers on the benefits of early childhood education.
- Provided in-person and virtual trainings to child care providers on different aspects of quality child care. This year virtual trainings will be offered multiple times per month to ensure participants have ample opportunities to engage in the learning experiences.
- Created a video designed to promote the Texas Rising Star program and to educate parents and providers of the benefits to children receiving care in a facility that practices developmentally appropriate child care.
- Met or exceeded all Texas Workforce Commission performance standards.

A general assessment of workforce development activities is presented below.

### **1. General Workforce Development Activities in The Region**

As noted in the narrative above, workforce development programs funded through the Workforce Board and the Texas Workforce Commission meet some of the need for training and skills development, career education, job placement and counseling. Funds are fully utilized to provide services as noted above. The coordination between the Board, the contractors and the education community has helped to enhance the services provided. In the coming months, the Board will focus on continued development of career pathways for youth, skills training for welfare recipients and dislocated workers, and continuous improvement of workforce center systems.

### **2. Education Activities, Including Early Childhood Education (ECE) And K–12**

The Board coordinates with child care providers as a part of the child care services program by providing subsidize child care to families enabling families to work and/or attend training. In addition, the Board promotes and implements the Texas Rising Star program engaging and supporting current TRS providers and those interested in participating in the program.

The Board is a member of several community partnerships designed to improve/support school readiness and early childhood education. Those partnerships are Permian Basin Early Childhood Coalition, Educate Midland, Basin PBS, and the Early Learning Summit. These partnerships offer an opportunity to strengthen the TRS program by informing the partners of the purpose and benefits of the TRS program. The partnership with Basin PBS enhances parent education about what quality child care entails and the benefits to the children. These partnerships add another layer of support to the current providers and educates new providers on the benefits of quality child care.

### **3. Training Activities**

Funding determines the number of individuals who have the opportunity to enter occupational skills training programs. Eighty three (83) individuals trained this last year were dislocated workers. Training is provided primarily by the community colleges in the region. A wide assortment of career choices is available to workforce funded customers. The colleges are able to adapt their training to meet the employers' need for skilled job applicants. Customers are provided support services as needed to allow them to continue in training. Upon completion of training, customers are provided assistance with finding employment and follow up by case managers to address any barriers they might have after being hired.

The workforce center contractor conducts coordination efforts with the area colleges: Odessa College, Midland College and Howard College. Virtual bi-weekly meetings are held to discuss training needs, students' needs, referral processes, coordination of program services, and employers training needs. This has created a gateway for open dialogue and program awareness for Workforce and the educational institutions. The collaboration has minimized confusion during the enrollment process.

#### **4. Strengths and Weaknesses of Activities**

A major strength of the workforce development system is the Permian Basin Workforce Board, which has years of experience providing leadership and planning for workforce development programs in the Permian Basin Region. The Board has been able to retain a competent workforce center system contractor and child care services contractor. Contractors are meeting Board expectations and performance measures.

#### **5. Effectiveness of Programs and Services**

The workforce center system, workforce programs, and child care programs have been effective in serving the needs of employers and job seekers in the region. The COVID-19 crisis has seriously affected operations, but the workforce center system contractor staff adapted, offering and providing services virtually to our customers. As the economy has reopened, services are now offered by appointment and through curbside services and we anticipate fully opening our centers in the future.

Quarterly meetings are held with community-based agencies to remain abreast of the "happenings" in the community and to identify accessible resources. Workforce contractor staff attend those meetings for awareness and to establish points of contact with the agencies and to synchronize referrals of services, when necessary.

#### **6. Board's Capacity to Provide Workforce Development Activities**

As noted in item four (4) above, the Board has a long history of proven leadership and planning for workforce development in the region. The Board has representatives from the major employers and across all industries in the region. Coordination with community colleges as training providers has been exemplary, creating a true workforce development system.

#### **7. Individuals with Barriers to Employment**

The Board has prioritized individuals with barriers to employment as needed the most in terms of resources and staff time. The workforce development system provides remedial education for those needing enhancement of basic skills, occupational skills training for those lacking skills the employers demand, case management for those needing career guidance and assistance with addressing barriers, and support services such as transportation and child care to assist customer with barriers in completing their training and obtaining employment.

## **8. Employment Needs of Employers**

PBWDB's Board membership consists of at least 51% employers. These employer Board members represent a significant cross section of employers in the region. The Board, itself, is the primary source of employer input and feedback for workforce development efforts. New and emerging industries and occupations are discussed as a part of the planning for target occupations and the identification of changing needs of employers for qualified, skilled applicants. The workforce center system's business services unit (BSU) is also a source of information on employer needs. The BSU representatives are in daily contact with employers, accessing ways to assist the employer in finding skilled employees. This information is presented to the Board during its meetings in the form of contractor progress reports. Any new or changing employer needs are discussed and addressed through the workforce center system or through the training providers. Even with the impact of the pandemic on the economy, the BSU was able to serve 480 employers last year.

The BSU team members attend virtual chamber of commerce meetings to learn first-hand the needs and issues of businesses. BSU staff attend various chamber functions and participate in community events to learn more of the needs of employers and to share information about how Workforce Services can assist them.

## **Part 3. Core Programs**

### **A. Workforce Development System**

**Boards must include a description of the workforce development system in the local area that identifies:**

- 1. the programs that are included in the system; and**
- 2. how the Board will work with the entities facilitate core programs and other workforce development programs, to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, that support the strategy identified in the State Plan under WIOA §102(b)(1)E).**

### **Board Response**

1. The workforce center system in the Permian Basin consists of a comprehensive office in Odessa and four affiliate offices in Midland, Big Spring, Fort Stockton, and Pecos. Programs that may be accessed at each of these locations are listed below.

- Workforce Innovation and Opportunity Act (WIOA) provides customers with access to job search assistance, occupational skills training, assessment and testing, case management, work experience, support services to encourage participations, placement services and follow up to ensure continued success in the placement. Employers may place job orders through WorkInTexas.com or by contacting the individual centers. Included in WIOA are youth programs that assist at-risk in-school and out-of-school youth with programs to encourage them to stay in school, return to school, and acquire work maturity skills to enhance their ability to become employed through work internships or work experience within the public and private sectors. WIOA youth participants have access to career pathways and information about occupations that can lead to self-sufficiency. Participants learn occupational skills and earn industry recognized certification.
- Temporary Assistance to Needy Families (TANF)/Choices provides TANF recipients with access to job search assistance, basic skills remediation, occupational skills training, work experience, support services and job placement.
- Supplemental Nutrition Assistance Program (SNAP) Employment and Training program assists SNAP recipients with job search, job seeking skills, and referral to services to address barriers to employment and job placement.
- Child Care Services supports families working and/or in training by subsidizing their child care payments to the providers. Early childhood education programs within the child care facilities engage and promote early learning of the children, preparing them for school.

The chart below lists the workforce services available to customer groups through the Workforce Solutions system and programs.

ACTIVITY OR SERVICE	UNIVERSAL POPULATION	JOB-SEEKER	EMPLOYER
Outreach	X	X	X
Information and orientation to services	X	X	X
Access to job listings, on-site and on-line	X	X	
Information on required job skills	X	X	X
Information on educational opportunities and skills training	X	X	X
Information on program/center performance	X	X	X
Information on a variety of employment issues			X
Labor market information	X	X	X
Assistance in accessing resources for business support and training			X
Assistance accessing financial aid for education/training	X	X	X
Information on child care and other available support services	X	X	X
Information on unemployment insurance and/or assistance with filing appeals	X	X	X
Information on tax incentives and credits	X	X	X
Access to copiers, fax machines, telephones and other resources	X	X	
Use of workforce facilities for interviewing and/or employee training			X
Registration for services	X	X	
Intake/eligibility determination	X	X	
Initial or basic assessment of skills, aptitude, and interests	X	X	
Comprehensive assessment of skills, aptitude and interests	X	X	
Assessment of need and/or provision of Support Services on-site and by referral	X	X	X
Development of individual employment plan		X	
Career exploration and counseling	X	X	
Employment planning workshops		X	
Job search assistance	X	X	
Job development		X	X
Job matching/placement	X	X	X
Posting of job openings			X
Referral to jobs/employers	X	X	
Screening of applicants			X
Job readiness and job search workshops	X	X	X
Integrated Case management		X	
Post-employment services		X	X
On-the-job training		X	X
Customized training		X	X
Individual training accounts		X	
Referral to Adult Education and Literacy programs	X	X	X
Referral to TWC Vocational Rehabilitation services	X	X	
Crisis counseling, financial workshops and assistance with lay-offs			X

2. The workforce development system in the Permian Basin region consists of the key partnerships of publicly funded workforce centers, employers, and the education community: Midland College, Odessa College, Howard College, UT Permian Basin, and the largest ISDs.

The Board is comprised of representatives of area businesses, partner agencies, education entities, labor, and adult education representatives. The Board provides planning and oversight of workforce programs and the operation of the workforce center system. The Board serves as a forum for partners to meet and discuss critical workforce, education and training issues, determine the needs of employers for a skilled productive workforce and ensure that job seekers have access to opportunities for training and job placement.

Services are provided through a region-wide workforce center system providing ready access to all services and programs funded through the Texas Workforce Commission. Partner agencies have representatives within the workforce centers or are easily reached by phone or email to assist in coordinating services to our mutual customers. The Board oversees the operation of the workforce center system by selecting a workforce center system contractor to directly staff the workforce centers and operate the programs available to customers. The workforce center operator is selected through a competitive procurement process.

The Permian Basin Workforce Development Board supports the State Agencies plan to coordinate workforce development services through the Combined State Plan. This Combined Plan is the strategic direction provided to workforce development state agencies to address education and workforce development challenges in the State. Those agencies are the Texas Education Agency, The Higher Education Coordinating Board, the Texas Workforce Commission, the Texas Veterans Commission, and the Texas Department of Criminal Justice. The Combined State Plan directs each of these agencies to adopt the goals, objectives, and strategies pertinent to each Agency and system. The Board is subject to the strategies and objectives for the Texas Workforce Commission.

The Board supports the Combined State Plan through the adoption of its goals, by the coordination and collaboration evident in working with its partners and in the provision of services through the workforce center system in the Permian Basin region. The table below presents the goals of the Combined State Plan, the TWC strategy and the specific objective(s) for each goal.

Combined State Plan Goal	Permian Basin Workforce Development Board Action
<p>1. <u>Goal: Focus on Employers.</u>            System Objective: Use third-party industry-based certifications where relevant as an education or training outcome to connect graduate competencies to job skill requirements.</p>	<ul style="list-style-type: none"> <li>• Expand the number of apprentices in underserved populations</li> <li>• Provide training toward industry-based certifications to expand the number of work-ready individuals in high demand occupations.</li> </ul>

	<ul style="list-style-type: none"> <li>• Motivate our youth to select definite career paths after high school graduation and teach them transferable job skills needed to progress through the career pipeline.</li> <li>• Increase the number of employers who participate in work-based learning programs.</li> </ul>
<p>2. <u>Goal: Engage in Partnerships.</u> System Objective: Expand partnerships with system partners and stakeholders to promote collaboration, joint planning, and enhanced participant outcomes</p>	<ul style="list-style-type: none"> <li>• Improve rehabilitation employment outcomes by establishing additional partnerships with secondary and postsecondary entities and employers.</li> <li>• Create greater access and effective services by promoting collaboration and regional planning.</li> <li>• Increase access to, referral between, and outcomes of adult education programs and services.</li> <li>• Create partnerships with local businesses, community-based organizations, elected officials, local educators, and community residents that effectively communicate and problem-solve for the unique needs of the Permian Basin workforce. These partnerships not only foster community participation in the workforce development process, but also provide an effective platform for attracting new industries, improving current businesses, and addressing workforce deficiencies.</li> <li>• Utilize our community partnerships to implement smart solutions and generate results that continuously upgrade the quality of life in the Permian Basin. Streamline community resources to prevent duplication of programs. Eliminate barriers that prevent entry-level and incumbent workers from progressing into higher skilled jobs and sponsor business creation and expansion.</li> </ul>
<p>3. <u>Goal: Align System Elements.</u> System Objective: Improve and enhance services, programs, and policies to facilitate effective and efficient transitions.</p>	<ul style="list-style-type: none"> <li>• Enhance transition services for students and youth with disabilities to competitive integrated employment or to postsecondary education and training followed by competitive integrated employment.</li> </ul>

<p>4. <u>Goal: Improve and Integrate Programs.</u> System Objective: Employ enhanced or alternative program and service delivery methods.</p>	<ul style="list-style-type: none"> <li>• Identify and implement new, relevant technology and service delivery options to expand program and service outcomes.</li> <li>• Increase competitive integrated employment outcomes by increasing awareness of vocational rehabilitation services and better serving underserved populations.</li> <li>• Enhance quality of and increase access to quality child care to support parents in obtaining and retaining employment.</li> </ul>
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**B. Core Programs – Expand Access, Facilitate Development and Improve Access**

**Boards must include a description of how the Board will work with entities carrying out core programs to:**

- **expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;**
- **facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, including specific career pathways occupations currently on its Target Occupation lists, and career pathways occupations that the Board is planning to develop; and**
- **improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable and stackable).**

**Boards must include a description of the Board’s plan for working with at least one of the Governor’s industry clusters.**

**Board Response**

The Permian Basin places strong emphasis on the Priority of Services to Veterans, Foster Youth and other low-income adults. We will work closely with our required partners to co-enroll as many of our customers who are eligible for services. Currently, the Permian Basin requires all WIOA customers to utilize their Pell grants first (if eligible for Pell) and WIOA dollars are used for supportive services. We also have an excellent working partnership with our Community Colleges in arranging scholarships for CTE programs.

Career pathways are designed to guide customers from their first employment onward to becoming self-sufficient, hopefully in an occupation that allows opportunity for increased income and responsibilities. This approach is embodied in the career pathways directive included in WIOA. The linchpin to success in this approach is skills acquisition, whether by “learning by doing” work experience or on-the-job training, occupational skills training, or a combination of mentoring/job shadowing. Without skills attainment, the customer will bounce from one low paying job to the next with no improvement and no hope for a better life. The

Board's approach to services is to ensure that every customer is assisted to learn what it takes to be successful, by addressing barriers and providing access to skills acquisition. For youth, the Board intends to work more diligently to transition in-school and out of school youth to employment or higher education through the gradual acquisition of competencies, giving the customer skills for success and growing confidence in their ability to succeed. A key ingredient to this approach is to ensure that customers know what it takes to be successful, to obtain a job paying a living wage. Skill requirements for each target occupation in the region are made available to all customers so they know what needs to be done to meet those requirements.

The shortage of a current workforce, the aging out of our workforce, and the reluctance of individuals to move permanently to the Permian Basin continues to drive the need for the region to "grow our own" workforce. Each of these factors propelled the Board and its partners to seek ways to encourage our youth to consider all career pathways, not just attending a four-year university. The marketing of dual credits and collaboration with community colleges and ISDs serves to encourage our youth to participate in career/technology dual credit courses makes them job ready upon graduation. Moving directly into employment directly addresses our employer's needs and the needs of our community.

PBWDB has reached out to ISDs and charter schools to encourage them to educate their students on the multiple career pathways available to them. Although the Permian Basin has many rural communities, we expect to see an increase in the enrollment in the career/technology dual credit programs in all our community colleges.

The target occupation list presented in this plan, along with the economic analysis narrative highlight the Board's emphasis on two of the Governor's Industry Clusters Petroleum Refining and Chemical Products, and Energy. Both industries are major employers in the region and are well represented on the Board.

#### **Part 4. One-Stop Service Delivery**

**Boards must include a description of the one-stop delivery system in the workforce area, including explanations of the following.**

- **How the Board will ensure continuous improvement of eligible providers and how providers will meet the employment needs of employers, workers, and job seekers.**
- **How the board will facilitate access to services, including referrals to VR services and access to remote areas. Compliance with accessibility of facilities. For example, individuals with disabilities.**
- **How entities with the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA §188 (related to Non-Discrimination), if applicable, and with applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, program and services, technology, and materials for individuals with disabilities, including staff training and support and addressing the needs of individuals who have disabilities.**

## **Board Response**

### **How the Board will ensure continuous improvement of eligible providers. How providers will meet the employment needs of employers, workers, and job seekers**

PBWDB reviews the WDA's targeted occupation list at least annually. The review includes discussions about whether the occupations and the resulting training of job seekers and workers continue to meet employers' needs. Members from the business community and post-secondary institutions sit on the Board, allowing for open communication about the effectiveness of the trainings and needs for improvement. The community colleges have active advisory committees, which include employers, who provide feedback on the skills/knowledge of the employees they hire from the training programs. The Board's workforce contractor maintains a working relationship with each provider, offering opportunities to share information/feedback to the provider about the effectiveness of the training programs for the employer and job seeker/worker. Each of the above assists the Board in ensuring the continuous improvement of the eligible providers.

### **How the Board will facilitate access to services, including referrals to VR services and access to remote areas. Compliance with accessibility of facilities, for example, for individuals with disabilities.**

TWC established minimum office accessibility standards for each Board to assist individuals with disabilities to access workforce solutions services. PBWDB identified and purchased the equipment/software needed to meet the minimum standards. Each of Workforce Solutions office meet the following requirements, allowing accessibility to individuals in all the centers.

- For every twenty (20) workstations available to the public, one (1) workstation will be required to meet the minimum standards and dedicated for use by those with a disability. Offices with less than twenty workstations will need to have one workstation that meets the minimum standards.
- For software solutions, the recommendation is that the software be no more than two (2) versions prior to the current release version.
- These standards apply to workstations in resource rooms, as well as workstations in computer labs/classrooms.

VR staff are co-located in two of our rural offices, Ft Stockton and Big Spring, thus allowing for easy referral from the Workforce staff to the VR staff. Plans are in place now to co-locate staff in the Odessa and Midland offices in 2021. Systems have been established to refer individuals to VR services.

### **How entities with the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA §188 (related to Non-Discrimination), if applicable, and with applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, program and services, technology, and materials for individuals with disabilities, including staff training and support and addressing the needs of individuals who have disabilities.**

PBWDB physically reviews each of its office locations annually to determine compliance with the ADA and reviews each office to ensure compliance with WIOA §188. Board staff provide training to workforce staff on how to use the equipment and software available in the centers

for individuals with disabilities. Training is also provided to staff on how to handle discrimination complaints and how to offer reasonable accommodations to individuals with such needs.

**Roles and resource contributions of the one-stop partners.**

The general role of each partner in the workforce development system is to coordinate services among agencies to improve the efficiency and effectiveness of services to our mutual customers. Currently the one-stop partners (AEL, TVC, and SECP) do not financially contribute toward the operational costs of the centers because the cost is de minimis. Some partner agencies are located in workforce center offices allowing for direct referral of customers. Other partners are accessed through a formal referral process of customers in need of services. Partner agencies meet periodically to assess the effectiveness of each partnership and explore ways to improve service delivery and access to resources. Partner agencies look for ways to share strategies and coordinate customer orientations in a manner that supports all the partners and their efforts to provide services to mutual customers.

## **B. Cooperative Agreements**

See Attachment A for copies of Cooperative Agreements.

## **C. Employer Engagement, Economic Development, and Unemployment Insurance Program Coordination.**

**Boards must include a description of the strategies and services that will be used in the local area:**

- **Facilitate engagement of employers in the workforce development programs, including small employers and employers in in-demand industry sectors, in-demand occupations and target occupations.**

The Board coordinates its service strategies with the Chambers of Commerce and economic development entities in the region. Both the Chambers of Commerce and the Board serve as prime contributors to business development for the Permian Basin and act to diversify the region's economy by expanding business growth opportunities and workforce development. The Economic Development sectors of the Chambers are the primary contact for prospective businesses. Economic Development assists the Board by providing access to regional employers and employers considering locating to the region. The Board assists with economic development by providing funds for workforce training and business services.

One of the highlights that make the Permian Basin engagement of employers successful is our ability to attract the key industry players on our Board. The Board currently have representatives from large Oil/Gas companies like Chevron, Halliburton Energy Services, Occidental Petroleum Corporation and Pioneer Natural Resources on the Board. In addition to service companies like Oncor Electric Delivery, Atmos Energy Cooperation, Saulsbury Industries, and Sivals, Inc. These companies have local presence as well as a state, national, and international footprint. The companies support our local career/technology education programs around the region, and they all have strong internship initiatives in trying to promote "Grow Our Own" workforce. They are also dedicated to supporting training in our demand and targeted occupations and developing Permian Basin young talent through local Career Fairs. The Chevron USA partnership not only includes our local Board, but they have successfully completed multiple Skills Development Grants from the Texas Workforce Commission with our local post-secondary training institution.

- **Support a local workforce development system that meets the needs of businesses in the local area.**

In an effort to meet the needs of industry locally, the Board has strategically placed Workforce Solution offices in five locations in our seventeen-county region. Within our offices we provide comprehensive recruitment services, LMI and specialized testing to assist employers. Staff develop employer-based training opportunities for programs based on the Board's targeted occupational list. During the course of a program year, the Workforce Solutions offices host several job fairs for all industry sectors and host

targeted events for specialized industry groups on a smaller scale. As services open again, Workforce Solutions will host in-person the job fairs. Since our region clearly does not have a steady supply of skilled workers, we have an on-going partnership with our surrounding Workforce Boards.

- **Better coordinate workforce development programs and economic development**  
The Permian Basin Workforce Board and Workforce Solutions engage the region’s economic development (EDC) partners in Job Fairs for Veterans and training to “Grow our Own” local pipeline of workers. During new industry recruitment, the EDC’s allow Workforce to participate in the process, providing prospective businesses with information on skills programs, the supply of qualified applicants and the potential for training strategies to fit their business needs. The Board and the economic development community have worked together in organizing several Skills Development Grant meetings, promoting training and retaining local talent.

The Board Executive Director and workforce center system management are key players in the development of the workforce supply side of the overall economic development strategy for the region.

- **Strengthen linkages between the one-stop delivery system and unemployment insurance programs**

**Note: This may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, use of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives must support the strategy described above.**

Unemployment insurance benefits are accessed through the Texas Workforce Commission. Requirements for receipt of benefits include work search. The Workforce Solutions contractor provides UI recipients, specifically targeting Reemployment Services and Eligibility Assessment (RSEA) claimants, with assistance aimed at moving the individual back into employment, using the resources and tools available in the Workforce Solutions offices. As a direct result of the COVID-19 pandemic, virtual services were provided to individuals calling seeking assistance with connecting with TWC to file UI claims or to seek help with other questions/problems they had encountered. If possible, the local workforce staff provided what help they could or transferred the caller to the UI call centers. Information was shared with claimants about enrolling in short term training to improve their employability or occupational skills training if they need a different skill set for a new occupation.

#### **D. Coordination of Wagner-Peyser Services**

**A description of plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the one-stop delivery system.**

- Maximize coordination

- Improving service delivery
- Avoiding duplication

### **Board Response**

Wagner-Peyser employment services are operated through the workforce center system. TWC Employment Service staff are supervised by the workforce center management. Employment service activities are thus coordinated on a day-to-day basis. This approach is mandated by Texas statute and TWC.

Currently the Permian Basin Workforce Solution offices have eight (8) Wagner-Peyser staff that have the responsibility of coordinating Employment Services for the region. These individuals are located with all of the other core programs within the offices. The Permian Basin operates a completely integrated system that allow our customers to experience flexibility and a user-friendly approach.

### **E. Integrated, Technology-Enabled Intake and Case Management**

**Boards must include a description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.**

### **Board Response**

The Workforce Solutions system uses the Texas Workforce Commission's TWIST program as an integrated technology enabled intake and case management system. Participant information is securely stored in a manner that can be retrieved by authorized personnel. Case notes can be written and recalled as needed. Customer program activity is tracked from start to finish. Assessment information and service plans area stored and readily available for review or update.

The Board currently use Laserfiche for the Board's fiscal operations. The workforce center system contractor uses Workflow paperless system for child care. All documents are generated and saved, along with support documentation on the Workflow system. The child care customers use Adobe forms to electronically provide eligibility information. The Workforce Solutions contractor is also implementing the use of QR (Quick Response) codes for child care and WIOA. The QR code allows the individual to complete an initial assessment which will go to the appropriate staff. Staff will contact the individual and begin the eligibility process.

Beginning April 2021, all workforce programs and child care services will begin converting to a paperless system using Laserfiche. The goal is to have all programs in Laserfiche by the end of the year.

## **Part 5: Workforce Investment Activities**

### **A. Economic Development and Entrepreneurial/Microenterprise Activities.**

**Boards must include an explanation of how the Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Board will promote entrepreneurial-skills training and microenterprise services.**

#### **Board Response**

The Board and its workforce solutions contractor have a history of working with partner entities to promote the economic development of the Permian Basin. Whenever new companies are being recruited a representative of the Board is at the meetings discussing what workforce development services can do for the company. Economic development partners are kept informed of the developments in the workforce center system and the ways the workforce centers can help strengthen employers' economic competitiveness. The Board will work with our local community colleges, Howard, Midland, and Odessa Colleges, and the University of the Permian Basin's small business administration office to refer customers to take advantage of the existing entrepreneurial programs as well as develop approaches to encourage microenterprise services.

#### **B. Rapid Response Activity Coordination**

**Boards must include a description of how the Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities described in WIOA §134(a)(2)(A).**

#### **Board Response**

The Permian Basin Workforce Development Board Business Service staff along with the Workforce Solutions Offices will work together with statewide rapid response efforts in addressing the rapid response activities in the region. Staff will take a pro-active approach to planning the activities for the companies before any layoffs occur. We will adhere to all of the required activities under WIOA 134(a)(2) which include on-site contacts, Layoff Aversions, information sharing workforce programs and complete one services. When a layoff does occur, the local rapid response team will conduct visits on-site to identify the number of employees that are affected and assess their needs. On-site orientation to program services is provided discussing re-employment, re-training, psychological and financial counseling, job search assistance. Customers will be assessed for their education levels, work experience and barriers to employment. Brochures and handouts with service information are provided at the first meeting with customers. Customers who can be readily re-employed will be assisted with job placement. Customers in need of retraining will be provided access to occupational skills training and services under the Trade Adjustment Act if applicable.

Rapid Response events give the Board the opportunity to explain workforce investment activities and services and provide an opportunity to outreach/educate potential customers. The Rapid Response process includes:

- Unemployment benefits and workforce services are explained at the initial rapid response event.

- If access is available workforce center staff provide guidance for registration for Unemployment Insurance at the event and assist in registration in WorkinTexas (WIT), developing a resume and other services in WIT.
- If access to employees is not available at the rapid response event, workers are invited to the Workforce Solutions offices for assistance in registering in WIT, developing a resume and using WIT successfully.
- Following registration in WIT staff explain all of the services available and encourage contacting and working with workforce center staff in the Workforce Solutions offices for personalized service.
- Staff also explain and advise of other community resources available to them.
- The orientation at rapid response events also includes explanation of the RRES and REA programs and the follow-up assistance customers can expect through those programs, making it clear staff are there to help them through the re-employment process.
- Individuals at Rapid Response events are provided WIOA information, referred to Workforce Solutions offices for personalized case management and receive follow up calls or letters to make sure they are aware of activities including assessments, skills classes, assisted job search, resume development and training opportunities.

All job seekers are provided with the opportunity for follow up and individualized service as needed, those in need of additional assistance will be provided with RRES and REA services as needed.

### **C. Youth Activities and Services**

**Boards must include a description and assessment of the type and availability of workforce investment activities for youth in the local area, including activities for youth who have disabilities. This description must include an identification of successful models of such activities.**

#### **Board Response**

The workforce center system contractor works with the Adult Education and Literacy service providers, the area independent school districts and community-based organizations to provide access to the required WIOA youth program elements.

The workforce center system contractor has reached out to local criminal justice system, foster care programs, and Communities in Schools to provide information about workforce programs and the support workforce can offer to the youth in these programs, including work opportunities. Information is also provided on career and technical training in high demand occupations. Services provided to youth include:

- **Tutoring, study skills, instruction and drop-out prevention**  
This element is addressed by outreach and collaboration with school counselors of the Independent School Districts, charter schools, and other educational institutions to assist in identifying customers with barriers that may be eligible for Workforce Services.

- **Alternative secondary school services, drop out recovery**  
 The Board and workforce center system staff work with area Independent School Districts to help identify at-risk youth and direct them to services through the workforce center system, through the ISDs or through referral to community-based organizations service youth.
- **Work Experience with an academic or occupational educational component**  
 In effort to provide the customer with an effective career pathway, Workforce Solutions aims work experience to targeted local demand occupations coupled with an associated educational component. Work experience may deviate from the educational track if alternate barriers are being address (e.g., soft skills, etc.)
- **Occupational Skills Training**  
 Customers may engage in occupational skills trainings which are aligned to the local demand occupation list and result in a recognized post-secondary credential. The local Colleges offer occupational training examination preparation and assist with job placement once the customer has obtained the credential.
- **Education offered concurrently with and in the same context as workforce preparation activities and training for specific occupation or occupational cluster**  
 As career pathways are developed, educational training is considered when offering work experience providing the customer with hands on experience relative to their training.
- **Leadership development opportunities**  
 The Workforce Development Board hosts an annual youth career event providing knowledge of local workforce opportunities, educational requirements and wage-earning potential. Workforce Solutions Permian Basin conducts a summer initiative to enhance youth leadership skills, strengthen soft skills and assist with preparation for secondary education and workforce engagement. These activities are contingent upon available monetary resources. Additional activities include: Youth Leadership Program held by the local Chamber of Commerce and special youth events geared to leadership and motivation that frame preparation for a successful future.
- **Support services**  
 Community resources are utilized for all supportive service requests. If the service requested is not externally available or all community resource have been exhausted, Workforce Solutions will access the need for consideration though local supportive services.
- **Adult Mentoring**  
 The workforce center contractor is not offering any formal adult mentoring services. Case managers provide limited support. Mentor services are accessed through referrals to partner agencies who specialize in mentoring. Referrals are provided to community resources as needed.

- **Follow up services**  
 Required follow-up services are offered to all youth for a minimum of twelve months inclusive of monthly contact offering assistance in job advancement, support services and identifying any significant changes that could hinder the customer’s stability, progress, and success.
- **Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling**  
 If necessary, referrals are made to community partners within contractual guidelines.
- **Financial literacy education**  
 The Board’s workforce center contractor is working with a local bank to provide in-person financial literacy classes to all customers. Classes are offered in Odessa and Midland. Since COVID, classes have been offered virtually.
- **Entrepreneurial skills training**  
 Referrals are made to the Small Business Administration which is hosted by the University of Texas Permian Basin Small Business Development Center. The Center assists individuals with resources to help start their own business or to grow a current business. Classes are offered on-line and in person.
- **Service that provides labor market and employment information about in-demand industry sector**  
 The Texas Workforce Commission’s Labor Market Information services are used to provide labor market information concerning occupations in demand and the potential job openings in the region.
- **Activities that help youth prepare for and transition to post-secondary education and training**  
 In effort to ensure the youth are prepared for post- secondary education/training, Workforce Solutions has a presence at local “College Day” events and coordinates with local Colleges and Universities to recruit youth into programs that will lead to a career and self-sufficient employment.

During case management sessions with youth customers, the case manager encourages individuals to continue their education after high school graduation. Youth are provided with career exploration information that helps them to identify potential careers and career pathways to their chosen employment goal.
- **Summer Earn and Learn (SEAL) Program**  
 The Board contracts with TWC to provide the SEAL program to disabled youth. The youth are placed in work experience for five to eight weeks during the summer in a site that reflects their interests and abilities, guided by the parents and a Vocational Rehabilitation counselor. The students also receive work readiness training. In 2019 the program served 50 students.

## **D. Coordination with Secondary and Postsecondary Education Programs**

### **Board Response**

The Permian Basin Workforce Development Board clearly understands to Grow Our Own workforce, we must continue to invest in Career and Technical programs. For the past seven years, the Board, Community Colleges, and the secondary educational partners have been engaged in a strong effort to expand our CTE programs. Along with the CTE programs, the Permian Basin has a strong partnership with our three Community Colleges training in the Board's targeted occupations.

The Board and its contractor work with secondary and post-secondary institutions in their efforts to address at-risk youth and provide drop out recovery efforts to encourage youth to remain in school or return to school or other post-secondary training.

The Permian Basin Workforce Board and its Contractor have been coordinating with the Career and Technology programs with the largest ISDs to develop labor market tools for career pathways. The Board, in collaboration with ISDs and employers, host Pathways to Success Youth Career Expos. The Expo provides the students from the Permian Basin and from other surrounding counties an opportunity to interact with leading employers in the region about careers within their industries. The Expo offers a hands-on experience to the Permian Basin youth. PBWDB created videos of the last Expo which were distributed to schools to share with their students during career days and other events.

## **E. Child Care and Early Learning**

**Each Board must include a description of how the Board is strategically managing child care and early learning within its workforce system to enhance school readiness and strengthen and support the child care industry.**

### **Board Response**

The Permian Basin experienced a shortage of child care providers for all families during the "boom" of the oil/gas industry. The shortage affected all employees in all industry sectors. To address this issue, several major oil/gas companies joined together to bring a corporate child care provider to the area. They joined together to offer this benefit to the employees who were already located in the Permian Basin and as a recruitment tool new employees and for current employees transferring to the area.

This strategy helped by increasing the availability for all families. However, COVID countered this action and negatively impacted the supply of child care providers. To date 13 have closed permanently across the region. Several providers have had to reduce their capacity due to CC Regulatory requirements, to reduce the exposure of the children to COVID, or due to staffing issues. Two of PBWDB members who work in the oil/gas sector contacted the Board about increasing the availability of child care. The coalition of oil/gas companies created during the most recent boom, Permian Strategic Partnerships, is trying to address infrastructure,

education, workforce development, including child care services. Their concern is the lack of child care now, but the Board's concern is that once the economy fully reopens, there will not be a sufficient supply of child care providers.

The Board intends to work with employers, economic development entities and industry leaders to increase the awareness of the importance of child care and early childhood development as a support mechanism for workforce and economic development. The Board promotes the Texas Rising Star (TRS) program to improve early childhood development and school readiness.

The Board promotes the effectiveness of the child care industry by promoting and providing opportunities for provider professional growth, training for staff development, and resources to improve facilities and equipment in the child care centers participating in the Board's child care subsidy program.

The Board shares information on the number of child care providers with local Economic Development Corporations and on the need for more for child care providers, especially to support industry and the economy. The Board provides information about COVID resources available to assist small businesses, with the Economic Development Corporations and the child care providers. The Board works with industry leaders on child care needs in the community, especially to share information about the availability of care for the current workforce. Members of the Permian Basin Board represent major corporations and economic development. Information is shared with these members about the value of early learning, especially through the TRS program, and how early learning impacts future learning as the children enter school.

The Board is a member of several community partnerships designed to improve/support school readiness. Those partnerships are Permian Basin Early Childhood Coalition, Educate Midland, Basin PBS, and the Early Learning Summit. These partnerships offer an opportunity to strengthen the TRS program by informing the partners of the purpose and benefits of the TRS program. The partnership with Basin PBS enhances parent education by sharing information about what quality child care entails and the benefits to the children. These partnerships add another layer of support to the current providers and educates new providers on the benefits of quality child care.

In addition, PBWDB is participating with local area foundations that are developing strategies to assist/address the financial needs of the child care industry. Those foundations include the Abell-Hanger Foundation, the Scharbauer Foundation, the Henry Foundation, and the Permian Basin Area Foundation.

PBWDB supports the child care community through various Quality initiatives. Those initiatives provide opportunities for professional growth through local child care conferences, TRS mentoring, PDS Verification Visits, and Midland College PK-3 initiative. Funds are available for child care teachers interested in pursuing a CDA or an associate degree in early childhood education.

A core component of the future economy of the Permian Basin is an educated and skilled workforce, the foundation of which is early childhood education programs that promotes school readiness for all children regardless of economic status. To that end, PBWDB is committed to:

- develop and support partnerships that promotes quality child care programs,
- offer opportunities for professional development for child care teachers and directors, and
- support the child care industry by working with employers and economic development groups to bring awareness of the need for this industry as an important support for employees and for business' future growth by having an educated, skilled workforce.

#### **F. Transportation and Other Support Services**

**A description of how the Board will provide transportation, including public transportation, and other appropriate support services in the local area in coordination with WIOA Title I workforce investment activities.**

##### **Board Response**

Municipal bus service is provided by EZ Rider in Midland and Odessa. Both centers are located on an EZ Rider bus route in order offer customers easy access to those offices. For service in the rural counties the Board works with West Texas Opportunities to provide passenger transportation services to the public (known as TRAX). TRAX also provides services to the elderly and individuals with disabilities.

All core programs that are within the Workforce Solutions offices offer appropriate supportive services to eligible customers. These services include but not limited to gas cards, mileage reimbursement, child care, utilities, and rental assistance. Transportation assistance may include repair of vehicle, assistance with car insurance, and one or two car payments as the need is documented to allow a customer to continue in training or employment on an emergency basis.

#### **G. Coordination of Adult Education and Literacy (AEL)**

**Boards must include a description of how the Board will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the Board will carry out the review of local applications submitted under Title II consistent with WIOA §§107(d)(11)(A) and (B)(i) and WIOA §232.**

##### **Board Response**

The Board's Workforce Solutions contractor has given access to the company's ResCare Academy to each community college. The program offers tutorials for GED and certificates for such occupations as food handlers.

Two workforce offices are located at two community colleges which are AEL contract providers with TWC.

- The Howard College AEL office and the Board's Workforce Solutions office are in the same building making for easy access to AEL students to seek workforce services and for students to register in WIT. Employers visiting workforce office often come to AEL classes sharing about their employment requirements and opportunities.
- The Midland Workforce Solutions office is also located in the same building as the Midland College AEL program, offering easy access to the AEL students seeking workforce services. The workforce contractor has assigned a staff person to coordinate services between it and the AEL program.

These strategies have been identified to improve access to AEL programs and services.

- Strengthen the referral process between the workforce and AEL programs. Set up a formal process to track participants so both programs can have documentation of program participants or participants served.
- Offer individual one-on-one information in addition to the orientations to AEL students, especially for those are currently unemployed.
- Workforce will identify employers who are willing to speak to the AEL classes.
- Workforce will share notices with AEL contractors when scheduling job fairs so AEL providers can notify customers.
- Workforce will identify employers who hire a large number of individuals who are speak Spanish only so AEL can contact them about a possible English as a Second Language classes onsite.
- Offer orientation to AEL staff about Workforce services.

The goals for continued coordination with AEL programs are:

- Increase the exposure and understanding of each program through marketing information.
- Expand the use of social media to provide information to customers and potential customers.
- Expand the partnership to include AEL components in the rural counties.

## **Part 6: Adult, Dislocated Workers, and Youth Services**

### **A. Adult and Dislocated Worker Employment and Training**

**Boards must include a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the workforce area. Boards must include a description and assessment of the type and availability of adult, dislocated worker and youth employment and training activities in the workforce area. Boards must also include the list of assessment instruments (tools) used for adult, dislocated worker, and youth.**

## **Board Response**

PBWDB provides funds through individual training accounts for training in targeted occupations. Individuals interested in training and eligible for WIOA are encouraged to review the targeted occupations list and the training available from area community colleges and other eligible training providers. The Permian Basin community colleges have a strong working relationship with the Board and with area employers. The colleges focus on the current and future skills needs of employers. Training may extend for up to two years with a financial cap of no more than \$10,000 per year.

The targeted occupation list, which is developed by the Board, is shared with the community colleges and other eligible training providers to ensure training is available to eligible participants in their areas of interest. The list is also used by the community colleges when considering new training programs. Both Board and Contractor staff serve on the community colleges' advisory committees and community college representatives serve as PBWDB Board members.

Additional training opportunities for adults and dislocated workers include adult basic education and GED programs, literacy programs, and English as a Second Language training for those who have low levels of English fluency. Workshops on job skills development, job search, basic financial management skills, and other topics are provided as needs are identified. These may be conducted at the workforce centers or on request at an on-site location, such as at the Constellation Ranch, which is a low-income housing apartment complex in Midland.

PBWDB's workforce contractor offers certificate classes through its company's online training programs. These are generally skills specific, not occupation specific training courses. The courses are intended to provide job seekers, who have completed the assessment process or who have self-identified skills gaps, with the skills they need to be more employable.

Short-term courses are available through Howard College, Odessa College and Midland College that lead to industry recognized certifications that can result in at least entry level employability in occupations posted in WIT. These include very short-term courses such as Food Handler Certification, OSHA Safety Certifications, and Hospitality Training. Other longer-term courses include Basic Electrical, Clerical and Business Skills, and Basic Welding.

Previous downturns in the oil and gas industry resulted in an increase need for Dislocated Worker training. PBWDB, with other Workforce Boards, received national dislocated worker grant funding to train dislocated workers from this industry.

The Permian Basin Workforce Development Board utilizes our current Workforce Solutions office structure, and our community college partners to outreach and identify eligible adults and dislocated workers. The five Workforce Solutions offices strategically located in our 17-county region gives the Board the opportunity to recruit adults and dislocated worker applicants from the entire region. This offers a face-to-face opportunity for our Workforce Solutions staff to interact with the target population. As the staff talk with the dislocated workers through the UI/RESEA orientation classes or through individual discussions, the long-

term benefits of the training are shared with the affected customers. In addition, the staff make personal contact with those dislocated workers who are close to exhausting their UI benefits to discuss their training opportunities. Including the Texas Veterans Commission staff is another component in our outreach process to ensure the Veterans served by TVC are aware of the opportunities this grant will provide the dislocated Veteran worker.

#### **B. Priority to Recipients of Public Assistance and Low-Income Individuals**

**Boards must include the Board policy to ensure that priority for adult individualized career services and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, consistent with WIOA §134(c)(3)(E) and §680.600 of the Final Regulations, as well as veterans and foster youth, according to the priority order outlined in the WIOA Guidelines for Adults, Dislocated Workers, and Youth. Boards must also include a list of any Board-established priority groups, if any.**

#### **Board Response**

The Board's priority of service policy states: Services will be targeted and provided to:

1. Veterans
2. Eligible foster youth
3. Recipients of public assistance
4. Low income individuals
5. Other individuals meeting WIOA adult eligibility requirements, especially individuals that are basic skills deficient.

### **Part 7: Fiscal Agent, Grants and Contracts**

#### **A. Fiscal Agent**

**Boards must include identification of the entity responsible for the disbursement of grant funds described in WIOA §107(d)(12)(B)(i)(III), as determined by the CEOs or the governor under WIOA §107(d)(12)(B)(i).**

#### **Board Response**

Permian Basin's Chief Elected Officials designated the Permian Basin Workforce Development Board as the grant recipient and fiscal entity for this workforce area and as such the Board is responsible for disbursement of grant funds.

#### **B. Sub-Grants and Contracts**

**Boards must include a description of the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.**

#### **Board Response**

PBWDB uses a competitive procurement process to select contractors for the WIOA funded workforce center system activities and child care services. The Board releases a request for

proposal for the operation of the Workforce Solutions system and child care services in the Permian Basin WDA. The RFP contains the requirements and restrictions concerning contracting and operation of the programs as well as the scoring criteria and timeline for the procurement. The RFP details the submission requirements and narrative and budget instructions. The Board maintains a bidders list of entities which might be interested in submitting a proposal. A notice of the availability of the procurement is posted in local newspapers, the Board's web page and sent to entities on the bidders list. A bidders' conference is held either on-site or virtually to discuss the RFP elements and answer questions. A question/answer document is posted after the bidders' conference and emailed to entities on the bidders list. Proposals are due at the assigned due date and time. Late proposals are not accepted.

Proposals received are submitted to an independent evaluation team for evaluation using a standardized scoring instrument based on the RFP scoring criteria and instructions. The independent evaluation team submits its report to the Board detailing the evaluation score and strengths and weaknesses of each proposal. The Board reviews the evaluation report and acts on a staff recommendation to select a proposer for contract negotiations. If negotiations are successful a contract is signed.

Proposers are notified of the action taken by the Board. Proposers may elect to receive a debriefing on the evaluation of their proposal. Entities wishing to appeal the decision may follow the Board's appeal process within the designated time period as stated in the RFP.

## **Part 8: Performance**

### **A. Board Performance Targets**

**Boards must include a description of the local levels of performance negotiated with TWC and the CEOs consistent with WIOA §116(c), to be used to measure the performance of the local area and to be used by the Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one-stop delivery system in the local area.**

### **Board Response**

TWC negotiates WIOA performance measure targets with each Board. The current WIOA measures for Adult, Dislocated Worker and Youth are:

- Employed/Enrolled Quarter 2 Post Exit
- Employed/Enrolled Quarter 4 Post Exit
- Credential Rate
- Median Earnings Quarter 2 Post Exit
- Measurable Skills Gains

Other contracted measures include:

- Claimant Reemployment Within 10 Weeks
- Number of Employers Receiving Workforce Assistance
- Choices Full Work Rate
- Average Children Served Per Day

- Employed/Enrolled Quarter 2 Post Exit – All Participants
- Employed/Enrolled Quarter 2 – Quarter 4 Post Exit – All Participants
- Credential Rate – All Participants
- Median Earnings Quarter 2 Post Exit – All Participants

## **Part 9: Training and Services**

### **A. Individual Training Accounts**

**Boards must include a description of how training services outlined in WIOA §134 will be provided through the use of ITAs, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of ITAs under that chapter, and how the Board will ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided.**

#### **Board Response**

PBWDB provides funds through individual training accounts for training in targeted occupations. Individuals interested in training and eligible for WIOA are encouraged to review the targeted occupations list and the training available from providers on the Eligible Training Provider (ETP) list. Our local community colleges have multiple programs on the ETP list. The Board has a strong working relationship with the community colleges and area employers. The colleges focus on the current and future skills needs of employers. Training may extend for up to two years with a financial cap of no more than \$10,000 per year.

The targeted occupation list, which is developed by the Board, is shared with the community colleges to ensure training is available to eligible participants in their areas of interest. The list is also used by the community colleges when considering new training programs. Both Board and Contractor staff serve on the community colleges' advisory committees and community college representatives serve as PBWDB Board members.

Additional training opportunities for adults and dislocated workers include adult basic education and GED programs, literacy programs, and English as a Second Language training for those who have low levels of English fluency.

Workshops on job skills development, job search, basic financial management skills, and other topics are provided as needs are identified. These may be conducted at the workforce centers or on request at an on-site location, such as at the Constellation Ranch, which is a low-income housing apartment complex in Midland.

PBWDB's workforce contractor offers certificate classes through its company's online training programs. These are generally skills specific, not occupation specific training courses. The courses are intended to provide job seekers, who have completed the assessment process or who have self-identified skills gaps, with the skills they need to be more employable.

Short-term courses are available through Howard College, Odessa College and Midland College that lead to industry recognized certifications that lead to at least entry level employability in occupations posted in WIT. These include very short-term courses such as Food Handler Certification, OSHA Safety Certifications, and Hospitality Training. Other longer-term courses include Basic Electrical, Clerical and Business Skills, and Basic Welding.

## **B. ITA Limitations**

**Boards may impose limits on the duration and amount of ITAs. If the state or Board chooses to do so, the limitations must be described in the Board Plan, but must not be implemented in a manner that undermines WIOA's requirement that training services are to be provided in a manner that maximizes customer choice in the selection of an Eligible Training Provider. Exceptions to ITA limitations may be provided for individual cases and must be described in Board policies. Minimum**

### **Board Response**

The Board's individual training account (ITA) maximum amount is \$10,000 per fiscal year per eligible individual.

## **Part 10: Apprenticeship**

### **A. Registered Apprenticeship Programs**

**Boards must include a description of how the Board will encourage Registered Apprenticeship programs in its workforce area to register with the Eligible Training Provider System in order to receive WIOA funding.**

### **Board Response**

The Permian Basin WDB currently has a limited registered Apprenticeship programs because our area has, for several years, had a strong job market. Most of our graduating students are focused on one-year or two-year certificate programs that yield high wages and short training time. To encourage more participation in the Apprenticeship career path, we will begin working with our secondary schools in promoting CTE for Apprenticeships. This would allow students an opportunity to enter their junior year and possibly have a journeyman status in some apprenticeship program after their second year of college. Our primary focus will be on the following areas: Electrical, Plumbing and Construction with some build in Internships with local employers.

### **B. Apprenticeship Texas**

**Boards must include a description of the Board's strategy and commitment to support Apprenticeship Texas efforts across the state, as applicable.**

### **Board Response**

The Board is committed to supporting apprenticeship programs in the Permian Basin. The Board will also work with neighboring WDAs to expand the opportunities for apprenticeship as an added training option in the greater West Texas region.

## **Part 11: Public Comment**

Boards must include a description of the process used by the Board, consistent with WIOA §108(d), 20 CFR §679.550(b) and §679.560(b) and (e), to:

- make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media;
- include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education;
- provide at least a 15-day, but no more than a 30-day period for comment on the plan before its submission to TWC, beginning on the date that the proposed plan is made available, before its submission to TWC; and
- submit any comments that express disagreement with the plan to TWC along with the plan.

### **Board Response**

The plan and the availability to comment on PBWDB's plan was posted on the Board's website. In addition, direct email notifications were sent to each PBWDB Board member, representatives from each community college, members of the Permian Basin Regional Planning Commission Board of Directors (the chief elected officials) and the Planning Commission executive director, economic development contact staff, and the AEL service providers. The following public comments were received:

- Please include firefighters and emergency medical technicians on the target occupation list.
- Please include elementary and secondary school teachers on the target occupation list.
- Would like to see a better connection between education and job training. We have lots of great opportunities for education and job training to work closely together. Let us use them.

## **Appendix: Texas Workforce Investment Council Requirements**

**Demonstrating Alignment with Texas' Strategic Plan for the Workforce System** The four sections below list and describe the four system goals from The Texas Workforce System Strategic Plan FY 2016–FY 2023 (2020 Update) that identify critical, high-priority system issues for the state. For each goal, briefly describe one significant Board strategy or initiative that fulfills the intent of the goal. Also, please include the corresponding page number(s) within your plan that further details the identified strategy or initiative.

### **System Goal 1 and Rationale**

**Focus on Employers** By accessing critical education and labor data sets, employers can better find and plan for skilled workers to meet their needs in both the immediate time frame and the future. Through greater engagement with employers, education and training providers can better design career and technical education content and delivery options that are more aligned with industry needs. Providers can make adjustments in program content to benefit employers and students, as well as address both state and regional economic needs.

**Board response and corresponding plan page number(s):**

Workforce Solutions Permian Basin sees the employer and business community as its primary customer for workforce development services. The Board's specific employer goals are stated in the plan: Employer Service Goals The Board identified the following goals to continuously meet employer needs.

- The Workforce Solutions system must be recognized as a reliable and consistent resource for businesses, based upon positive customer satisfaction and performance excellence, to address and meet their employment needs.
- Access to the Workforce Solutions office services is easily available regardless of the employer's location.
- Dependable high-quality services are delivered by providing a skilled workforce through effective job matching which includes utilizing WorkinTexas.com and other resources. The Board also supports employers through coordinating with the education community.

Board staff and contractor staff serve on ISD and community college advisory committees for career and technology programs. Staff share information/data regarding employer needs which is verified by employers who also serve on these committees.

The PBWDB Board reflects strong representation of major industries in the region. These members represent employers with the highest potential job growth. This gives the Board insight into the needs of employers and the skills they need.

The Board's coordination with employers is discussed in Part 4, Section C of the plan, page 49.

### **System Goal 2 and Rationale**

**Engage in Partnerships Through collaborative and transparent processes, workforce system partners focus on outcomes that improve the employability of all program participants—from across a wide spectrum of capabilities and experiences—to meet employer needs. The leveraging of partnerships to enhance system alignment and outcomes depends on trust, a culture of collaboration both within and external to the workforce system, deep working relationships, and technical capacity to communicate to share needs, data, and information. Partnerships can provide for common planning, intake, and reporting on outcomes, as well as ensuring a “no wrong door” approach to the provision of workforce programs and services.**

### **Board response and corresponding plan page number(s):**

The Board's overarching goal is:

By partnering with the community to find innovative solutions, PBWDB can efficiently deliver quality services to its customers thus paving the way for progress for the Permian Basin Workforce.

The lead goal in its plan reflects the importance of partnerships. This goal emphasizes both developing a quality workforce as well as ensuring performance accountability.

By partnering with the community to find innovative solutions, PBWDB can efficiently deliver quality services to its customers thus paving the way for progress for the

Permian Basin Workforce. These partnerships not only foster community participation in the workforce development process, but also provide an effective platform for attracting new industries, improving current businesses, and addressing workforce deficiencies.

The second goal of the Board concerns Solutions.

Utilize our community partnerships to implement smart solutions and generate results that continuously upgrade the quality of life in the Permian Basin. Streamline community resources to prevent duplication of programs. Eliminate barriers that prevent entry-level and incumbent workers from progressing into higher skilled jobs and sponsor business creation and expansion.

The Board strongly believes in aligning its services with partners – no one agency can stand alone to comprehensively serve its customers/participants.

The Board has partnerships with the following agencies:

- Region 18 Education Service Center
- Howard, Midland, and Odessa Community Colleges
- University of Texas Permian Basin
- Local Economic Development groups
- TWC Vocational Rehabilitation
- Veterans Organizations
- Adult Education and Literacy
- Independent School Districts
- Non-profit community-based organizations and groups
- West Texas Rural Network

The discussion concerning Board partnerships is in Part 5, Sections D and E of the Plan, pages 56-57.

### **System Goal 3 and Rationale**

**Align System Elements By improving transitions, aligning programs, and ensuring portability and transferability, Texas improves access and the ability of all participants to complete programs of study, earn credentials, transition to further education, and gain critical employability skills. Texas employers are better positioned to find and hire the employees they need through an enhanced education and training pipeline.**

#### **Board response and corresponding plan page number(s):**

The Permian Basin Workforce Development Board has a strong history of aligning workforce development efforts with the education community. As noted previously, the Board and its Contractor works with ISDs Career and Technology programs to ensure that employer needs are understood, and that the resultant education/training prepares students to enter into the world of work with a foundation in workforce maturity skills and occupational skill basics.

The Board's goals in the Plan reinforce the focus on system integration/coordination:

- Quality: Consistently deliver quality services to businesses, current workers, and job seekers that ultimately empower the entire Permian Basin community. Implement growth initiatives that supply new and current industries with their distinct, skilled labor demands. Support entry-level and incumbent workers with the tools needed to obtain stable and rewarding employment.
- Progress: Share labor market intelligence with employers to plan for future labor demands. This exchange of qualitative and quantitative data will allow the Board to assist businesses with developing and maintaining a highly skilled labor force. Motivate our youth to select definite career paths after high school graduation and teach them transferable job skills needed to progress through the career pipeline.

PBWDB recognizes to accomplish these goals and to ensure a skilled workforce is available, the Board is responsible for:

- Being accountable for contracted performance measures including those measures into the operations of the workforce center system. Standards are exceeded through the diligent application of the skills, knowledge and abilities of the Board and the workforce center system contractor in providing quality, effective Workforce Solutions to employers and job seekers.
- Coordination with businesses, economic development, community-based organizations and public entities to maximize resources and avoid duplication of service.
- Collaboration with educational institutions to ensure available training resources are made known to job seekers as they seek to improve their job skills, leading to high wage and high growth occupation.

The Board’s coordination with other elements in the workforce system is discussed in Part 5 of the Plan, pages 53-59.

#### **System Goal 4 and Rationale**

**Improve and Integrate Programs. Accelerate employment and improve efficiencies through shared resources that can be leveraged to create new, relevant, and innovative opportunities that serve the needs of all stakeholders. By addressing high-priority programmatic needs through an integrated strategy, decision-making at the system, partner, and participant levels is improved and system service delivery is enhanced. The changing economic and educational landscapes provide opportunities to share relevant data through appropriate “push” mechanisms in an organized manner to key stakeholders who rely on information generated by system partners.**

#### **Board response and corresponding plan page number(s):**

The Board’s Service Principles stated in the Plan spell out the Board’s commitment to program accountability and performance. The Board has identified three Service Principles for delivery of services.

- All customers (employers and job seekers) will receive prompt service.
- All customers regardless of location will be provided uniform high-quality service.

- State and federal performance measures will be met.

The presence of major employers on the Board provides a foundation for a clear strategy and achievement of desired outcomes. The Board plans workforce development programs for one of the most volatile economies in the State and has successfully met those challenges.

Permian Basin WDB strives to

- Ensure its Board truly has the strong leadership that represents the industries with the highest potential job growth.
- Work with our educational partners in training in the Board's local targeted occupations.
- Work with our Workforce Solutions offices and business services team to focus on industry sector engagement.
- Inform business of the availability of TWC's skills development and small business training funding to help address local industry needs.
- Continue our strong partnership with our West Texas Rural Network to meet the needs of industry across our regional boundaries.
- Provide current labor market to stakeholders so they can make informed decisions.

The Board's efforts working with partner agencies is discussed in Part 5 of the Plan, pages 53-57.