

## Green Country Workforce One Year Plan

### Executive Summary

**For consideration, please prepare a document not to exceed 2 pages that synthesizes the context and strategies developed in the local plan. This should include: a summary of the local workforce development system's vision, regional context (as appropriate), and system description.**

Green Country Workforce is the federally funded and state designated workforce development board for Adair, Cherokee, Creek, McIntosh, Muskogee, Okmulgee, Osage, Pawnee, Sequoyah, Tulsa, and Wagoner counties. Recently formed through the merger of the former Tulsa and Eastern Workforce boards, Green Country Workforce drives economic development by creating relationships that benefit employers and job seekers by placing talent today and preparing individuals for the jobs of tomorrow. Our vision is growing economic prosperity for our region by being the primary source that connects employers and job seekers. Our team is aligned to one vision and guided by our core values of compassion, innovation, and ownership. The team comes from diverse backgrounds and use their platforms and influence for good. We believe that every day we come to work, we help someone!

### Submission guidelines

Submit one (1) signed PDF of the final plan. Supporting documents may be linked or included through an additional link such as Dropbox.

### Local Plan Sections & Questions

**The local plan should operationalize the strategies developed in the regional plan by creating an action plan for implementation. It is encouraged to support responses in the local plan with links and references to specific policies and processes that exemplify the strategies in action. When a strategy has not yet been implemented, the local plan should identify the action plan for implementation with related information to timeline, ownership, and progress tracking.**

#### A. Local Workforce Development System Vision

1. Provide a description of the local board's strategic vision and goals to support economic growth and economic self-sufficiency, including:
  - a. Goals for preparing an educated and skilled workforce, including individuals with barriers to employment; and,
  - b. Goals relating to the performance accountability measures based on performance indicators.

Green Country shares the vision outlined by WIOA of an integrated service delivery system and a framework through which states and local areas can leverage other Federal, State, Local, and philanthropic resources to support participants. This means a commitment to providing high quality services beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, such as pre-apprenticeships or internships, and culminating with a good job along a career pathway, enrollment in post-secondary education, or a Registered Apprenticeship.

Services must be customer-focused and based on the needs of the individual participant. Linking the participant to the Individual Service Strategy (ISS) and involving the participant in the design and implementation of service ensures that their voice is represented, and their needs are met.

An initial assessment is made available to all individuals through the American Job Center network. This involves a basic assessment of skill levels including literacy, numeracy, and English language proficiency, preferred language, as

well as aptitudes, abilities (including skills gaps), and supportive service needs. The result is a determination of the individual's next steps, which may include but are not limited to:

- a comprehensive assessment and the development of an individual employment plan,
- the provision of training or education services
- appropriate referrals based on initial assessments
- determination of appropriate program enrollment or co-enrollment

Youth are provided an objective assessment which includes a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and developmental needs. The assessment also considers the youth's strengths, motivations, assets, and unique personality rather than just focusing on areas that need improvement. The purpose of the objective assessment is to identify appropriate services and career pathways that are supported by the assessment and appropriate for the individual participant.

Green Country Workforce's contract measures for the Service Provider ensure that job seekers with barriers to employment are truly being served. GCWDB is an outcomes-based organization. Our contract measures will be closely monitored and observed for trends. Outreach is a function of all GCWDB staff to ensure that recruitment and additional partnerships can quickly be established to meet the needs.

We also have plans to engage with the other WIOA funded partners to ensure that full system needs are addressed. This will create true partnerships that provide open references, seamless referrals, and co-case management.

**2. Describe the strategy to work with entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals.**

Green Country Workforce's goal is to work with each partner to understand their strengths and services and use that understanding to create efficiency and avoid waste.

Now that the comprehensive job center is open, the Green Country Workforce One Stop Operator will be the primary convener to ensure that all stakeholders are heard and that services are provided consistently and thoroughly. This will occur through the center certification process, the partner memorandum of understanding and infrastructure funding agreement, as well as continual partner meetings.

Green Country Workforce also has two councils. The Innovative Workforce Opportunity Council, staffed by Green Country Workforce's One Stop Operator, is comprised of partners and community programs that focus on vulnerable populations and those with barriers to determine opportunities for service, technical assistance, referrals, and co-case management. The Youth Council, staffed by Green Country Workforce's Project Facilitator, has a specific focus on Youth. These Councils will create a link and guidance related to combined strategy for the entire region. The goal is to have separate strategic sessions with both councils.

***B. Local Workforce Development System Response to Regional Plan***

**Section B is not required if LWDB is a single-area planning region, but must be completed by local areas who are members of a multi-area planning region. Local areas may base their responses on those of the regional plan, but are expected to add additional local context and identify specific areas of focus beyond the regional response.**

- 1. Provide an analysis of the local area's economic conditions, including:**
  - a. Existing and emerging in-demand industry sectors and occupations; and**

**b. Employment needs of employers in existing and emerging in-demand industry sectors and occupations.**

See below

2. Describe the knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations.

See below

3. Provide an analysis of the local 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.

See below

In January 2021, Workforce Tulsa and the Eastern Workforce Development Board merged, creating the Green Country Workforce Development Board. However, the analysis is still listed as separate areas. This data comes primarily from the following documents published by Oklahoma Works:

- Eastern Oklahoma Workforce Development Area 2020 Local Briefing
- Tulsa Oklahoma Workforce Development Area 2020 Local Briefing

**Existing and Emerging In-Demand Industry Sectors**

There were an estimated 85,791 total jobs in Eastern WFDA in 2019. The following table shows the top employment industrial sectors in Eastern WFDA. The largest sector is the Government with 29,503 jobs. The second-largest sector was Retail Trade with 10,647 jobs.

**Top Industry Sectors by Total Number of Jobs in Eastern W DFA in 2019**

NAICS	Description	2019 Jobs	Percent of Total Employment
90	Government	29,503	34.39%
44	Retail Trade	10,647	12.41%
62	Health Care and Social Assistance	10,044	11.71%
31	Manufacturing	7,845	9.14%
72	Accommodation and Food Services	6,920	8.07%
23	Construction	4,040	4.71%
56	Administrative and Support and Waste Management and Remediation Services	2,574	3.00%
81	Other Services (except Public Administration)	2,495	2.91%

52	Finance and Insurance	2,145	2.50%
11	Agriculture, Forestry, Fishing, and Hunting	1,819	2.12%

Source: Emsi- economicmodeling.com- 2020.1

There were an estimated 405,831 total jobs in Tulsa WFDA in 2019. The following table shows the top employment industry sectors in Tulsa WFDA. The largest sector is Health Care and Social Assistance with 54,858 jobs. The second-largest sector was manufacturing with 47,406 jobs.

**Top Industry Sectors by Total Number of Jobs for Tulsa WFDA in 2019**

NAICS	Description	2019 Jobs	Percent of Total Employment
62	Health Care and Social Assistance	54,858	13.52%
31	Manufacturing	47,406	11.68%
90	Government	43,858	10.81%
44	Retail Trade	42,238	10.41%
72	Accommodation and Food Services	36,698	9.04%
56	Administrative and Support and Waste Management and Remediation Services	31,244	7.70%
23	Construction	21,642	5.33%
54	Professional, Scientific, and Technical Services	21,597	5.32%
81	Other Services (except Public Administration)	17,382	4.28%
52	Finance and Insurance	16,301	4.02%

Source: Emsi- economicmodeling.com- 2020.1

In analyzing the data, there are four primary industry sectors that rank among the top. These include:

- Government
- Healthcare and Social Assistance
- Manufacturing
- Retail Trade

**Existing and Emerging In-Demand Occupations**

The table below shows the top occupations by the total number of jobs in the Eastern WFDA. Cashiers had the highest number of jobs at 3,001. Retail Salespersons had the second-highest number of jobs at 2,338. The table also shows growth expectations over the five years from when the data was compiled (through 2024). For this area, the second (Retail Salesperson) and third (Combined Food Preparation and Serving Workers) ranked occupations have estimated

growth rates far exceeding the top (Cashier) occupation. Registered Nurses shows up on this list as a high-wage occupation (\$29.13 median hourly) with expected job growth over the five-year projections.

**Top Occupations by Total Number of Jobs for Eastern WFDA**

SOC	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	Median Hourly Earnings	Typical Entry Level Education	Typical On-The Job Training
41-2011	Cashiers	3,001	3,038	37	\$9.13	No formal educational credential	Short term on the-job training
41-2031	Retail Salespersons	2,338	2,502	164	\$11.21	No formal educational credential	Short term on the-job training
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2,016	2,203	187	\$8.28	No formal educational credential	Short term on the-job training
43-9061	Office Clerks, General	1,464	1,506	42	\$12.03	High school diploma or equivalent	Short term on the-job training
29-1141	Registered Nurses	1,453	1,472	19	\$29.13	Bachelor's degree	None
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,403	1,386	(17)	\$13.03	High school diploma or equivalent	Short term on the-job training
31-1014	Nursing Assistants	1,376	1,365	(11)	\$11.53	Postsecondary non degree award	None
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,342	1,484	142	\$11.05	No formal educational credential	Short term on the-job training

25-2021	Elementary School Teachers, Except Special Education	1,337	1,310	(27)	\$18.06	Bachelor's degree	None
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,212	1,260	48	\$10.38	No formal educational credential	Short term on the-job training

Source: Emsi- economicmodeling.com- 2020.1

The table below shows the top occupations by the total number of jobs in the Tulsa WFDA. Retail Salespersons had the highest number of jobs at 14,060 but was also expected to see an overall decrease of 166 positions over the forecasted five-year period. For high-wage jobs, Registered Nurses (\$29.77 per hour) shows up very high on the list at number five, with an extremely high projected growth rate over the next five years. General and Operations Managers (\$41.24) also fall in this category of high wage potential and high growth.

**Top Occupations by Total Number of Jobs for Tulsa WFDA**

SOC	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	Median Hourly Earnings	Typical Entry Level Education	Typical On The-Job Training
41-2031	Retail Salespersons	14,060	13,894	(166)	\$11.09	No formal educational credential	Short-term on the-job training
43-4051	Customer Service Representatives	9,100	8,666	(34)	\$15.08	High school diploma or equivalent	Short-term on the-job training
41-2011	Cashiers	8,323	8,163	(160)	\$9.91	No formal educational credential	Short-term on the-job training
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	7,572	7,904	332	\$13.50	No formal educational credential	Short-term on the-job training
29-1141	Registered Nurses	7,489	7,849	360	\$29.77	Bachelor's degree	None
35-3031	Waiters and Waitresses	7,075	7,485	410	\$9.04	No formal educational credential	Short-term on the-job training

43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	6,942	6,725	(217)	\$15.81	High school diploma or equivalent	Short-term on the-job training
11-1021	General and Operations Managers	6,940	7,183	243	\$41.21	Bachelor's degree	None
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	6,734	7,548	814	\$9.06	No formal educational credential	Short-term on the-job training
43-9061	Office Clerks, General	6,503	6,526	23	\$13.94	High school diploma or equivalent	Short-term on the-job training

Source: Emsi- economicmodeling.com- 2020.1

In analyzing the data between these three area reports, it evident that many of the occupations in the region with the highest existing number of openings fall on the low end of the pay scale, including:

- Retail Salespersons
- Customer Service Representatives
- Cashiers

However, there are two occupations that show high growth projections and high wages for the region, including:

- Registered Nurses
- General and Operations Managers

Green Country's philosophy when placing job seekers into training or an internship (WEX) is to ensure that the placements can lead to a self-sustaining wage for a family of three. Although a client may be placed at a wage below that, it is our expectation that the employers provide opportunities for upward mobility and a benefits package or that the client have a pathway lined out to achieve the goal.

Green Country has some success at matching skills of workers that are displaced due to closure or layoff at a similar employer where transferable skills are recognized, particularly in the aerospace field.

The difficulty of meeting employer needs has only increased with extended unemployment benefits and hiring unemployment payments that have been made available because of the pandemic. Due to low compensation packages paired with health concerns related to COVID-19 and lack of availability and prohibitive cost of childcare, it becomes challenging to for some job seekers to find a livable wage.

This has especially affected the labor participation rates of women in the region. As part of a recent study on the labor pool by the Kansas City Federal Reserve, 60% of women without a college education and 68% of women with college education indicated that they had removed themselves from the labor pool because they were “taking care of family.”<sup>1</sup> Often taking care of family means not only dependent childcare issues but can also mean issues related to eldercare. As people continue to live longer, this is a weighing factor on so many adults needing to provide quality care for the generation that preceded them.

A recent article from the Center for American Progress indicated that: “Four times as many women as men dropped out of the labor force in September, roughly 865,000 women compared with 216,000 men. This validates predictions that the impact of the COVID-19 pandemic on women—and the accompanying childcare and school crises—would be severe”<sup>2</sup>

While the overall unemployment rate is low, trends of unemployment are not even. According to the Economic Policy Institute, Oklahoma’s unemployment rate in the 4<sup>th</sup> quarter of 2020 was 5.9%. While the rate for the white population was 4.1%, the rate of unemployment for the LatinX population was 9.8%.<sup>3</sup>

Unemployment rates continue to decline based on educational attainment. However, college enrollments, largely unchanged from 2010 to 2019 at 41%<sup>4</sup>, are down with two-year colleges taking the largest dip nationally at a 9.5% decline.<sup>5</sup> Labor force participation rates also remain low. According to the Brookings Institute, the teen labor force participation rate peaked in the 1970s and has declined since that time. In 2021, they found that the rate for teens in the South that are neither in school or participating in the labor force is 8.5%.<sup>6</sup> Statista cited that if schools resumed in class by January 2021, there would still be approximately 648,000 high school dropouts.<sup>7</sup>

Paired with labor force participation rates of teens, interventions in disengaged and opportunity youth will need to be enacted.

## **2. Describe the knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations**

Analysis of statewide data suggests a skills gap for emerging in-demand occupations. Similar to the State, Green Country Workforce’s area employers will require more job seekers to have earned a post-secondary credential over the next four years, and it is anticipated that this trend will continue indefinitely. There will be more jobs that require a greater skill set and educational level beyond the high school equivalency and basic entry-level skills that are the basic requirements of so many jobs today. This skills gap and educational gap coupled with an aging workforce present a challenge to meet the demands of employers.

Oklahoma Works as a system has partnered with the State Department of Education in the promotion and utilization of OKCareerguide as a resource to aid in-school youth and job seekers in the development of career pathways. This

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<sup>1</sup> <https://www.kansascityfed.org/ten/2020-winter-ten-magazine/Womens-Labor-Force-Participation/>

<sup>2</sup> <https://www.americanprogress.org/issues/women/reports/2020/10/30/492582/covid-19-sent-womens-workforce-progress-backward/>

<sup>3</sup> <https://www.epi.org/indicators/state-unemployment-race-ethnicity/>

<sup>4</sup> <https://nces.ed.gov/programs/coe/indicator/cpb>

<sup>5</sup> <https://www.insidehighered.com/news/2021/03/11/colleges-continue-losing-undergraduate-enrollment-spring-even-graduate-enrollment>

<sup>6</sup> <https://www.brookings.edu/blog/up-front/2020/10/01/teen-disengagement-is-on-the-rise/>

<sup>7</sup> <https://www.statista.com/statistics/1197422/estimated-number-high-school-dropouts-covid-19-scenario-us/>



tool provides the educational requirements, on-the-job training, and experience required to meet the skill level and expertise for in-demand occupations. In addition, the State Department of Education implemented the Individualized Career Academic Plan (2019) for all in-school youth beginning their freshman year in 2019. The ICAP is a comprehensive review of student interest, career pathway development, and job shadowing opportunities to assist youth in developing educational attainment goals to prepare for the workplace.

The local boards have partnered with the State Department of Education in promoting the ICAP plan by working with local school system administrators, higher education partners, and career development specialists. This information is shared as a repository of resources and partners for the successful implementation of the program. In addition, representatives from both boards in the Northeast Region participated in EngageOK. EngageOK is a statewide professional development training for all k-12 educators, and in this training, the Executive Director’s presented on Workforce Development, demand occupations, and building business and industry partnerships in the region.

In general, employers are struggling to fill middle-skill jobs, those jobs that require education and skills beyond high school, but not a four-year degree, as illustrated below. Regarding the specific employment needs of the in-demand sectors, or “power” sectors, they follow.

**Advanced Manufacturing Program Competencies**

<ul style="list-style-type: none"> <li>● Applied Technology</li> <li>● Automotive Technology</li> <li>● Computer-Aided Design</li> <li>● Computer Numerical Control</li> <li>● Construction Management Technology</li> <li>● Diesel &amp; Heavy Equipment Technician</li> <li>● Drafting and Design Technology</li> <li>● Electronics Technology</li> <li>● Engineering Technology</li> <li>● Heating, AC &amp; Refrigeration Technology</li> </ul>	<ul style="list-style-type: none"> <li>● Industrial Technology</li> <li>● Machine Tool Technology</li> <li>● Maintenance Technology</li> <li>● Manufacturing Management</li> <li>● Marine Technology</li> <li>● Mechatronics</li> <li>● Motorcycle Technician</li> <li>● Quality Assurance</li> <li>● Supply Chain Management</li> <li>● Welding Technology</li> </ul>
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**Aerospace & Aviation Program Competencies**

<ul style="list-style-type: none"> <li>● Aerospace Engineering</li> <li>● Aerospace Security</li> <li>● Air Traffic</li> <li>● Aviation Business</li> <li>● Aviation Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>● Aviation Management</li> <li>● Avionics Maintenance</li> <li>● Energy Management</li> <li>● Flight</li> <li>● Technical Services</li> </ul>
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**Energy Program Competencies**

<ul style="list-style-type: none"> <li>● Alternative Fuels Technology</li> <li>● Computer-Aided Design</li> <li>● Computer Numerical Controls (CNC)</li> <li>● Construction Management</li> <li>● Drafting and Design Technology</li> <li>● Electronic Technology</li> </ul>	<ul style="list-style-type: none"> <li>● Engineering Technology</li> <li>● Heating, AC &amp; Refrigeration Technology</li> <li>● Industrial Technology</li> <li>● Machine Tool Technology</li> <li>● Mechanical Maintenance</li> <li>● Mechatronics</li> </ul>
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<ul style="list-style-type: none"> <li>● Energy Management</li> </ul>	
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**Healthcare Program Competencies**

<ul style="list-style-type: none"> <li>● Biochemistry</li> <li>● Biology</li> <li>● Biomedical Sciences</li> <li>● Biotechnology</li> <li>● Business Administration</li> <li>● Chemistry</li> <li>● Dental Sciences</li> <li>● Emergency Medical Services</li> <li>● Exercise and Sports Science</li> <li>● Gerontology</li> <li>● Healthcare Administration</li> <li>● Human and Family Sciences</li> </ul>	<ul style="list-style-type: none"> <li>● Medical Assistant</li> <li>● Medical Profession</li> <li>● Nursing</li> <li>● Nutritional Sciences</li> <li>● Optometry</li> <li>● Osteopathic Medicine</li> <li>● Pharmacy Technology</li> <li>● Physical Therapy</li> <li>● Public Health</li> <li>● Respiratory Care</li> <li>● Surgical Technology</li> <li>● Veterinary Sciences</li> </ul>
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**Information Systems Program Competencies**

<ul style="list-style-type: none"> <li>● Business Analytics Computer Programming</li> <li>● Computer Science</li> <li>● Database Management</li> <li>● Desktop Support Specialist</li> <li>● Electronics Technology</li> <li>● Graphic Design &amp; Multi-Media Health Information Technology</li> </ul>	<ul style="list-style-type: none"> <li>● Information Systems</li> <li>● Information Technology</li> <li>● Mobile Applications</li> <li>● Network &amp; Server Administration</li> <li>● Security/Cybersecurity</li> <li>● Software Developer</li> <li>● Technology Management</li> <li>● Web Development</li> </ul>
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**Professional Services Program Competencies**

<ul style="list-style-type: none"> <li>● Accounting</li> <li>● Business Administration</li> <li>● Business Information Technology</li> <li>● Business Management</li> <li>● Enterprise Development</li> <li>● Finance</li> <li>● General Business</li> <li>● General Management</li> <li>● Health Care Administration</li> <li>● Hospitality Management</li> <li>● Human Resources Management</li> <li>● International Business</li> </ul>	<ul style="list-style-type: none"> <li>● Management Information Systems</li> <li>● Marketing</li> <li>● Office Administration</li> <li>● Operations Management</li> <li>● Organizational Leadership</li> <li>● Paralegal Studies</li> <li>● Project Management</li> <li>● Public Administration</li> <li>● Retail Management</li> <li>● Small Business Management</li> <li>● Supply Chain Management</li> <li>● Technology Management</li> </ul>
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**Transportation & Logistics Program Competencies**

<ul style="list-style-type: none"> <li>● Automotive Technology</li> <li>● Computer-Aided Design</li> <li>● Construction Management Technology</li> <li>● Diesel &amp; Heavy Equipment Technician</li> <li>● Drafting and Design Technology</li> <li>● Engineering Technology</li> <li>● Heating, AC &amp; Refrigeration Technology</li> <li>● Information Systems</li> </ul>	<ul style="list-style-type: none"> <li>● Marine Technology</li> <li>● Mechatronics</li> <li>● Motorcycle Technician</li> <li>● Process Technology</li> <li>● Quality Assurance</li> <li>● Supply Chain Management</li> <li>● Truck Driving Training</li> <li>● Welding Technology</li> </ul>
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Emerging sectors include Finance and Insurance, Utilities, and Construction. Green Country is actively working with organizations like rural water districts and technology companies to identify opportunities for registered apprenticeships and other work-based learning models.

The local boards and our service providers have access to EMSI, an economic modeling software ([www.economicmodeling.com](http://www.economicmodeling.com)), and O\*Net to obtain competencies on any occupation found within the power sectors. The boards are committed to utilizing the best available labor market information to make data-informed decisions related to programmatic and systemic policy and procedures to improve the workforce system and be prepared to meet the future demands of the businesses and job seekers we serve.

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

**Unemployment Data and Wage Data**

Although Oklahoma has a statewide unemployment rate of 4.0% for May 2021, many of the counties within our Region exceed that statewide average according to the Bureau of Labor Statistics - Local Area Unemployment Statistics (LAUS).<sup>8</sup> Utilizing the latest available monthly data for unemployment (April 2021) by county, the Region had counties ranging from a low of 3.6% in Adair and Wagoner Counties to 6.5% in McIntosh County.

As illustrated in the table below, median wage data often corresponds with unemployment rates. The counties with the highest median wages often had the lowest rates of unemployment. Similarly, but less consistently, the counties with the lowest median wages often had some of the highest rates of unemployment compared to other counties in the region. Median earnings ranged from a high of \$35,189 in Wagoner County to a low of \$24,542 in Cherokee County.

The lingering effects of the pandemic appear to be evident in the comparison between 2020 unemployment rates and the latest monthly unemployment rates available (April 2021). Only one (Adair) of 11 counties in the region had a lower unemployment rate currently as compared to the previous data. The other 10 counties all saw increases in their unemployment rate.

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<sup>8</sup> Bureau of Labor Statistics - Local Area Unemployment Statistics. <https://data.bls.gov/lausmap/>

County	Median Wage <sup>9</sup>	Unemployment Rate (2020) <sup>10</sup>	Latest Monthly Unemployment Rate - April 2021 <sup>11</sup>
Adair	\$25,486	3.75%	3.6%
Cherokee	\$24,542	3.63%	4.2%
Creek	\$33,800	4%	4.5%
McIntosh	\$28,560	5.78%	6.5%
Muskogee	\$27,991	3.72%	5.0%
Okmulgee	\$26,827	4.93%	5.6%
Osage	\$32,397	3.69%	4.4%
Pawnee	\$31,799	3.94%	4.1%
Sequoyah	\$25,161	4.11%	4.8%
Tulsa	\$32,079	3.47%	4.5%
Wagoner	\$35,189	3.39%	3.6%

### Labor Force Data by County

Analyzing labor force data at the county level is important to understand the different dynamics across our region. County labor participation rates range from 45.7% at the low end with McIntosh County to 66.7% at the high end with Tulsa County. Overall, most counties fell within the 50-60% range with two counties above 60% (Wagoner and Tulsa) and one county falling below the 50% labor force participation rate (McIntosh).

Increasing the labor force participation is often dependent on a number of factors. Other sections address the challenges associated with dependent care and elderly care that often come into play when an individual is making their own determination of whether to be an active participant in the local labor force.

Total labor force numbers align closely with the population deviations between counties. This table also addresses the total employment numbers as well of individuals residing in the county that are part of the labor force, and who are currently employed. The comparison of these two numbers aligns with the unemployment rates by counties.

<sup>9</sup> Oklahoma Works 2020 Local Area Briefings

<sup>10</sup> Oklahoma Works 2020 Local Area Briefings

<sup>11</sup> Bureau of Labor Statistics - Local Area Unemployment Statistics. <https://data.bls.gov/lausmap/>

County	Labor Force Participation Rate <sup>12</sup>	Total Labor Force <sup>13</sup>	Total Employment <sup>14</sup>
Adair	50.7%	8,151	7,811
Cherokee	53.2%	18,796	18,001
Creek	56.5%	31,623	30,419
McIntosh	45.7%	6,865	6,463
Muskogee	53.3%	29,238	28,057
Okmulgee	54.4%	15,918	15,142
Osage	53.7%	20,848	19,957
Pawnee	53.3%	7,411	7,105
Sequoyah	51.4%	16,406	15,699
Tulsa	66.7%	322,030	311,265
Wagoner	63.5%	37,252	36,008

### Population Projections

Green Country Workforce faces several challenges related to population projections over the course of this planning period. Data for population projections comes from three documents provided to each local area published by Oklahoma Works:

- Eastern Oklahoma Workforce Development Area 2020 Local Briefing
- Tulsa Oklahoma Workforce Development Area 2020 Local Briefing

In the population data from the table below, it is evident that many counties (primarily rural) are facing projected declines in population for the five-year period ending in 2024. More than half of the counties in the region (7 out of 11) are facing projected declines in population.

### Projected Population Change 2019-2024

County	2019 Population	2024 Population	Total Change
Adair	22,020	21,955	(65)
Cherokee	48,931	49,406	475

<sup>12</sup> American Community Survey 2018 5-Year Estimates

<sup>13</sup> Oklahoma Works 2020 Local Area Briefings

<sup>14</sup> Oklahoma Works 2020 Local Area Briefings

Creek	71,924	72,854	930
McIntosh	19,745	49,685	(61)
Muskogee	68,153	67,115	(1,038)
Okmulgee	38,251	37,472	(779)
Osage	47,039	46,842	(197)
Pawnee	16,398	16,336	(61)
Sequoyah	41,180	41,071	(109)
Tulsa	653,687	667,671	13,984
Wagoner	81,059	85,179	4,120

Source: Emsi-economicmodeling.com 2020.1

As population decreases in many rural areas, the availability of a skilled and qualified labor force also dissipates. Businesses will face additional hardships in finding skilled workers. Although many smaller counties within the region have projected population declines, the largest counties (Tulsa, Rogers, and Wagoner) are expecting significant growth. The increased growth rates in mostly urban areas within the region may be in part associated with similar job growth and opportunities in those places.

It is important to look at commuting patterns to fully analyze the labor conditions of the region and the availability of job seekers within communities and within commutable distance of communities. The flow of workers in and out of counties for work-related purposes is addressed in the following table.

#### County Level Commuting Patterns

County	Employed IN County and Live IN County	Employed IN County and Live OUT of the County	Live IN County and Work OUT of County
Adair	2,439	1,809	4,211
Cherokee	6,754	5,356	9,414
Creek	6,780	11,813	23,878
McIntosh	1,650	1,873	4,162
Muskogee	11,611	12,459	11,577
Okmulgee	4,568	4,662	8,874
Osage	2,771	4,774	14,895

Pawnee	1,427	1,647	4,847
Sequoyah	4,635	4,071	8,764
Tulsa	210,472	126,996	54,047
Wagoner	3,591	6,351	28,799

As the commuting pattern table above suggests there are numerous counties that have a relatively high percentage of their workers commuting in from neighboring counties. Tulsa is an example of this with approximately 126,996 workers who are employed in the county but live in another county.

On the flip side of this equation are counties where individuals choose to reside, but a high percentage of those individuals work in a different county. Creek and Wagoner counties are two counties where very high numbers of their resident's work in a different county. These dynamics make understanding labor availability and meeting business employment demands more nuanced than simply looking at job postings or job openings to understand the challenges of filling open positions.

Additionally, Green Country Workforce will use available data and information to identify ways to better reach underrepresented populations, as well as individuals with barriers to participation, including:

- Veterans and their families
- displaced homemakers;
- low-income individuals;
- Indians, Alaska Natives, and Native Hawaiians;
- individuals with disabilities, including youth who are individuals with disabilities;
- older individuals;
- Ex-offenders;
- homeless individuals or homeless children and youths;
- youth who are in or have aged out of the foster care system;
- individuals who are English language learners;
- individuals who have low levels of literacy;
- individuals facing substantial cultural barriers;
- eligible migrant and seasonal;
- individuals within two years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families Program;
- single parents (including single pregnant women); and
- long-term unemployed individuals;

**4. Provide an analysis of workforce development activities, including providing the SWOT analysis that indicates how the local area's service delivery system is prepared to meet the community's workforce development needs. The local area may add additional information to the regional SWOT analysis that was developed with the regional plan.**

- a. Describe the strengths and weaknesses of workforce development activities.**

- b. Describe the workforce development system’s capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment.
- c. Describe the employment needs of employers.

<b>Strengths</b>	<b>Weaknesses</b>
Tribal Relationships	Keeping open lines of communication and avoiding silos
Training partnerships with colleges/universities with a collaborative spirit and a lot of available certifications	Knowledge of partnership services, the gap in cross-training partner staff, and getting to know new partners after the merger
Cost of living and quality of life	Need better marketing of services and brand awareness among job-seekers and employers
The staff represents the programs and the community well	Reaching Youth through School Systems partnerships and enhancing youth programming
Diversity, talent, experience, and leadership of the Board members from a wide array of industries (especially as a combined/merged local area)	The expanse of area and the distance of workforce partners from each other and lack of sector diversity in rural areas
Partners listen to other’s ideas and concerns to solve problems	<i>Low Educational Attainment of the current workforce - impacts business attraction, economic development</i>
DE&I focus of the board	Lack of population diversity makes it harder to attract and retain diversity
Building business relationships through business services offering a robust level of services and options	Over-reliance on federal funding
Ability to leverage resources innovatively	Urban vs. Rural Mentality
<b>Opportunities</b>	<b>Threats</b>
Improving rural area access to internet services, technology, and transportation	Lack of collaboration and partnerships after the merger of the boards
Advocacy for Infrastructure rollout	Transportation - Getting services, education, and training to the population that needs it
Uniquely positioned for additional CARES or	Sufficient transportation, childcare, etc.



federal funding in partnership with Federal Tribes; diversify funding	Infrastructure available to support an inclusive/equitable larger workforce
The merger of boards helps with shared experiences and ideas - opportunity to learn more about replication of what works for both urban and rural and implementing best practices for both and rebrand ourselves in the communities we serve	Maintaining quality working relationships with federal and state workforce partners and keeping workforce program funding at necessary levels because private funds are limited
Changing employer needs may make them more willing to work with justice-involved; more flexibility with hiring practices	Politics and elections - Ensure the importance of workforce and funding is recognized
Expanded economic development opportunities give more opportunity to jobs for the rural population	Automation - adjusting workforce to different (currently undeveloped) skills, technical training gaps
Relocation of the job center - reach more communities (ex. LatinX and Asian)	The skilled and willing workforce is shrinking, and Labor Force Participation Rate needs to go up
Tulsa area brings more diversity to the rural area - Opportunity to educate about other populations and the wealth of culture they bring	Education Funding - access to post-secondary that fits industry need and emerging industries
Better marketing and outreach of all programs and services including increased usage of business services	Post Incarceration opportunity - housing, job opportunities

**a. Describe the strengths and weaknesses of workforce development activities.**

**Strengths**

Green Country Workforce actively partners with the Cherokee Nation and Muscogee Nation by co-locating in job centers. In the new program year, Green Country will provide interns in the areas of healthcare and agriculture with the Pawnee Nation.

The region is rich with education and training organizations. There are five Career Techs, two community colleges, and eight public and independent four-year institutions in the Green Country Workforce region. Green Country co-locates with two institutions, has board representation from five, and actively works to partner with those that are headquartered out of the area but serve the region.

Seven of the staff of 14 reside in rural areas. As a result, our community relationships are strong. Green Country Workforce's Board mirrors this, with a majority of the members representing rural areas. For many of the staff, workforce development in a workforce board setting is a second career. The primary fields of some staff include aerospace manufacturing, IT, prison and correctional reform, accounting, and retail. The staff and board actively work together with partners and each other to solve problems and make referrals.

In 2020, Green Country Workforce changed the contract measures for their Title I Service Provider to include race, ethnicity, and barrier removal to determine gaps in recruiting and services. There is a focus on accessibility as reflected in the goals for the coming year.

In 2020, Green Country Workforce established a Business Services Team. Previously, this department was outsourced. Within the last year, the Business Services Team increased their business outreach to 75 participants across 27 employers and 23 sectors. The BST has 80 prospective employers. The WEX wages increased from \$12 per hour to \$15.21.

Due to COVID-19 needs and Business Services Team activity, Green Country effectively obligated most of the budget by January 2020. Green Country teamed up with another workforce development agency, Tulsa Community WorkAdvance, to apply and receive an additional \$100,000, as well as \$96,000 in emergency service assistance from the Oklahoma Office of Workforce Development. Green Country also made referrals to partners and served clients with non-monetary assistance.

### **Weaknesses**

In addition to challenges with the COVID-19 pandemic, the building in which Green Country Workforce's American Job Center was located sold unexpectedly, causing a need to find a new location in a matter of months. This coincided with the merger activity that was on a condensed timeline and the loss of key staff. This created a flurry of activity for all employees and communication suffered.

Green Country Workforce established a weekly cadence of meetings that enables everyone's involvement in topics that matter, including changes or announcements. Traction EOS® includes a robust Issues Tracker that ensures that critical information is identified and communicated weekly. Further, each department is creating their own Traction EOS® plan that will include quarterly goals and weekly updates.

The merger process amplified the need for consistent and timely communication across multiple stakeholders. The process in place not only kept Board staff updated on what they needed to know, it also updated and involved the Board of Directors, Local Elected Officials, and other partners. The effort to keep everyone current has allowed us to make quality decisions quickly and maintaining the process post-merger will help ensure that we continue to do so.

The One Stop Operator was recently insourced, giving Green Country Workforce an advantage to truly create system integration and improvement. The OSO's focus is addressed later in this document.

Finally, the Data Integrity Team, which includes representatives from both former regions and service providers, meets regularly to continue to identify ways to leverage technology to reduce waste and increase the accuracy of our reporting.

Additionally, Green Country Workforce selected a new WIOA Title I service provider, who has a focus on cross-training among partner staff.

- b. Describe the workforce development system's capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment.**

The region is rich with education and training organizations. There are five Career Techs, two community colleges, and eight public and independent four-year institutions in the Green Country Workforce region. Green Country co-locates with two institutions, has board representation from five, and actively works to partner with those that are

headquartered out of the area but serve the region.

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**c. Describe the employment needs of employers**

As mentioned in previous sections, the gap in skilled workforce has not closed. Workforce markets have tightened due to COVID-19, aging workforce who exited at a high rate during the pandemic, lowered college enrollment, and a stable but low labor force participation rate. Employers are recognizing the need to hire based on skill and increased willingness to hire previously hard-to-serve populations, including formerly incarcerated individuals, people with disabilities, and immigrants and refugees.

Green Country actively works with employers to train them on skills-based hiring that includes job description and hiring practices that allow them to reach a wider audience. Skills-based hiring is designed to eliminate non-essential hiring requirements and focus on the position specific skills. For example, including the requirement of a college degree in a job description eliminates two thirds of the population of Oklahoma. Focusing of technical and soft skills necessary to be successful in a position opens the job pool, while employers get the skill they really need. Skills based practices help employer’s get the right person in the right seat quicker.

**1. Based on the regional plan’s data analysis, describe the local area’s key workforce development issues and possible solutions to be implemented within the local area.**

<b><i>Key Workforce Development Issues</i></b>	<b><i>Possible Solutions</i></b>
<b><i>Lack of skilled workers</i></b>	<ul style="list-style-type: none"> <li>● Increase programs and outreach related to second-chance programs. This includes information related to bonding and background checks.</li> <li>● Develop collaborative reentry programs to build pathways to work and supportive services for individuals returning from incarceration. Potentially pursue federal discretionary grants related to reentry.</li> <li>● Focus on career pathway development in all areas related to training and emphasize the importance of skill development to employers for incumbent workers to meet higher-skilled positions and retain talent.</li> </ul>
<b><i>Lack of business and job seeker awareness of regional resources for workforce development</i></b>	<ul style="list-style-type: none"> <li>● Be more active and intentional in the use of social media and make more resources available on our web pages.</li> <li>● Collaborate with educational, economic development, and other workforce development programs to cross-promote programming.</li> <li>● Utilize job fairs to build better relationships with businesses in the region.</li> </ul>
<b><i>Lack of sector specialization and specific skills needed by employers</i></b>	<ul style="list-style-type: none"> <li>● Find ways for board members to be more actively involved in educational advisory groups.</li> </ul>

	<ul style="list-style-type: none"> <li>● Seek out business input through listening sessions to identify skills needed now and in the future.</li> <li>● Work with high schools to support the development of career pathways projects and career/technical education efforts.</li> </ul>
<p><b><i>Lack of necessary supportive services, especially around Transportation, Childcare, and Mental Health Services. For some job seekers who were previously incarcerated, this list may be even longer and include housing and other supports.</i></b></p>	<ul style="list-style-type: none"> <li>● Build coalitions between the two workforce development boards to study and respond to these issues.</li> <li>● Leverage resources across workforce programs (and potentially education, social services, and economic development programs) as allowed by the law to coordinate efforts to meet these demands.</li> <li>● Pursue additional grants or foundational resources to support these efforts.</li> <li>● Develop resource lists that can be utilized across the region to help match individuals with the services they need.</li> </ul>

**C. Local Workforce Development System Description**

**Describe the workforce development system in the local area by addressing each of the following. List and describe the programs that are included in the system.**

- Dislocated Worker Program: National Dislocated Worker Grants (DWGs) provide employment and training services to reemploy laid off workers in response to major layoff events causing significant job losses
- Youth Programs: We deliver a comprehensive array of youth services that focus on assisting out-of-school youth and in-school youth with one or more barriers to employment prepare for post-secondary education and employment opportunities, attain educational and/or skills training credentials, and secure employment with career/promotional opportunities
- American Job Centers: American Job Centers, you can get help writing a resume and preparing for interviews, learn about education and training for careers of interest, find state and national resources to help you reach your career goals, and take personal assessments to make sure you find a job that suits your skills and interests
- Supportive Services: Supportive Services provide participants of WIOA activities with key assistance beyond career and training services necessary to achieve success
- Work-Based Learning: Registered Apprenticeship is an employer-driven, “learn while you earn” model that combines on-the-job training with job-related instruction in curricula tied to the attainment of industry-recognized skills standards
- Veteran Services: Veterans and eligible spouses receive priority of service for all DOL-funded job training programs, including WIOA programs
- Priority Populations: American Job Center staff, when using WIOA Adult funds to provide individualized career services, training services, or both, must give priority to recipient’s certain populations

List the location(s) of the comprehensive One Stop Center(s) (at least one) within your local area; and any affiliated or specialized centers (both physically and electronically linked, such as libraries) in the local workforce development area. Identify the workforce system partners who are physically co-located in those centers.

**Tulsa American Job Center- Comprehensive**

14002 East 21<sup>st</sup> Suite 825, Tulsa, OK 74134

Co located Partners – Oklahoma Employment Security Commission, Oklahoma Department of Veteran Affairs, Department of Rehabilitation Services, Union Schools (GED) Pearson VUE, Tulsa Responds (Committed as of 8/12/2021)

**Sapulpa AJC – Affiliate**

1700 S Main Sapulpa, OK 74066

Co located Partners - Oklahoma Employment Security Commission, Oklahoma Department of Veteran Affairs

**Muskogee AJC – Affiliate**

717 S 32<sup>nd</sup> Street Muskogee, OK 74401

Co located Partners - Oklahoma Employment Security Commission, Oklahoma Department of Veteran Affairs

**Okmulgee AJC – Satellite**

1601 S Wood Drive Okmulgee, OK 74447

Co located Partners - Oklahoma Employment Security Commission, Oklahoma Department of Veteran Affairs, Department of Rehabilitation Services

**Sallisaw AJC – Satellite**

100 East Choctaw Av . Sallisaw, OK 74955

Co located Partners - Cherokee Nation

**Eufaula AJC – Satellite**

107 McKinley Eufaula, OK 74432

Co located Partners – Carl Albert Mental Health, District 18 Drug Court, Lake Eufala Group of Alcoholic Anonymous, McIntosh Coalition for a Healthy Community, Women in Safe Homes, People Inc., Muscogee (Creek) Nation Family Violence Prevention, Muscogee (Creek) Nation WIC, McIntosh County Group of Narcotics Anonymous, Youth Emergency Shelter, Ki Bios Area Transit System

**Tahlequah AJC- Satellite**

1295 Skills Center Circle Tahlequah, Ok 74464

Co located Partners – Oklahoma Employment Security Commission, Oklahoma Department of Veteran Affairs, Department of Rehabilitative Services

**Stilwell AJC – Satellite**

406A W. Locust Street Stilwell, OK 74960

Co located Partners - Cherokee Nation

**1. Identify your key strategies for aligning the core programs (WIOA Title I, II,**

**III, and IV programs) as well as all required partner programs within the local one-stop system of comprehensive and affiliate offices by addressing each of the following items. (Include a copy of any completed Process Maps and how they are used to align services and avoid duplication of services).**

**a. Assess the types and availability of adult and dislocated worker employment and training activities in the local area.**

The WIOA Title I Adult, Dislocated Worker, and Youth Programs are available in all of our One-Stop Center Offices. The service provider designates case managers as subject matter experts for each designated priority population including veteran's and their family members, the disabled, justice involved, the immigrant community, and youth.

If services are not easily accessible to customers, the staff are encouraged to work with the participant to make arrangements to meet job seekers offsite and utilize various forms of technology including Zoom and Microsoft Teams. As a result of this encouragement the service provider staff has created enrollment events and outreach events at partner locations and on-line, which occur at regular intervals. These events allow the public access to the Title I Adult, Dislocated, and Youth programs.

To continue the progress of more access to employment and training activities in the area, Green Country Workforce will continue to host system partner meetings and continue participating in regional planning meetings to:

- complete gap analysis and identify key services;
- complete process mapping; and
- discuss infrastructure cost sharing.

Green Country Workforce will continue to partner and build relationships with community partners to encourage collaboration and continuous improvement of the one-stop delivery system.

Examples of employment and training service found within the local area include:

- Resume Workshop
- Interviewing Skills Workshop
- Disability Training completed by Core partner
- Dress for Success
- Career Management
- Work Experience
- On-the-Job Training
- Individual Employment Plans
- Comprehensive Assessments

Green Country Workforce is continuously working towards fully implementing WIOA. Below are a few of the education and training activities that we have implemented and are working towards implementing:

- Financial Literacy
- Entrepreneurship Training
- Integration with Dept. of Rehabilitation on youth participants, and
- Work Experience and internships

**b. Provide an explanation of how the local board addresses local rapid response activities.**

Green Country Workforce delivers solutions for all stages of the business cycle. When employers find themselves downsizing or closing, Business services develops customize plans to educate employees on the processes to help them transition to the next phase of their life. Services like unemployment benefits, COBRA health insurance, new career exploration and preparation.

**Describe how the local board will coordinate relevant secondary and post-secondary education programs and activities with workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.**

Green Country Workforce staff continually communicate with our secondary and post-secondary education partners to develop, design, and implement strategies to fill the workforce needs of today and tomorrow. GCWF's relationships with the business community allows us to give workforce demand signals to our training partners. The collaborative relationships we have built allow us to both brainstorm new ideas and leverage services that already exist.

- c. **Describe how the local board, in coordination with the One Stop operator, maximizes coordination, improves service delivery, and avoids duplication of Wagner-Peyser Act services and other services provided through the delivery system.**

Collaboration for increased customer access to services: Maintain the Partner Memorandum of Understanding on a continual basis adding partners as needed and implementing improvements to ensure each partner's capabilities are fully recognized, and referrals are individualized to the job seeker. The One Stop Operator must go beyond collaboration to become an integrator of services which requires them to operate with a high level of trust and independent of any single provider to ensure equity in decision making.

All customers, regardless of location, (employers and job seekers) will receive prompt and uniform high-quality service: By integrating the Corporation for a Skilled Workforce's Guide to Improving One-Stops through Benchmarked Critical Success Factors, the Commission on Accreditation of Rehabilitation Facilities International's (CARF) Standards Manual Supplement for One-Stop Career Centers, Green Country Workforce's plan for Center Certification, and Traction EOS®, the One Stop Operator will have optimal guidance to ensure that the GCWDB brand lives up to the expectations of the Board and our communities.

Overseeing a standard process across the entire GCWDB region ensures that all participants enrolled receive orientation concerning integrated services, project goals and training conditions, including: (1) attendance and punctuality standards; (2) training and other services which will be made available; (3) other project expectations. This orientation will take place during the participant's first visit to a workforce center or can be done virtually. Customer feedback surveys, monthly monitoring, and ongoing continuous improvement projects will help quickly identify any issues that require intervention.

The One Stop Operator will collaborate with the Director of Business Services to: (1) Develop, offer and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy; (2) collaborate with system partners to facilitate and participate in special projects such as job fairs, business driven workshops, rapid response events; and (3) be responsible for communicating employers' needs to the Oklahoma Works staff.

Development of innovative programs for job seekers, employers, and incumbent workers: Green Country Workforce's



goal is to work with each partner to understand their strengths and services and use that understanding to create efficiency and avoid waste. As an example, the former service provider for the Tulsa area has job readiness training. However, a person who is enrolled in one of the Mental Health of Oklahoma's workforce programs has already completed a job readiness component that is specialized for that population. The One Stop Operator's relationship with each partner allows them to understand how a person qualifies for MHATOK's program and avoid the redundancy of using another program that may not be optimal for that individual.

Similarly, the One Stop Operator regularly convenes partners to identify gaps in the system and innovate solutions that appropriately maximize federal dollars and leverage the strengths of our partners. As we consider the opportunities that exist across the entire 11-county region covered Green Country Workforce, the role of the One Stop Operator becomes the primary convener to ensure that all stakeholders are heard and that services are provided consistently and thoroughly.

Meet State and federal performance measures: The Center Certification monitoring process originally designed by Workforce Tulsa focuses on incentivizing staff to use performance assessments that are thorough and easy for staff to identify areas where improvement is needed. Green Country Workforce will continue and expand this process. Self-assessments will be conducted annually for Center Certification utilizing the following tools to ensure compliance with state and federal policy:

1. *Guide to Improving One-Stops through Benchmarked Critical Success Factors* Developed by Corporation for a Skilled Workforce in partnership with the National Governors Association Center for Best Practices, National Association of Counties, U.S. Conference of Mayors, and the National Association of State Workforce Agencies.
2. *Checklist for Compliance with Section 503 of the Rehabilitation Act of 1973, As Amended* from the U.S. Department of Labor.
3. *Integrated Business Services Self-Assessment Tool* from the Oklahoma Department of Commerce, Oklahoma Office of Workforce Development.
4. *Physical Site Accessibility Checklist* from The Oklahoma Department of Rehabilitation Services (OKDRS).

Traction EOS® allows staff and organizational stakeholders to quickly identify the root cause of systematic issues that impact service delivery and track progress and implementation of corrective action. The system includes mechanisms for consistent feedback, timely problem solving, and collaboration in issue resolution. It also incorporates the use of weekly scorecards that are tied directly to required federal and state outcomes. With Traction EOS® as an operating system, staff can identify and address performance issues on a weekly basis, rather than waiting for a quarterly or monthly review.

Efficiency through technology (including paperless systems): The former Tulsa Workforce area uses Salesforce as their Client Relationship Management (CRM) system. Utilizing a single source for data tracking and reporting, the One Stop Operator can monitor performance trends, partner referrals and opportunities, and any breakdown in service processes. Green Country Workforce is extending this platform to cover the entire region, which will allow us to eliminate waste, ensure consistency of processes and reporting, and quickly identify systemic issues that require attention.

Recent continuous improvement projects leveraged technology to automate the enrollment process (expanding accessibility while still maintaining COVID-19 safety protocol), simplify and streamline on-line information for job seekers, and expand the number and variety of strength/interest assessments available for use by Career Navigators.

**d. Describe how the local board will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II, including how the local board will carry out the review of local applications submitted under Title II.**

The local board will continue to foster its partnership with Title II Adult Education and Literacy programs. In the Green Country Workforce area, Union Public Schools and the YWCA are the recipients of Title II Adult Education and Literacy funding. Union Public Schools holds GED classes at access points located throughout the area and we coordinate with Career Tech and the Cherokee Nation Career Services for the administration and services in the rural areas.

In order to integrate and improve service delivery, the Board practices the following:

- Coordinate referrals of potential customers in an efficient and effective manner
- Provide ongoing communication pertaining to mutual customers
- Provide qualified personnel to educate each entity's staff on programmatic and eligibility information as needed, including, a liaison to serve as a resource and to address questions from customers.
- Ensure quality customer service and customer-centered focus and collaborate links to education, employment, and training services for eligible customers.
- Keep each entity appraised of any services that will benefit eligible customers.

The Board works with Adult Education providers to collaborate with local businesses for career pathways. The Board will continue to work with Adult Education providers and continue to identify career pathways in targeted occupations where training is needed. A reverse referral process is used to identify potential customers for Information regarding local business needs which are provided by the Business Services Team. Information is also available to potential customers via the Board's social media applications.

The Board and board staff will review all proposals received under Title II, except those that present a potential conflict of interest. The local application review process will ensure alignment with WIOA requirements and board plan activities, consistent with WIOA §§107(d)(11)(A) and (B)(i) and WIOA §232. Once reviews are completed, a recommendation is submitted to the requesting authority.

**e. Describe and assess the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, and provide an identification of successful models.**

The pandemic and merger delayed outreach and relationship building with several partners as GCWDB and many of our partners were working on short-term solutions. GCWDB will put together a team and a roadmap with partners like CREOKS, Green Country Behavioral Health, the Lincoln Enrichment Center, and our local Tribes.

**2. Describe how the local board will work with entities carrying out core programs to accomplish the following outcomes:**

- a. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals**

**with barriers to employment.**

The One Stop Operator is responsible for creating and maintaining a comprehensive network of support for the handling of participant's situations. Utilizing a strength-based case management approach, staff recognizes that the goal goes beyond just accessing services and extends to creating opportunities for growth, education, and skill development. The strengths-based case management model recognizes the value of community services, family, and cross-agency partnerships. Participants take the lead in identifying their own needs, take control over the search for resources and services to address those needs, and are encouraged to view the community as a resource rather than a barrier to success.

By working closely with participants to develop robust IEP's and ISS's that identify their interests, strengths, and opportunities for improvement, we can identify what training would create maximum value and place the job seeker on a path to financial stability.

- b. Facilitate the development of career pathways\*. Provide a list of the career pathways, and for each include**
  - o The phase of development (conceptual, in initial implementation, being sustained, or, expanding);**
  - o Workforce Demand (need) – Describe the business workforce need being addressed by the strategy. Indicate the industry(s) and occupations being represented, how the need was determined, and the occupational skills to be addressed;**
  - o Relevance – Indicate the connection between the demand and the priority(ies) for the region;**
  - o Strategy – Identify the sector partners and the role of each; o Funding – Describe available resources that will support the strategy; o Unfunded Critical Elements – Identify any critical elements for the identified strategy that must be done for the success of the strategy that cannot be met with available resources. This may include: the expansion of an existing strategy, in any phase, from one LWDA to others in the region; the need to procure new training vendors; planning sessions involving multiple partners; training of One-Stop staff; and development of regional data collection systems.**

Flourish Tulsa – Skilled Immigrant and Refugee Project

Initial Implementation

GCWDB is a founding member of Flourish Tulsa, with technical assistance by the World Education Service. It was formed to address the significant number of skilled immigrants and refugees whose educational attainment does not translate to US standards. Career pathways guides are in work for engineering, education, and mental health professionals. Green Country shared the engineering guide with business and education representatives for their feedback. The Flourish Tulsa project is not formally funded. It began as a technical assistance grant from the World Education Service that connected the team with other national organizations. The partnership is between the City of Tulsa, the YWCA, Tulsa Community College, and Green Country Workforce.

Centers of Excellence – The Centers of Excellence were supported by the workforce boards. We are in contact with each of them on a regular basis to further express and offer support for the efforts.

The Northeast Regional Plan highlights specific action steps related to further development of pathways. These include:

Strategy	Action Steps and Tactics
Selection and prioritization of career pathways aligning with in-demand industries and occupations for the Region.	Identify best practices regarding development of new and existing career pathways for the Region, including best practices focusing on industry, public, and private sector partnerships that create customized workforce solutions and work-based training opportunities.
Identification of barriers to participation in selected and prioritized career pathways and identify resources to help individuals overcome these barriers to participation.	<p>The Region will work together to collectively identify key barriers to participation in career pathways among job seekers and workers.</p> <p>The Region will work together and collectively identify key barriers to participation in career pathways among employers and regional and local industry sector partnerships.</p> <p>The Region will develop a comprehensive resource list of supportive services and workforce, education, and social assistance programs that can assist the region’s job-seekers to achieve success.</p>

**3. Describe how the local board will implement the goals and strategies of Oklahoma’s Unified State Plan and the Regional Plan.**

Green Country Workforce, through our Northeast Regional Plan, parallels the Oklahoma State Plan and brings the voices of the workforce system partners to the table to create a unified regional plan that is specifically created to respond to the needs of industry and job seekers and will align the resources of each workforce system partner. Each local workforce system is an active partner in the development and implementation of the regional efforts.

The Northeast Planning Region, through the collaboration of the Northeast and Green Country Development Boards, follows the goals and strategies identified in the Oklahoma Unified State Plan through the process of aligning and connecting, data analysis, partnerships, and resources.

**Alignment**

The Northeast Planning Region is focused on aligning and connecting the education and training pipeline with the needs of the regional economy. Our future efforts are focused on the coordination of strategic priorities across the education and workforce system with business as the driver behind these conversations.

To deliver integrated services, case managers must not feel constrained by the services available in one program but must have the training and ability to offer customers the services they need from multiple programs. To move toward integrated service delivery, the boards of the Region are establishing integrated intake systems with “no wrong door”

and with multiple entry points for customers with the understanding that all partners share responsibility for the customers and will match services to their needs. A “One Workforce” (TEGL 13-20) approach supports an integrated workforce staff, so that any customer who walks into any AJC can be served seamlessly by any staff member.

**Data**

The Northeast Planning Region utilizes data to build a robust workforce system that is focused on wealth-generating occupations. Future plans of the Northeast Planning Region will incorporate workforce and economic development data to integrate policy, track progress, and monitor success.

**Partnerships**

The local areas within the Northeast Planning Region understand and value system partnerships. The Region is committed to nurturing partnerships between regional businesses, education, and workforce partners to build a stronger workforce system throughout the region. As these partnerships are strengthened, opportunities will grow for job seekers and businesses. These regional partnerships will occur as the Region is fully structured and begins to align strategies that are responsive to the challenges of the region.

**Resources**

The objectives of the Region include the optimization of resources available throughout the region. Through the efforts driven by the Region and core partners, the Region will work to identify and recommend creative, cross-agency, and cross-sector funding models.

Strategies and action steps related to these four items include:

Strategy	Action Steps and Tactics
<p><b><i>Coordination of workforce development activities locally and regionally</i></b></p>	<p>The Region will work to align partner programs, required and optional one-stop partner programs, and other resources available in the Region by:</p> <ul style="list-style-type: none"> <li>● coordinating workforce development activities across planning regions and local areas;</li> <li>● inventorying and coordinating of services across the local area to maximize service delivery for job seekers, workers, and employers; and researching and identifying technological resources that will support the integration of supportive services and the participation in career pathway programs by job seekers, workers, employers, and industry sector partnerships.</li> </ul>
<p><b><i>Technology integration at the one-stop and technology expansion to reach more job seekers and businesses and coordinate services with partners.</i></b></p>	<p>The Region will continue to work to integrate technology across all plan partner programs and other required and optional one-stop partner programs to improve data sharing that provides time data necessary to initiate services across one-stop delivery system programs, assess service delivery, and meet performance-reporting requirements.</p> <p>The Region will seek to expand the use of technology to reach more job seekers, businesses, and to improve the coordination of partner program services to customers.</p>

<b><i>Policy development</i></b>	All plan partners will work individually and collectively to develop local-level policies that support program and technology alignment and collaboration.
<b><i>Cross training and technical assistance</i></b>	<p>The Region will support and assist all plan partners and other required and optional one-stop partners as they work individually and collectively to develop and implement local-level cross training regarding:</p> <ul style="list-style-type: none"> <li>● workforce system initiatives;</li> <li>● Technology;</li> <li>● program policies;</li> <li>● program eligibility, services, and terminology;</li> <li>● program performance;</li> <li>● best practices; and</li> <li>● other workforce development activities.</li> </ul>
<b><i>Data integration and data-informed decision making</i></b>	<p>The Region will use data-informed decision making to help with continuously improving the one-stop delivery system. The Region will make more data available to the public and to the workforce partners to better analyze performance metrics to identify areas that present an opportunity for improvement. Customer satisfaction data from employer and career seeker surveys will also be analyzed at least quarterly.</p> <p>The Region urges workforce system partners to utilize available technology, analytics, and labor market information to proactively plan for future workforce, industry, and educational needs within the local area.</p>

**4. Describe how the local board will coordinate local workforce development activities with regional economic development activities that are carried out in the local area and how the local board will promote entrepreneurial skills training and microenterprise services.**

Green Country Workforce staff actively work with chambers of commerce and economic development organizations. In some areas, we are re-establishing those relationships. With the improved Business Services activities, the region is pulling Green Country Workforce into projects. We actively meet with the Muskogee Chamber and Port, with Cherokee Nation, the Tulsa Regional Chamber, Owasso Chamber, the Pawnee Economic Development Corp, Sandstone Hills, Okmulgee Economic Development Corp, and the Northeast Oklahoma Regional Association.

For example, the Sandstone Hills area (Osage, Pawnee, and Creek) have a program called Create Bridges. The program is designed to assist small main street businesses with their business needs. Green Country Workforce helped identify training that the collective businesses expressed. The Indian Nations Council of Government (INCOG) actively seeks Green Country Workforce staff input into their Comprehensive Economic Development Strategy for their five-year plans. These plans are translated to the US EDA for grants that help businesses and grow infrastructure for supporting businesses.

Green Country Workforce has an MOU with the Tulsa Economic Development Corporation for the startups they assist. The startups come to Green Country when they are ready to expand or to start hiring.

Green Country Workforce Staff are joining consortiums with several rural counties.

**5. Describe how:**

- a. The local board will ensure the continuous improvement of eligible providers of services through the system in order to meet the employment needs of local employers, workers, and jobseekers.**

The Green Country Workforce Development Board is dedicated to maximizing informed customer service by ensuring that a sufficient number of quality programs are made available to all of the population groups we serve. Our ETPL process is driven by evaluation, accountability, identification and implementation of best practices, and data-driven decision making.

We are continuously improving our local Eligible Training Provider List in the following ways:

- All State approved Training Providers may submit required program information on OKJobMatch.com in order for their training programs to be considered for initial or subsequent approval. To improve the initial process of learning how to apply to become a State-Approved Eligible Training Provider and how to submit, manage, and update programs on OKJobMatch.com, Green Country Workforce Development Board will create and include a section on [www.greencountryworks.com](http://www.greencountryworks.com) with all of the relevant information clearly defined and accessible. This will improve our relationships with training providers by simplifying processes and centralizing up-to date information, tools, and resources.
- We develop relationships and work with our area employers, education partners, and training providers to ensure the availability of in-demand training by supporting:
  - Identification/continuous performance improvement of existing programs
  - Employer-driven development of training programs linked to our area's in-demand industry occupations.
- Two (2) Local Policy Requirements in Addition to the State's:
  - Wages at Placement (Hourly): Participants must earn an hourly wage of \$10.42 in their program related field of employment. This figure is based on 70% of the LLSIL of \$21, 691 per year for a family of three ( $\$21,691 \div 2080 = \$10.42$ ) as established in OWDI #06-2019 entitled U.S. Department of Health and Human Services (HHS) 2019 Poverty Guidelines and U.S. Department of Labor's 2019 70% and 100% Lower Living Standard Income Levels (LLSIL) dated September 11, 2019.
  - Training Providers will provide a list of the provider's partnerships with businesses as requested.
- Our Demand Occupation List requires that some of the programs leading to lower paying, entry level positions must only be allowed if the program aligns with a career pathway leading to self-sufficiency.
- Board Member Engagement
  - Demand Occupation List
  - Encourage Training Providers to participate in the ETPL
- Local ETPL admin continues to improve on collaborative efforts with other local area ETPL administrators and create and participate in opportunities for collaboration/technical assistance with/from the State ETPL admin
- Although OKJobMatch.com is utilized to manage program data electronically by the training provider, Local ETPL admin, and the State ETPL admin, the official Green Country Workforce Development Board's official Eligible Training Provider List is maintained and distributed as an Excel spreadsheet that is updated monthly on average and more often as needed. This is to ensure data integrity and to support clarity in monitoring.

- b. Entities within the One Stop delivery system, including system/center operators and partners, will comply with section 188 of WIOA, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.**

Under Green Country Workforce, the One Stop Operator will maintain Traction EOS<sup>®</sup> operational plans and quarterly goals for the following:

Accessibility:

The One Stop Operator will be responsible for maintaining the operations in a manner that encourages interaction with priority populations. This includes:

- Providing and maintaining specialized accessibility equipment
- Ensuring translation services are available by each partner
- Coordinating with Green Country's Quality Performance Trainer to ensure professional development addresses specialized populations
- Coordinating efforts among the partners to reach and maintain "Proactive" Star Accessibility status
- Maintaining ADA Compliance

The Center Certification monitoring process originally designed by Workforce Tulsa focuses on incentivizing staff to use performance assessments that are thorough and easy for staff to identify areas where improvement is needed. Green Country Workforce will continue and expand this process. Self-assessments will be conducted annually for Center Certification utilizing the following tools to ensure compliance with state and federal policy:

1. *Guide to Improving One-Stops through Benchmarked Critical Success Factors* Developed by Corporation for a Skilled Workforce in partnership with the National Governors Association Center for Best Practices, National Association of Counties, U.S. Conference of Mayors, and the National Association of State Workforce Agencies. This toolkit draws on nation-wide feedback, refines a list of critical success factors for One-Stops, and provides guidance on what needs to be in place to successfully deliver services. It also provides guidance on real-world factors that impact service delivery across the nation and ways that external local areas are addressing these factors.
2. *Checklist for Compliance with Section 503 of the Rehabilitation Act of 1973, As Amended* from the U.S. Department of Labor. This tool will serve as a guide to identify areas for continuous improvement in serving clients and empowering staff through intentional and thoughtful affirmative actions that support accessibility, diversity, inclusion, and equity in organizational processes.
3. *Integrated Business Services Self-Assessment Tool* from the Oklahoma Department of Commerce, Oklahoma Office of Workforce Development. This team-driven self-assessment tool will challenge staff and the local area to be more responsive to businesses and to make changes to support system-wide improvement. This toolkit focuses on designing a framework for staff to address challenges collaboratively within the local area and with external Oklahoma stakeholders.



4. *Physical Site Accessibility Checklist* from The Oklahoma Department of Rehabilitation Services (OKDRS). This self-assessment tool directly aligns with OKDRS processes for accessibility monitoring within Oklahoma Works offices and locations as well as 2010 ADA Standards for Accessible Design from the U.S. Access Board. This easy-to-follow checklist provides staff with a tool to self-assess accessibility at physical site locations.

6. **Describe how the local board will coordinate WIOA Title I workforce development activities with the provision of transportation, child care, and other appropriate supportive services in the local area. Include a copy of a completed Job Seeker Wrap Around Services service matrix.**

#### Transportation

Prior to the pandemic, a study was conducted on rural transportation improvement. In 2019, the Oklahoma State Legislature passed a 20-year Oklahoma Public Transit Policy plan that will align transit strategy among state agencies, local governments, and transit systems. Green Country Workforce actively participates in discussions with State legislators and local representatives to expand service areas into our rural counties.

Tulsa Transit and Pelivan, a regional transit service, teamed up to create a new Highway 169 corridor that extends to several industrial parks. Green Country staff and Board members were on the planning and feasibility study teams to implement the corridor.

The Region also works closely with Modus, a transportation organization that enables people to get to their social service and medical appointments, and ensures they know how to use the city's transit system. The curb-to-curb transportation service, Modus Drive, allows social service agencies to focus on their core services and ensures everyone gets the services they need, while ModusEd trains every high school student at Tulsa Public Schools to use the city's transit system. Together, Modus Drive and ModusEd increase youth transit use, reduce agency spending on inefficient transportation, and increase access to healthcare and social services.

Most of our rural counties do have some access to local transportation. We are actively promoting usage through supportive services and referrals.

#### Childcare

Childcare is often cited as a major issue in our region. The supply of childcare facilities is severely limited and options are often cost prohibitive.

As identified in Green Country's Regional Plan, a commitment between the regional boards has been made to:

- Build coalitions between the two workforce development boards to study and respond to these issues.
- Leverage resources across workforce programs (and potentially education, social services, and economic development programs) as allowed by the law to coordinate efforts to meet these demands.
- Pursue additional grants or foundational resources to support these efforts.
- Develop resource lists that can be utilized across the region to help match individuals with the services they need.

7. **Provide the executed cooperative agreements\* which define how service providers will carry out the requirements for integration of,**

and access to, the entire set of services available in the local One Stop system. This includes cooperative agreements between the local WDB and other local entities with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

See attachments ([attach Modus and Legal Aid](#))

**8. Identify the local:**

**a. Fiscal agent**

Gail Armstrong, Southern Workforce Board  
910 W Evergreen,  
Durant, OK 74701  
[garmstrong@swb-ok.com](mailto:garmstrong@swb-ok.com)  
580-745-5397

**b. One Stop Operator(s)**

John Collins, Green Country Workforce  
14002 E 21<sup>st</sup> St, Suite 825  
Tulsa, OK 74134  
[jcollins@greencountryworks.org](mailto:jcollins@greencountryworks.org)

**c. Service Provider(s) for Adult and Dislocated Worker  
WIOA Title I Basic and Individualized Career Services**

Travis Alexander, Eckerd Youth Alternatives, Inc.  
14002 E 21<sup>st</sup> St, Suite 825  
Tulsa, OK 74134  
[talexander@greencountryworks.org](mailto:talexander@greencountryworks.org)  
918-332-2967

**d. Service Provider(s) for Youth WIOA Title I Services**

Travis Alexander, Eckerd Youth Alternatives, Inc.  
14002 E 21<sup>st</sup> St, Suite 825  
Tulsa, OK 74134  
[talexander@greencountryworks.org](mailto:talexander@greencountryworks.org)  
918-332-2967

**9. Describe the competitive process used to award the subgrants and contracts for WIOA Title I activities.**

All procurement transactions are conducted in a manner that promotes full and open competition consistent with the standards of the Uniform Guidance 2 CFR 200.319 and Oklahoma Office of Workforce Development (OOWD) State Policy for competition. This process ensures objective contractor performance and eliminates any unfair competitive advantage. We utilize the following methods for subcontracts and contracts:

- Procurement by sealed Bids – For purchases that cost more than \$150,000, bids can be publicly solicited and a firm fixed price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming to all the material terms and conditions of the invitation for bids, is the lowest in price.
- Procurement by competitive Proposals – For purchases that cost more than \$150,000, a competitive proposal process can be used. This is normally conducted with more than one source submitting an offer, and either a fixed price or cost-reimbursement type contract is awarded. This method will be conducted at least every four years per the WIOA regulations. It is generally used when conditions are not appropriate for the use of sealed bids.
  - Requests for proposals must be publicized and identify all evaluation factors and their relative importance;
  - Proposals must be solicited from an adequate number of qualified sources;
  - GCWDB has a written method for conducting technical evaluations of the proposals received and for selecting recipients;
  - Contracts will be awarded to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered.
- Procurement by sole source – This is procurement by noncompetitive proposals through solicitation of a proposal from only one source and is used only when one or more of the following circumstances apply:
  - The item is available from a single source;
  - The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;
  - The Federal awarding agency or pass-through entity expressly authorizes noncompetitive proposals in response to a written request from the non-Federal entity; or
  - After solicitation of a number of sources, competition is determined inadequate.

**10. Describe the local levels of performance negotiated with the State.**

On August 13<sup>th</sup>, 2021, Green Country Workforce re-negotiated the following measures with the Oklahoma Office of Workforce Development. These measures combine past performance levels as well as goals that positively affect outcomes that are in line with the goals of the Workforce Innovation Opportunity Act.

Program	Performance Metric	Performance Goal
Youth	Credential Attainment	60.0%
Youth	Employment 2nd Quarter After Exit	72.0%
Youth	Employment 4th Quarter After Exit	68.5%
Youth	Measurable Skills Gain	60.0%
Youth	Median Earnings 2nd Quarter After Exit	\$3,600
DW	Credential Attainment	74.0%
DW	Employment 2nd Quarter After Exit	75.0%
DW	Employment 4th Quarter After Exit	70.0%
DW	Measurable Skills Gain	68.0%
DW	Median Earnings 2nd Quarter After Exit	\$8,700
Adult	Credential Attainment	75.0%
Adult	Employment 2nd Quarter After Exit	70.5%
Adult	Employment 4th Quarter After Exit	70.0%
Adult	Measurable Skills Gain	63.0%

Adult	Median Earnings 2nd Quarter After Exit	\$5,900
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**11. Describe the actions the local board will take toward becoming or remaining a high performing board.**

In previous years, the focus of monitoring was not always objective in nature and did not always address root causes through systemic and lasting solutions. The efforts taken to address deficiencies identified within these reports include:

- Focus on the development of positive working relationships and open lines of communication for all staff members to elevate issues without fear of repercussion.
- Monitoring responses both to the service provider and to the Oklahoma Department of Workforce Development that provided a clear narrative of systematic issues.
- Monitoring directives that supported additional actions, documentation provisions, and clearly defined objectives of corrective action that needed to be implemented.
- A new system of policy development that allowed for Operation Memorandums developed jointly between staff and service provider to address real-time problems and systematic issues instead of using board-level policy as a first step for policy changes.
- Change in policy making to allow for Executive Director level decision-making through Operation Memorandums, which enable quicker implementation of corrective action.
- Regular communication with Oklahoma Department of Workforce Development staff for local area technical assistance and for training.
- Focus on supportive service provision and viewing participants as clients who need real-time support to succeed. This shift has created a difference in how we identify and solve root-cause problems.
- Focus on outcome measures related to Equal Opportunity, diversity, and inclusion which have helped drive needed changes to our contractual expectations with vendors and our outcome measures for participants.
- Revised procedures related to wage subsidy programs allowing us to put more funding into direct services. Added requirement to the contract measures to spend more funding to meet or exceed the measurements required.

Additionally, Green Country Workforce places a heavy emphasis on training. For example, Green Country Workforce focuses on three areas of employee training:

- Compliance training includes all mandatory training as Employer of Record and training related to WIOA and other regulatory requirements.
- Process training includes courses or training material tied specifically to job duties, as well as all-employee sessions covering internal processes such as timekeeping, system utilization, program enrollment, or continuous improvement.
- Personal development training includes any discretionary training agreed upon by managers and their direct reports for the purposes of leadership preparation, cross-training, or addressing performance or skill gaps.

Green Country strives to create a culture of continuous learning, which means employees are encouraged to freely share knowledge with others, participate in process improvement events, volunteer for special assignments outside their functional reporting area, and ask for assistance with anything that is not clear.

Board and Staff training will focus on delivering content that is applicable to real-time issues the local area faces, creates opportunities for professional development, and empowers diversity, inclusion, and equity. While the past Board meetings have primarily been focused on merger activity, a new component will be rolled out in the Board and

Local Elected Official meetings that will focus on training, information sharing, metrics and data analytics, and continuous improvement.

**12. Describe how training services will be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts, and how the local WDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.**

The Green Country Workforce Development Board is dedicated to maximizing informed customer service by ensuring that enough quality programs are made available to all the population groups we serve. While there are no plans to contract directly with training providers, training services and the quality of those services is managed through the Eligible Training Provider List process.

**13. Describe 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.**

The former Tulsa Workforce area uses Salesforce as their Client Relationship Management (CRM) system. Utilizing a single source for data tracking and reporting, the One Stop Operator can monitor performance trends, partner referrals and opportunities, and any breakdown in service processes. Green Country Workforce is extending this platform to cover the entire region, which will allow us to eliminate waste, ensure consistency of processes and reporting, and quickly identify systemic issues that require attention.

Recent continuous improvement projects leveraged technology to automate the enrollment process (expanding accessibility while still maintaining COVID-19 safety protocol), simplify and streamline on-line information for job seekers, and expand the number and variety of strength/interest assessments available for use by Career Navigators.

**14. Describe the direction given to the One Stop center operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.**

Collaboration for increased customer access to services: Maintain the Partner Memorandum of Understanding on a continual basis adding partners as needed and implementing improvements to ensure each partner's capabilities are fully recognized, and referrals are individualized to the job seeker. The One Stop Operator must go beyond collaboration to become an integrator of services which requires them to operate with a high level of trust and independent of any single provider to ensure equity in decision making.

All customers, regardless of location, (employers and job seekers) will receive prompt and uniform high-quality service: By integrating the Corporation for a Skilled Workforce's Guide to Improving One-Stops through Benchmarked Critical Success Factors, the Commission on Accreditation of Rehabilitation Facilities International's (CARF) Standards Manual Supplement for One-Stop Career Centers, Green Country Workforce's plan for Center Certification, and

Traction EOS®, the One Stop Operator will have optimal guidance to ensure that the GCWDB brand lives up to the expectations of the Board and our communities.

Overseeing a standard process across the entire GCWDB region ensures that all participants enrolled receive orientation concerning integrated services, project goals and training conditions, including: (1) attendance and punctuality standards; (2) training and other services which will be made available; (3) other project expectations. This orientation will take place during the participant's first visit to a workforce center or can be done virtually. Customer feedback surveys, monthly monitoring, and ongoing continuous improvement projects will help quickly identify any issues that require intervention.

The One Stop Operator will collaborate with the Director of Business Services to: (1) Develop, offer and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy; (2) collaborate with system partners to facilitate and participate in special projects such as job fairs, business driven workshops, rapid response events; and (3) be responsible for communicating employers' needs to the Oklahoma Works staff.

Development of innovative programs for job seekers, employers, and incumbent workers: Green Country Workforce's goal is to work with each partner to understand their strengths and services and use that understanding to create efficiency and avoid waste. As an example, the former service provider for the Tulsa area has job readiness training. However, a person who is enrolled in one of the Mental Health of Oklahoma's workforce programs has already completed a job readiness component that is specialized for that population. The One Stop Operator's relationship with each partner allows them to understand how a person qualifies for MHATOK's program and avoid the redundancy of using another program that may not be optimal for that individual.

Similarly, the One Stop Operator regularly convenes partners to identify gaps in the system and innovate solutions that appropriately maximize federal dollars and leverage the strengths of our partners. As we consider the opportunities that exist across the entire 11-county region covered Green Country Workforce, the role of the One Stop Operator becomes the primary convener to ensure that all stakeholders are heard and that services are provided consistently and thoroughly.

Meet State and federal performance measures: The Center Certification monitoring process originally designed by Workforce Tulsa focuses on incentivizing staff to use performance assessments that are thorough and easy for staff to identify areas where improvement is needed. Green Country Workforce will continue and expand this process. Self-assessments will be conducted annually for Center Certification utilizing the following tools to ensure compliance with state and federal policy:

1. *Guide to Improving One-Stops through Benchmarked Critical Success Factors* Developed by Corporation for a Skilled Workforce in partnership with the National Governors Association Center for Best Practices, National Association of Counties, U.S. Conference of Mayors, and the National Association of State Workforce Agencies.
2. *Checklist for Compliance with Section 503 of the Rehabilitation Act of 1973, As Amended* from the U.S. Department of Labor.
3. *Integrated Business Services Self-Assessment Tool* from the Oklahoma Department of Commerce, Oklahoma Office of Workforce Development.
4. *Physical Site Accessibility Checklist* from The Oklahoma Department of Rehabilitation Services (OKDRS).

Traction EOS® allows staff and organizational stakeholders to quickly identify the root cause of systematic issues that

impact service delivery and track progress and implementation of corrective action. The system includes mechanisms for consistent feedback, timely problem solving, and collaboration in issue resolution. It also incorporates the use of weekly scorecards that are tied directly to required federal and state outcomes. With Traction EOS® as an operating system, staff can identify and address performance issues on a weekly basis, rather than waiting for a quarterly or monthly review.

**15. Describe the process used by the local board to provide a 30 day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations. The required public comment process is outlined in section 108(d) of WIOA.**

The Public Comment period met the requirements outlined for submission. The plan will be published on the website and emailed to the Board and Local Elected Officials. All comments will be reviewed to make improvements to the plan. The plan will be reviewed and approved during the Executive Committee and Board Meetings, both subject to Open Meetings Act.

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## Assurance

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Provide a statement indicating the local workforce development board will agree to the following assurances:

- The Local Workforce Development Board assures it will establish fiscal control and fund accounting procedures to ensure the proper disbursement of, and accounting for all funds received through the Workforce Innovation and Opportunity Act.
- The Local Workforce Development Board assures it shall keep records that are sufficient to permit the preparation of reports required by the Act and shall maintain such records, including standardized records for all individual participants, and submit such reports as the State may require.
- The Local Workforce Development Board assures it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of the Act.
- The Local Workforce Development Board assures funds will be spent in accordance with the Workforce Innovation and Opportunity Act, regulations, written Department of Labor Guidance, written Oklahoma guidance, and all other applicable Federal and State laws.
- The Local Workforce Development Board assures that veterans will be afforded employment and training activities authorized in the Jobs for Veterans Act and 20 C.F.R. Part 1010.
- The Local Workforce Development Board assures it will comply with any grant procedures prescribed by the Secretary which are necessary to enter into contracts for the use of funds under WIOA, but not limited to the following:
  - General Administrative Requirements – Uniform Guidance at 2 C.F.R. Part 200 and 2 C.F.R. Part 2900.
  - Assurances and Certifications – SF 424B – Assurances for Non-Construction Programs;
  - 29 C.F.R. Part 31,32 – Nondiscrimination and Equal Opportunity Assurance (and Regulation);
  - 29 C.F.R. Part 93 – Certification Regarding Lobbying (and Regulation);
  - 29 C.F.R. Parts 94 and 95 – Drug Free Workplace and Debarment and Suspension; Certifications (and Regulation).