

PERMIAN AREA FUNDERS NETWORK GATHERING

APRIL 13-14, 2026





FROM GRANTS TO GROWTH

STRENGTHENING
NONPROFIT CAPACITY

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THE UNIVERSITY OF TEXAS AT AUSTIN

Custom Training

Empowering Nonprofits Through World-Class Training

A Partnership Between PY Foundation
and the University of Texas at Austin Custom Training (CT)

The Challenge: Passion Is Not Enough

Nonprofits Are Mission-Driven. But Missions Need Skills.

Across the country, passionate nonprofit leaders struggle with the same gap: they care deeply about their communities — but often lack the business, financial, and leadership skills needed to sustain and grow their organizations.

Grant dollars and enthusiasm, on their own, are not enough.



Rural communities have few local training resources



Organizers are passionate but lack core business skills



Limited capital must be used with precision

Partnership in Action: The PY Foundation Story

“I thought there must be instructors or professors who could help us with the skills necessary to operate a nonprofit successfully. Within a year, UT trainers were in our community.”

— Sandra Borges, Executive Director, PY Foundation

About PY Foundation

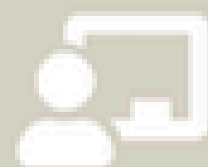
Founded by distinguished UT alumnus Peyton Yates Jr., the private PY Foundation invests in education, health services, culture, and civic improvement in Artesia, New Mexico — a rural community of 12,000 residents with limited local resources. Beginning in 2016, PY Foundation partnered with UT's Extended Campus Custom Training to build a sustainable ecosystem of nonprofit excellence.

Results: Real Community Impact



6+

Years of continuous
training partnership



30+

Nonprofits served
since 2019



100%

Training delivered
on-site, no travel costs



120

Total participants
trained since 2019

The instructor is insightful, kind, and an amazing. She fostered an atmosphere that allowed us to connect with our classmates and reflect on our individual stories. A wealth of information!

Who We Are: The University of Texas at Austin Custom Training

University-Caliber Training, Delivered Where You Need It.



Top UT Faculty

Trainers selected from UT's renowned schools, including McCombs School of Business, with real-world nonprofit and executive experience.



Custom Curriculum

No off-the-shelf content. Every program is designed around your organization's actual needs, challenges, and goals.



On-Site Delivery

We come to you ! This eliminates travel costs and scheduling burdens so your team can focus on learning, not logistics.



Community Ecosystem

Training cohorts naturally become peer networks. Leading to strong mentorship, collaboration, and lasting support structures.

Partnerships & Collaborations: Who We Work With



Nonprofit Partners

Organizations across education, health, sober living, housing, and civic life. With over 30 nonprofits supported since 2019, growing a collaborative community ecosystem.



Philanthropy & Funders

Working alongside philanthropic foundations and grantmakers who share our commitment to sustainable nonprofit capacity-building in underserved communities.



UT Austin & Academic Partners

Backed by UT Austin faculty from McCombs School of Business and beyond, with growing collaboration through the new UT Austin Nonprofit Certificate Program.

Other Organizations We've Worked With



Artesia General Hospital

How It Works: Our Training Model

1

Listen & Diagnose

We meet with your leadership to understand mission gaps, team challenges, and strategic goals.

2

Design Curriculum

Our faculty design custom modules, no generic content. Topics range from board governance to fundraising to financial management.

3

Deliver On-Site

Sessions at your own cadence bring UT trainers to your community.

4

Apply & Iterate

Real-world challenges are embedded into every lesson. Instructors pivot when new issues arise with no rigid scripts.

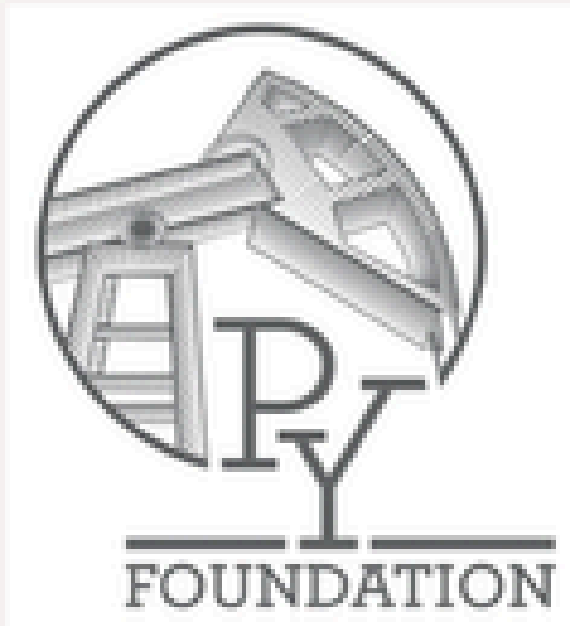
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Build Your Network

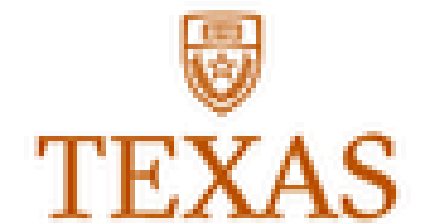
Participants develop peer support ecosystems that outlast the classroom.

Mentorship, collaboration, shared solutions.

Thank You



We're here to share, learn, and connect.
Please reach out with any questions after today's session.



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 Call Us

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 Learn More

<https://customtraining.utexas.edu/s/>

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Chief Executive Officer
The Beacon

ADAPTIVE PUBLIC- PRIVATE PARTNERSHIPS IN A SHIFTING FUNDING LANDSCAPE



Adaptive Public-Private Partnerships in a Shifting Funding Landscape

Public-Private Partnerships

Explore How Public-Private Partnerships
Can Shape the Future of the Permian



Private-Public Partnerships

What Funders Need to Know

Presented by:

Sandra Borges

Tracee Bentley

Russell Meyers



Why PPPs Matter Now



- Challenges are bigger than any one sector
- Communities need solutions faster than public systems can deliver



- Philanthropy is now a catalyst, not a gap-filler
- PPPs unlock projects that otherwise stall

WHAT ARE PPP's?

- Shared investment
- Shared risk
- Shared ownership
- Long-term commitments
- A structure for solving complex problems



What PPPs Are Not

- A bailout for government
- A simple grant transaction
- A loss of control
- A fast or linear process



The Funding Environment Has Shifted



Rising project costs



Increased demand for quality-of-life amenities



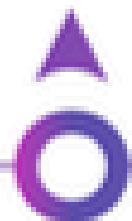
Public budgets stretched thin



Corporate philanthropy expecting measurable impact



Risk Management



Corporate Philanthropy Trends

Corporate partners today want impact, not just visibility. They want data, transparency, and long-term outcomes. They want to invest in solutions that strengthen the region — because their workforce depends on it



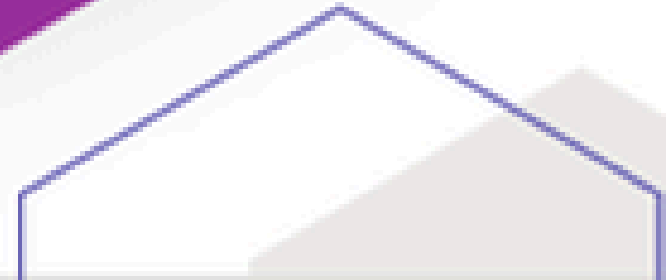
WHERE PPPs ARE MOST NEEDED & Common Misconceptions

- Recreation & community spaces
- Healthcare & behavioral health
- Workforce development
- Housing
- Public safety





GAPS





Case Study: The Beacon Alliance

- Shared recognition of unmet needs
- Multi-sector alignment
- Commitment to long-term collaboration
- Formal governance
- Shared decision-making
- Data-driven accountability
- Sustainability planning
- Integrated funding streams
- Community-centered design





Successes

- Expanded services
- Stronger community trust
- Efficient resource alignment
- Scalable model

Challenges

- Aligning timelines
- Maintaining communication
- Balancing expectations
- Navigating complexity



Lessons Learned

- Clarity prevents conflict
- Governance matters
- Patience is essential
- Shared ownership drives sustainability



What Makes a Partnership Effective

Effective public–private partnerships succeed when roles are clear, communication is transparent, and all partners share the same definition of success.

Strong governance keeps projects moving, while community voice ensures the work stays grounded in real needs. Sustainability planning—financial, operational, and relational—is what turns a project into a long-term asset rather than a short-term win.

- Clear roles
- Effective Communication and Transparency

Building Trust and Relationship Management

- Shared metrics
- Strong governance
- Community voice
- Sustainability planning



Tools & Frameworks



✓
MOUs

Governance committees

✓
Shared dashboards


Decision protocols

✓
Exit & sustainability plans

Conclusion

Public-private partnerships are not always easy—but neither are the challenges we're trying to solve.

What I've seen firsthand is that when the right partners come together with a shared commitment, the impact is far greater than what any one of us could achieve alone.



Stronger
Together

THE CHILDCARE DILEMMA

Mark Palmer

Chief Executive Director
Abell-Hanger Foundation

Mary Ann Beninati

CEO & President
Scharbauer Foundation

Marissa Ortiz

Senior Associate
Afton Partners

Shelby Smith

Director
Early Matters Permian Basin at the
Education Partnership of the Permian Basin



April 14, 2026

Midland Child Care Action Plan



TODAY'S AGENDA

- 01 BACKGROUND & CONTEXT
- 02 CURRENT STATE OF MIDLAND CHILD CARE
- 03 RECOMMENDED SOLUTIONS
- 04 PROJECT LEARNINGS



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Afton Partners



Prioritize justice



Act with integrity



Collaborate inclusively



Center the human experience



Be well

Afton Partners creates the conditions that enable individuals, families, and communities to thrive. We collaboratively transform policies, programs, and systems so they are effective and sustainable by harnessing the power of thoughtful community engagement, sophisticated data analysis, comprehensive research, and collaborative design.

Afton is proud to be among the nation's leading consulting teams in ECE and K-12 education. Our services have resulted in strategically aligned systems, community-informed policy and program design, smarter resource allocation, effective implementation, and improved sustainability in states across the country.

Since 2011, we've worked on over 150 initiatives in 40 states, DC, & Puerto Rico.



Project Scope

PROJECT GOAL & SCOPE

Address child care access challenges in the Midland community through:

- Developing a comprehensive strategy to address current and anticipated access challenges inclusive of immediate actions and a longer term strategy.
- Developing an implementation plan to equip the community to quickly move forward in improving access challenges.

WHO WAS INVOLVED?

Afton Partners was contracted by Scharbauer Foundation and Abell-Hanger Foundation to create the Midland Child Care Action Plan.

Advisory group guided this work and supported recommendations.

- Members included Scharbauer Foundation, Abell-Hanger Foundation, Permian Strategic Partnership, Permian Basin Workforce Development Board, and the City of Midland.



Project Timeline

Phase 1: Conduct Background Research and Interviews

Interviews and focus groups with 40+ community organizations, child care providers, and system partners

Phase 2: Action Plan Framework Development

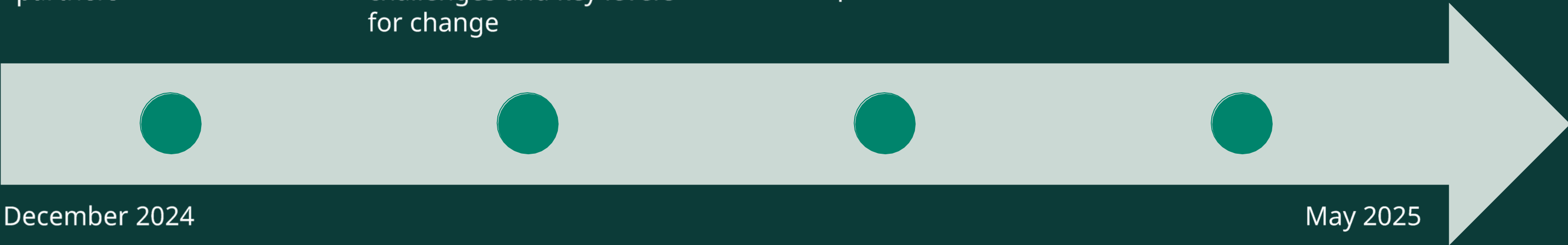
A comprehensive Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to determine root challenges and key levers for change

Phase 3: Solution Set Development

Research-based solutions that address a broad range of system challenges; an equity analysis; and vetting proposed solutions with relevant partners

Phase 4: Implementation Planning

Refine recommendations and determine priorities, timelines and roles and responsibilities to implement solutions.



Conversations with 40+ community partners informed recommendations for the child care system.

SYSTEM PLAYERS

Permian Basin Workforce Development Board
Midland Development Corporation
City of Midland
Permian Strategic Partnership
Education Partnership of Permian Basin
Midland ISD
United Way of Midland
Casa de Amigos
Early Matters Texas
Commit Partnership
Midland Diversity Council
Pecos-Barstow-Toyah ISD
Texas Early Care and Education Consortium
Common Unity Church
FMH Foundation

CHILD CARE PROVIDERS

Midland College PreK Academy
Midland College Child Care
Toya's Precious Jewels
Midland YMCA Children's Learning Center
Head Start/Early Head Start
First Presbyterian Church
Common Unity Church
A Precious 1 Childcare
KidTown Daycare
True Lite Learning Center
Little Red Wagon Child Care and Learning Center

HIGHER EDUCATION INSTITUTIONS

Midland College
Odessa College
University of Texas Permian Basin

EMPLOYERS

Diamondback Energy
Midland Health
Permian Resources
ConocoPhillips
Warren Cat
Employers for Childcare

Note: A family survey was distributed through Casa de Amigos and Midland Child Care Providers



This deep engagement and research led us to developing a solution set that is based on the needs of the Midland community.

Research & community **engagement with 40+ organizations, businesses and child care providers** created a substantial knowledge base for understanding community needs.

SWOT analysis codified strengths and challenges, and provided a **shared understanding on the root causes of the child care shortage.**

This led to developing potential **recommendations that use research-based approaches** to address short and long-term goals.

Advisory group, stakeholder conversations, a Racial Equity Impact Analysis (REIA), and vetting with community members helped to **refine solutions to ensure that implementation will meet their needs.**

Recommendations **documented in an action and implementation plan** and **finalized in conjunction with client decision-making.**



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How does child care impact the community?

Lack of child care is a major barrier to stable employment for parents of young children, impacting the city's businesses and economy

A [2021 survey](#) of Texas parents by the US Chamber of Commerce Foundation showed that:

- About **74% reported missing work due to child care issues** in the past 3 months.
- Approximately **32% experienced employment changes due to child care issues**, disproportionately affecting low-income parents who experienced changes at 44%.

The same foundation indicated that **employee absences and turnover cost Texas employers an estimated \$7.59 billion annually** and \$1.8 billion annual loss in tax revenue.

Research has shown that **each dollar invested** in high-quality early childhood education **can have economic returns of over \$7 in the long term** ([The Permian Basin Child Care Landscape Analysis](#)).

"I get off at 5 pm so it's difficult to use my lunchtime at 3:30 to be able to go pick up my child from school" - Midland Parent

*"We're trying to be affordable to families, period. In Midland, many families are wealthy but lots of families aren't; [we're trying to] ensure families can afford child care and keep staff out of poverty."
- Child Care Provider*



How does child care impact the community?

- There is **capacity available for about 30% of children** under 3 in Midland County. (*Permian Basin Child Care Landscape Analysis*).
- There is an **increasing population of families with young children** in Midland and so, this problem is expected to grow.
- Providers have reported they are **not serving up to licensed capacity**, primarily due to facilities and workforce challenges.
- e.g. Center may be licensed to serve 250 children, but are only able to serve 125 due to challenges retaining qualified staff

Parents have difficulty accessing child care that meets their diverse needs.

Non-traditional hour care is not currently offered at any licensed setting in Midland, though there are many jobs in Midland which require work outside of typical Monday-Friday 9AM-5PM schedule.

- There is insufficient after-school and summer care for preschool and school-aged children.



The insufficient child care is a result of multiple, interconnected factors, including:



Limited child care seats, especially for infants and toddlers



Workforce shortages, primarily a result of low wages and lack of benefits



Child care business instability due to high costs to provide care and limited ability to increase tuition



Fragmented support systems including lack of coordinated professional development



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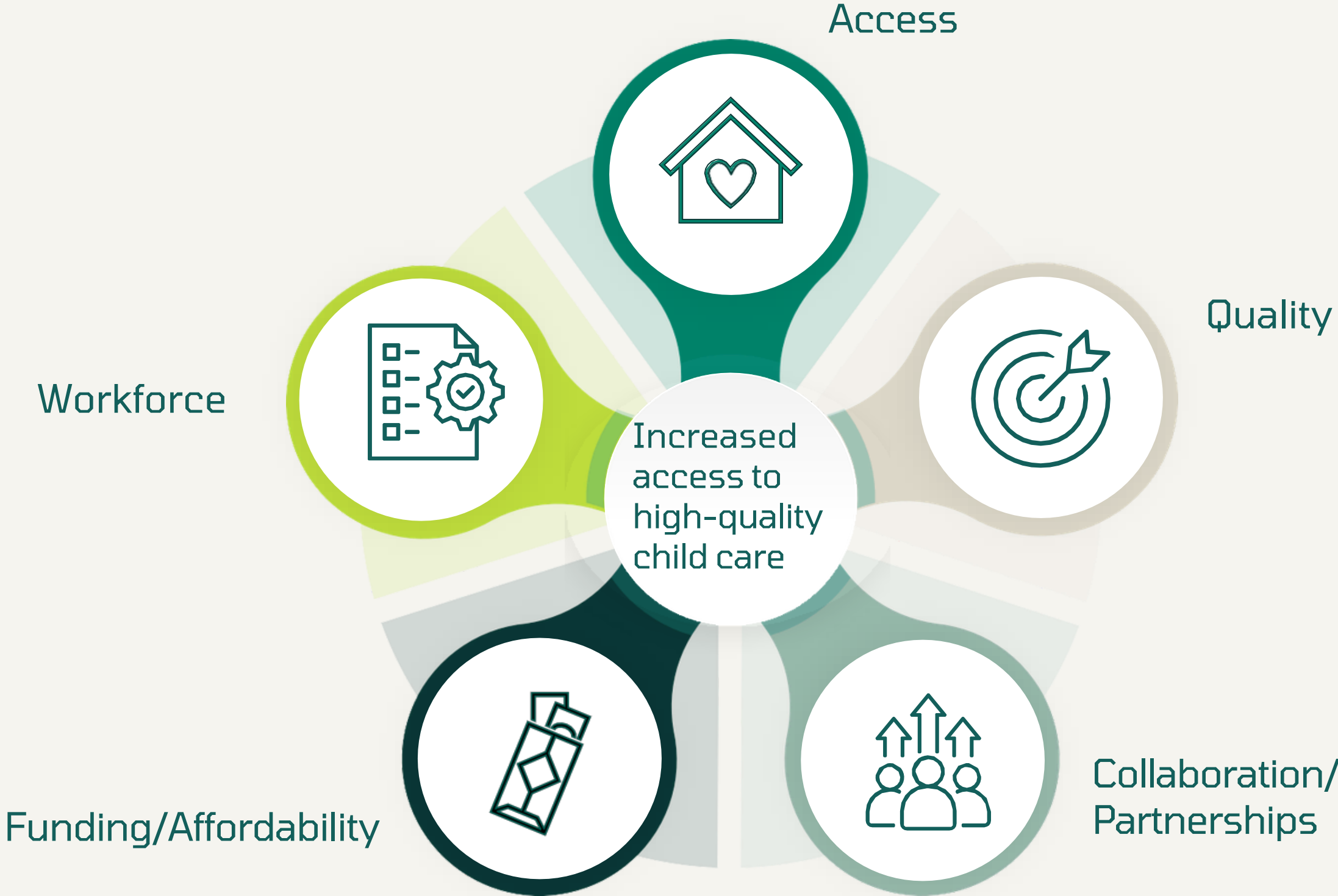


Essential Question

How can Midland increase and sustain access to high-quality child care for Midland's children and families?



Answering the essential question required a comprehensive approach that addressed each of these critical enablers.



Recommended solutions prioritize addressing challenges to current providers and support improving access for families.

Short-Term Goals:



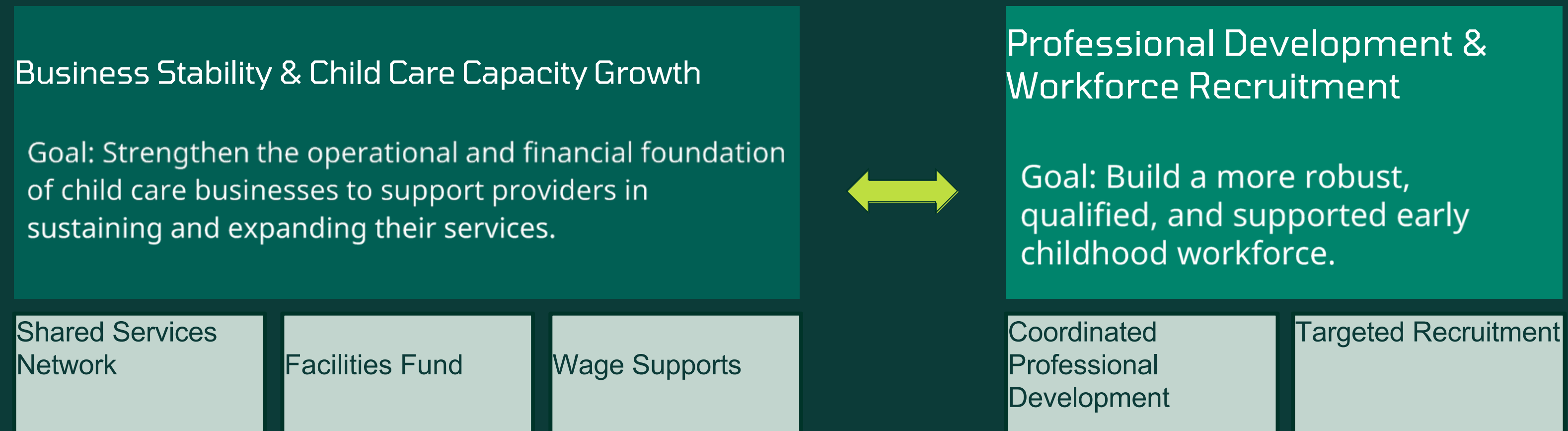
Addressing barriers to help current providers serve closer to licensed capacity.



Stabilize current ECE providers (i.e. address workforce and program stability challenges)

Supporting child care providers to be financially stable and maximize enrollment will help to **increase access and quality** of services for Midland families.

Immediate priorities addressed two strategic pillars:



Stabilize current providers with back-end business support

Challenge: Child care providers often struggle with the high administrative burden and costs of completing back-office tasks necessary to maintain a business.

SHARED SERVICES NETWORK

Solution: A shared services network allows child care businesses to share business costs and services, like a substitute pool, shared waitlist, and payroll support. Programs that serve infants and toddlers will be prioritized for participation.

Implementation: A non-profit organization will manage these services for a group of participating providers, ideally at no or low cost to the providers.

Outcomes: By helping providers to lower costs and time spent on administrative components of their business, they will have more time to support educators, children, and families and free up funds to improve program quality.



Remove **facility** barriers for providers to increase enrollment

Challenge: Some providers are not reaching licensed capacity in their programs due to facilities challenges. Currently, infant and toddler slots are most limited and the need for after-school and summer care is growing.

FACILITIES FUND

Solution: Providers apply for one-time funds for facilities or equipment projects (i.e. updating to meet fire code requirements). Priority would be on expanding infant and toddler seats or expanding after-school and summer care for children 4 and older.

Implementation: A pooled fund managed by the City of Midland would coordinate and manage the grant process with partnership from donors. Program grants are expected to range from \$15-120,000. Additional option to use contributions from Community Development Block Grant funding, but would restrict eligible programs and increase burdensome reporting requirements.

Outcomes: This strategy is designed help providers increase the number of children served in their existing program through one-time funds to meet facilities needs for infants/toddlers and after-school/summer care.



Address **workforce** shortages to support increasing enrollment

Challenge: Some providers are currently operating below their licensed capacity due to the lack of workforce, primarily driven by low compensation and lack of benefits.

WORKFORCE COMPENSATION SUPPORTS

Solution: Workforce stipends would provide short-term funding to child care providers to increase staff compensation (through wages, bonuses, and/or benefits). Programs will be recommended to participate in shared services and TRS system to sustain wage growth.

Midland should also explore creating a group health insurance option for child care providers or allowing providers to join the existing Multiple Employer Welfare Assistance for health insurance benefits to providers.

Implementation: A local entity would manage the compensation grants, and providers would apply to receive funds. Reporting requirements will include impact measurement.

Outcomes: Direct funding to increase compensation for staff will improve recruitment and retention to help programs increase the use of their classrooms and serve closer to licensed capacity.



Stabilize providers with accessible professional development

Challenge: Midland's child care providers have access to various professional development options through the Workforce Board, Texas Rising Star, and Midland College, but offerings are disjointed and not fully meeting the needs of providers.

PROFESSIONAL DEVELOPMENT HUB FOR PROVIDERS

Solution: Expanded professional development offerings for providers on relevant topics to enhance quality of service delivery and stabilization (i.e. effective business practices, child development). PD would include additional supports such as mentoring and coaching that pairs experienced providers/educators with new providers/educators.

Implementation: One entity would coordinate offerings and providing an accessible structure. Funding would support the administration of this work, provider participation in PD sessions and the provision of curriculum to participating programs.

Outcomes: Supports increasing program quality and staff retention, through better prepared and more satisfied educators and business leaders.



Expand the field through **targeted recruitment strategies**

Challenge: Providers are struggling to find teachers to staff their programs and therefore can't open more spots to children.

TARGETED RECRUITMENT STRATEGIES

Solution: Create a dual enrollment pathway to develop a pipeline of high school students prepared to serve in child care roles. Include a funded internship in program.

The Workforce Development Board host recruitment events with targeted outreach for recent high school graduates, retirees, staff from recently closed child care businesses, and members of the Hispanic community.

Implementation: Partnership between MISD and Midland College for dual enrollment program. Philanthropic funding to support.

Outcomes: Build immediate and long-term workforce pipelines Support students in developing skills and support providers with additional staffing, building both immediate and long-term workforce pipelines.



Long-term strategies added to these strategic pillars:

Business Stability & Child Care Capacity Growth

Goal: Strengthen the operational and financial foundation of child care businesses to support providers in sustaining and expanding their services.

Expanding Number of Providers

Business Supported Strategies



Professional Development & Workforce Recruitment

Goal: Build a more robust, qualified, and supported early childhood workforce.

Workforce Pipeline Development

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Key Lessons Learned

- 1. Start with root cause:** What initially appeared to be a need for new centers was overlooking the immediate capacity and sustainability issues for existing providers; stabilization was needed before expansion.
- 2. Center community voice to build buy-in:** Engaging providers and employers, and connecting funders directly with those impacted ensured the work was grounded in real needs and built trust across stakeholders.
- 3. Collaboration drives system-level change:** Bringing stakeholders together helped shift fragmented efforts into a more coordinated, community-wide approach.





Thank you

Childcare Action Plan



Abell-Hanger Foundation
The Philanthropy of George & Gladys Abell



SCHARBAUER
FOUNDATION



earlymatters
PERMIAN BASIN

www.educatepb.org

Who are we?



earlymatters
PERMIAN BASIN

Our mission is to improve
education outcomes for
all students in the
Permian Basin from
cradle to career.

www.educatepb.org

Long Term Goals

1. **Expand Access and Capacity**

Ensure more families have access to safe, high-quality childcare by increasing available seats, stabilizing the childcare ecosystem, and reducing waitlists.

2. **Strengthen Quality and Workforce Support**

Improve the quality of early childhood education through professional development, shared services, and wage supports that retain skilled educators and enhance classroom environments.

3. **Build a Sustainable Childcare Pipeline**

Recruit, train, and credential a strong pipeline of childcare professionals and directors, ensuring long-term stability and growth for the childcare sector in Midland.

Wage Support

Eligibility

- Childcare Centers must apply
- Must meet rubric-based requirements
- Ongoing evaluation at 6 months and annually

Incentives

- Retention bonuses of \$500 at 6 months and 1 year
- Director retention bonus included

Quality Improvement

- Checklist to support Texas Rising Star (TRS) certification or Star-Level advancement
- Participation in Saturday professional development
- Attend monthly childcare coalitions meeting

Current Status Year One

- 8 childcare centers selected
- 2 non-TRS, 6 TRS
- 87 childcare providers
- 8 directors

Facilities Enhancements

Why Facilities Matter

- Licensing & fire code barriers
- Limited funding for upgrades
- Reduced access to quality childcare

Application

- Submit by deadline
- Include licensing, scope, budget
- Must align with rubric
- Tiered application based upon amount requesting

Key Criteria

- Facility need
- Feasible + impactful project
- Timely completion

Selection

- Reviewed by funders and stakeholders
- Scored using rubric
- Selected based on merit and impact

Professional Development

Why Professional Development

- Educators have identified the need for accessible, high-quality professional development
- Responds directly to workforce feedback and demand
- Improves classroom quality and teaching practices

Early Childhood Cohort

- 4 Saturdays of high quality professional development
- Capped at 40 childcare providers
- Application required
- Stipend upon completion

Centralized Hub

- Community professional development calendar
- Centralized platform for on-demand, high-quality training

Shared Services

Program Overview

- Partnering with Pre-K for SA
- Providing business coaching to stabilize childcare centers
- Automating administrative tasks
- Substitute pool

Support Services

- Application required to participate
- On-site coaching and consulting
- Support with administrative automation

Workforce Recruitment

Workforce Development Pipeline

- Partner with MISD/Midland College to recruit Seniors (open to the public)
- 3-day seminar fulfills 24-hour pre-service training
- Includes CPR and First Aid certification
- \$100/day stipend for participants
- Job fair following seminar
- Connects participants with local childcare employers.

Director Pipeline

- Cohort of childcare providers completing director credentialing to educate and develop the next generation of directors

Childcare Action Plan- Midland Year one

Wage support

- Applications: 26 centers submitted
- Selected: 8 centers (6 Texas Rising Star, 2 non-Texas Rising Star)
- Participants: 87 providers, 8 directors
- Evaluation: April–May (1st), October–November (2nd)
- Payouts: June (1st), December (2nd)

Facilities Enhancements

- Application Period: April 1 – June 30 (office hours available for support)
- Application tiers:
 - Under \$5,000
 - \$5,000 – \$20,000
 - Over \$20,000
- Notification of Selection: August 15

Shared Services

- Collaboration with Pre-K for SA: Planning and center meetings in May and June
- Child Care Center Survey: Assessing how the Shared Services Alliance can best support centers

Professional Development

- Professional Development Cohort: Fall cohort applications open in May
- 40 applicants will be selected
- Receive stipend upon completion
- Collaborating with Conscious Discipline and Pre-K for SA to provide high-quality professional development

Workforce Recruitment

- Partnership: MISD and Midland College to recruit seniors (open to public)
- 3-Day Seminar: Fulfills 24-hour pre-service training, includes CPR & First Aid certification
- Incentive: \$100/day stipend for participants
- Job Fair: Follows seminar to connect participants with local childcare employers

Implementation Updates

- Finalizing contracts with Pre-K for SA
- Securing additional funding for Year 2 of Midland County Child Care Action Plan
- Securing additional funding to expand Child Care Action Plan to Ector County and surrounding areas