

***Northeast Oklahoma Regional Workforce Plan
for July 1, 2021 - June 30, 2025***

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Executive Summary

The Northeast Region encompasses the geographic boundaries of two local workforce development boards: The Green Country Workforce Development Area (GCWDB) and the Northeast Workforce Development Board (NEWDB). These two boards have worked closely together to develop a shared vision and shared goals for this regional plan.

As part of this close collaboration, the boards spent a great amount of time and effort completing the Regional SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and combining it with a Regional SOAR (Strengths, Opportunities, Aspirations, Results) analysis in order to find more common goals and shared aspirations between the two boards.

Common SWOT results included:

Strengths	Strong partnerships in place, low cost of living, good training programs available, business services
Weaknesses	Partners working independently of each other, low educational attainment levels, lack of population and job seekers, lack of available transportation and childcare
Opportunities	Improved partnerships between the boards, increased collaboration with other workforce partners, creating more opportunities for justice-involved individuals, opportunities to reach more people through technology and better positioned services
Threats	Lack of available transportation options, potential cuts in workforce funding, lack of opportunities for justice-involved individuals, dependent care issues have taken many out of the workforce, population decreases

Common Aspirations and Results included:

Aspirations	Collaboration between partners, connecting people with jobs and meeting business needs, efficiency and effectiveness of the system, building better programs for youth, growing and leveraging resources, taking a regional approach
Results	Customer satisfaction (employer and job seeker), business growth in the region, filling existing job openings quickly, developing resource lists, and increasing median earnings

This plan outlines the four-year goals of the Region, which have been developed after an in-depth analysis of local economic and workforce conditions presently and projections for the

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future. The overarching goals and strategies (both short- and long-term) focus on several important areas:

- Increased collaboration between the workforce, education, and economic development entities serving the region;
- Improving programmatic and systemic efficiencies to better serve job seekers and businesses;
- Collaborating more frequently and with better intention across local area boundaries;
- Seeking out available labor market information, data, and customer feedback to make more data-informed decisions; and
- Skilling up job seekers in the region to better meet business demand and increase the likelihood of retention in the area.

This plan puts into action strategies and tactics that the Region will carry out in order to successfully meet our goals. It also provides a thorough analysis of existing and projected labor market conditions that have led to the creation of these goals and strategies, as well as current workforce efforts already underway in the Region.

The plan relies on a heavy amount of data analysis related to education attainment and skill levels of job seekers currently, and comparing that data to existing and projected job openings. Educational and skills data highlight typically lower educational attainment rates in rural counties as compared to urban counties. Commuting patterns also continue to show that more people are commuting into urban areas for available jobs.

As the Region prepares to meet the skills demands of businesses in the future by providing skills training to job seekers and program participant, the most recent labor market information suggests there are five primary industry sectors that consistently rank among the top for all areas of the region as a whole, including:

- **Government** - finishing in the top 3 for all areas, while ranked first in two of the three workforce areas.
- **Healthcare and Social Assistance** - in the top 4 for all workforce areas.
- **Manufacturing** - in the top 4 for all areas, including ranking second in two of the three workforce areas.
- **Retail Trade** - in the top 4 of all three workforce areas.
- **Accommodation and Food Service** - in the top 5 for all workforce areas.

A. Regional Workforce Development System Vision

1. Define and describe the shared vision of the workforce development planning region. Include identified short or long-term regional goals.

The Northeast Oklahoma Regional Workforce Plan consists of the collaborative goals of two local workforce development boards: The Green Country Workforce Development Area (GCWDB) and the Northeast Workforce Development Board (NEWDB). These two boards have

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adopted the concept of embracing change and welcoming action steps to have the biggest impact they can have on the lives of the people in Northeast Oklahoma.

An energized focus on workforce, education, and economic development changes in this region has been an active component of regional planning. The recent merger of the Eastern Oklahoma Workforce Development Area and the Tulsa Oklahoma Workforce Development Area, which has created the Green Country Workforce Development Area, has also added to this increased excitement. Local board members have worked across pre-existing and currently existing local area boundary lines to create the best regional plan possible for the area.

The shared vision for the region includes numerous aspirations and goals (both short- and long-term) that have been identified by the board for this region.

The vision, values, and aspiration of the region include:

Regional Vision, Values, and Aspiration	
Increased collaboration between the workforce, education, and economic development entities serving the region.	Efficiency and effectiveness within the system – using braided funding so we can maximize funding from all partner organizations.
Improved access to services and jobs – especially in a rural area – making it easier to access services would make it easier for job seekers to enter the workforce.	A thriving workforce leads to thriving communities.
Putting people into jobs and meeting the needs of businesses through a skilled workforce today and in the future.	Providing stability to vulnerable populations through partner collaboration and wrap-around services
Create better opportunities for youth and graduates through improved connections to the workforce, additional training opportunities, and resources in the community.	Bringing all partners to the table to identify and combine our resources across our region to unify and better serve our communities.

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The short-term goals of the region include:

Regional Short-Term Goals	
Meet as a region bi-annually to plan together, measure performance, and find new ways to collaborate.	Develop a comprehensive resource list (funding, education programs and outcomes, programs) - use to draw more organizations and companies in - make sure ALL tribes are at the table.
Survey companies on skills needed, and their expected workforce demands. Collaborate with local chambers of commerce to recruit businesses to be a part of these surveys and listening sessions.	Survey partners on what they are measuring to identify redundancies and to capture more real-time data that can be used for more intentional programmatic decision-making.
Develop a regional strategy to fill current needs in pressing industry needs in the areas of healthcare and transportation.	Develop a workforce strategy for justice-involved individuals to increase connections with existing job openings.
Assess and refine existing methods of measuring customer satisfaction from businesses and jobseekers.	Develop a workforce strategy to better engage youth populations within the region and increase youth enrollments in WIOA programs.
Begin meeting twice per year as a Region with members of both boards coming together for regional planning purposes and to identify actionable steps forward for systemic and programmatic changes.	Develop a coordinated service agreement prior to the completion of Program Year 2021.

The long-term goals of the region include:

Regional Long-Term Goals	
Increase the number of workforce partners actively involved in our workforce system.	Decrease the time it takes job seekers to find employment once they come into contact with our workforce system or finish a training program.
Expand services to more effectively reach rural counties.	Improve our ability to capture credential attainment rates and measurable skills gains in real-time.

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Improve median earnings and retention rates of program participants exiting training programs year-over-year.	Fastrack training to skilled jobs through improved partnerships with educational institutions and employers.
Build a pipeline of skilled job-ready individuals to meet the business growth needs of the employers we serve and to better assist businesses to relocate to the area.	Increase the number of workforce partners and businesses actively involved in second chance and reentry programs.
Increase the involvement of native organizations and governments in the workforce system.	

B. Regional Data Analysis

- 1. Provide an analysis of the regional 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.**

The analysis of the regional economic conditions will take into account data that has been collected for three major areas associated with this region. This data comes primarily from the following three documents provided to each local area published by Oklahoma Works:

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

As discussed previously, the Eastern Oklahoma Workforce Development Area and the Tulsa Oklahoma Workforce Development Area recently merged creating the Green Country Workforce Development Area. Data for this section is divided into data for each of these reportable workforce areas, with a regional analysis of all data related to in-demand industry sectors and occupations.

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.

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Top Industry Sectors by Total Number of Jobs in Eastern WFDA 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 92,303 total jobs in Northeast WFDA in 2019. The following table shows the top ten employment industry sectors in Northeast WFDA. The largest sector is the Government with 22,358 jobs. The second-largest sector was manufacturing with 11,074 jobs.

Top Industry Sectors by Total Number of Jobs in Northeast WFDA in 2019

NAICS	Description	2019 Jobs	Percent of Total Employment
90	Government	22,358	24.22%
31	Manufacturing	11,074	12.00%
44	Retail Trade	10,308	11.17%
62	Health Care and Social Assistance	9,767	10.58%
72	Accommodation and Food Services	7,838	8.49%

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23	Construction	5,163	5.59%
81	Other Services (except Public Administration)	4,027	4.36%
56	Administrative and Support and Waste Management and Remediation Services	3,991	4.32%
21	Mining, Quarrying, and Oil and Gas Extraction	3,662	3.97%
52	Finance and Insurance	2,519	2.73%

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

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In analyzing the data between these three area reports, it becomes clear that there are five primary industry sectors that consistently rank among the top for all areas of the region as a whole, including:

- **Government** - finishing in the top 3 for all areas, while ranked first in two of the three workforce areas.
- **Healthcare and Social Assistance** - in the top 4 for all workforce areas.
- **Manufacturing** - in the top 4 for all areas, including ranking second in two of the three workforce areas.
- **Retail Trade** - in the top 4 of all three workforce areas.
- **Accommodation and Food Service** - in the top 5 for all workforce areas.

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

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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 a total number of jobs in the Northeast WFDA. Similar to Eastern WFDA statistics, Cashiers finished first in this list and had the highest number of jobs at 2,576. Retail Salespersons had the second-highest number of jobs at 2,362. Similarly, the third-highest category (Combined Food Preparation and Serving Workers) has the highest estimated rate of growth between 2019-2024. General and Operations Managers is a high-wage occupation (\$35.08 per hour) that shows up on this list and is expected to increase in job opportunities over the five-year forecasted projection.

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Top Occupations by Total Number of Jobs for Northeast 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	2,576	2,593	17	\$9.40	No formal educational credential	Short-term on-the-job training
41-2031	Retail Salespersons	2,362	2,547	185	\$11.02	No formal educational credential	Short-term on-the-job training
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,902	2,153	251	\$8.61	No formal educational credential	Short-term on-the-job training
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,716	1,861	145	\$12.11	No formal educational credential	Short-term on-the-job training
43-9061	Office Clerks, General	1,694	1,737	43	\$12.25	High school diploma or equivalent	Short-term on-the-job training
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,603	1,576	(27)	\$13.75	High school diploma or equivalent	Short-term on-the-job training
11-1021	General and Operations Managers	1,434	1,531	97	\$35.08	Bachelor's degree	None
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,373	1,364	-9	\$16.85	Some college, no degree	Moderate term on-the job training

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35-3031	Waiters and Waitresses	1,350	1,416	66	\$8.88	No formal educational credential	Short-term on-the-job training
43-4051	Customer Service Representatives	1,334	1,372	38	\$12.89	High school diploma or equivalent	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

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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

When considering the utilization of government workforce funds to invest in training programs for program participants, it makes sense to continue to train participants in pathways that lead to these two high-wage and high-growth occupations. Understanding the actual skill-based needs

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of employers is essential to successfully place a high percentage of our program participants into good jobs prior to or upon completion of training programs.

However, given the economic factors that are currently plaguing employers, immediate skills are not always the most important element when hiring. Across most industries, and with many types of positions, simply having an individual available to fill the position is becoming the bigger challenge. Businesses are more willing to overlook immediate skills upon hiring and are actively working to develop internal pathways to train up and skill up their entire workforce. Their most difficult issue with many jobs is simply finding a person to take on the job.

The Region has had difficulty at many hiring events and job fairs where employers have been ready to hire but few if any job seekers show up to the event. This includes virtual hiring events with employers that were implemented by both boards during the pandemic. 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. It becomes challenging to convince some job seekers that a loss in these unemployment payments is worth taking on a full-time job at a low starting wage.

Wages continue to remain a challenge for job seekers and for businesses in the region. There are many businesses that complain about losing talent to higher-paying metropolitan areas or even across the border into Arkansas, but oftentimes it appears that many of these employment relocations or commuting decisions come down to overall compensation packages and wages. Low wages in certain occupations and industries only make this a continued challenge to try to retain skilled and talented individuals in the Region.

Additional challenges to meeting business demand for skilled labor include many of the holistic needs of working individuals. Both boards in the region identified the availability and cost of Child Care as a major concern for the Region's working adults. 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."¹ 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 child care and school crises—would be severe"²

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

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

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2. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, 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, the Northeast Region's 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 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

- Applied Technology
- Automotive Technology
- Computer-Aided Design
- Computer Numerical Control
- Construction Management Technology

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- Diesel & Heavy Equipment Technician
- Drafting and Design Technology
- Electronics Technology
- Engineering Technology
- Heating, AC & Refrigeration Technology
- Industrial Technology
- Machine Tool Technology
- Maintenance Technology
- Manufacturing Management
- Marine Technology
- Mechatronics
- Motorcycle Technician
- Quality Assurance
- Supply Chain Management
- Welding Technology

Aerospace & Aviation Program Competencies

- Aerospace Engineering
- Aerospace Security
- Air Traffic
- Aviation Business
- Aviation Maintenance
- Aviation Management
- Avionics Maintenance
- Energy Management
- Flight
- Technical Services

Energy Program Competencies

- Alternative Fuels Technology
- Computer-Aided Design
- Computer Numerical Controls (CNC)
- Construction Management
- Drafting and Design Technology
- Electronic Technology
- Energy Management
- Engineering Technology
- Heating, AC & Refrigeration Technology
- Industrial Technology
- Machine Tool Technology
- Mechanical Maintenance
- Mechatronics

Healthcare Program Competencies

- Biochemistry
- Biology
- Biomedical Sciences
- Biotechnology
- Business Administration

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- Chemistry
- Dental Sciences
- Emergency Medical Services
- Exercise and Sports Science
- Gerontology
- Healthcare Administration
- Human and Family Sciences
- Medical Assistant
- Medical Profession
- Nursing
- Nutritional Sciences
- Optometry
- Osteopathic Medicine
- Pharmacy Technology
- Physical Therapy
- Public Health
- Respiratory Care
- Surgical Technology
- Veterinary Sciences

Information Systems Program Competencies

- Business Analytics Computer Programming
- Computer Science
- Database Management
- Desktop Support Specialist
- Electronics Technology
- Graphic Design & Multi-Media
- Health Information Technology
- Information Systems
- Information Technology
- Mobile Applications
- Network & Server Administration
- Security/Cybersecurity
- Software Developer
- Technology Management
- Web Development

Professional Services Program Competencies

- Accounting
- Business Administration
- Business Information Technology
- Business Management
- Enterprise Development
- Finance
- General Business
- General Management
- Health Care Administration
- Hospitality Management
- Human Resources Management

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- International Business
- Management Information Systems
- Marketing
- Office Administration
- Operations Management
- Organizational Leadership
- Paralegal Studies
- Project Management
- Public Administration
- Retail Management
- Small Business Management
- Supply Chain Management
- Technology Management

Transportation & Logistics Program Competencies

- Automotive Technology
- Computer-Aided Design
- Construction Management Technology
- Diesel & Heavy Equipment Technician
- Drafting and Design Technology
- Engineering Technology
- Heating, AC & Refrigeration Technology
- Information Systems
- Marine Technology
- Mechatronics
- Motorcycle Technician
- Process Technology
- Quality Assurance
- Supply Chain Management
- Truck Driving Training
- Welding Technology

Emerging sectors in the Northeast include Finance and Insurance, Utilities, and Construction. We will work as a Region to gather competency information as we have, with the input of our business, economic development, and education partners.

The local boards and our service providers have access to EMSI, an economic modeling software (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.

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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).³ Utilizing the latest available monthly data for unemployment (April 2021) by county, the Region had counties ranging from a low of 3.4% in Nowata County 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 \$35,931 in Rogers 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 two (Adair and Delaware) of 18 counties in the Region had a lower unemployment rate currently as compared to the previous data. The other 16 counties all saw increases in their unemployment rate including two counties increasing by more than a full percentage point (Muskogee and Washington).

County	Median Wage ⁴	Unemployment Rate (2020) ⁵	Latest Monthly Unemployment Rate - April 2021 ⁶
Adair	\$25,486	3.75%	3.6%
Cherokee	\$24,542	3.63%	4.2%
Craig	\$24,909	3.63%	3.8%
Creek	\$33,800	4%	4.5%
Delaware	\$25,149	3.60%	3.5%
Mayes	\$29,987	3.07%	3.6%
McIntosh	\$28,560	5.78%	6.5%
Muskogee	\$27,991	3.72%	5.0%

³ Bureau of Labor Statistics - Local Area Unemployment Statistics. <https://data.bls.gov/lausmap/>

⁴ Oklahoma Works 2020 Local Area Briefings

⁵ Oklahoma Works 2020 Local Area Briefings

⁶ Bureau of Labor Statistics - Local Area Unemployment Statistics. <https://data.bls.gov/lausmap/>

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Nowata	\$29,286	3.27%	3.4%
Okmulgee	\$26,827	4.93%	5.6%
Osage	\$32,397	3.69%	4.4%
Ottawa	\$24,961	3.08%	3.9%
Pawnee	\$31,799	3.94%	4.1%
Rogers	\$35,913	3.15%	3.6%
Sequoyah	\$25,161	4.11%	4.8%
Tulsa	\$32,079	3.47%	4.5%
Wagoner	\$35,189	3.39%	3.6%
Washington	\$30,829	3.27%	4.3%

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 three counties above 60% (Wagoner, Rogers, and Tulsa) and two counties falling below the 50% labor force participation rate (Delaware and McIntosh).

Increasing the labor force participation is often dependent on a number of factors. Other sections within this Regional plan 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.

County	Labor Force Participation Rate ⁷	Total Labor Force ⁸	Total Employment ⁹
Adair	50.7%	8,151	7,811

⁷ American Community Survey 2018 5-Year Estimates

⁸ Oklahoma Works 2020 Local Area Briefings

⁹ Oklahoma Works 2020 Local Area Briefings

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Cherokee	53.2%	18,796	18,001
Craig	51.9%	6,115	5,904
Creek	56.5%	31,623	30,419
Delaware	48.2%	18,065	17,360
Mayes	56%	19,694	19,028
McIntosh	45.7%	6,865	6,463
Muskogee	53.3%	29,238	28,057
Nowata	56.6%	4,633	4,439
Okmulgee	54.4%	15,918	15,142
Osage	53.7%	20,848	19,957
Ottawa	55.5%	14,389	13,891
Pawnee	53.3%	7,411	7,105
Rogers	63.8%	44,792	43,309
Sequoyah	51.4%	16,406	15,699
Tulsa	66.7%	322,030	311,265
Wagoner	63.5%	37,252	36,008
Washington	58.4%	23,014	22,117

Population Projections

The Northeast Region 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
- Northeast 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 (10 out of the 18) are facing projected declines in population.

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Projected Population Change 2019-2024

County	2019 Population	2024 Population	Total Change
Adair	22,020	21,955	(65)
Cherokee	48,931	49,406	475
Craig	14,230	13,941	(289)
Creek	71,924	72,854	930
Delaware	42,976	44,037	1,060
Mayes	41,118	41,340	222
McIntosh	19,745	49,685	(61)
Muskogee	68,153	67,115	(1,038)
Nowata	10,167	9,926	(241)
Okmulgee	38,251	37,472	(779)
Osage	47,039	46,842	(197)
Ottawa	31,016	30,394	(622)
Pawnee	16,398	16,336	(61)
Rogers	92,694	95,214	2,519
Sequoyah	41,180	41,071	(109)
Tulsa	653,687	667,671	13,984
Wagoner	81,059	85,179	4,120
Washington	51,920	51,928	8

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 Northeast Region and the availability of job seekers within communities and within commutable

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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
Craig	1,975	2,858	3,242
Creek	6,780	11,813	23,878
Delaware	4,373	4,008	8,858
Mayes	5,940	6,290	8,282
McIntosh	1,650	1,873	4,162
Muskogee	11,611	12,459	11,577
Nowata	715	857	2,574
Okmulgee	4,568	4,662	8,874
Osage	2,771	4,774	14,895
Ottawa	5,739	5,390	6,225
Pawnee	1,427	1,647	4,847
Rogers	9,955	19,715	29,168
Sequoyah	4,635	4,071	8,764
Tulsa	210,472	126,996	54,047
Wagoner	3,591	6,351	28,799
Washington	10,731	7,822	9,958

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 125,996 workers who are employed in the county, but live in another county.

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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 residents actually 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, the Region will use available data and information to identify ways to better reach underrepresented populations, as well as individuals with barriers to participation. We will ensure that all services and career pathways on-ramps are available to job seekers and workers (including unemployed workers), Veterans, and individuals with barriers to employment as identified by WIOA, including:

- 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 that indicates how the planning region's service delivery system is prepared to meet the community's workforce development needs. Please include the Regional SWOT Analysis.

a. Describe the strengths and weaknesses of the regional workforce development Activities.

The Northeast Region put an extensive amount of time and effort into its SWOT analysis and planning for this regional planning period. As part of this process, the Region hired a consultant to conduct SWOT planning sessions with both boards. These sessions were held on the following dates:

- 4/21/21 - Green Country Workforce Development Board

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- 5/12/21 - Northeast Workforce Development Board
- 5/21/21 - Combined session with both workforce boards

The SWOT meetings were structured in a format to gather both quantitative data and qualitative information from the board members. As part of the process, labor market information was reviewed by board members during the meetings. The board members, along with local area administrative team members, were divided into smaller groups working through various aspects of the SWOT analysis. Strengths and Opportunities were paired together as topics in these small workgroups, as were Weaknesses and Threats. Each workgroup was asked to make lists of each of these items and then highlight their top 3-5 answers within each category. Each small group then presented their findings to the bigger groups and correlations were discussed.

As each of these small groups identified their top 3-5 answers in each of these SWOT categories, the information was captured in two ways. First through the use of a shared Google Drive and documents associated with each individual group. Second, the facilitator captured each item in a live SWOT board using electronic tools to do so. These visual SWOT boards have been included below. By putting this information in a more visual format, it helped the group to visually identify the primary items being discussed and how they interrelated with items being discussed by other small groups. Additional questions and conversation took place among the larger group during each small group report. This helped to clarify the intent of each of the items being listed.

There were many similarities, as well as differences between the SWOT results from each board. The two boards then came together on May 21, 2021, to review the SWOT findings from each other and to collaboratively discuss those nuanced differences, as well as review the shared similarities in each SWOT area. As part of this combined meeting, the board members from each local area worked together to create identifiable goals, results, and aspirations based on the identified strengths and opportunities. As such, the region collectively created both a SWOT analysis, as well as a SOAR (Strengths, Opportunities, Aspirations, Results) analysis.

One of the primary advantages of bringing both boards together was to outline the short- and long-term goals for this plan by focusing on the “aspirations” and the “results” categories of this planning methodology. This collaborative effort meant that the goals developed were truly regional goals in nature and were not simply local-specific goals. As part of our goals, we will continue to bring the two boards together to continue to focus on outcomes and goals from a regional perspective.

Since each group was made up of a combination of local board members from each of the boards, it was interesting to see how those conversations came together and how the perspective of each group was unique. Some groups were much more talkative than other groups. Some groups were more focused on the specific topics whereas other groups took a much broader approach in defining the priorities of the workforce system. Overall, the feedback from each group was incredibly important to developing the Regional goals and strategies.

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Green Country Workforce Board (4.21.21)

The first of the SWOT-specific meetings was held on April 21, 2021, with the Green Country Workforce Development Board (GCWDB). The decision was made to have the initial meetings with each board separately to allow the board members to feel more confident and comfortable in the conversations, before combining to form a larger group to identify regional priorities and potential action steps.

The GCWDB meeting was conducted via Zoom with participation from 26 individuals in the meeting. Follow-up in-person interviews were conducted with board staff and board leadership on May 12, 2021. The board identified the following within each of the SWOT categories:



Strengths	Weaknesses
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

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	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

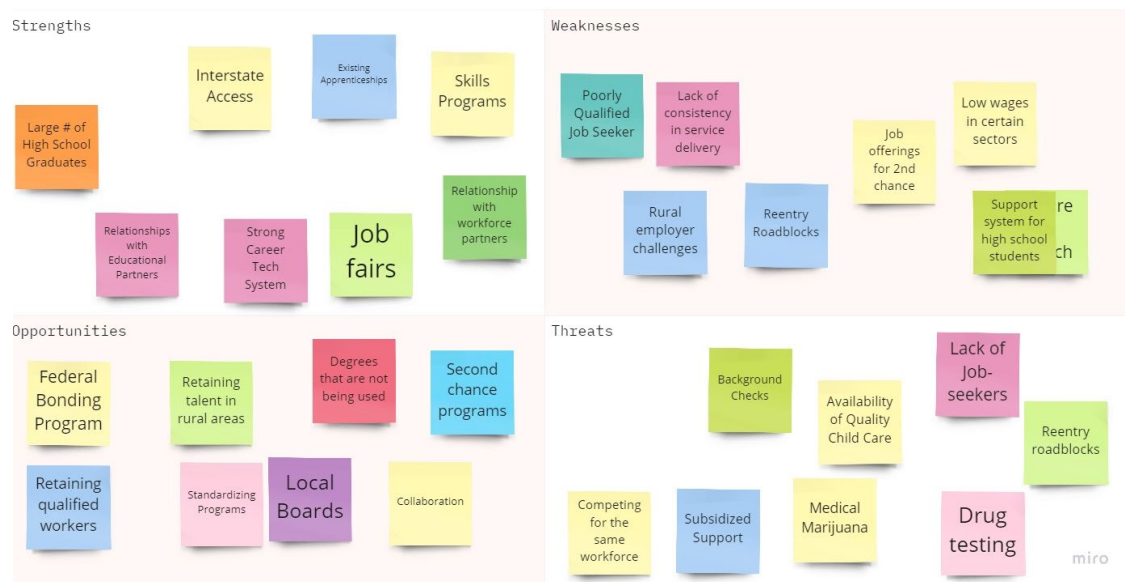
Opportunities	Threats
Improving rural area access to internet services, technology, and transportation	Lack of collaboration and partnerships after the merger of the boards
Advocacy for Infrastructure rollout	Transportation - Getting services, education, and training to the population that needs it
Uniquely positioned for additional CARES or federal funding in partnership with Federal Tribes; diversify funding	Sufficient transportation, childcare, etc. 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;	Politics and elections - Ensure the importance of workforce and funding is

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more flexibility with hiring practices	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

Northeast Workforce Development Board (5.12.21)

The second of the SWOT-specific meetings was held on May 12, 2021, with the Northeast Workforce Development Board (NEWDB). The NEWDB meeting was conducted in person at Northeast Tech's Pryor campus location. A Zoom meeting was also made available for any board members unable to attend in person. The board identified the following within each of the SWOT categories:



Strengths	Weaknesses
Large number of high school graduates in the	Job seekers who lack the qualifications

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area	employers are looking for
Easy access to the interstate system for businesses	Lack of consistency in service delivery
Existing Registered Apprenticeship programs	Rural employer/business challenges
Skills and training programs in place with a strong technical college system	Unnecessary employment roadblocks put in the way for justice-involved and the lack of businesses willing to hire individuals with background issues
Strong relationships between workforce partners and educational partners	Low wages in certain industries
Job fairs and business outreach has been really well done	Lack of a support system for high school students investigating career pathways

Opportunities	Threats
Better utilizing the federal bonding program for individuals with background issues and improving second chance programs	Extensive background checks have limited the opportunities presented to many job seekers along with other reentry roadblocks
Retaining talent and qualified workers in rural communities	The availability of quality childcare is lacking in the region
Tapping into degrees and skillsets from individuals who are currently underemployed	There are not enough job seekers locally to meet business needs
Enhanced collaboration between workforce, education, and economic development partners	Rural areas are competing for the same limited talent pool
Standardizing workforce programs to improve outcomes	Medical marijuana usage has made passing required drug tests difficult
Improving partnerships with other nearby local workforce boards	Subsidized supports have disincentivized working full time for some

Comparison between the individual SWOT Analysis of Each Local Area and the Resulting SOAR Analysis

Although each board completed the initial SWOT exercise independently of each other, the information from each of these meetings was shared between the boards as they came back together to further refine the initial SWOT analysis and collectively work on identified strengths and opportunities. The boards utilized the SOAR (Strengths, Opportunities, Aspirations, and

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Results) methodology as we came together for a combined meeting in May. All information related to the initial SWOT analysis was provided to the combined group.

Common SWOT Analysis Answers for the Region

Strengths	Strong partnerships in place, low cost of living, good training programs available, business services
Weaknesses	Partners working independently of each other, low educational attainment levels, lack of population and job seekers, lack of available transportation and childcare
Opportunities	Improved partnerships between the boards, increased collaboration with other workforce partners, creating more opportunities for justice-involved individuals, opportunities to reach more people through technology and better positioned services
Threats	Lack of available transportation options, potential cuts in workforce funding, lack of opportunities for justice-involved individuals, dependent care issues have taken many out of the workforce, population decreases

The rationale for using the SOAR analysis during this combined meeting was that it better met the needs of this regional plan by putting into focus not only the strengths and opportunities of the combined boards but also identifying shared aspirations and shared goals. We were able to utilize the SOAR planning meeting to identify true combined short- and long-term goals that have become a part of the first section of this regional plan.

Common Aspirations and Results included:

Aspirations	Collaboration between partners, connecting people with jobs and meeting business needs, efficiency and effectiveness of the system, building better programs for youth, growing and leveraging resources, taking a regional approach
Results	Customer satisfaction (employer and job seeker), business growth in the region, filling existing job openings quickly, developing resource lists, and increasing median earnings

Additionally, as we talked about aspirations, we discussed what we really wanted to be as a Region. This included identifying what motivates each board towards success, how we could possibly measure impact, and ultimately how we know we are succeeding when we are implementing programmatic or systemic changes. There were several tangible action steps that came from this combined meeting, including identifying the need to meet twice per year as a Region to carry on these conversations and this planning, a goal which has been added to our list of Region goals.

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b. Describe the alignment of the regional education and training programs with the employment needs of regional employers.

c. Describe the region's capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment.

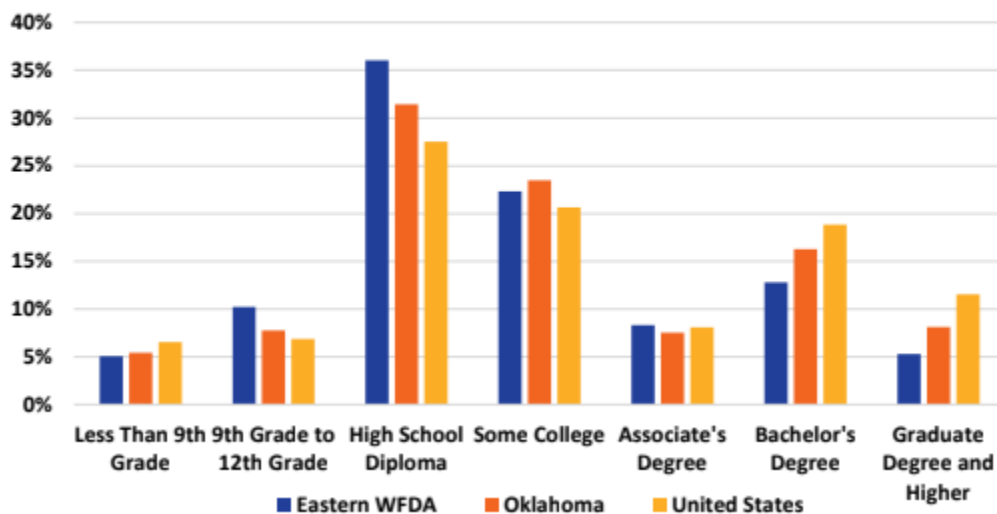
The alignment of regional education and training programs within the region has room for improvement to better meet the demands of businesses in the area. The analysis of the regional education and training programs will consider data that has been collected for three major areas associated with this region. This data comes primarily from the following three documents provided to each local area published by Oklahoma Works:

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

The capacity to meet the educational needs of the region is best understood by analyzing educational attainment levels in combination with skills gaps for each of the areas comprising the region. The combination of this data is included and analyzed below:

Eastern Workforce Development Area

Figure 3: Education Attainment Level



The above chart shows Eastern WFDA Education Attainment Level as compared to state and national educational attainment levels. High School Graduates had the largest population at 36%. The second-highest share of the population was Some College at 22%. The third-highest share of the population is Bachelor's Degree at 13%. The fourth highest population was 9th grade to 12th grade at 10%. The fifth highest share of the population was Associate's Degree at

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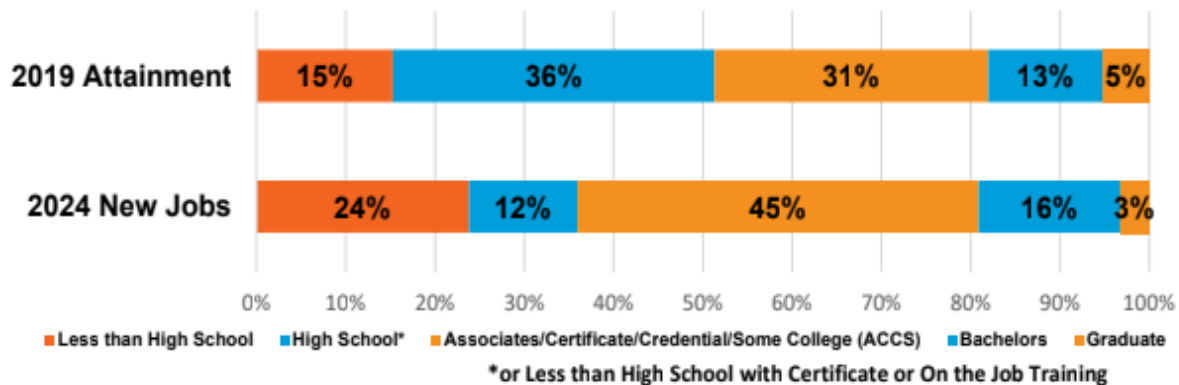
8%. Lastly, the smallest share of the population was either a Graduate Degree or Higher or Less than 9th Grade at 5%.

In Oklahoma, High School Diploma had the highest share of the population at 31%. The second-highest share of the population was Some College, at 23%. The third-highest share of the population is Bachelor's Degree at 16%. The fourth share highest share of the population is Graduate Degree and Higher, Associate's Degree, and 9th Grade to 12 Grade at having the same share of the population at 8%. The smallest group is less than 9th grade at 5%.

In the United States, High School Diploma had the highest share of the population at 28%. The next is Some College at 21%. The third highest population is Bachelor's Degree at 16%. The fourth-largest group is Graduate Degree at 12%. The fifth-largest group is the Associate's Degree at 8%. Lastly, the smallest groups are Less than 9th grade and 9th grade to 12th grade at 7%.

Eastern WFDA showed substantially higher education attainment levels in the categories of High School Diploma and 9th Grade to 12th Grade as compared to the national and state levels. Unfortunately, these two educational attainment levels represent categories on the lower end of the comparative data sets, which results in falling behind national and state attainment levels in the categories of Bachelor's Degree and Graduate Degree or Higher. Meeting the educational and/or skill demands of many occupations that require these high levels of education will be difficult for the area and have resulted in a sufficient skills gap in the area.

Figure 5: Local Skills Gap Analysis



Source: Emsi- economicmodeling.com- 2020.1

As part of the skills gap analysis in the above figure, the current percentage of educational achievement of residents was directly compared to the percentage of entry-level education required by newly created jobs projected to develop between 2019 and 2024. The data in this analysis were based upon projected needs estimated with historical data. The projected shortfall at the Bachelor's degree level will be significantly compounded by a misalignment of degree specialty. The existence of a sufficient number of individuals possessing a Bachelor's Degree

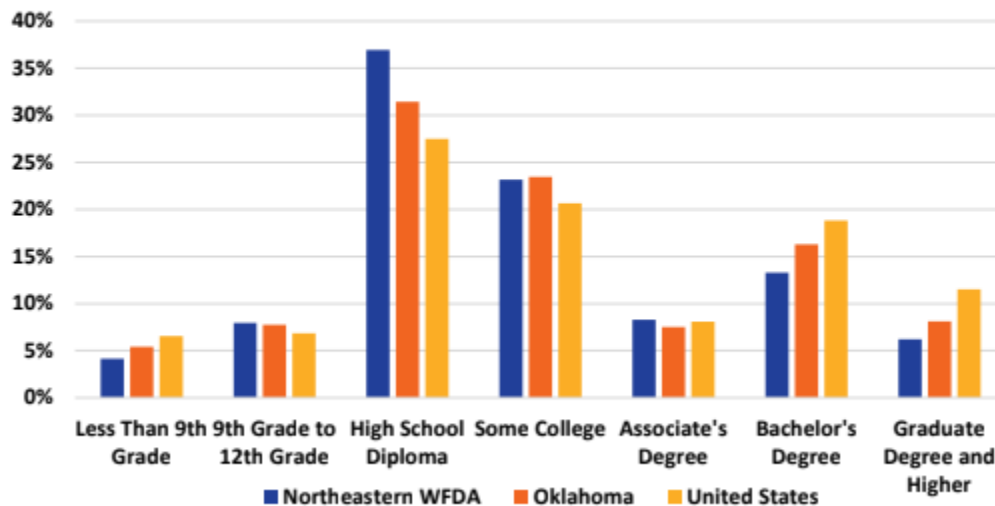
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fails to meet the needs of employers if those degrees do not provide the appropriate training necessary to fulfill job requirements.

The skills gap analysis is shown by the forecast of new jobs in the next five years matched with the current level of educational attainment. The greatest need or deficiency for workers is the group of Associates, Certificates, Some College, and Credential with a deficit is 14%, from the subtraction of 45% of new jobs in 2025, and the attainment level in 2019 of 31%. The greatest surplus is those with a High School. This surplus is 24%, from the subtraction of 12% of new jobs, and 36% attainment in 2019.

Northeast Oklahoma Workforce Development Area

Figure 3: Education Attainment Level

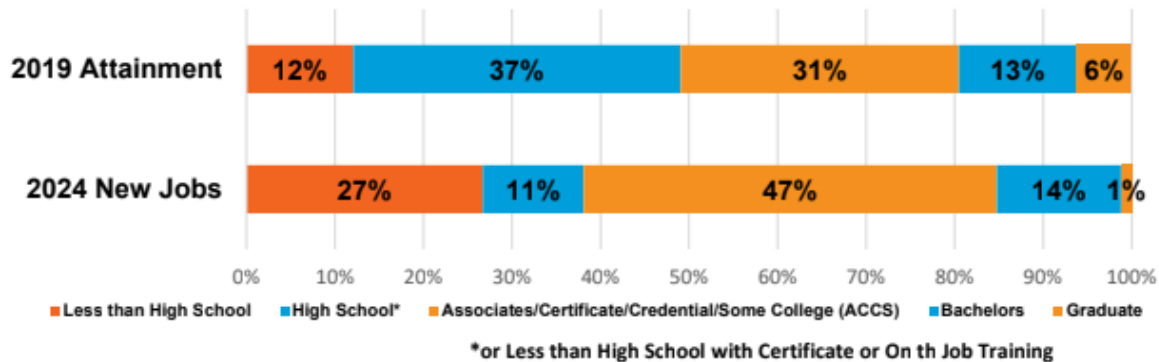


The above chart shows the Northeast Workforce Development Area Education Attainment Level as compared to state and national educational attainment levels. In Northeast WFDA, High School Graduates had the largest population at 37%. The second highest population was Some College with the second largest population at 23%. The third-largest population was Bachelor's Degree with 13%. The fourth-largest populations are both Associate's Degree and 9th grade to 12th grade with 8%. The fifth-largest population is Graduate Degree with 6%. Lastly, the smallest population is Less than 9th grade with 4%.

Northeast WFDA also shows a substantially higher percentage of individuals within the category of High School Diploma as compared to the state and national averages. Similarly, but to a lesser degree, in the categories of Some College and Associate's Degree, Northeast WFDA seems to be on par with state averages and slightly ahead of national averages. Where the skills gap becomes apparent is the Bachelor's Degree level and the Graduate Degree or Higher level. In both of these two categories, Northeast WFDA falls significantly behind state and national educational attainment levels.

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Figure 5: Local Skills Gap Analysis



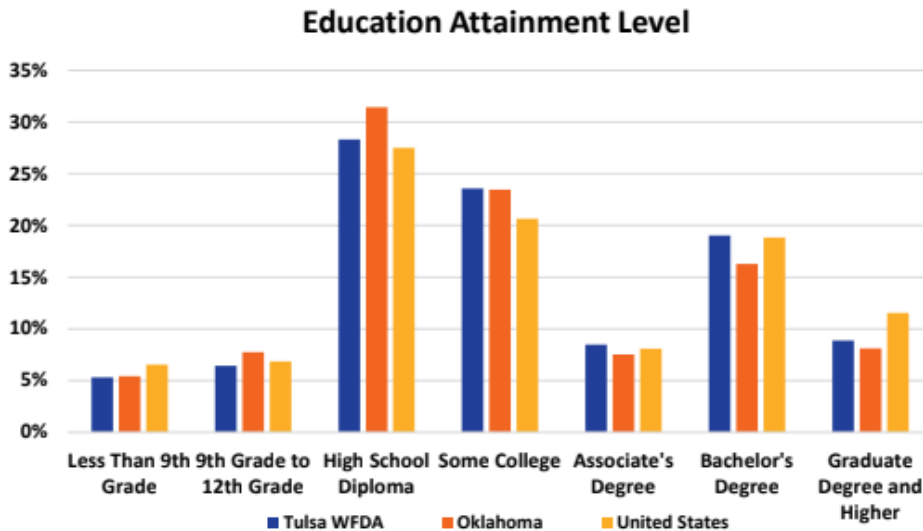
As part of the skills gap analysis in the above figure, the current percentage of educational achievement of residents was directly compared to the percentage of entry-level education required by newly created jobs projected to develop between 2019 and 2024. The data in this analysis were based upon projected needs estimated with historical data. The projected shortfall at the Bachelor's degree level will be significantly compounded by a misalignment of degree specialty. The existence of a sufficient number of individuals possessing a Bachelor's Degree fails to meet the needs of employers if those degrees do not provide the appropriate training necessary to fulfill job requirements.

The skills gap shown by the forecast of new jobs in the next five years matched with the current level of educational attainment. The greatest need or deficiency for workers is the group of Associates, Certificates, Some College, and Credential with a deficit of 15%, from the subtraction of 47% of new jobs in 2025, and the attainment level in 2019 of 31%. The greatest surplus is those with a High School Degree. This surplus is 26%, from the subtraction of 11% of new jobs, and the 37% attainment in 2019.

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Tulsa Workforce Development Area:

Figure 3: Education Attainment Level



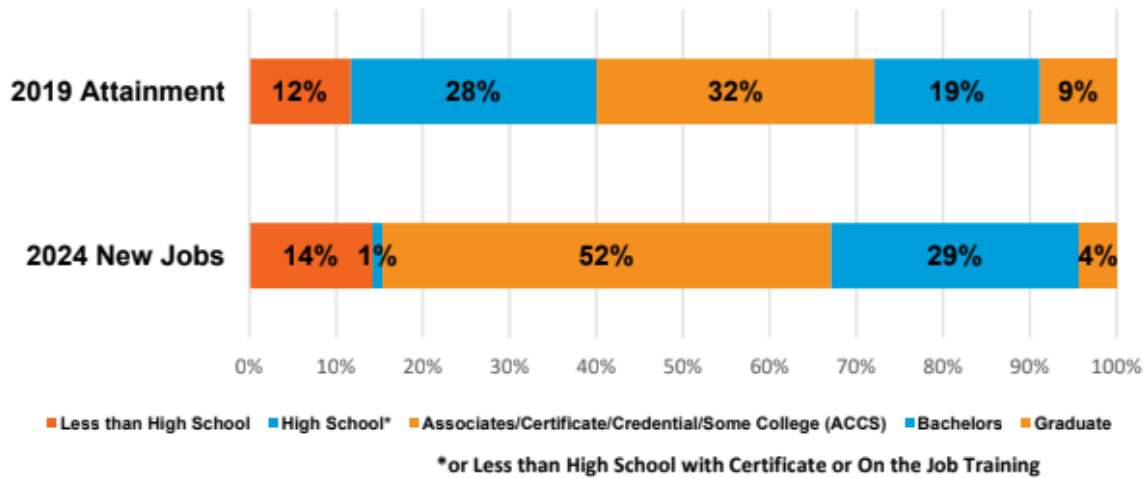
Source: Emsi- economicmodeling.com- 2020.1

The above chart shows the Tulsa Workforce Development Area Education Attainment Level as compared to state and national educational attainment levels. In the Tulsa WFDA, High School Graduates had the largest population at 28%. The second-largest population was found in Some College which had 24% of the population. The third-largest population was in Bachelor's Degree with 19%. The fourth-largest was in Graduate Degree or Higher with 9% of the population. The fifth-largest population was in Associate's Degree at 8%. The sixth largest population was 9th Grade to 12th Grade with 6% of the population. Lastly, the smallest population was found in both Less than 9th Grade at 5%.

The Tulsa WFDA shows overall higher educational attainment levels than the other two local workforce development areas analyzed at this point in time. Using the category of Some College as the starting point, we can see that Tulsa is essentially even with the state and head of national averages. With the categories of Associate's Degree and Bachelor's Degree, Tulsa meets or exceeds state and national averages. With the category of Graduate Degree, Tulsa is ahead of the state levels but falls a bit behind national levels. The Tulsa area, with its greater population base, and its higher educational attainment levels, initially seems fairly well-positioned to meet middle and high skill job demands. However, as we dive into the full skills gap analysis, it becomes apparent that many of the degrees held by individuals do not fully line up with the educational attainment or skills requested by employers in certain industries.

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Figure 5: Local Skills Gap Analysis



Source: Emsi- economicmodeling.com- 2020.1

The skills gap shown by the forecast of new jobs in the next five years matched with the current level of educational attainment. The data in this analysis were based upon projected needs estimated with historical data. The projected shortfall at the Bachelor's degree level will be significantly compounded by a misalignment of degree specialty. The existence of a sufficient number of individuals possessing a Bachelor's Degree fails to meet the needs of employers if those degrees do not provide the appropriate training necessary to fulfill job requirements. Figure 5 provides the skills gap shown by the forecast of new jobs in the next five years matched with the current level of educational attainment. The greatest need or deficiency for workers is the group of Associates, Certificates, Some College, and Credential. With a deficit is 20%, from the subtraction of 52% of new jobs in 2025, and the attainment level in 2019 of 32%. The greatest surplus is those with a High School. This surplus is 28%, from the subtraction of 1% of new jobs, and the 28% attainment in 2019.

d. Describe the region's capacity to meet the employment needs of employers.

As illustrated in the section above, an analysis of educational attainment levels and skills gaps results in the identification of regional areas for improvement across most industries in order to effectively meet the needs of employers. In areas where higher levels of educational attainment levels were present, such as the Tulsa area, there still is concern related to a misalignment of degrees to what employers are seeking in new hires. The region certainly has opportunities for improvement regarding its capacity to meet employer demand.

It will be essential for the region to continue to create close partnerships with educational providers and seek out business input as it relates to middle- and high-skilled positions. For entry-level positions, there are challenges associated with background checks, drug testing, and lack of talent in some rural communities. The region will look to find ways to better inform

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employers about bonding possibilities, internal career pathways development, and work-based learning programs to try to create more opportunities for employers to hire and retain the workforce they need in the short- and long-term.

The Region has outlined several strategies to help alleviate the skills gap that is becoming more apparent between the need for higher educational attainment levels and the lack of an available workforce that has those credentials. The Region will work to improve access to postsecondary credentials by:

- Promoting in-demand careers;
- Developing career pathways that clearly lead to postsecondary credentials;
- Aligning education and credentialing with occupational requirements;
- Expanding work-based learning opportunities to include Registered Apprenticeships;
and
- Enhance access to available services across the regional workforce partners.

A recognized postsecondary credential includes both educationally awarded credentials as well as a credential consisting of an industry-recognized certificate or certification, a certificate of completion of an apprenticeship, or a license recognized by the state or federal government. WIOA outlines a vision for supporting young adults through an integrated service delivery system. This includes a vision for quality services for in-school and out-of-school youth. These services are provided through career exploration and networking, support for educational and credential attainment, skills training, and career pathways. Each local area from the region will provide the fourteen services for eligible youth, which should help to put Youth program participants on the right tracks with the right supports to be successful in their academic and skill-development efforts.

5. Based on the analysis above, describe the region's key workforce development issues, and possible solutions to be implemented within the region, to reach the region's economic and workforce development oriented vision and strategic goals.

<i>Key Workforce Development Issues</i>	<i>Possible Solutions</i>
<i>Lack of skilled workers</i>	<ul style="list-style-type: none">• Increase programs and outreach related to second-chance programs. This includes information related to bonding and background checks.• 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.• Focus on career pathway development in all areas related to training and emphasize the

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	importance of skill development to employers for incumbent workers to meet higher-skilled positions and retain talent.
<i>Lack of business and job seeker awareness of regional resources for workforce development</i>	<ul style="list-style-type: none"> • Be more active and intentional in the use of social media and make more resources available on our web pages. • Collaborate with educational, economic development, and other workforce development programs to cross-promote programming. • Utilize job fairs to build better relationships with businesses in the region.
<i>Lack of sector specialization and specific skills needed by employers</i>	<ul style="list-style-type: none"> • Find ways for board members to be more actively involved in educational advisory groups. • Seek out business input through listening sessions to identify skills needed now and in the future. • Work with high schools to support the development of career pathways projects and career/technical education efforts.
<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>	<ul style="list-style-type: none"> • 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.

C. Description of Regional Strategies

1. Briefly describe the activities and steps taken to develop this regional plan.

The steps to create this regional plan have included a high level of collaboration between the two boards. The boards contracted with The Odenthal Group to write the plan and to help facilitate the conversations between the boards related to the SWOT planning and the goals of the Region. Several meetings were held with both boards.

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- Meeting with Executive Committee of the Green Country Workforce Development Board (date)
- SWOT meeting with members of the Green Country Workforce Development Board held via zoom (date)
- SWOT meeting held with the Northeast Workforce Development Board in Pryor Creek (5.12.21)
- SOAR meeting with both boards to define collective goals, aspirations, and results (5.21.21)

The collaborative effort also involved:

- interviews with board members and local area administrative teams
- review of extensive labor market information
- review of existing programs, procedures, and policies
- review of the past regional plan and existing local plans
- review of state policies and state plan to ensure all goals and strategies aligned with state-level goals and program requirements

2. Describe the shared regional strategy to align available resources among the required, and any additional, partners within a planning region.

The workforce system in the northeast region is built by the collaborative efforts of each system partner. Each partner has a strategic role and lending their voice to the system design and delivery is a critical element of an effective regional workforce system. The region is committed to the development of enhanced program design through the collaborative efforts of workforce system partners. The region will leverage funding and programmatic resources to utilize workforce services.

Strategies to align available resources begin with the regional planning meetings were core and required partners to convene to assess workforce system funding and programs. The regional meetings are in the early stages and strategies for alignment of resources are just beginning to occur. These continuing conversations will be an opportunity to bring core partners together to leverage resources and to discuss strategies such as cost-sharing, leveraging service delivery strategies, and how to most appropriately utilize system resources to maximize the benefit to job seekers and businesses within the region.

3. Describe how the planning region, with the collaboration of the local workforce development boards, will support the goals and strategies identified in Oklahoma's Unified State Plan.

The 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

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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 local 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:

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Strategy	Action Steps and Tactics
<i>Coordination of workforce development activities locally and regionally</i>	<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"> • coordinating workforce development activities across planning regions and local areas; • 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.
<i>Technology integration at the one-stop and technology expansion to reach more job seekers and businesses and coordinate services with partners.</i>	<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. 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>
<i>Policy development</i>	<p>All plan partners will work individually and collectively to develop local-level policies that support program and technology alignment and collaboration.</p>

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Cross training and technical assistance	<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"> • workforce system initiatives; • Technology; • program policies; • program eligibility, services, and terminology; • program performance; • best practices; and • other workforce development activities.
Data integration and data-informed decision making	<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. 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 the development and implementation of joint regional service strategies for common requirements and policies for:

a. Work-based learning/training (customized training, incumbent worker training, Registered Apprenticeship, and on-the-job training);

Working with Career Tech and Recovering Oklahomans After Disasters (ROADS), GCWDB created a Pilot Home Repair program. ROADS receives Federal Emergency Management Funds to repair homes after disasters for citizens that cannot afford the repairs. ROADS was a statewide volunteer organization, but with COVID the ranks of volunteers disappeared. NEWDB collaborated on this on-the-job training initiative with GCWDB.

One of the primary goals of the program was to create something that could be replicated by other local workforce development areas in the state. This partnership to serve Northeast Oklahoma included a collaborative effort from the local workforce development board, the local career tech college, and from a nonprofit organization focused on the reemployment of individuals with disabilities. The partnership is listed in the table below:

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Recovering Oklahomans After Disaster (ROADS) Program		
Workforce Partner Type	Workforce Partner	Program Participation and Role
Local Workforce Development Board	GCWDB and NEWDB	<p>Recruits crews of 6 to 8 from WIOA enrolled participants (our customers) eligible for Work-Based Learning salary funding.</p> <p>Pays competitive salary to job-ready customers through WEX up to Maximum term.</p> <p>Provides customers Supportive Services if needed.</p> <p>Funds Career Tech classroom training</p>
Career Technical College	Tulsa Technology Center	<p>Two-week in-class instruction course covering the following skill:</p> <ul style="list-style-type: none"> • Work Site safety • Tool usage and safety • OSHA Certification • OSHA Disaster Recovery Certification <p>Onsite individual Training records of skills obtained on the job. A checklist completed by the onsite supervisor.</p>
Nonprofit Partnership	Galt Foundation	Employer of record for program participants.

The goal of the program was to set out to develop a program that could be replicated throughout the State, and here is what was developed:

The outcomes produced by the program include:

- Homes are repaired after disasters for our most vulnerable citizens in the state.
- Customers end the work experience with documented skills putting them on a path to a family sustainable wage in the construction field.

The NEWDB is launching a similar pilot with the Road program but will incorporate the training during the work experience, versus classroom training. Participants will also receive the credentials listed above.

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In alignment with Training and Employment Guidance Letter (TEGL) 20-13, the Region has adopted policies and procedures to encourage the growth of work-based learning, Registered Apprenticeships, and other types of apprenticeship programs. WIOA provides a great opportunity for boards to incentivize greater adoption of apprenticeship as a partnership broker. The Region will investigate ways its boards may become sponsors of apprenticeship. We will also ensure that business service representatives are adequately educated to speak to employers and job seekers about apprenticeship opportunities in their area and will provide cross training of business service representatives with State Apprenticeship staff and Apprenticeship Training Representatives, when possible.

***b. Training services using individual training accounts in a mutual manner.
Include copies of any cooperative service delivery agreements; and***

As part of our short-term goals identified in the first section of this plan, the Region has made creating a cooperative service agreement a priority. We have set the goal of having this cooperative agreement in place by the end of Program Year 2021 (June 30, 2022). The two boards have worked well together as it relates to providing the best services to customers that we can provide and keeping the other board apprised of any customer served from the other's region.

c. Referral and co-enrollment processes and procedures.

There are mechanisms the two local areas have put in place to ensure the highest quality of service to every customer served, especially those using individual training accounts. These mechanisms include:

- Allowing customers to apply and enroll in workforce programs outside of the local area where the individual may reside. We understand that sometimes it may be more convenient for an individual to be served in another location for a variety of reasons.
- When a customer is served and enrolled in a WIOA Title I program in a local area outside of where the individual lives, a case note is entered into that individual's case file and an email is sent to the administrative staff overseeing the WIOA Title I program in the local area where the individual resides. This email allows the local area administrative entity to see patterns and trends that may be emerging related to customer program enrollments.
- Each local area actively provides education partners with information and resources needed to apply to be on the Eligible Training Provider List. As part of the review of educational attainment in this plan, the region is committed to finding more ways to meet the misalignment of educational attainment levels with existing educational needs.

5. Describe the development and implementation of joint regional services strategies for career pathways. List the career pathways, and, for each, describe:

a. The phase of development (conceptual, in initial implementation, being sustained, or, expanding)

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- b. 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.**
- c. Relevance – Indicate the connection between the demand and the priority(ies) for the region.**
- d. Strategy – Identify the sector partners and the role of each.**
- e. Funding – Describe available resources that will support the strategy.**
- f. 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.**

The Northeast Planning Region is in the developmental stage of joint regional service strategies related to career pathways. While initial conversations and planning have taken place and were driven by our previous regional plan, there is still a significant amount of work that our boards need to take on to move these initiatives forward.

Strategic regional conversations have already taken place, and have been focused around work-based learning across various industries, including advanced manufacturing, healthcare, and transportation distribution and logistics. These industries correspond with projected job growth within the region.

Registered Apprenticeships (RA) are an example of an anticipated joint regional services strategy for work-based learning. The Region recognizes the value and importance of RAs and will align funding, resources, and policies that support RAs in the Region. Other regional service strategies related to work-based learning and training services will be explored as regional planning takes full shape and develops these specific regional strategies in collaboration with system partners.

Both boards have had long-lasting relationships with local joint apprenticeship training organizations as well labor unions that represent many of the skilled professions that utilize Registered Apprenticeship as a required educational component of the profession. Among the apprenticeship-focused organizations that both work with regularly is the International Brotherhood of Electrical Workers (IBEW). Each board has established close relationships with chapters of this organization and has board representation from it. The area will work collaboratively with private sector partners, in demand sectors, to expand registered apprenticeship programs. The business service plans emphasize the priority given to expanding these programs within the region and will make efforts to re-engage dormant programs.

Board membership is a simple connecting point that each board has used to be better connected to work-based learning pathways, especially with Registered Apprenticeship and the Oklahoma Career Tech System. Through board members representing these career pathway

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training providers, the Region actively seeks out input, expertise, and advice on matters related to workforce demand and strategy.

The Region will lead career pathway work with other workforce development, economic development, and educational partners as part of this effort we will prioritize career pathways or in-demand sectors. The Region has established strategies and action steps associated with career pathways.

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>

6. Describe the coordination of economic and workforce development within the region Including:

a. Current economic development organizations engaged in regional planning;

The Region maintains close relationships with economic development organizations. We partner regularly with the Oklahoma Department of Commerce as well as with local economic development organizations and chambers of commerce to expand service to regional

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businesses. As part of these collaborative efforts, we partner on workforce- and education-related events such as job fairs, business engagement efforts, and workforce-focused conferences. Board members regularly play a role in many of these events and are active in their engagement and coordination with economic development and workforce development groups locally.

b. Education and training providers involved with economic development;

There are a multitude of educational and training providers that serve the Region. Most, if not all these training providers are involved in some way with economic development. The Oklahoma Career Tech system has 29 technology centers across the state with multiple districts either located in the Region or nearby and serving the Region's resident population. These districts include:

- Northeast
- Tulsa
- Green Country
- Indian Capital
- Tri County
- Central

There are numerous colleges and universities with campuses (including full campuses, extensions, or specialized centers) in the Region that are also actively involved in economic development activities, including:

- Bacone College
- College of Muscogee Nation
- Connors State College
- Langston University
- Northeast Oklahoma A&M College
- Northeastern State University
- Northern Oklahoma College
- Oklahoma State University
- Oklahoma State University Institute of Technology
- Oklahoma Wesleyan University
- Oral Roberts University
- Phillips Theological Seminary
- Rogers State University
- Tulsa Community College
- University Center at Ponca City
- University of Oklahoma
- University of Tulsa

Aside from the post-secondary educational institutions, local school districts play a vibrant role in their communities for economic development. The Region and its two boards will work closely with each of these school districts in efforts to align curriculum to meet the economic demands

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of local and regional employers and to help build brighter, more skilled communities, one student at a time.

c. Current businesses involved with economic development organizations; and,

The number of current businesses working with economic development organizations is quite large for the Region and is growing. As we look for opportunities to add more businesses to that growing list, we will work closely with our economic development partner organizations to encourage business participation. We have specifically identified this need to partner closer with economic development within our SWOT analysis and our goals associated with this plan. As part of those efforts, we have created strategies to increase our business outreach and customer satisfaction feedback directly from businesses. We believe that as we approach these goals with real intention, we will be able to encourage more businesses to be actively involved with economic development, workforce development, and education programs.

d. Targeted businesses from emerging sectors/industries.

Targeted business includes the following industries identified as power sectors and emerging sectors:

- Advanced Manufacturing
- Aviation and Aerospace
- Energy
- Healthcare
- Information Technology
- Professional Services & Regional Headquarters
- Transportation, Distribution, & Logistics
- Agriculture
- Finance and Insurance
- Utilities
- Construction

As mentioned previously, the Recovering Oklahomans After Disasters (ROADS), is a great example of a partnership between our boards, as well as public-private partnerships, that are helping to bridge skills gaps in the construction industry. This effort will help meet some of the skilled labor demands of businesses in this industry.

Each board has had varied levels of success with individual sector partnerships, working together as a Region on these efforts as we have identified in our goals, will help increase the likelihood of sustained success with sector strategies. Past efforts that have been somewhat successful have included the rural water districts partnerships and work with smaller businesses using statewide training platforms to improve career pathway opportunities.

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7. Describe the development and implementation of joint regional services strategies for industry sector partnerships/strategies. List the industry sector partnerships and, for each, describe;

- a. The phase of development (conceptual, in initial implementation, being sustained, or, expanding)**
- b. Workforce Demand (need) – Describe the business workforce need being addressed by the strategy. Indicate the industry(s) being represented, how the need was determined, the occupational skills to be developed, the number of jobs being addressed, and the timeframe(s) associated with the need.**
- c. Relevance – Indicate the connection between the demand and the priority(ies) for the region.**
- d. Strategy – Identify the sector partners and the role of each.**
- e. Funding – Describe available resources that will support the strategy.**
- f. 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.**

The region is still in the initial implementation of development for joint industry sector partnerships and engagement. Most efforts that are ongoing or were previously conducted were carried out by each individual board. The boards have defined a regularly joint meeting timeframe going forward as part of the goals of this plan and have established the goal of creating a cooperative service agreement by the end of Program Year 2021. These efforts will help to establish better ties moving forward and better coordination of industry sector partnerships.

An important element of all industry partnership efforts is to accurately understand the workforce demands of businesses in our region. Through the use of data-informed decision making through the use of labor market information, the Region will be able to understand the workforce demand and adjust programming and priorities accordingly. The Region will seek out input from our business partners to help add to the available labor market information in our planning and will prioritize training and placement activities in industries that show the greatest demand, stability, and job growth expectations.

As mentioned in previous answers, the Region works closely with our business, education, and economic development partners. We will work closely with these partners to plan sector strategies that will match the needs and demands of our region. As allowable, we will leverage resources across various programs to help support these industry/sector initiatives, especially since funding specific to sector strategies is non-existent at this time.

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Board members play an active role in sector strategies, including participating in advisory capacities to provide input into the curriculum for the technical college system, and in helping to encourage educational providers to join the Eligible Training Provider List.

Board members have also played major roles in the development of many program connections at industrial parks, including the MidAmerica Industrial Park. In addition, our boards have been working with other educational and economic development partners to build pathways to leverage workforce development funding across programs and to meet the needs of program participants through additional resources, such as participating in studies to build more grocery stores and eliminate food deserts.

The COVID-19 pandemic resulted in a large amount of federal funding being made available to address workforce, education, and economic development issues. This funding was utilized in part in our Region to address sector strategies and skill shortages in certain industries. Tri County Tech used a \$1 million grant funded by the Coronavirus Aid, Relief and Economic Security (CARES) Act for scholarships to get hundreds of unemployed and underemployed workers into accelerated job training programs to fill high demand occupations.

Utilizing this funding, Tri County Tech launched the Skills to Rebuild program that has assisted more than 540 individuals to receive scholarships to pay for much needed skills training. This life-changing program has been able to upskill the trainees to not only get back to work but to also be qualified to take on higher paying positions where employers have had difficulty with labor shortages.

Transportation, Distribution, and Logistics Sector Partnership

Phase of development: Implemented

Workforce Demand: Employment opportunities in the Transportation sector continue to grow. Competition among employers to hire credentialed drivers has also increased with a talent pool that hasn't been able to keep up with industry demand.

Sector Strategy Activities: Two northeast Oklahoma Transportation companies are part of this sector partnership which reaches the entire region. Heavy Metal Training Institute (HMTI) Big Cabin) was the recipient of \$500,000 in sector partnership grants from the Oklahoma Office of Workforce Development (OOWD). HMTI, in partnership with Premier Logistics (Tulsa County) the NEWDB and GCWDB will be working collaboratively to expand these sector partnerships region wide to solve workforce development challenges.

In a Tulsa World interview, Board Chair Chuck Gray said "the Governor's Council for Workforce and Economic Development and the Oklahoma Office of Workforce Development (OOWD) believe that businesses are best positioned to solve the problems of industry, including talent

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recruitment, development and retention...“The grants announced will play an important role in scaling business driven strategies tailored to meet the needs of regional economies.”¹⁰

Sector strategy activities have included the development of career exposure and training for logistics, supply chain and transportation jobs, and working toward solving talent shortages in the trucking industry.

Funding: Much of the funding from this initiative has come from the sector strategy grant from OOWD. GCWDB and NEWDB have leveraged staff time, space, other resources to help support the success of this partnership.

Unfunded Critical Elements: Sustainability after the initial grant period is a concern, as with any sector strategy that receives funding from a government grant. The Region is working on strategies to meet long term needs with the Transportation sector.

NEWDB Healthcare Sector Partnership

Phase of development: Implemented

Workforce Demand: Healthcare is one of the areas with high growth industries, with numerous jobs on the High Demand, Complementary, and Emerging occupations lists.

Sector Strategy Activities: A community listening session was convened on January 30, 2019, at Rogers State University in Claremore, Oklahoma, with 34 stakeholders in attendance representing employers, educators, students, and jobseekers. Participants identified ideal characteristics of career pathways that meet the needs of jobseekers, students, educators and employers and compared this vision to the current reality in order to identify gaps to be addressed.

As a follow up to the community listening session, stakeholders reconvened on March 6, 2019, to brainstorm creative strategies for designing pathways that are responsive to the previously identified needs. The goal of this process was to list as many ideas as possible while deferring judgment on what is feasible and viable.

Relevance: The primary goal for the healthcare sector partnerships were to improve alignment and bridge gaps between employers and educators. To accomplish this and other identified challenges, NEWDB established a Northeast Oklahoma Healthcare Workforce Advisory Council.

Strategies: Employers, educators, employees, and students across the service area were engaged in the planning process using a human-centered design approach. This process typically consists of three phases: 1) inspiration—learning more about customer needs; 2)

¹⁰https://tulsaworld.com/business/oklahoma-department-of-commerce-announce-grants-totaling-500-000/article_3809250c-7233-11eb-b486-af21812849e7.html

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ideation— brainstorming creative, potential solutions in response to the identified needs; and 3) implementation—testing potential solutions to determine what works and taking successful strategies to scale.

This approach represents a philosophy of iteration and learning from trial and error that must be maintained along with continuous communication, assessment and adjustments as needed based on customer experience and feedback. For both industries, engaging associations and other trusted intermediaries with existing relationships was key to engaging individual organizations and stakeholders. The primary focus during the planning period was on health care sector partnerships.

Funding: Available resources that support sector partnerships include Industry leaders, Career Tech, Higher Ed, WIOA resources provide staffing support to execute these strategies.

Unfunded Critical Elements: Sustainability is of great concern as there are no funds available to support the efforts of the Healthcare Advisory Council.

NEWDB Manufacturing Sector Partnership

Phase of development: Implementation

Workforce Demand: Manufacturing is one of the areas with high growth industries, with numerous jobs on the High Demand, Complementary, and Emerging occupations lists. The manufacturing industry has a huge impact on the economy in Northeast Oklahoma.

On March 19, 2019, NEWDB facilitated a listening session with area employers, educators and workforce partners. The goal of the meeting was to identify challenges faced by industry employers, and to provide a brief overview of workforce resources available from NEWDB, the Cherokee Nation and workforce partners for addressing these challenges. Twenty-five stakeholders attended. Core partners included MAIP, GRDA, American Castings and RAE Corp. The listening session included discussion of challenges and potential solutions which have been grouped into three primary goals.

Relevance: The primary goal for the manufacturing sector partnerships were to improve alignment and bridge gaps between employers and educators. Additionally, the NEWDB aimed to expand work-based learning opportunities, including OJTs and Registered Apprenticeships in the area.

Strategies: Employers, educators, employees and students across the service area were engaged in the planning process using a human-centered design approach. This process typically consists of three phases: 1) inspiration—learning more about customer needs; 2) ideation— brainstorming creative, potential solutions in response to the identified needs; and, 3) implementation—testing potential solutions to determine what works and taking successful strategies to scale.

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This approach represents a philosophy of iteration and learning from trial and error that must be maintained along with continuous communication, assessment and adjustments as needed based on customer experience and feedback. For both industries, engaging associations and other trusted intermediaries with existing relationships was key to engaging individual organizations and stakeholders. The primary focus during the planning period was on health care sector partnerships.

Funding: Available resources that support sector partnerships include Industry leaders, Career Tech, Higher Ed, WIOA resources provide staffing support to execute these strategies.

Unfunded Critical Elements: Sustainability is of great concern as there are no funds available to support the objectives defined in the listening sessions.

In the above sector strategy initiatives that are in place with NEWDB, both initiatives have faced challenges associated with sustainability during the pandemic and the need for employee resources to be utilized for other programs. It is anticipated that renewed focus will be able to reenergize these initiatives soon and that we will be able to find linkages between the two local areas in these two sector strategy areas. One of our goals as a region is to expand our efforts of business engagement and sector strategy work.

8. Describe efforts that have taken place or anticipated efforts to assess the need for and establish regional services strategies, including the use of cooperative service delivery agreements. In addition, describe the strategies and services that will be used to:

- a. Engage employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations;**
- b. Provide business services to employers;**
- c. Manage regional rapid response activities;**
- d. Incorporate relevant secondary and post-secondary education programs and activities within the one-stop delivery system;**
- e. Incorporate within the one-stop delivery system the adult education and literacy activities under WIOA Title II, including the review of applications submitted under Title II;**
- f. Incorporate within the one-stop delivery system the provisions of vocational rehabilitation services under Title IV;**
- g. Strengthen linkages between the one-stop delivery system and unemployment insurance programs; and,**
- h. Ensure priority for program services will be given to individuals with high barriers to employment.**

The Region has defined a regularly joint meeting timeframe going forward for both boards to meet as part of the goals of this plan. These regular planning sessions have been added to our short-term goals in Section 1. The Region plans to have supportive services as a key topic

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during these planning sessions. The region has established the goal of creating a cooperative service agreement by the end of Program Year 2021. The provision of appropriate supportive services will be a component of this agreement.

The Region has begun to assess the need for and establish regional service strategies, including the use of cooperative service delivery agreements. Anecdotally, we know economic development happens across the region and is not limited to local board boundaries, and that regional service strategies are warranted.

Engaging Employers

The employment needs of businesses in existing and emerging in-demand industry sectors and occupations have some similarities throughout the Region. Employers are lacking workers with middle skills but are also having a more difficult time attracting individuals to even entry-level positions. Through employer surveys, businesses have expressed the need for enhanced soft skills among job seekers, specifically critical thinking skills and problem-solving.

Employers are facing immense challenges to find available candidates for their entry-level positions, but also candidates with the right skills for the jobs that are available regionally. Businesses have started to be more creative in their approach to posting positions and holding recruiting events. Additionally, the new reliance on technology through the pandemic may change the way businesses partner with the workforce system to tap into the existing talent pipeline. Virtual communication tools have made the hiring, interviewing, and onboarding of skilled workers take place in a manner that is more efficient and less personal than ever before.

As addressed prior, the skill and educational attainment gap are deep in the region. In short, there is an above-average number of individuals with a high school diploma or less while many of the higher educational attainment categories fall short of meeting business projections. This data-based evidence illustrates the struggles and opportunities the workforce system currently has to meet the needs of the businesses we serve and to help them grow.

We also know via several different surveys and studies that employers throughout the Region have explained they are unaware of workforce programs and are thus opportunities for increased engagement.

The Region will enhance employer engagement between secondary and post-secondary education institutions, as well as other training programs to meet employers' workforce needs through industry-driven strategies. Additionally, all workforce partners, particularly those who have staff dedicated to employer outreach activity, frequently encourage, and invite businesses to actively participate more closely with the American Job Center system and with existing workforce programs.

Providing Business Services to Employers

Business-focused services are paramount to our successful programmatic strategies. Seeking out and understanding the needs of businesses helps the workforce system to recognize the

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jobs of the future and bridge skills gaps more easily among jobseekers to help fill those needs in the present and in the future. Partners within the Region work cohesively to create and deliver quality services customized to support each business uniquely. Programs are designed to meet the needs of all employers, including small employers and employers with in-demand industry sectors, to help with employee retention and avert layoffs. The workforce development system partners provide employers with training programs such as:

- Employability Skills Training
- Computer Training (Microsoft Products)
- Job Skills Workshops
- Resume Writing and Interviewing Techniques
- On-the-Job Training
- Skills Based Hiring

Many of the Regional workforce system partners provide On-the-job Training (OJT) opportunities to support employers' and job seekers' needs. OJT continues to be a key method of delivering training services to job seekers in the Region. OJT is a viable training option for job seekers who will benefit from hands-on training experiences versus a traditional classroom setting. From the beginning of the training, the job seeker is employed with the expectation of being retained when the training ends. The OJT is also a "win" for local employers as they expand the business. WIOA funds are utilized to support those expansions and help bear the weight of onboarding new employees as they develop the skills necessary for many middle-skill occupations.

Customized training in the Region is designed as another way to meet the specific requirements of an employer or group of employers. The Region has successfully connected businesses with customized training opportunities through many of our training and educational partner institutions locally.

Sector strategies and career pathways initiatives in the Region have also been utilized to meet the needs of business customers more effectively. These efforts have the goal of increasing individuals' educational and skills attainment and improving their employment outcomes while meeting the needs of local employers and growing sectors and industries. To create a sector strategy and career pathway system that works effectively for job seekers and employers, the workforce system in the Region will convene system partners in education, business, and economic development to work together to align systems and services to satisfy employers' labor needs and help workers achieve their career goals.

Collaborative efforts between industry and the public sector to work collaboratively in promoting workforce development within each local area has been growing, with several initiating strategies showing promising outcomes. High demand industries are a strength of our system and connecting better with industry leaders and showing a value proposition to them is going to be essential for continued growth. Continuing to educate employers and industry leaders on the full spectrum of services available to them and how to access those services is important,

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however, learning to adapt to work within our program parameters and to adapt to the needs of businesses is also going to be key to our success.

System partners in the Region are working to implement a range of strategies that are specifically designed to bolster the local workforce as well as economic development. In addition to helping job seekers find jobs and employers find workers, workforce intermediaries address communities' long-term workforce needs, such as training, education, and employment support services. The Region is a partner of these intermediary conversations as they are convening employers to discuss local workforce needs and trends, improve education, training, and employment options for job seekers, conduct research into local workforce needs, promote career paths and industry sectors that match local employers' needs, and help improve and govern the workforce development system.

Each local area has developed a Business Services Plan which lays out strategies and goals better serving employers within the local area as well as the region. The Business Services Plan for NEWDB has been included as an appendix item. This plan allows the business services team to build on existing practices and focus on key areas of business services development that add value to employers and functionally support the Northeast workforce system as a whole, including the training programs, sector strategies and career pathways. The Business Services team for NEWDB focuses its efforts on coordination and connection between local and state economic development and chambers of commerce to strengthen linkages and streamline services within the one-stop delivery system, OWAJCs. This plan identifies activities and efforts that effectively:

- Increases awareness of services and resources provided through the workforce system;
- Increases the likelihood of employers hiring job seekers through the workforce system;
- Creates and strengthen career pathways aligned to business and industry demand;
- Provides business intelligence to employers, intermediaries, and partners to ensure the workforce is relevant and useful;
- Ensures strong talent pipelines for demand occupations that allow business to grow and be successful; and
- Establishes the NEWDB as an integral partner that adds value to regional economic development efforts by making connections to workforce strategies, solutions, and cutting-edge labor market research and data.

Manage Rapid Response Activities

Rapid Response services are coordinated by the Oklahoma Office of Workforce Development (OOWD) through the State Rapid Response Coordinator. These services are designed to respond to employer and employee needs in the event of a layoff and/or closure.

The Region follows the procedural guidance of OWDI-12-2017, Change 2 issued in March of 2021. When our staff become aware of impending or potential layoff situations, our teams immediately contact the State Rapid Response Coordinator at OOWD to mobilize the local Rapid Response Team.

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When notified of a layoff or plant closure, the State Rapid Response Coordinator contacts the employer, to get a clear understanding of the situation, including the number of affected employees and the circumstances that caused the necessity of the layoff or closing. The employer receives an overview of available services designed to provide affected employees with information, services, and tools to help them transition to new employment as quickly as possible.

If the notice is in advance of the layoff and the employer agrees, the Local Rapid Response Team works with the employer to provide Rapid Response workshops for the affected employees. As a Region, we are ready and available to aid at any point in this process and we are creating connecting points to best serve any job seeker after a layoff.

Incorporate Relevant Secondary and Post-Secondary Education

Core workforce system partner agencies, including secondary and post-secondary programs, meet regularly within the Region, regarding education and training activities. These routine convenings create opportunities to discuss challenges and to leverage impact and reduce duplication of services.

The Region consistently collaborates with partners in education on numerous special projects including, career fairs, mock interviews, and workshops for students preparing to enter the workforce. Memorandums of Understanding (MOUs) further outlines the workforce system partner's responsibilities related to relevant secondary and post-secondary education programs and activities with workforce activities to coordinate strategies, enhance services, and avoid duplication of services.

To ensure job seekers have access to relevant educational programs within the workforce system, the Regional is in the process of creating a strategy to incorporate such programs in whatever way is best for the job seeker.

Incorporate within the one-stop delivery system the adult education and literacy activities under WIOA Title II

These programs provide the foundation skills and English literacy instruction to a significant population. As a region, we are committed to aligning these activities to ensure an individual's ability to transition to post-secondary education and obtain employment. We further intend to engage in plans that will promote the integration of adult education with occupational education and training. This will fall in line with our career pathway development initiatives. This type of support will also garner further success in assisting those opportunities for incarcerated individuals and establishing pathways for their success thereby reducing recidivism.

Incorporate within the one-stop delivery system the provisions of vocational rehabilitation services under Title IV

The Region has incorporated the one-stop delivery provision of vocational rehabilitation through the implementation of the Star Accessibility Framework. Oklahoma Works Access for All was

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developed as a system-wide effort to coordinate training and strategies in support of making one-stop American Job Centers and technology accessible to individuals with disabilities, as described in 29 CFR part 38, the implementing regulations of WIOA Section 188. The Star Accessibility Framework operationalizes the Access for All system strategy by providing an assessment tool for the continuous improvement of the workforce system in the areas of customer service, training, outreach, and physical accessibility. The Star Accessibility Framework Rubric is designed to be a tool in support of continuous improvement at American Job Centers and system efforts including but not limited to center certification and strategic planning. In Phase I of implementation of the Star Accessibility Framework, local workforce development areas will conduct an initial assessment of centers.

One-stop centers will be assessed no less than once every two years. Each local board will direct additional assessments at their discretion and must electronically submit an update to OOWD. Assessment teams will be established by the local boards and are responsible for conducting independent and objective assessments of one-stop sites and providing scoring outcomes to the local boards and region. Each local assessment team will adopt a peer evaluation model and include representatives from multiple workforce system partners or programs. Assessment teams may include local experts who represent targeted populations, experts from the state level, a third-party evaluator, or experts from outside the local area to ensure evaluations are equitable. A representative from the assessment team should be identified as the primary contact person.

Each board will establish an assessment process which must be established through local policy or a guidance letter. The process should include a timeline for completion of the process and any forms developed by the local area for the completion of the assessment process. An example process that includes an application, desk review, and on-site review is provided in the state guidance for center certification (OWDI #01-2019). Aligning the assessment process with the procedures and documentation required for center certification is recommended.

Once the review has been completed, the assessment team shall present within 30 days a completed score sheet for each evaluator and a letter on behalf of the team summarizing the results of the assessment for each center. Each board will make the results of the assessment available to their board members for review and strategic discussion. The assessment results from the local areas will be reviewed by a joint taskforce including members of the Star Accessibility Framework work group and members of the System Oversight Subcommittee of the Workforce System Oversight Committee for the purpose of process oversight and coordination of training resources. The State board will review the evaluation criteria and process every two years as part of the review and modification of the state planning process.

The scoring rubric uses a five-star scoring method to assess the one-stop center. Additional evaluative comments are also added to the assessment. This star system rating greatly helps each of our boards and our Region to better know how accessible each center is. The range from simple compliance to being proactive in its approach to accessibility helps us to aim higher and better serve all individuals connecting with our services.

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The Region will identify and promote proven initiatives for meeting the needs of employers, and all career seekers, including individuals with barriers to employment. This includes ensuring the local workforce development system provides physical and programmatic accessibility in accordance with applicable WIOA non-discrimination requirements (and applicable provisions) of the Americans with Disabilities Act of 1990 (ADA) and subsequent amendments. AJCs within the Region are in full compliance with Section 188 of the Workforce Innovation and Opportunities Act (WIOA).

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

OESC maintains the Unemployment Insurance Program, under Reemployment Service, Support and Compliance Division, to pay unemployment benefits to qualified unemployed wage earners. OESC makes rigorous efforts to locate suitable employment opportunities and /or provide reemployment assistance so those individuals receiving unemployment benefits may reenter the workforce as quickly as possible. The Unemployment Insurance Division maintains the Unemployment Insurance program which was established through the Social Security Act of 1935. Unemployment benefits are paid as a weekly sum to qualified unemployed wage earners covered under the law. Funds for payment of these benefits are provided through a state tax paid by employers.

The Region strives to strengthen linkages between the One-Stop delivery system and unemployment insurance programs by providing meaningful assistance from the first time an Unemployment Insurance (UI) customer accesses the system – from an array of career and training services to the best upfront information on how to file the initial UI claim. The Region strives to set up its American Job Centers to not only provide meaningful access to UI programs but to also be a key connector to all available workforce development programs that might be a benefit to all job seekers, including UI claimants.

For those claimants who are Limited English Proficient, the online claims system has a language translator. American Job Center staff can assist the customer in accessing the translator or use language lines to assist such individuals during the claims filing process. When needed, for those individuals who are deaf or hard of hearing, TTY services are available.

The services available to claimants do not end with the filing of the initial claim. American Job Centers located throughout the Region have supports and resources available at any time and for all other parts of the claims process: sending documents to UI, speaking with Inquiry or Adjudication, filing for weekly benefits, and participating in Appeals hearings. The rapid reemployment of claimants is also a focal point for Oklahoma. In addition to assistance with the work registration and work search requirements, State Merit staff provide one of two reemployment services tracks (Reemployment Services and Eligibility Assessment and 50% Eligibility Review Interview) at designated times during the claim series depending on the claimant's circumstance. During both reemployment activities, staff provides an overview of all One-Stop services and makes appropriate referrals. As the state develops the common case

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management system, we anticipate referrals to happen in real-time with electronic tracking mechanisms. Appropriate informational services and referrals from the Region's One-Stop system and partners are critical in linking Unemployment Insurance to the broader workforce system.

Ensure priority for adult career and training services will be given to recipients of public assistance

As stated in WIOA Section 134(3), concerning individualized career services and training services funded with WIOA adult funds, the priority of service must be given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. Veterans are also a priority population as a result of the Jobs for Veterans Act of 2002. Under WIOA, Priority of service must be provided regardless of the level of funds.

OWDI #06-2016 states local workforce boards must establish written policies and procedures to ensure priority for the populations served in the WIOA Adult programs. As part of regular monitoring and oversight responsibilities, OOWD staff is required to ensure all local areas have developed and implemented such policies, and that the policies demonstrate how the priority of service is tracked, which may include tracking referrals from partner entities and programs such as Temporary Assistance for Needy Families (TANF), the Supplemental Nutrition Assistance Program (SNAP), and Adult Basic Education (ABE). The local areas within the Region will have policies and procedures developed to ensure priority of service guidelines are established and followed to meet the needs of the citizens we serve.

Additional Regional Service Strategies

Additionally, the Region has established several goals for this planning period that will help to facilitate greater coordination between the two boards. These additional service strategies include:

- Regularly scheduled joint meetings between the two boards scheduled twice annually.
- The Region has established the goal of creating a cooperative service agreement by the end of Program Year 2021.
- The Region will utilize MOUs between partners to workforce partners to establish additional coordinated service strategies across multiple workforce development programs in the region.
- The Region will look for opportunities to contract with or negotiate agreements with public and/or private transportation entities to better provide access to transportation services to the customers we serve. GCWDB currently has an agreement in place of this nature with MODUS which could be expanded in the future.
- The Region will work with existing public and/or private transportation organizations to engage in dialogues related to expanded access to areas of unmet need. For example, Tulsa transit is looking at an expansion of a route that runs from 46th North to the Port, as well as routes that better serve the industrial parks and the new Tulsa workforce center.

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- The Region will also work with transportation providers seeking to better connect rural and urban areas such as Pelivan which has originated out of Northeast Oklahoma but now also reaches Tulsa.

9. Describe how administrative cost arrangements have been coordinated, including pooling funds for administrative costs, as appropriate.

The Region is in the developmental stages of these coordinated efforts. Initial planning has taken place about potentially sharing costs associated with service provider contracts. Past items of consideration for potential shared costs include shared board staff, shared fiscal agent, shared one-stop operator, shared business services, and a common client intake tool. The Northeast Region will continue to work with OOWD to fully understand and identify allowable costs permitted under these cost arrangements.

Both boards are optimistic that these conversations can continue to take place and result in action steps being moved forward. An example of the cooperative agreements between the boards includes hiring a consultant to work with both boards in writing this plan. Not only was this an opportunity to work collaboratively on a shared contract, but it also has allowed both boards to come together through a series of meetings to share input and identify commonalities in approach. This will hopefully lead to additional joint contracts in the future including potentially pooling administrative costs when appropriate and the most effective choice available.

10. Describe the coordination amongst the planning region for the provision of transportation, including:

- a. An outline of transportation issues related to workforce development and ways the region will address identified needs. This may include a map of the regional commuting patterns.**
- b. Whether the provision of transportation services can be enhanced, and if so, how.**
- c. What organizations currently provide, or could provide transportation services**
- d. An established process to promote coordination of transportation supportive services delivery.**
- e. If the region has determined regional coordination of transportation not to be appropriate for the planning region at this time, discuss how that determination was made.**

Transportation is a substantial hurdle in Northeast Oklahoma. It has been difficult to capture accurate data on what percentage of individuals who are currently unemployed would be working if they had more transportation options available to them, especially in the area of public transportation. There are many areas where public transportation options simply aren't available for individuals to get to work sites, including in areas where there is high demand for

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workers, including Port of Catoosa, Mid America Industrial Park and Cherokee Industrial Park.< and other rural parts of the region.

Transportation shortcomings were identified in our SWOT analysis as areas of weakness and threats to overall success. Our Region will work on ways to collect data on potential workers without transportation to create effective strategies to fill gaps. Several organizations in the Region provide van-based transportation for some populations. Pelivan, various tribal organizations, Ki Bois Area Transit System (KATS), and vRide provide such services, but at this time, they are not coordinated across the region.

To avoid duplication of services and maximize braiding of funding streams co-enrolled participants are case managed collaboratively. All supportive services are coordinated by the primary case manager. Transportation solutions are varied. Mileage reimbursements, gas cards, bus passes, and reimbursement for taxi or rideshare may be available depending on the workforce center location to enable the participants to participate in WIOA activities. Community programs such as work release, homeless shelters, refugee services or others may coordinate their own shuttles from their locations to the AJC for specialized service events.

Additionally, supportive service strategies that are intertwined with transportation strategies have been listed out in Section 8 of this plan.

11. Describe the coordination amongst the planning region for the provision of other appropriate supportive services in the planning region, including:

- a. A copy of the Job Seeker Wrap Around Services Service Matrix**
- b. Whether the provision of supportive services could be enhanced, and if so, how.**
- c. What organizations currently provide or could provide supportive services.**
- d. Establishing a process to promote coordination of supportive services delivery.**
- e. If the region has determined regional coordination of support services not to be appropriate for the planning region at this time, discuss how that determination was made.**

The boards have defined a regularly joint meeting timeframe going forward as part of the goals of this plan. These regular planning sessions have been added to our short-term goals in Section 1. The Region plans to have supportive services as a key topic during these planning sessions. The region has established the goal of creating a cooperative service agreement by the end of Program Year 2021. The provision of appropriate supportive services will be a component of this agreement.

Each workforce board has existing asset maps which have been developed and are being developed as a nearly comprehensive list of supportive services and connecting points for workforce development programs. These asset maps will be utilized by the Region and will be updated regularly. As part of the process for developing this list, we will tap into the expertise of

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our workforce partner programs and local tribes to ensure we can identify the most possible resources. These asset maps will be utilized by American Job Center staff and will be used to connect our customers with the resources they need beyond regular job search assistance. The Northeast Asset Map has been included in the appendix for reference.

As demonstrated in the response to Question 10, transportation is a critical element to workforce success. Our Region will work to align supportive service policies and procedures to help ensure that the transportation needs of program participants can be met to the best extent possible given the known deficiencies in available public transportation systems in Northeast Oklahoma.

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.

12. Describe the process to develop, and the finalized agreement concerning how the region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measure described in WIOA Section 106(c) for local areas or the planning region.

Each local board in the Northeast Region will individually negotiate their local levels of performance with the Governor per WIOA Section 106(c). Before negotiating these levels of performance, representatives of the two Boards in this region may collectively meet and review existing performance measures and successes/failures related to existing measures. A joint strategy session may be held where these representatives can communicate about each board's needs and strategy for local plan negotiations.

13. The process the planning region undertook to provide input to the development of the plan, and a 30 day public comment period of the regional plan, before submission.

The Public Comment period met the requirements outlined for submission. The plan will be published on the websites of each respective board in the region. All comments will be reviewed to make improvements to the plan. The region will complete the following tasks as part of the regional planning process:

- Published means of accessing copies of the proposed regional plan; and
- Facilitated public access to digital copies of the Regional and Local Plan via the board websites.

During the development of this plan, open meetings were held with both boards where regional planning was listed as an agenda item. Public comment was available at those meetings, and the meetings were open to the public to attend and learn about the regional planning process.

Appendices

Appendix 1: Business Services Plan Northeast Workforce Board Business Services Plan



Workforce Innovation and Opportunity Act

Business Services Plan

No individual in the United States may, on the basis of race, color, religion, sex, national origin, age, disability, or political affiliation or belief, or, for beneficiaries, applicants, and participants only, on the basis of citizenship or participation in any WIOA Title I-financially assisted program or activity, be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with any WIOA Title I-financially assisted program or activity



Equal opportunity employment/program.
Auxiliary aids and services are available upon request to individuals with disabilities.

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Introduction

Core Provisions

The purpose of the Workforce Innovation and Opportunity Act (WIOA) is to align employment, education, and training programs to strengthen the United States labor market. In order to accomplish this objective WIOA mandates six program components which need to be consistently offered by American Job Centers (AJCs): Youth Workforce Investment Activities, Adult and Dislocated Worker Employment and Training Activities, Adult Education and Literacy, Vocational Rehabilitation, and Employment Services.

WIOA created a comprehensive workforce development system that places an emphasis on implementing innovative programs and strategies designed to meet the needs of all employers in the State, improve linkages between the Oklahoma Works American Job Centers (OWAJC) and all employers, provide business services and strategies that better engage employers in the workforce investment activities, and make the workforce development system more relevant to the needs of the State and local businesses.

In accordance with WIOA 108(b)(4)(B) the business services will work to promote, market, connect, and provide access to initiatives such as:

- A. Certain career services must be made available to local employers, specifically labor exchange activities and labor market information described in 20 CFR 678.430. Local areas must establish and develop relationships and networks with large and small employers and their intermediaries, and develop, convene, or implement industry or sector partnerships.
- B. Customized business services may be provided to employers, employer associations, and other such organizations. These services are tailored for specific employers and may include:
 1. Customized screening and referral of qualified participants in training services to employers;
 2. Customized services to employers, employer associations, or other such organizations, on employment-related issues;
 3. Customized recruitment events and related services for employers, including targeted job fairs
 4. Human resource consultation services, including but not limited to assistance with:
 - i. Writing/reviewing job descriptions and employee handbooks;
 - ii. Developing performance evaluation and personnel policies;
 - iii. Creating orientation sessions for new workers;
 - iv. Honing job interview techniques for efficiency and compliance;
 - v. Analyzing employee turnover;
 - vi. Creating job accommodations and using assistive technologies; or
 5. Explaining labor and employment laws to help employers comply with discrimination, wage/hour, and safety/health regulations;
 6. Customized labor market information for specific employers, sectors, industries, or clusters; and Other similar customized services.
- C. Local areas may also provide other business services and implement strategies that meet the workforce development needs of area employers, in accordance with the statutory and regulatory requirements of partner programs and consistent with Federal cost principles. These business services may be provided through effective business intermediaries working in conjunction with the LWDB, or through the use of economic development, philanthropic, and other public and private resources in a manner determined appropriate by the LWDB and in cooperation with

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OOWD. Allowable activities, consistent with each partner's authorized activities include, but are not limited to:

1. Developing and implementing industry sector strategies (including strategies that involve industry partnerships, regional skills alliances, industry skill panels, and sectoral skills partnerships);
2. Customized assistance or referral for assistance in the development of a registered apprenticeship program;
3. Developing and delivering innovative workforce investment services and strategies for area employers, which may include career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, and other effective initiatives for meeting the workforce investment needs of area employers and workers;
4. Assistance to area employers in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, which may include strategies such as early identification of firms at risk of layoffs, use of feasibility studies to assess the needs of and options for at-risk firms, and the delivery of employment and training activities to address risk factors;
5. The marketing of business services to appropriate area employers, including small and mid-sized employers; and
6. Assisting employers with accessing local, State, and Federal tax credits.

Business Services Plan

In accordance with WIOA, the Northeast Workforce Development Board (NEWDB) Business Services Plan is designed to support the Oklahoma's workforce development system through targeted programs and strategies that address the needs of businesses within the Northeast Workforce Development Area (NEWDA). Through the Oklahoma Works American Job Centers (OWAJC), NEWDA core partners, required partners and other workforce partner entities the NEWDB Business Services team develops, offers, and delivers quality business services that assist businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy.

Vision

The Northeast Workforce Development Board Area will have a world-class workforce that is educated, skilled, and working in demand occupations that meet the local employer needs in order to keep Oklahoma's economy competitive in the global marketplace.

Strategy

In order to accomplish the NEWDB vision the Business Services team will build on existing practices and focus on key areas of business services development that add value to employers and functionally support the Northeast workforce system as a whole, including the training programs, sector strategies and career pathways. The Business Service team will focus efforts on coordination and connection local and state economic development and chambers of commerce and strengthen linkages and streamline services within the one-stop delivery system, OWAJCs. Additionally, the Business Services team will facilitate business engagement in workforce development programs and services that effectively:

- Increases awareness of services and resources provided through the workforce system;

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- Increases the likelihood of employers hiring job seekers through the workforce system;
- Creates and strengthen career pathways aligned to business and industry demand;
- Provides business intelligence to employers, intermediaries, and partners to ensure the workforce is relevant and useful;
- Ensure strong talent pipelines for demand occupations that allow business to grow and be successful; and
- Establish the NEWDB as an integral partner that adds value to regional economic development efforts by making connections to workforce strategies, solutions, and cutting-edge labor market research and data.

Established Goals

Established Business Services goals were based on an initial Employer Engagement Self-Assessment, as outlined in OWDI 01-2020. The Business Services Team conducted an initial analysis of current practice to identify gaps and identify promising practices in the current business services delivery process. The assessment, as prescribed, focused on five (5) key areas: Vision, Demand Planning, Engaging with Business and Delivery Solutions, Outreach and Communication, and Sustainability and Continuous Improvement. The results of the initial assessment and identified service component served as the basis for establishing the Business Services goals and strategies. Each key category for assessment was scored by the Business Services Team using a scale of 1-5 (1=Not at all and 5=We've got this) with each team member scoring the elements of each category. The results of the assessment are as follows:

Categories	Average Score
Vision	3
Demand Planning	3
Engaging with Business and Delivery Solutions	3
Outreach and Communication	3
Sustainability and Continuous Improvement	2

Table 1: Initial Employer Engagement Self-Assessment

Based on the results of the initial assessment, the following elements were identified most in the post-assessment analysis—a need for creating buy-in across all levels of partner and business relations; develop a shared vision that incorporates all partners in building a stronger business service base; eliminate agency silos by developing inclusive approaches to service coordination; focus on demand occupations; implement training opportunities for unified approach and messaging; identify partner and team roles and responsibilities; include all partner information in outreach efforts; open communication; develop internal processes for partner and business team hand-off or service referral, and providing system and partner feedback as need for continuous improvement.

While the initial Employer Engagement Self-Assessment was limited to the Business Services Team, the NEWDB continuous improvement strategy includes a scale up of the assessment through engagement with our system and business partners. The resulting feedback will be incorporated into the business service plan as applicable.

Strategic Goals

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Strategic Goal 1: Enhance communication and engagement of employers in the workforce development system.

Goal 1 Objectives:

1. Develop consistent messaging of one-stop system services through all core, co-located and external partners and communicate through Core Calls, newsletter, social media and other partner meetings
2. Conduct assessment of business service capacity throughout the workforce delivery system
3. Provide customized workforce information on State, regional and local labor market conditions, industries, occupations, and the characteristics of the workforce, skills businesses need,
4. Assess local employment dynamics information such as workforce availability, worker supply and demand, business turnover rates, job creation and job identification of high growth and high demand industries

Strategic Goal 2: Identifying appropriate strategies for assisting employers and coordinate business services activities across OWAJC partner programs and local economic development agencies, as appropriate.

Goal 2 Objectives:

1. Business Service Team coordination and participation in internal partner meetings with the leadership of the NEWDB, Title 1, Adult Education, Wagner-Peyser, and Department of Rehabilitation Services.
2. Conduct 10 meaningful business service contacts or site visits with employers per quarter within the area in order to identify and monitor needs and build industry relationships.
3. Develop an effective referral system between all partners to enhance service delivery for jobseekers, ensuring all participant receive the services and support they need to succeed.
4. Engage employers in local sector partnership and sector strategies planning and program development by conducting at least one sector partnership or strategy event per program year.

Strategic Goal 3: To enhance service delivery to both employers and jobseekers in Northeast Oklahoma.

Goal 3 Objectives:

1. Expand business service access points by the utilization of “virtual” activities, including virtual job fairs, virtual hiring events and Skillful Talent Series training opportunities.
2. Train for applicable in-demand industries only to ensure jobseekers receive the training of their choice in a field that provides sustainable employment.
3. Develop career pathways with input from private industries and educational training providers in the region.
4. Provide training in the NEWDB Region that leads to recognized credentials, which assist jobseekers to obtain sustainable employment and meet the needs of business and industry.
5. Coordinate business outreach activities with core, co-located, and external partners through the development of a shared vision.
6. Work with employers to promote resources and best practices for equal opportunity and nondiscrimination and ways in which to improve outreach and service to underserved EO populations.
7. Track and evaluate target population changes to inform employer and community outreach efforts and develop promising strategies and initiatives to anticipate workforce needs.

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Strategic Goal 4: To increase awareness of the Areas Talent Delivery System.

Goal 4 Objectives:

1. Conduct coordinated outreach efforts on social media platforms in order to increase awareness of the services available through the Oklahoma Works American Jobs Centers.
2. Improve employer perception of the Oklahoma Works American Jobs Centers located in the Northeast Workforce Development Area through educational outreach campaigns.
3. Finalize the NEWDB's website to serve as a "one-stop-shop" for Title I services in the area.
4. Coordinate with partners to ensure all applicable information is available at community outreach events.

Strategic Goal 5: To address Skills Gaps specific to Northeast Oklahoma's in-demand industry needs.

Goal 5 Objectives:

1. Survey businesses to assess the true needs of business and industry in the Northeast Oklahoma area.
2. Utilize partnerships to develop customized training programs that are identified by comparing the fore mentioned survey results to training available in the region.
3. Identify training gaps that may exist within the five "in-demand" industry sectors through surveys and analytics
4. Develop proactive linkage and referral of establishments to community resources that support their workforce needs.

Business Services, Processes, and Business Service Teams

Businesses should have access to a one-stop experience in which high quality and professional services are provided across partner programs in a seamless manner. The NEWDB is positioned to provide a single point of contact to each employer representing all core programs, making the difference between specific core programs invisible to the businesses they serve and provide services to the local area as a unified unit. Effective business services are developed in a manner that supports engagement of employers of all sizes in the context of both regional and local economies avoiding multiple uncoordinated contacts.

The plan is intended to provide a roadmap for internal and external workforce system partners, employers, and participants that effectively address skills gaps in Northeast Oklahoma and ensures the effectiveness of the One-Stop Deliver System in addressing employer needs. The Business Services Consultant will serve as the primary point of contact for the Business Services Team and will be responsible for carrying out the vision and goals of the Business Services Plan. Operationally, the business services team includes—Tier 1) the Business Services Consultant, One-Stop Operator, and the Workforce Development Specialist and Tier 2) Core Partners including, OESC, DRS, ABE, and other partners including, Cherokee Nation, and Job Corps, and includes broader participation and input from the entire workforce delivery system partners. The Business Services team is responsible for carrying out the following:

- Developing a clear understanding of industry skill needs;
- Identifying appropriate strategies for assisting employers and coordinate business services activities across OWAJC partner programs and local economic development agencies, as appropriate;
- Incorporating an integrated and aligned business services strategy among OWAJC partners to present a unified voice for the American Job Center in its communications with employers;
- Facilitating engagement of employers in workforce development programs, including small

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- employers and employers in in-demand industry sectors and occupations;
- Supporting a local workforce development system that meets the needs of businesses in the local area;
- Enhancing coordination of workforce development programs and economic development; and
- Strengthening linkages between the one-stop delivery system (OWAJC) and unemployment insurance programs.

Core Business Services

Through an employer-focused approach to delivering quality workforce development services, the business services team will support NEWDA employers and industry sectors by focusing efforts around the following eight (8) core services:

- Employer Information and Support Services
- Workforce Recruitment Assistance
- Engaged in Strategic Planning/Economic Development
- Accessing Untapped Labor Pools
- Training Services
- Incumbent Worker Training
- Rapid Response/Business Downsizing Assistance
- Planning Layoff Response

Process for Delivering Business Services

The process for delivering services begins with developing an understanding of local business needs. The NEWDB will use demand occupation data to determine which service application(s) meet the needs of employers. The business services consultant will develop employer contact lists using economic forecasting data to identify open positions within the seven-county region. The lists will represent the demand occupations identified by the NEWDB that align with the local and state plans, including Manufacturing, Healthcare, Transportation, Construction and Office Administration & Support.

The business contact and demand occupation lists will serve as the foundation for business outreach and engagement. The business services team will utilize the list to identify and contact new employers for initiating outreach and engagement efforts. The business contacts lists will focus on small to medium companies based on the number of employees and expand to larger companies as small to medium business engagement efforts are exhausted. When setting up a meeting with an employer, the business services team will use the Business Contact Tracking Report, or other NEWDB approved tracking process, to document upcoming appointments and record outcomes. All business contacts recorded in the contact list will be transferred to OJM, the state mandated system for official record keeping.

The NEWDB will ensure:

- FTEs are trained in required activities.
- All core business services are made available and provided in the local area/region, including
 - Rapid Response/layoff aversion,

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- Data provision,
- Register Apprenticeship (RA) outreach and program development,
- Employer focused events (a minimum of one per quarter),
- Sector partnership support,
- Competency-based hiring, and
- Employer incentive promotion and training.
- The development of a coordinated business services strategic plan for the region that includes workforce development and economic development and/or chamber staff.
 - This should include a business needs assessment to inform strategy (e.g., LMI data review, employer focus groups, interviews, survey data, etc.)
 - OOWD may offer technical assistance in the form of local team facilitation
- Monitoring of performance and implementation of continuous improvement strategies as needed.
- Promotion of business services via NEWDB website.
- Partnership with economic development, chambers, and Oklahoma Department of Commerce (ODOC) teams on an ad-hoc basis in order to develop workforce development strategies and solutions for business recruitment and expansion activities.
- The development of a communications strategy for employer engagement activities.

Employer Engagement

While employer engagement occurs through multiple methods, site visits, telephone calls, industry meetings, and etc., identifying business contacts ahead of time allows the business services team an opportunity to conduct background research on the company through OJM, other team members or partners, or through examining the company website to gain a better understanding of the company operations, past services through the NEWDB or system partners.

This initial step, if carried out effectively, will provide the criteria to screen candidates according to the unique needs of a company. The data from outreach activities recorded in OJM helps to ensure full coverage of a local area and to track the responsiveness of businesses to WIOA programs. Staff must use this list to reflect which businesses have been worked with to avoid excessive contact; it is important to be respectful and not solicit so often that it can be viewed as burdensome. The strategy for approaching businesses will be derived from the information in the Business Contact List and OJM.

Obtaining the background information on a company allows the business services team to focus the engagement on the specific needs of a company rather than rely on simply listing services. When meeting with employers, team members should focus on listening and allowing an employer to express their needs before outlining the list of business services available.

The goal of business service staff should be on aiding businesses to develop the long-term strength of the workforce, not just providing an activity only to meet performance measures. Meaningful employer engagement is an exchange of dialog between the team member and the company representative that

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addresses the business' concerns through customized business service solutions. It is important to ask probing questions to gain a better understanding of needs in order to provide solutions that can benefit the employer and help develop their workforce. When meeting with companies a tailored approach is beneficial because it saves both parties time discussing services that won't be applicable. The goal is to 'transform' the workforce in a meaningful way rather than offer solutions to non-existent problems.

In accordance with WIOA, the Northeast Workforce Development Board (NEWDB) Business Services Plan is designed to support the Oklahoma's workforce development system through targeted programs and strategies that address the needs of businesses within the Northeast Workforce Development Area (NEWDA). Through the Oklahoma Works American Job Centers (OWAJC), NEWDA core partners, required partners and other workforce partner entities the NEWDB Business Services team develops, offers, and delivers quality business services that assist businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy.

Knowledge of Services

Credibility is established through broad knowledge of programs offered by the NEWDA OWAJC; when speaking with employers, business service staff must be able to clearly explain how each WIOA program can meet specific needs of an employer. Each Business Service team member should:

- Develop clear, comprehensive strategy to enhance economic performance
- Have a local business services plan to explain their vision
- Include a narrative concerning goals and obstacles anticipated during development
- Use this plan as guidance for how to best approach businesses

In order to establish a professional presence when approaching businesses, the business service team must have an in-depth understanding of the programs offered by the Northeast One-Stop Delivery System. Team members should be able to confidently explain the requirements and benefits of each program, including Title I Adult, Dislocated Worker Youth, Title II Adult Basic Education, Title III Wagner Pyser and Title IV Department of Rehabilitation Services. Business service team members must be able to effectively communicate how WIOA services can work in concert to maximize positive results for the companies, including the benefits of the following to employers: WOTC, Federal Bonding, Apprenticeship Assistance, Training Assistance, Incumbent Worker Training, and the On-the-Job Training Assistance.

When possible, the business services team should use labor market information (LMI) and develop profiles before consulting with both employers and job seekers. LMI is useful because it explains which career paths are growing within the Northeast workforce development area and helps employers to identify trends in education and training that can assist them in understanding the needs of their workforce.

Business Services Toolkit

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To ensure businesses receive appropriate levels of support based on their organizational needs, the business services team will build their knowledge of services available and work toward improving processes for services delivery. by focusing on the following priority business services:

- LMI Reports with recommendations on recruitment strategies
- Competency-based hiring practices
- Assessing new hires for hidden skills using a competency-based skills assessment agreed upon by the business services team
- Screening candidates for hire
- Examples of competency-based assessments may include, but are not limited to: introduction to safety credentials, and computer familiarity skill assessments
- Sector partnerships
- Expanding Registered Apprenticeship (RA) opportunities
- Employer-focused events and outreach
 - Specialized recruitment events/job fairs
 - Workforce Summit
 - RA/Work-Based Learning (WBL) Summit
 - Disabilities Summit
 - Youth Summit
 - Rapid Response - WIOA required
- Layoff Aversion - WIOA required
- Promotion of employer incentives (RA tax credit, Work Opportunity Tax Credit (WOTC), Incumbent Worker Training (IWT), etc.

Other business services tools:

- Posting job orders, including job order analytics
- Promoting OWAJCs and OKJobMatch as part of communications strategy
- Providing space for interviews at the OWAJC

Measures of Reporting Performance

The business services must fall within the 8 core program services included within this guidance; however, the description of services is a non-exhaustive list as not to restrict innovative thinking about methods of service provision.

The NEWDB has the flexibility for the development of sector-based strategies that support the meet the needs of the areas businesses and comply with relevant statutory provisions.

- Business service team is responsible for meeting directly with business leaders. During these meetings the teams will form positive relationships, assess the needs of the employer, and formulate a customized plan to develop the targeted workforce.
- Business service team will provide timely updates to the Business Services Consultant to disclose information regarding which employers they met with, which programs were offered, and how many employees will be served.
- The Business Service Consultant will track and manage business service contacts and data entry by all team members to ensure accuracy of reporting.

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- The Business Service Consultant is responsible for compiling data, based on recorded business service activities and submitting reports as required to the NEWDB and state and federal reporting authorities for performance review.

Three Measures of Performance

WIOA sec. 116(b)(2)(A)(i)(VI) requires the Departments to establish a primary indicator of performance for effectiveness in serving employers, the sixth primary indicator of performance. The criterion to measure the NEWDB's effectiveness in serving employers includes:

1. **Retention with the same employer**—This measure addresses the NEWDB's efforts to provide employers with skilled workers for the second and fourth quarter after exit from the program. The measure of retention, concerning short-term and long-term placement of a recruited employee, is a way to determine if a trainee was matched with the proper position.
2. **Repeat business customer**—This measure addresses the NEWDB's efforts to provide quality engagement and service to employers/sectors and establish productive relationships with employers and sectors over extended periods of time. The rate measures the percentage of employers who receive core services more than once in the last three recording periods. This measure is intended to demonstrate that a business is satisfied with the services they received. By continually seeking out the assistance of business service staff, a company has indicated that the consultation carried out a recruitment strategy that was beneficial to their staffing needs.
3. **Employer penetration rate**—This measures the percentage of employers using services in the State. The percentage of employers seeking out the services of business services teams is a method to analyze how effective the services offered by OWAJC are when compared to other comparable job recruitment services. This measure illustrates how successful the business services team is in maintaining good relationships with employers within the NEWDB area.

The NEWDB will utilize business service data collected through OJM to report the performance of service delivery to the U.S. Department of Labor and the Office of Workforce Development. A successful business service team is the driving force behind a One-Stop center meeting, and exceeding, these goals described in this plan.

Approved by NEWDB Executive Committee

Heather Smoot

Northeast Workforce Development Board Chair

Date: 2/11/2021

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Appendix 2: Northeast Workforce Board Asset Map Examples

1. Organization Name	AARP Foundation				
2. Address	4823 S. Sheridan Rd. #304 Tulsa, OK 74145				
Phone	918-621-4480	Website	www.aarpfoundation.org	Hours of Operation	8-4
3. Point of Contact Name	Traci Gazaway				
Email	tgazaway@aarp.org	Phone	918-621-4480		
4. Primary services provided to students, job seekers, workers	AARP Foundation works with individuals 55 and over by providing them with paid training				
5. Eligibility requirements to receive services	Must be 55 or over, unemployed and willing to look for a job and must be within Income Guidelines				
6. Areas of service expertise	We have training designed to provide participants with a variety of insightful information to build lasting skills they can use in their employment endeavors				
7. Primary target adult populations served	55 and older				
8. Organizations we partner/collaborate with beyond referrals					

1. Organization Name	ORO Development Corporation
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2. Address	909 S. Meridian Ave. Suite 350 – Oklahoma City, OK 73108				
Phone	405-840-7077	Website	www.orodevcorp.org	Hours of Operation	8 A.M. to 5 P.M.
3. Point of Contact Name	Jorge Martinez	Title	Executive Director		
Email	jmartinez@orodevcorp.org	Phone			
4. Primary services provided to students, job seekers, workers	Job placement, job training, Tuition assistance, follow-up, job referral, and job related supportive services				
5. Eligibility requirements to receive services	Must have worked in ag. 12 consecutive months, within the last 2 years from the date of application, Must meet the lower living income level.				
6. Areas of service expertise	Job training				
7. Primary target adult populations served	Eligible 18 and up age groups.				
8. Organizations we partner/collaborate with beyond referrals	OESC, Workforce, Community Action, Legal Aide of Oklahoma, Catholic Charities, Department of Education, Technology Centers, Private and non-profit employers, and Native American Tribes.				

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1. Organization Name	Tulsa Job Corps Center				
2. Address	1133 N. Lewis Tulsa, OK				
Phone	918-585-9111	Website	Tulsa.jobcorps.gov	Hours of Operation	24 hours
3. Point of Contact Name	Carl Hilliard Rondale Wilson		Title		
Email	Hilliard.carl@jobcorps.org Wilson.rondale@jobcorps.org	Phone	918-585-9111		
4. Primary services provided to students, job seekers, workers	TJCC provides academic and vocational training, including basic reading and math. Courses in independent living, employability skills, and social skills. We also offer Edgenuity High school Diploma Penn Foster High School Program and GED Program.				
5. Eligibility requirements to receive services	Is a legal U.S. citizen; a lawfully admitted permanent resident alien, refugee, asylee, or parolee, or other immigrant who has been authorized by the Department of Homeland Security to work in the United States; or a resident of a U.S. territory. At least 16 and not more than 24 years of age. Meets low-income criteria. Meets specific barriers to education and employment. Complies with the requirements of the Military Selective Service Act. Educational and training needs are best met by the Job Corps program. It can be reasonably expected that the applicant can participate successfully in group situations and activities. Applicant agrees to comply with the rules. Applicant does not have a disqualifying conviction. Does not require any face-to-face court or institutional supervision while in Job Corps and if court-imposed restitution or fines in excess of \$500 are applicable, must meet further criteria. Has a child care plan if he or she is the parent of a dependent child. Has signed consent from a parent or guardian if he or she is an unemancipated minor				
6. Areas of service expertise	We have 7 trades on our center: Certified Nursing Assistant, Carpentry, Culinary, Building Construction Technology, Pharmacy Technician, Homeland Security, and Security.				
7. Primary target adult populations served	16-24 years old				
8. Organizations we partner/collaborate with beyond referrals	CVS, Tulsa County Sherriff Department, Walgreens, Hillcrest Hospital, Gathering Place, OKDRS, Tulsa Community College, Tulsa Technology Center				

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1. Organization Name	NEO A&M Adult Learning Center				
2. Address	Dyer-West Hall-218, 200 “I” St. NE, Miami, OK				
Phone	918-540-6292	Website	www.neo.edu/learning-center	Hours of Operation	8:30am – 4:30pm, M-F
					Summer – 7:30-4:30pm, M-Th
3. Point of Contact Name	Cheryle Martin	Title	Director		
Email	Cheryle.martin@neo.edu	Phone	918-540-6292		
4. Primary services provided to students, job seekers, workers	Classes for preparation to obtain high school equivalency (HSE) credential via GED or HiSET tests. ESL classes, Pearson Vue and HiSET Testing Center, TABE testing center				
5. Eligibility requirements to receive services	18 or older, 16-17 year olds with signed and notarized release form. No high school diploma				
6. Areas of service expertise	HSE Prep.				
7. Primary target adult populations served	Anyone, 16 years or older no longer in school, without a high school diploma. Students 18+ seeking to improve English speaking skills.				
8. Organizations we partner/collaborate with beyond referrals	NE Tech, Allied Job/DHS, Grove Regional Mental Health, Grand Nation-Vinita, Local Workforce Center, ODCTE, NEO A&M College				

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Appendix 3: Oklahoma Workforce System Customer-Centered Asset
Mapping Report