

Northeast Oklahoma Regional Workforce Plan for July 1, 2017 - June 30, 2021

Planning Region	Northeast
Local Areas Within the Planning Region	Northeastern, Eastern, and Tulsa

A. 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.**

Overall, the Northeast Region’s economy is performing well, however like the rest of Oklahoma, it has seen layoffs in the energy sector. We are maintaining a low unemployment rate, which has hovered around 5% for several years. *However, it should be noted that several counties within our region have unemployment rates well above the regional and state averages. The regional planning effort may provide additional opportunities in respect to these communities.* Our work-aged population (18 - 64-years-old) is projected to grow modestly in the next four years. Our region’s labor force participation rate is historically low. Like the rest of Oklahoma, our current and projected educational attainment does not match the educational requirement for current and projected jobs, because we are lacking workers with middle skills.

The Northeast Region’s power sectors are defined by anecdotal evidence from employers, studies and analysis from economic development partners, information from the Oklahoma Office of Workforce Development, and local board analysis of economic modeling data. Those power sectors follow:

- Advanced Manufacturing
- Aviation and Aerospace
- Energy
- Healthcare
- Information Technology
- Professional Services & Regional Headquarters
- Transportation, Distribution, & Logistics

Emerging Sectors follow:

- Finance and Insurance
- Utilities
- Construction

The employment needs of employers in existing and emerging in-demand industry sectors and occupations are basically the same across the board - our region is lacking in workers with middle skills. Anecdotally, we also know that soft skills, specifically critical thinking skills, problem solving, and the ability to tackle a project using all available resources prior to requesting help from a supervisor, are at the top of the list. Consequently, employers are unable to find available candidates with the right skills for the jobs that are available.

Reviewers' Comment:

1.a. Need an analysis of in-demand occupations

1.b. Need to be more specific to employer needs regarding the existing and emerging in-demand industry sectors and occupations. Need citations for the information and data used to validate the source.

NE Regional Response: This is an introduction, so it remains general. More detailed information is provided throughout the document, per the template that was provided by the Oklahoma Office of Workforce Development (OOWD) as well as guidance from Richalene Kozumplik, the consultant that was provided by the OOWD. The sources for the information that is provided are the standard sources, and thus not specified. For example, the unemployment rate is measured by the Bureau of Labor Statistics, a part of the US Department of Labor. Population is measured by the US Census Bureau. We have already noted when knowledge is anecdotal, which is often, since we gain quite a bit of primary data from our partners and the companies we serve.

Reviewers' Comment: Standard met, but very general.

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.

In general employers are struggling to fill middle skill jobs, those jobs that require education 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
- 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
- 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
- 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

Regarding the emerging sectors of 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 (economicmodeling.com), and O*Net to obtain competencies on any occupation found within the power sectors. We have demonstrated one occupation per power sector to reduce the size of this document. Please see Addendum E for more detailed information on those occupational competencies.

Reviewers' Comment: Power sectors are listed but specific knowledge and skills are not outlined/described for in-demand occupations. Example: what occupations need certificates,

bachelors, associates, etc... It does not appear employers were consulted about the knowledge and skills needed to meet their needs. Provide descriptions of the knowledge and skills needed to meet employment needs of the employers including needs in in-demand industry sectors and occupations. No analysis showing why these in-demand industry sectors and occupations are in-demand.

NE Regional Response: Specific power sector competencies, and the programs that train students in those competencies are provided in Section A. 4., as directed by the template provided by OOWD. Please clarify in what way the reviewers would be confident of company input. As a reminder, our Regional Workforce Board, made up of many regional partners, unanimously approved this plan, and each of our boards are led by 30+-member boards that are majority private industry, who approved our in-demand sectors/occupations. Additionally, our service providers work one-on-one with companies every day to understand and fill their staffing needs. Regarding analysis showing why these in-demand industry sectors and occupations are in demand, that was addressed in Section A.1., as directed by the template provided by OOWD, specifically, “The Northeast Region’s power sectors are defined by anecdotal evidence from employers, studies and analysis from economic development partners, information from the Oklahoma Office of Workforce Development, and local board analysis of economic modeling data.”

Reviewers’ Comment: Standard not met. The “power” sectors are listed on p4-6 but they didn’t identify the knowledge and skills needed to meet the employment needs in those industries. Industry Sectors and specific career pathways are identified (called competencies in the local plan), but there is no mention of an analysis of knowledge and skills. The response is a list of jobs not competencies. Competencies are skills, knowledge and abilities needed in order to do those jobs successfully. Knowledge and Skills that could be identified in the plan might be industry-recognized credentials, job competencies, soft skills, and other areas.

NE Regional Response: The NE Region is requesting TA in order to adequately understand and respond to the reviewer’s concerns.

2019 Update:

Analysis of statewide data suggests a skills gap for emerging demand occupations. Similar to the State, the Northeast Region’s employers will require more job seekers to have earned a post-secondary degree by 2025. There will be more jobs that require a greater skill set beyond the high school equivalency than what we see in the present-day job market. This skills gap coupled with an aging workforce is indicative of an approach to train, upskill and

backfill positions to meet the demands of employers.

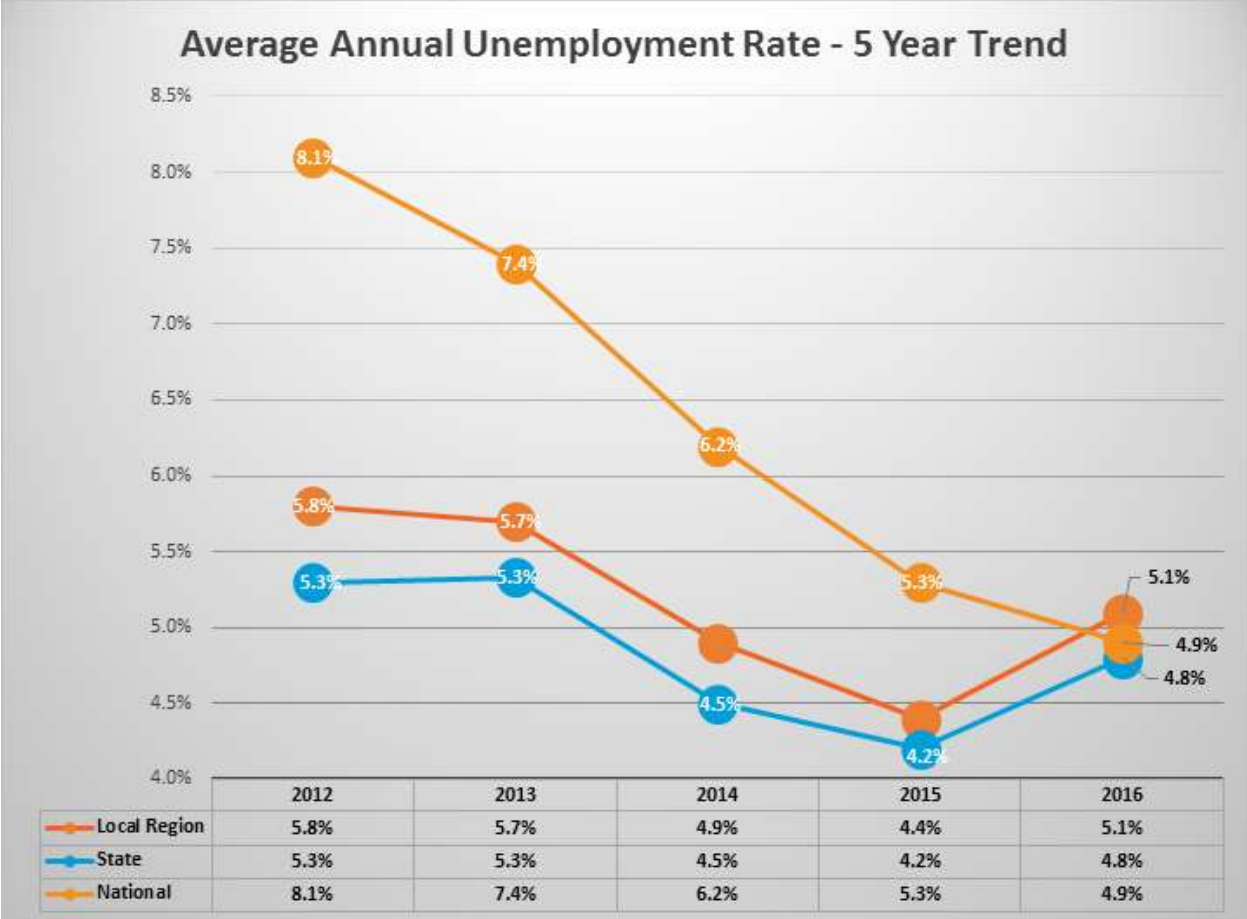
Oklahoma Works as a system has partnered with the State Department of Education in promotion and utilization of OKCareerguide as a resource to aid in school youth and job seekers in the development of career pathways. This tool provides the educational requirements, on the job training and experience required to meet the skill level and expertise for 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 successful implementation of the program. In addition, the Executive Directors 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.

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.

Employment, Unemployment, and Labor Force Participation Rates

The charts below illustrate historical and current unemployment rates in the Northeast Planning Region as well as Labor Force Participation rates. For the most part, the region's unemployment rate has mirrored that of the state, but has remained far lower than that of the US. As the US economy has recovered, the US unemployment rate has decreased to match that of the state and the Northeast Region. The Labor Force Participation rate, which measures the number of people who are working or pursuing work, is at an all-time low across the US. ([Source](#)) The Northeast Planning Region's Labor Force Participation rate mirrors that of the US, with a Labor Force Participation rate of 61.6% as compared to that of the US's February 2017 rate of 63%. The low Workforce Participation Rate is an indicator that there are potential workers who could be recruited back into the workforce, which is important since the unemployment rate is so low, hovering around 5% for the last several years.

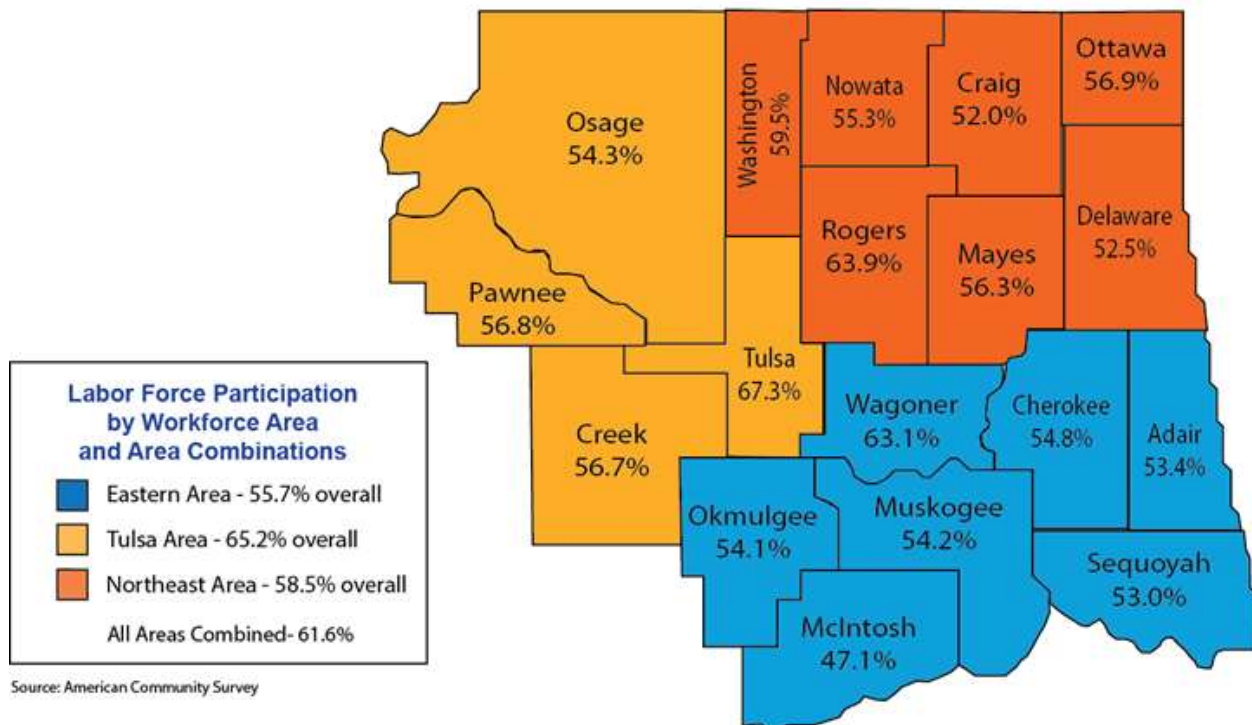


Source: Bureau of Labor Statistics, Local Area Unemployment Statistics (LAUS) **NOTE:** 2016 Averages estimated based on preliminary data.

Area	Unemployment Rates	
	December 2016*	November 2016
Eastern Area	5.8%	5.7%
Northeast Area	5.0%	4.9%
Tulsa Area	4.7%	4.7%
All Areas	5.0%	5.0%

Source: Bureau of Labor Statistics, Local Area Unemployment Statistics (LAUS). **NOTE:** December 2016 Averages estimated based on preliminary data.

Labor Force Participation by County and Area



The bulk of the jobs in the Northeast Region occur in Government, Healthcare and Social Assistance, Retail Trade, and Manufacturing.

2019 Update:

NAICS	Industry	2016 Jobs	2018
90	Government	91,039	95,329
62	Health Care & Social Assistance	73,212	76,582
44	Retail Trade	65,755	66,185
31	Manufacturing	58,556	66,397
	Accommodation and Food Services		51,728
56	Administrative & Support, Waste Management and Remediation Services	36,667	41,737

Source: EMSI Economy Overview

The highest levels of unemployment in the Northeast Region are occurring for candidates with experience in many of those same industries, as illustrated by the table below.

NAICS	Industry	Percent of Regional Unemployment
NA	No Previous Work Experience/Unspecified	16%
90	Government	15%
44	Retail Trade	13%
31	Manufacturing	11%
62	Healthcare and Social Assistance	8%

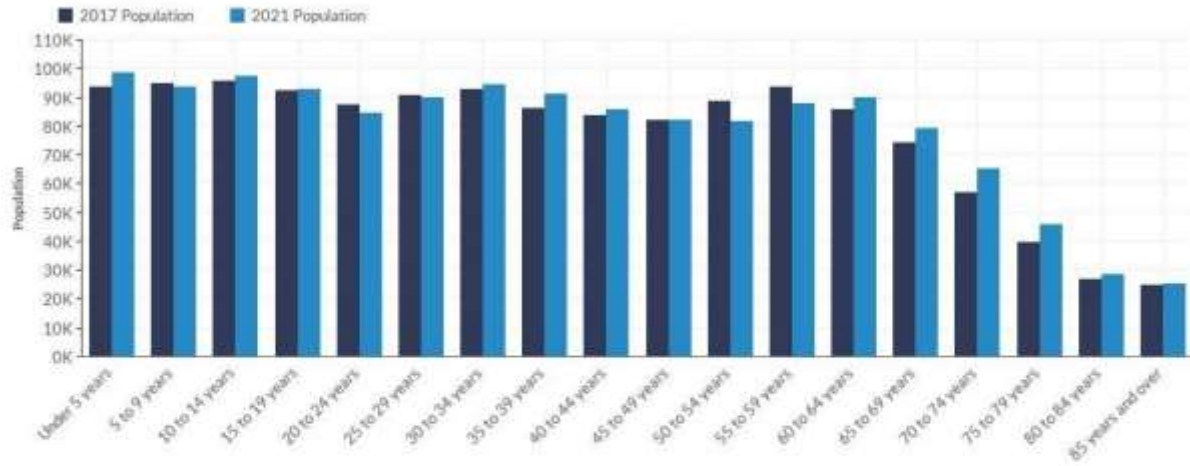
Source: EMSI Economy Overview

Labor Market Trends Including Those With Barriers To Employment

The population of the Northeast Region has grown modestly over the last three years, with a 3% growth rate versus 4.1% for the state (Source: EMSI Economy Review). Total population is 1,381,388 and represents just over 35% of the population of the state.

The work-aged (18- to 64-years-old) population in the Northeast Region is projected to grow modestly, with the most growth happening in the 60- to 64-year-old range and the 35- to 39-year-old range, both of which will grow 5%. The 20- to 29-year-old age range is projected to decline, as is the 50- to 59-year-old age range.

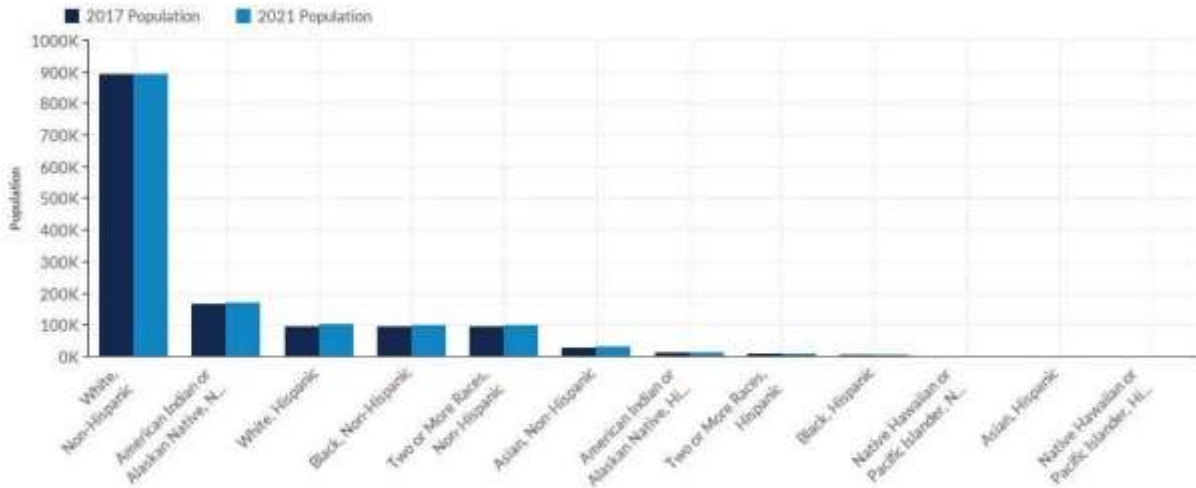
Population by Age Cohort



Age Cohort	2017 Population	2021 Population	Change	% Change	2017 % of Cohort
Under 5 years	93,550	98,517	4,967	5%	6.74%
5 to 9 years	94,559	93,532	-1,027	-1%	6.81%
10 to 14 years	95,719	97,419	1,700	2%	6.89%
15 to 19 years	92,314	92,886	572	1%	6.65%
20 to 24 years	87,270	84,447	-2,823	-3%	6.28%
25 to 29 years	90,696	89,863	-833	-1%	6.53%
30 to 34 years	92,647	94,543	1,896	2%	6.67%
35 to 39 years	86,254	90,976	4,722	5%	6.21%
40 to 44 years	83,644	85,510	1,866	2%	6.02%
45 to 49 years	81,980	82,066	86	0%	5.90%
50 to 54 years	88,466	81,517	-6,949	-8%	6.37%
55 to 59 years	93,324	87,810	-5,514	-6%	6.72%
60 to 64 years	85,819	89,775	3,956	5%	6.18%
65 to 69 years	74,190	79,224	5,034	7%	5.34%
70 to 74 years	57,038	64,903	7,865	14%	4.11%
75 to 79 years	39,519	45,739	6,220	16%	2.85%
80 to 84 years	26,969	28,538	1,569	6%	1.94%
85 years and over	24,903	25,014	111	0%	1.79%
Total	1,388,861	1,412,278	23,417	2%	100.00%

The race/ethnicity of the Northeast Region is projected to change somewhat between 2017 and 2021. The largest component of the population, White/Non-Hispanic makes up just over 64% of the population and will hold steady over the next four years. The next most populous cohort is American Indian or Alaskan Native, Non-Hispanic, which currently makes up nearly 12% of the population and will see a 2% increase in population. Those cohorts that each constitute less than 2% of the overall population will increase substantially, except for Black, Hispanic.

Population by Race/Ethnicity



Race/Ethnicity	2017 Population	2021 Population	Change	% Change	2017 % of Cohort
White, Non-Hispanic	889,849	891,255	1,406	0%	64.07%
American Indian or Alaskan Native, Non-Hispanic	165,619	168,771	3,152	2%	11.92%
White, Hispanic	94,290	101,966	7,676	8%	6.79%
Black, Non-Hispanic	94,207	95,899	1,692	2%	6.78%
Two or More Races, Non-Hispanic	92,752	97,315	4,563	5%	6.68%
Asian, Non-Hispanic	27,046	30,470	3,424	13%	1.95%
American Indian or Alaskan Native, Hispanic	11,651	12,741	1,090	9%	0.84%
Two or More Races, Hispanic	7,033	7,761	728	10%	0.51%
Black, Hispanic	3,804	3,207	-597	-16%	0.27%
Native Hawaiian or Pacific Islander, Non-Hispanic	1,349	1,500	151	11%	0.10%
Asian, Hispanic	820	906	86	10%	0.06%
Native Hawaiian or Pacific Islander, Hispanic	442	487	45	10%	0.03%
Total	1,388,861	1,412,278	23,417	2%	100.00%

Source: OCEW Employees & Non-OCEW Employees - Emsi 2017.1 Class of Worker

Within the current labor force, some individuals have more barriers to work than others. In the Northeast Region, that includes workers with disabilities including drug and alcohol addiction, workers who are justice-involved, and those without a high school diploma or GED.

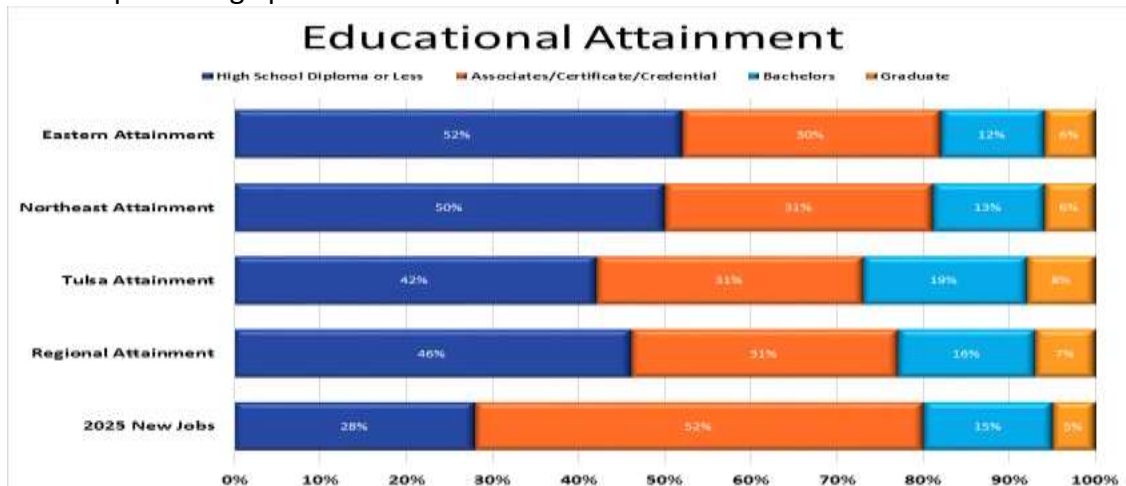
In the Northeast Region, workers with disabilities have a very low Labor Force Participation Rate of 40.3%, which is more than twenty points lower than the rate of 61.6% for all workers. Additionally, the Unemployment Rate for workers with disabilities in the region is 12.9% versus the overall Region Unemployment Rate of 5%. (Source: American Community Survey)

Justice-involved workers also have difficulty becoming employed, because of a lack of job skills, lack of employability skills, and the stigma attached to being justice-involved. The majority of the state’s incarcerated individuals return to either the OKC or Tulsa metro areas upon release, so the Northeast Region has a substantial share of those workers. Oklahoma’s prison population has increased 10 percent in just five years, driven in part by a 20 percent growth in admissions. The state prisons also have seen a 21 percent increase in the female population since 2011. Oklahoma’s prison population is projected to grow 25 percent or 7,218 inmates by 2026. One-quarter of this overall growth will be driven by increases in the female prison population, which is projected to grow by 60 percent over the next ten years. (Source: Oklahoma Justice Reform Task Force Final Report)

As illustrated in the section below, our Region’s educational attainment does not match the requirement of today’s jobs. Securing a job with a family supporting wage is very difficult without a post-secondary credential, but it’s nearly impossible for those workers without even a high school diploma or equivalent.

Educational Attainment

As mentioned above, the Educational Attainment of the current population of the Northeast Region does not meet the needs of employers now or in the future. The graph below illustrates that the Region is lacking candidates who have “middle skills” - skills that are obtained after high school but that do not involve a 4-year degree. The graph below illustrates the gap - more than 20 percentage points - between the middle skilled workers needed and those that exist.



Source: EMSI

Reviewers' Comment: Individuals with barriers to employment are not mentioned in detail and Access for All not mentioned. No mention of skill level of workforce. Discussion of prison growth, but no analysis of that population as it reenters society/workforce, numbers coming back, their education levels, etc....

NE Regional Response: Please provide clarity regarding what additional detail should be offered regarding individuals with barriers to employment. "Access for All" is not referenced, because it is a strategy, not an analysis, which is what is to be provided here, per the template supplied by OOWD. Regarding the comment "no mention of skill level of workforce," we provided a paragraph and graph on educational attainment, specifically noting the lack of "middle skills." Please indicate what additional information is required. Regarding job seekers returning from prison, we provided a lengthy paragraph detailing this information with a cite from the OK Justice Reform Task Force, of which one of our staff was a contributor. Please indicate what other details regarding the returning prison population is required.

Reviewers' Comment: Standard met.

- 4. Provide an analysis of workforce development activities, including providing the SWOT analysis, that indicates how the planning region's service delivery system is prepared to meet the community's workforce development needs.**
 - a. Describe the strengths and weaknesses of the regional workforce development activities.**
 - 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.**
 - d. Describe the region's capacity to meet the employment needs of employers.**

When the Northeast Region Workforce Planning Board convened in November 2016, they determined the following strengths, weaknesses, opportunities, and threats for the Region.

NE OK Regional Planning: *Strengths*

- Diverse Sector Possibilities.
- Commonalities Across Sectors.
- NORA's Sectoral Strategy Grant from DOL.
- Economic Development Targeted Industries List.
- More Diverse WF Pool.
- Further along than most other regions in the planning process.
- Good working relationships across region.
- Experienced and professional staff and good relationships among them.
- Come together for economic development and do it well.
- Proactive approach in the region.
- We share the same vision and are thinking on the same page.

11-22-16

NE OK Regional Planning: *Weaknesses*

Job Seeker-Related

- Ability to pursue job seekers out of county/local WF areas
- Transportation and childcare access more difficult across mega region, especially with cuts to supportive services.
- Requiring 40-50% of funds for direct training sounds good from a political perspective, but is not practical or realistic. It over-simplifies the challenges in providing services and will likely force a voucher system.
- If Oklahoma sets the trend for increasing money to training, it should also innovate in providing responsive services based on a realistic understanding of the challenges faced by customers and their families, and the realities of local economies, both urban and rural.

State Support and Guidance-Related

- Need better data management tools (Current system: OSI – DESC/DOOC).
- Lack of timely guidance from State and Feds.
- Local officials, administrators, program staff and service providers need timely guidance and technical assistance, not after the fact.
- Need policy and program guidance written, not verbal.
- Locals often get "that won't work" feedback, for example, State required re-working of initial regional planning process efforts, saying, "that won't work", which is too rigid and discourages creativity and innovation.
- Let the regional planning process focus on finding creative solutions in compliance with the law.
- How to rationalize and link local plans and regional plans.
- State hold on funding, for example, Summer Youth Program.
- Partner agency funding instability.

Urban vs. Rural-Related

- A cookie-cutter/one size fits all policy framework does not work.
- We need to find creative ways to bridge the gaps in issues faced by each geography/economy (applies to both job seekers and employer-related services).
- How does the WF system serve the mega-region effectively, maintaining quality of service with limited and declining financial resources?
- Challenge for Native American programs who struggle with rural county participation.
- Existing political subdivisions create barriers to providing services and complexities to effective governance.
- Different skills and certification requirements across mega regions (e.g. aerospace, healthcare and other industries).

Metrics/Performance Measure-Related

- Some metrics are counter to our mission and we need measures of success that align to our mission and cut across all agencies.
- Inability to share costs inhibits collaboration and providing best solutions to customers.
- Need shared results tied to shared missions and shared costs, and often agencies and funding streams do not align to common metrics, and discourage working together.
- Difficult to navigate the politics for Business Services measures, for example serving a single company with multiple locations located in different local areas.
- Misalignment of metrics and funding formula, especially for high unemployment areas.
- Funding formulas based on unemployment rate, poverty, etc. is a social service-oriented formula versus a business-oriented formula. In a low unemployment rate area, businesses need more services due to a tight labor market, however the social service funding formula cuts available funds.

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NE OK Regional Planning: *Opportunities*

- To be the best at everything in Oklahoma.
- Working smart, efficiently and collaboratively.
- Use unique strengths in local areas to benefit the region (best practices).
- Deal with and serve companies on a regional basis.
- All partners work with businesses.
- National attention for apprenticeships.
- Emerging partnership with DRS and potential certifications to better serve people with disabilities and create better accessibility for all.
- A robust entrepreneurial eco-system to better serve small businesses and entrepreneurs, including youth entrepreneurship and financial literacy programs in partnership with Junior Achievement.
- Identify cost savings and scalability to move more money to services and training.
- Shared services, for example, fiscal agent and a shared grant writer and a purchasing cooperative.
- The Northeastern Oklahoma Regional Alliance (NORA), in partnership with the Cherokee Nation has a grant related to career pathways and documenting employer needs, requirements and expectations.
- NORA offers an existing regional framework that may be a model transferrable to the regional workforce system.
- Dream it – Do it.
- Breakdown historical political subdivision barriers.
- Cost savings through system and software license sharing.

Economic Assets

- Significant Native American Tribal presence in the region with significant economic development resources and capabilities. Major Tribes include the Osage, Creek and Cherokee Nations. Ottawa County is home to 9 Tribes that provide a significant economic impact.
- Three Job Corps Centers in the region.
- Three Ports in the region (Catoosa, Muskogee and Port 33).
- Major International Airport (Tulsa).
- Mid-America Industrial Park.
- Major Utility Companies (GRDA, OG+E, AEP/PSO).
- Five Technology & Career Centers.
- OSU-Okmulgee.
- Several Universities and Community Colleges.

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NE OK Regional Planning: *Threats*

- New Trump Administration and USDOL Leadership.
- State and Federal Political Dynamics.
- Further, continued budget cuts.
- Continued lack of timely guidance.
- Funding challenges from earmarking expenditures (e.g. 50% to Training).
- Unfunded mandates, for example requiring a marketing plan.
- Sacred cows, local autonomy versus regional collaboration.
- How to give up local control to be a regional partner.
- Change in Local Elected Officials. Lack of bylaws that provide smoother succession planning.
- Lack of continuity in Board, staff, partners, service providers, State agency leadership, etc.
- Sustaining momentum of the planning process (monthly vs. quarterly mtgs.)
- Lack of information, clarity, transparency and professionalism on the future vision for governance and eventually services.
- Inability to focus due to lack of information and no peace of mind locally.
- State leadership changes (2 years or sooner) and political dynamics that affect the direction of the system.

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Additionally, the Tulsa Regional Chamber of Commerce sponsored a Regional Workforce Analysis conducted by CAEL and Avalanche Consulting. The SWOT analysis from that Analysis follows.

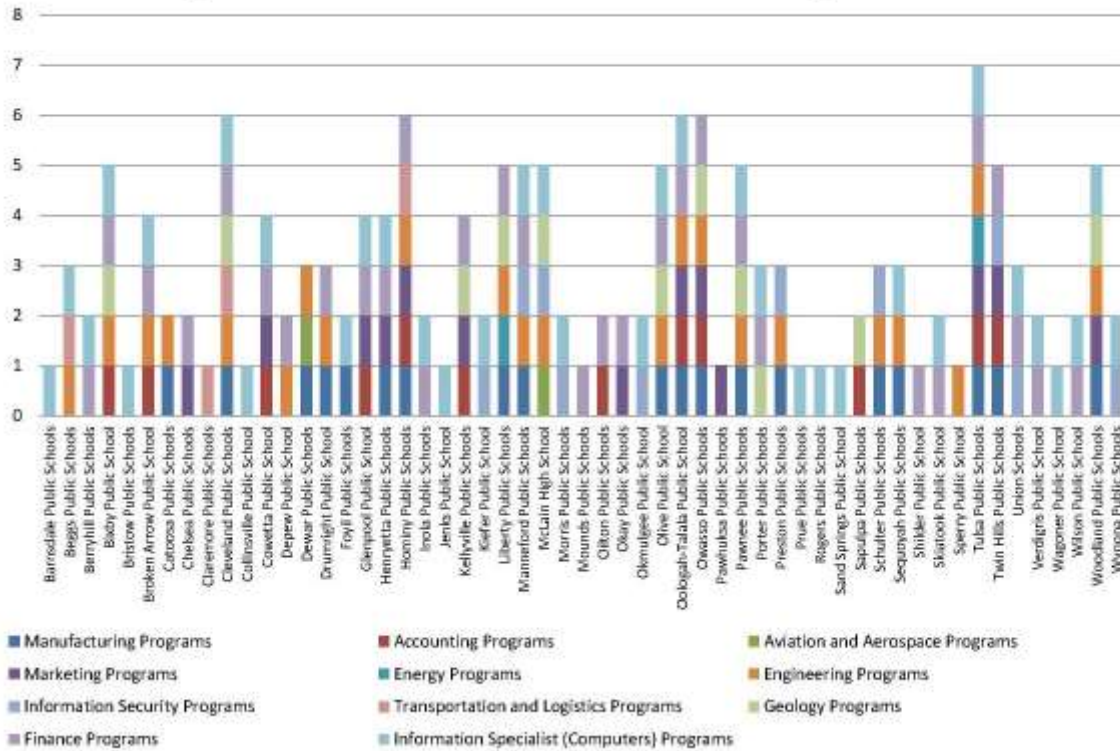
Tulsa Region – Education & Workforce	
<p>Strengths</p> <ul style="list-style-type: none"> • Tulsa Regional STEM Alliance has brought together more than 60 agencies to address local challenges • Technology Centers are a very strong assets for training, work directly with employers • Manufacturing workforce is one of the best in the country, with skills in numerous subsectors • Oklahoma’s Early Childhood Education programs are some of the best in the nation • TCC, Tulsa Tech, OSU, and others all offer strong programs throughout the community 	<p>Challenges</p> <ul style="list-style-type: none"> • Many residents are unaware of careers that are growing locally and training programs that are available to them • Maintenance positions are particularly challenging to fill • Soft skills are a common challenge • Many residents face transportation issues; public transportation options are limited • Difficulty getting employers involved in STEM Mentoring • Many organizations are operating in silos without communicating with each other, which creates gaps and redundancies • Recruiting top-level talent can be challenging due to perceived quality of life issues and lower salaries than some cities • Pipeline industry has been luring workers away
<p>Opportunities</p> <ul style="list-style-type: none"> • Advertising for middle and high school training programs at sporting events • Need to help residents become more aware of career and training opportunities available throughout the region • By getting more employers and educators at the table, discussing their specific needs, programs can be better aligned • Need to educate people about the nature of modern manufacturing and the opportunities available in manufacturing careers • “Ban the box” – stop punishing people after they get out of the prison system by restricting their employment opportunities. 	<p>Threats</p> <ul style="list-style-type: none"> • If employers are unwilling to do their share of on-the-job training, educators will be unable to meet all of their training needs • If potential employees are not better prepared with soft skills, STEM skills, and other basic education, they will still not be ready for on-the-job training opportunities offered by employers • Without better IT training programs at all levels and IT job creation, Tulsa may continue to miss out on future opportunities

Regarding the alignment of regional education and training programs with the employment needs of regional employers, the Region has many strengths as well as opportunities for improvement.

The following chart outlines the availability of power-sector related programs within Tulsa area high school districts. This does not encompass the entire Northeast Region. We plan to build on this inventory in order to encompass the entire Region by June 2018. Additional information about educational alignment with industry in the Tulsa metro area is available in the Tulsa Regional Chamber’s Regional Workforce Analysis, which is not included here for the sake of brevity, but is included as an Addendum.

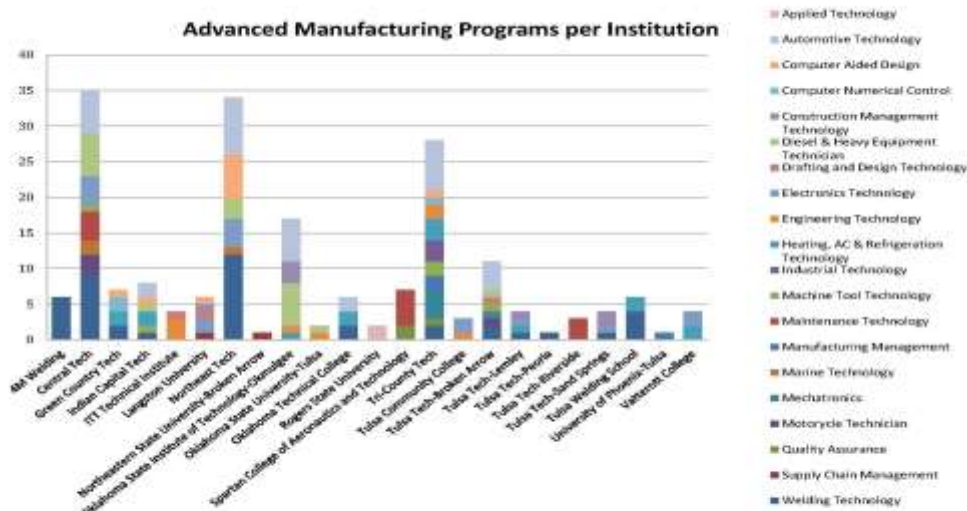
Based on the above information, the Region has opportunities for improvement regarding its capacity to meet employer demand. Regarding high school programs, there is limited program availability in support of Aviation and Aerospace, Information Security, Energy, and Transportation and Logistics programs across Tulsa area school districts.

High School Career and Technical Education Programs

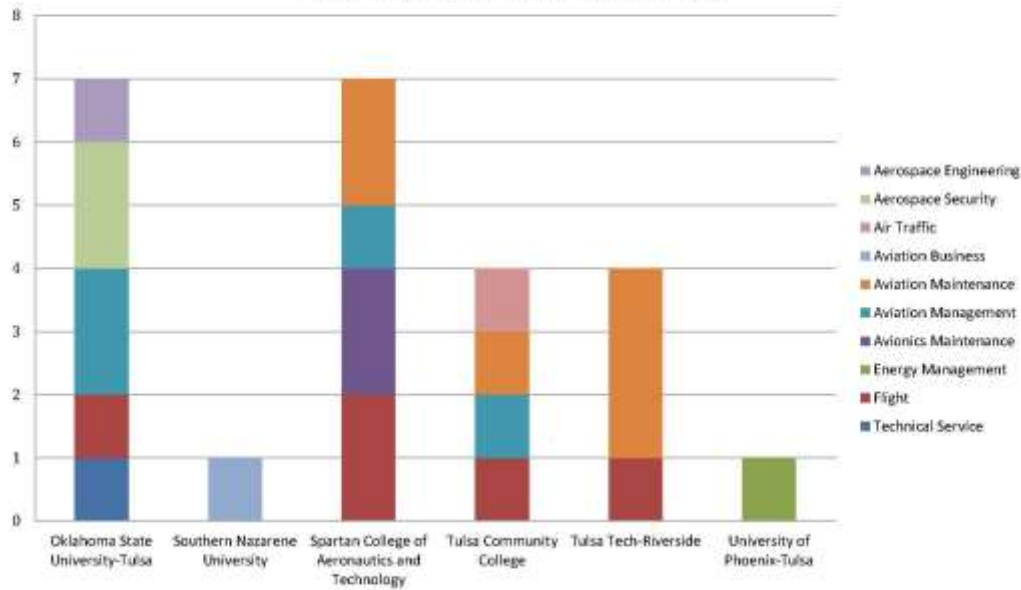


The following charts illustrate the availability of power sector related programs within higher education institutions in the Tulsa area. They do not encompass the entire Northeast Region. In the future we will build on this inventory in order to encompass the entire Region.

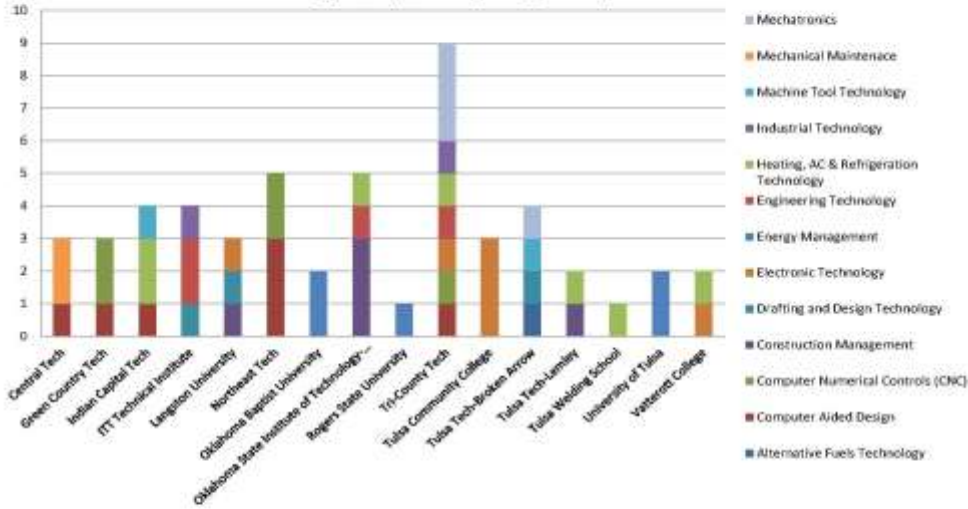
Advanced Manufacturing Programs per Institution



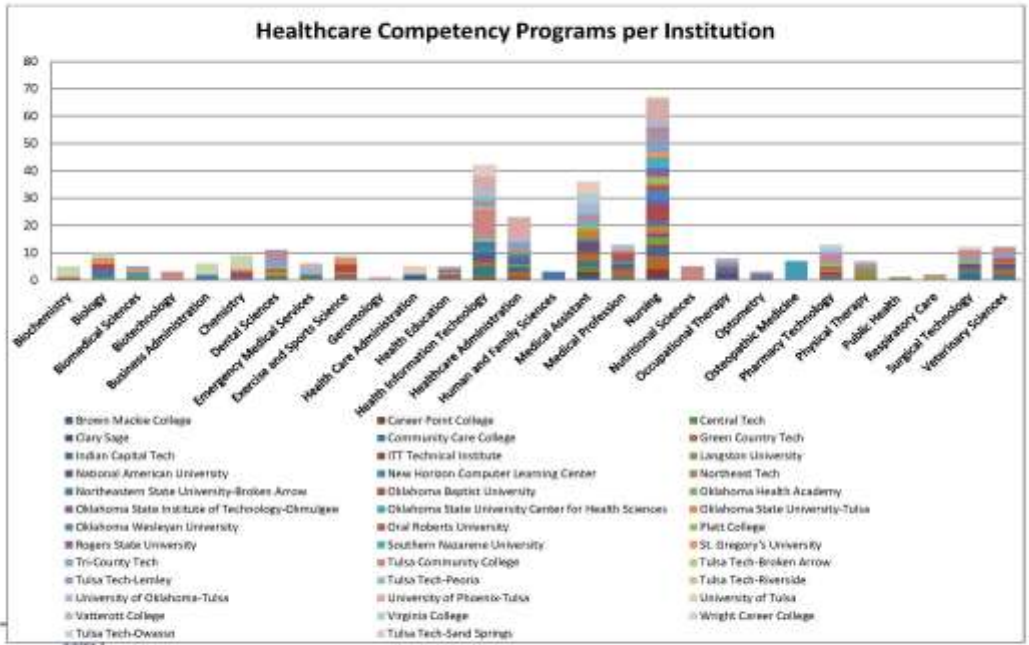
Aerospace Programs per Institution



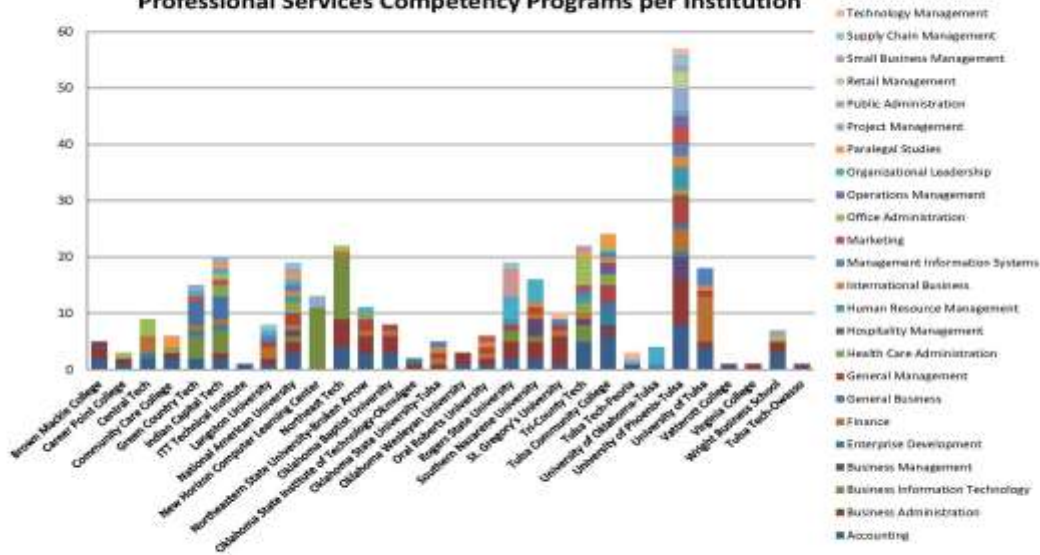
Energy Competency Programs per Institution



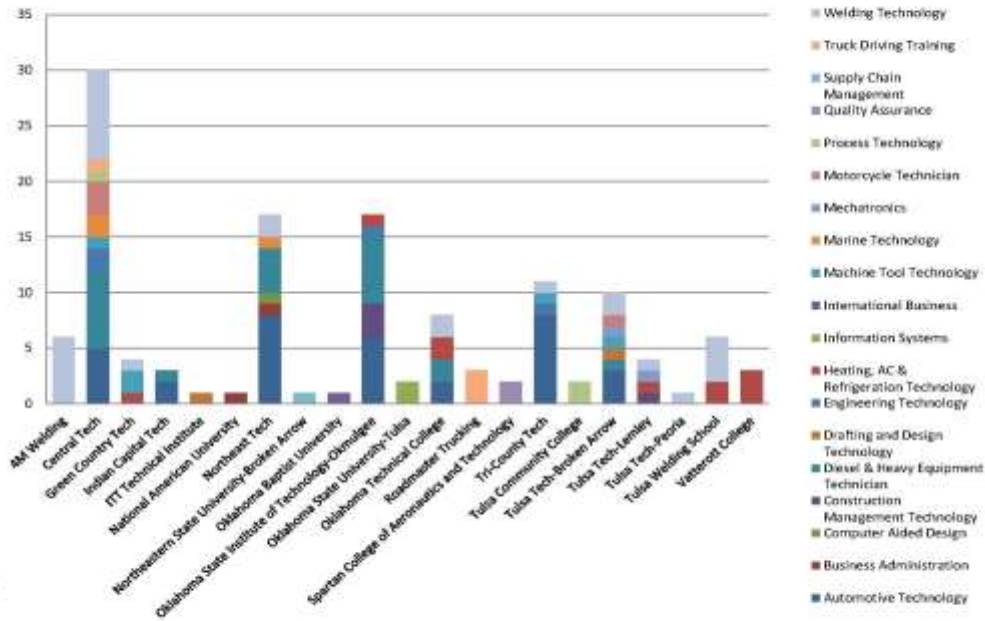
Healthcare Competency Programs per Institution



Professional Services Competency Programs per Institution



Transportation and Logistics Competency Programs per Institution



While there are many programs available in the Tulsa metro, the amount of for-profit programs offered outweighs the number of other programs offered by the colleges and universities in the region. Clearly there is enough capacity within the learner market to support a wide array of institutions and programs. However, we need a way of understanding what each program offers in terms of content, application, the population that is served, and the benefits provided in the job search. Additionally, we need to round out our inventory by ensuring we include the full Northeastern Region, rather than just the Tulsa metro area.

Since Section A is the “Data Analysis” section of this document, all strategies, including plans and action steps, are included in Section B. the “Descriptions of Regional Strategies” section.

Reviewers’ Comments: 4.b-d: Programs are listed, but need to provide how the Northeast Region will address the education and skill needs of the workforce. Did not address regions capacity to meet employment needs of employers. Reviewers are concerned about two different SWOTs. Please include the regional SWOT, or a regional analysis of similarities and differences of the local SWOT results.

Graphics are very difficult if not impossible to read/decipher, for example the high school career and technical education programs and healthcare competency programs per institution. How are regional education and training programs aligned with the employment needs of regional employers? Several schools listed as offering programs no longer exist

NE Regional Response:

Regarding “programs are listed, but need to provide how the Northeast Region will address the education and skill needs of the workforce,” we did not do so, because this section is an analysis, not an explanation of strategy, per the template provided by OOWD.

Regarding “Did not address regions capacity to meet employment needs of employers,” we did provide a paragraph that addresses this, specifically, (bold added for emphasis) “Based on the above information, the **Region has opportunities for improvement regarding its capacity to meet employer demand**. Regarding high school programs, there is limited program availability in support of Aviation and Aerospace, Information Security, Energy, and Transportation and Logistics programs across Tulsa area school districts.”

Regarding “Reviewers are concerned about two different SWOTs. Please include the regional SWOT, or a regional analysis of similarities and differences of the local SWOT results,” we did include the Regional SWOT that was completed by the NE Regional Workforce Board, clearly

identified as “when the Northeast Region Workforce Board convened in November 2016, they determined the following strengths, weaknesses, opportunities, and threats for the Region.” The Tulsa Regional Chamber’s Regional Workforce Analysis SWOT is also included, because it is relevant.

Regarding “Graphics are very difficult if not impossible to read/decipher, for example the high school career and technical education programs and healthcare competency programs per institution,” please indicate how we can help you read and/or decipher them.

Regarding “How are regional education and training programs aligned with the employment needs of regional employers,” we’ve provided an explanatory paragraph and multiple graphics that answer this question. The paragraph follows, (with bold added for emphasis), “**The following charts illustrate the availability of power sector related programs within higher education institutions in the Tulsa area.** They do not encompass the entire Northeast Region. In the future we will build on this inventory in order to encompass the entire Region.” *We hope to complete the inventory by the end of 2018.*

Regarding “Several schools listed as offering programs no longer exist,” please indicate which schools no longer exist.

Reviewers’ Comments: Standard not met. ITT Technical Institute is no longer in operation, there may be other private technical schools that have lost their accreditation and may no longer be in operation. The response was inadequate because the plan needs to describe the system’s capacity that includes Title I, Title II, Title III, and Title IV and how that will meet the needs of individuals seeking employment. What is your ability to coordinate services from all partners? How are the partners going to meet the needs of the job seeker-customer? How are the core partners going to meet the needs of the employer-customer?

NE Regional Response: The NE Region is requesting TA in order to adequately understand and respond to the reviewer’s concerns.

2019 Update:

The Northeast Region is comprised of the Eastern, Northeast and Tulsa Local Areas. Each local area’s system of service delivery is comprehensive and includes Title I, Title II, Title II and Title IV for those individuals seeking employment assistance and services. Each local area utilizes a referral method to ensure that each participant receives the appropriate wrap around services required to meet their training and employment goals.

The Eastern region utilizes a system involving a quarterly partner meeting, whereby all

partners participate and learn best practices across the region. In addition, a four-county east and west partner meeting has been established, which meets bi-monthly to address the specific needs of counties represented. This ongoing conversation, not only promotes, but reduces duplication of services. This increases coordination and capacity to serve more individuals. All partners to include businesses and industry partners are present at these meetings.

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.

Key Workforce Development Issues & Possible Solutions

- Lack of skilled workers, especially those with “middle skills.”
 - Build on the Tulsa Regional Chamber’s inventory of educational offerings to ensure the entire Northeast Region is included. Determine gaps in educational offerings, and validate with employers. Work with employers across the Region to create educational offerings to fill gaps.
 - Explore incumbent worker training to determine feasibility and funding options. Upskill existing workers into higher skill jobs and backfill positions with less skilled workers.
 - Identify apprenticeships that target power sectors and co-enroll participants.
 - Explore and expand Prior Learning across the region, especially for Veterans.
 - Support Skills Centers graduates, as a Region.
 - Ensure partnership with Adult Education is strong and that GED and ESL students have appropriate access to workforce development opportunities.
 - Ensure programs that support justice-involved participants are supported and potentially scaled across the Region.
 - Create mechanisms to more effectively provide services to companies and to job seekers across local board boundaries.
 - Regionally, work with our K-12 partners to “catch” students as they drop out, so we can redirect them to workforce services including adult education partners.
- Lack of awareness of regional resources for workforce development.
 - Develop a regional communications plan, including a public service announcement campaign that will help to educate all people as to the career development and job opportunities across the Region.
 - Develop clearinghouse of regional education and workforce focused efforts and initiatives.

- Lack of sector specialization.
 - Explore Sector Driven One-Stop Workforce Centers
 - Leverage existing industry roundtables and advisory groups to deepen sector understanding.
 - Expand Roadtrip for Teachers across the Region.
 - Leverage both Ports and the MidAmerica Industrial Park
 - Identify opportunities for sector focused career academies in high schools.
- Lack of funding to meet the needs of companies.
 - Collaborate on regional funding opportunities, including grant opportunities.
 - Identify potential economies of scale or opportunities for outsourcing that would allow local boards to leverage funds.
 - Continuing advocating for an economic development funding model rather than the social work-based funding model that currently exists. Ensure that companies' difficulty in hiring factors into the formula, not just unemployment rate and poverty.
- Lack of necessary supportive services, especially around Transportation, Childcare, and Mental Health Services.
 - Explore best practices from around the country.
 - Build advocates across the region regarding the importance of these issues to the worker pipeline.
 - Raise funds.

Reviewers' Comment: Need more details on specific solutions to regional workforce development issues. While a comprehensive list of possible solutions is there, it lacks specificity in terms of feasibility or implementation.

NE Regional Response: These are strategic level initiatives, thus we've provided strategic level information, not tactical.

Reviewers' Comment: Standard met.

B. Descriptions of Regional Strategies

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

The regional plan represents a collaborative process among Local Elected Officials, local workforce development boards (WDBs), and required and other partners, including economic development, education, and private sector partners.

The local workforce development areas within the planning region coordinated available resources to determine how the regional planning process would occur and agreed to coordinate the regional planning efforts through a neutral, third party consultant with substantial workforce development expertise, Richalene Kozumplik of AHA Consulting.

Additional steps included:

Milestones

The region is tracking towards the guidance provided in the milestones which includes essential components of the regional plan.

SWOT Analysis

The northeast region began activities necessary to draft the regional plan by convening workforce system partners to complete the SWOT analysis, a key component needed to build the regional plan.

Think-Tank Session

Members of the Northeast Regional Planning Board, LEOs, local workforce board chairs, and board staff met with a facilitator, Steve Gilbert, President and CEO of the Miami Regional Chamber of Commerce, to map out the strategies needed in the development of the regional plan. The take-away from this convening provided a pathway forward to fully collaborate among system partners to draft the regional plan.

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

The strategies used in the northeast region to align available resources among partners begins with the mission and vision of the Northeast Regional Planning Board:

Mission: To effectively and efficiently align resources across northeast Oklahoma to enhance our efforts in wealth-creation for all Oklahomans and provide the qualified workforce businesses need to meet demand.

Vision: The Northeast Regional Board will foster partnerships across the entire region and maximize opportunities to align strategies in order to better serve our customer's needs from a regional perspective. The Northeast Regional Board will focus on developing a

talent pipeline targeting the power sectors identified in our region and will prioritize training in these identified sectors in order to enhance wealth creation in our area.

The workforce system in the northeast region is built by 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 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 board meetings where core and required partners 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, how to most appropriately utilize system resources to maximize the benefit to job seekers and businesses within the region.

Reviewers' Comment: Need a specific description of a shared strategy and alignment of available resources.

NE Regional Response: We have described the shared regional strategy to align available resources among the required, and any additional partners within the Northeast Planning Region, per the template provided by OOWD. Please explain what additional specificity is required.

Reviewers' Comment: Standard met.

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 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 education and workforce system with business as the driver behind these conversations.

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 business. These regional partnerships will occur as the Regional Planning Board is fully structured and begins to align strategies that are responsive to the challenges of the region.

Resources

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

Reviewers' Comment: Need to tell us how they are going to do this. The State plan was just inserted without describing any specific strategies.

NE Regional Response: We have described 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, per the template provided by the OOWD. Please explain what additional specificity is required.

Reviewers' Comment: Standard met.

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, and on-the-job training); and
 - b. Training services using individual training accounts in a mutual manner. Include copies of any cooperative service delivery agreements.

At this time the Northeast Planning Region is in the developmental stage of joint regional service strategies for work-based learning and training activities. However, through strategic regional conversations that have already taken place, the region anticipates existing commonalities that will create opportunity to develop work-based learning and training service strategies that will benefit job seekers and businesses. Registered Apprenticeships (RA) are an example of an anticipated joint regional services strategy for work-based learning. Workforce Tulsa has successfully launched RA programs in response to the needs of industry in the Tulsa area. 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 the Northeast Planning Region Board takes full shape and develops these specific regional strategies in collaboration with system partners.

Reviewers' Comment: a. No specific work-based learnings/trainings provided.

b. No training services using ITAs provided, nor copies of agreements. They are working on developing strategies...RA is anticipated joint regional services. No mention of customized training, incumbent worker training or OJT

NE Regional Response:

Regarding, "No specific work-based learnings/trainings provided," we did not provide specific work-based learnings/trainings, because none were requested. We described the development and implementation of joint regional service strategies for common requirements and policies for Work-based learning/training (customized training, incumbent worker training, and on-the-job training), not the trainings themselves, as directed by the template provided by OOWD.

Regarding "No training services using ITAs provided, nor copies of agreements. They are

working on developing strategies...RA is anticipated joint regional services. No mention of customized training, incumbent worker training or OJT,” again, we did not provide specific examples of training services, because none were requested, per the template provided by OOWD. We did not provide a copy of an agreement, because, as we explained we are in the developmental state of joint regional service strategies for work-based learning and training activities, so no such agreement exists. *Regarding timing as to when we can further develop this strategy, we await guidance from the OOWD as to what will be allowable for such strategies regarding performance.*

Reviewers’ Comment: Standard met.

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)
 - 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’s career pathway initiatives will be developed to align with the State’s goal to create a comprehensive system that leads students, out-of-school youth, dislocated workers and incumbent workers through a full range of career counseling, education and training opportunities to ensure a pipeline of appropriately skilled workers for Oklahoma companies.

The Northeast Planning Region possesses a strong, robust educational system, which is truly one of our greatest assets. While the Career Pathways are currently in the conceptual phase of

development, the team has determined the following standardized methodology will be followed to further develop them. We will engage the Sector Partners from the following industries: Aerospace and Aviation, Energy, Construction, Manufacturing, Healthcare and Hospitality, Professional Services and Transportation and Logistics. This process will allow industry to determine the best representative from each respective business.

Workforce Tulsa, in collaboration with the Tulsa Regional Chamber, completed a comprehensive in-demand career pathway analysis. This document will serve as a foundational document as we move forward in our ongoing pathway development process. Please see the Addenda for more information.

The Region will identify and engage partners to include K-12 educators, vocational/technical education, college/university educators, commerce leaders, Workforce Boards, Service Providers, the Oklahoma Department of Rehabilitation, the Oklahoma Employment Security Commission, the Oklahoma Department of Human Services, and Veteran Affairs to name a few. The partner participation is critical to ensure that each organization's unique perspective is included to ensure access to pathways for all citizens.

The Region will then conduct an analysis of educational programs to determine multiple entry points to allow successful progression through pathways. This requires the building of position profiles. The profile outlines the role, responsibilities, knowledge, skills and abilities of the position. The profile also provides information related to education requirements. In addition, the analysis will provide a core competency by position. These competencies include the ability to apply knowledge and skills at a mastery level for each job function at each level of the career pathway. Therefore, a clearly articulated behavior expectation is provided for each position to ensure successful progression of career pathway.

The next step will be to create a method to support, train and encourage career pathway development for educators, employers and other stakeholders.

The Region will then align workforce needs to opportunities by establishing a shared approach to gathering relevant data regarding emerging trends and competencies.

We will align key employability skill definitions to ensure consistency across the region and within pathways, and provide ongoing training and communication amongst all stakeholders to ensure consistent delivery of pathway counseling and credential attainment.

Finally, we hope to procure a consultant to ensure the entire Region is included in these efforts.

We do not currently have the funding for this component.

2019 Update:

The NE Region has aligned local sector partnerships and career pathways to support the vision of the Governor’s Council for Workforce and Economic Development as well as the Governor’s Council for Career Pathways. The NE Region focuses career pathway development to align with Oklahoma’s Critical Occupations and collaborates with the following partners in the development of Career Pathways:

Business and Industry – examples include MAIP, American Castings, Adams Parc, Pelco Structural

Oklahoma Employment Security Commission

Education partners: K-12, Adult Education, Higher Education

Career Tech, including: Northeast Technology Center

Department of Rehabilitation Services

Department of Human Services

Oklahoma Manufacturing Alliance

Professional, trade and labor organizations

Community and Faith-based organizations – examples include Light of Hope, The Stonebrook Project, Muskogee Area Education Consortium, School for the Blind and private institutions such as Bacone College, Creoks, local law enforcement, A Way Home 4 Tulsa, Catholic Charities, and Volunteers of America

Department of Corrections

Regional Economic Development Organizations – examples include Claremore Industrial Economic Development Authority (CIEDA), NORA and Grand Gateway, Muskogee Port Authority Owassos Economic Development, Broken Arrow Chamber’s Economic Development, Bixby Chamber of Commerce, Tulsa Regional Chamber’s Tulsa’s Future program, and Indian Nations Council of Government’s (INCOG) Comprehensive Economic Development Strategy (CEDS).

Chambers of Commerce

Minority organizations – examples include the Cherokee Nation, Creek Nation and Quapaw Nations, Mosaic and Innovative Workforce Opportunity Council (IWOC).

Elected officials

Department of Corrections

The NE Region convenes and supports Career Pathway efforts in Northeast Oklahoma. The NE Region has mapped out two career pathways in two sectors, healthcare and manufacturing. These sectors were the launch point as they are existing and emerging and the fastest growing sectors in the region. We anticipate additional mapping in other high demand and complementary ecosystems.

Healthcare Career Pathway

- o **Phase of development:** Sustained

- o **Workforce Demand (need):**

Healthcare is a demand occupation in NE Oklahoma. Industries in need of these occupations include assisted living facilities, hospitals, correctional facilities, veteran centers, etc. Critical occupations are limited to those vital to the success of Oklahoma’s ecosystem, support job growth and wealth generation. The need for licensed health care professionals is associated with the large educational gaps in this type of post-secondary licensing. Clients participate in career exploration and career assessments which assist in determining appropriate career interests. Many clients begin their career pathway with the Long Term Care Nurse/Home Health Aid licensing and then progress into Certified Medication Aide, Licensed Practical Nursing, Registered Nurse and Nurse Practitioners.

- o **Relevance:**

As noted in the NEWDB Sector Strategies Final Report, Health Care is viewed as an industry with existing and emerging in-demand occupations across the region with moderate to high wages for workers and requiring education, training, and/or advanced degrees in order to obtain, retain, and/or advance within the industry.

Based on 2018 job numbers, there are 12,323 jobs in the health care ecosystem in the NEWDB service area with average wages of \$44,935. As a projection of demand, by 2028 total employment in the health care ecosystem will grow to 13,445 jobs, an increase of 1,122 jobs for the area. Health care is the second largest employing ecosystem, and has the second most newly created jobs in the area.

- o **Strategies:**

Through the Sector Partnership efforts of the Region is working to improve alignment and bridge gaps between employers and educators. Strategic plans were developed through community and partner listening sessions. Partners from business and education were invited to the table to create these strategies to strengthen career pathways.

- o **Funding:**

Title I – funds for eligible participants in WIOA approved activities

DRS - DRS provides services to individuals with disabilities with significant barriers to employment

FAFSA – provides funding to individuals who qualify for federal aid for training and education

Native American Grants – provides funds to Native Americans, and others who may qualify, for training and education

Scholarships (local, state and federal) – provides funding for individuals who qualify for financial support for training and education

- o **Unfunded Critical Elements:**

Limited classroom sizes hugely impacts the availability of programs as well as limits to adult

learners due to program availability.

Manufacturing Career Pathway

- o **Phase of development:** Sustained

- o **Workforce Demand (need):**

Manufacturing is a demand occupation in NE Oklahoma. Industries in need of these occupations include paper goods, plastics, machinery, etc. Critical occupations are limited to those vital to the success of Oklahoma’s ecosystem, support job growth, and wealth generation. The need for these laborers is associated with the large educational gaps in this type of post-secondary licensing. Clients participate in career exploration and career assessments which assist in determining appropriate career interests. Many clients begin their career pathway as an Operator, progressing to Certified Production Tech, Engineering Tech, and Engineer.

- o **Relevance:**

As noted in the NEWDB Sector Strategies Final Report: Manufacturing is viewed as an industry with existing and emerging in-demand occupations across the region with moderate to high wages for workers and requiring education, training, and/or advanced degrees in order to obtain, retain, and/or advance within the industry.

Based on 2018 job numbers, there are 10,731 manufacturing jobs in the NEWBD service area with average wages of \$73,523, ranking second highest in average earnings. Manufacturing continues to represent an area of significant impact in Northeast Oklahoma.

- o **Strategies:**

Through the Sector Partnership efforts, the Region is working to improve alignment and bridge gaps between employers and educators. Strategic plans were developed through community and partner listening sessions. Partners from business and education were invited to the table to create these strategies to strengthen career pathways.

- o **Funding:**

Title I – funds for eligible participants in WIOA approved activities

DRS - DRS provides services to individuals with disabilities with significant barriers to employment

FAFSA – provides funding to individuals who qualify for federal aid for training and education

Native American Grants – provides funds to Native Americans, and others who may qualify, for training and education

Scholarships (local, state and federal) – provides funding for individuals who qualify for financial support for training and education

- o **Unfunded Critical Elements:**

None identified at this time.

Externships for Workforce Development Professionals

o Phase of development: Initial Implementation

o Workforce Demand (need):

The Northeast Workforce Development Board has launched externship opportunities for workforce development professionals. Workforce professionals from Title 1, Vocational Rehab, Cherokee Nation and Oklahoma Employment Security Commission have participated in these one-day events designed to create exposure to career pathways in various industries in Northeast Oklahoma. Workforce staff from all workforce system partners are invited to participate in these quarterly externships.

The first externship for workforce professionals was hosted by American Castings, located at MidAmerica Industrial Park in Pryor. The NEWDB has partnered with Adams Parc Post Acute Recovery in Bartlesville to provide the second externship for workforce professionals in September 2019. Additional externships are being coordinated so that the practice will continue once per quarter. The goal is to feature occupations that are included as part of Oklahoma's Critical Occupations.

o Relevance:

These opportunities create a first-hand experience at what a "day-int-the-life-of" various career fields look like. Workforce professionals play a significant role in helping navigate job seekers in careers through career exploration. Spending a day with an employer, walking through each department, presents great insights into the careers that are needed in Northeast Oklahoma.

o Strategies:

Workforce professionals gain direct insights into demand occupations in Northeast Oklahoma. These professionals play a critical role in helping job seekers navigate their way into new careers. By participating in these externships, workforce professionals have greater insights into the careers available and will become more effective in supporting job seekers as they explore career options. Businesses play a significant role as they design these externships so that staff get as much exposure to the various career options available within their business. By inviting all workforce system partners to participate, this creates tremendous opportunities related to career pathways.

o Funding:

Title I – funds for eligible participants in WIOA approved activities

DRS - DRS provides services to individuals with disabilities with significant barriers to employment

FAFSA – provides funding to individuals who qualify for federal aid for training and education

Native American Grants – provides funds to Native Americans, and others who may qualify, for training and education

Scholarships (local, state and federal) – provides funding for individuals who qualify for financial support for training and education

- o **Unfunded Critical Elements:** Not identified at this time

Elevate Young Adult Summit

- o **Phase of development: Sustained and expanding**

- o **Workforce Demand (need):**

The Elevate Young Adult Summit is an annual event envisioned in 2009 by the members of the Governor’s Council for Economic and Workforce Development and leadership of the Northeast Workforce Board. The Northeast Workforce Development Board hosted the 2019 event in Claremore and focus on young adults in the NEWDB services area in Northeast Oklahoma. The event has been held consecutively for nine years.

The 2019 event featured professional speaker and leadership expert, Bill Cordes. Bill explored the employability skills needed to succeed in the work place through engaging and hands-on learning. Participants were given the opportunity to explore various career paths as they visit with exhibitors from businesses and training providers throughout northeast Oklahoma. Industry experts were available to answer questions about specific career pathways including manufacturing, business, healthcare and the automotive industry, and were available to provide insight into their specific fields of expertise.

- o **Relevance:**

Each year the event presents career and educational opportunities to young adults, many who are at pivotal moments in life. This year nearly 400 young adults registered. Exhibitors, who are comprised of industry, military, and education, have the opportunity to connect one-on-one with the event attendees, ages 16-24. Elevate creates opportunity for exhibitors to engage with young adults who are considering their future and presents a venue to impact the future workforce. Exhibitors play a key role in the Elevate event by presenting valuable information and resources regarding career pathways to the upcoming workforce generation.

- o **Strategies:**

The event is coordinated through the Northeast Workforce Board in partnership with numerous businesses and community agencies including Rogers State University, Cherokee Nation Career Services, Tulsa Port of Catoosa, Mid America Industrial Park, American Castings, Newell Coach, GRDA, CIEDA, APAC, Talking Leaves Job Corp, Tulsa Job Corp and partners at Oklahoma Works including, Oklahoma Department of Rehabilitation Service, and Oklahoma Employment Security Commission.

- o **Funding:**

Sponsorships: MAIP, American Castings, Action Group Staffing, Newell Coach, GRDA, CIEDA, and Tulsa Port of Catoosa Job Corps, OOWD, Cherokee Nation.

- o **Unfunded Critical Elements:** Not identified at this time

Senior Finish Line

o **Phase of development: Sustained and expanding**

o **Workforce Demand (need):**

The Senior Finish Line is part of a partnership between MAIP and many workforce system partners, including Title 1, Cherokee Nation, OESC, TRIO, Northeast Tech, and is held annually. In previous years a team of workforce professionals was assembled and toured each school district in Mayes and Delaware Counties. The event had expanded so significantly, and was in such demand, that the format had to be restructured so more schools could be included. The 2019 event was held at MAIP Expo Center and included 13 area high schools.

In meeting with high school counselors, it became apparent that many seniors didn't have a plan after graduating from high school. The objective of the event is to expose high school seniors to viable options after high school and to connect them to resources in post-secondary learning opportunities.

o **Relevance:**

The impact of the day helped students realize the vast number of options that exist after high school and to encourage students to maximize every connection and opportunity available to them. The event provided opportunities for students to recognize the broad range of occupations and choices before finalizing their career path.

o **Strategies:**

The event provided opportunities to promote IOT (Industrial Operations Tech) programs, Higher Education opportunities, Military options, help in creating resumes, jobs available at the Mid America Industrial Park, assistance in filling out the FAFSA application and other scholarship information and supportive services through Cherokee Nation, Oklahoma Works, and WIOA training programs.

o **Funding:**

Title I – funds for eligible participants in WIOA approved activities

DRS - DRS provides services to individuals with disabilities with significant barriers to employment

FAFSA – provides funding to individuals who qualify for federal aid for training and education

Native American Grants – provides funds to Native Americans, and others who may qualify, for training and education

o **Unfunded Critical Elements:** Not identified at this time

Reviewers' Comments: a-f: No list of career pathways provided, therefore, the six bullets following were incomplete. No mention of why sectors and occupations were selected. No mention of needed occupational skills for career pathways focus. Need to show demand and priorities for region. Need more explanation of why funding is a challenge to implementing this strategy.

NE Regional Response: No list of career pathways is provided, because as we stated, “while the career pathways are currently in the conceptual phase of development, the team has determined the following standardized methodology...” *We hope to develop the our career pathways strategy by the end of 2018.*

The Sectors and Occupations that were selected are power sectors, the selection of which was explained in Section A.1. The needed occupational skills for each power sector are explained in Section A.4. The demand for each sector is innate, as they are designated power sectors, as explained in Section A.1. and throughout the entire document. Finally, funding is a challenge, because so few partners are sharing the cost of the workforce system, leaving the workforce boards and OESC to bear the majority of the burden.

Reviewers’ Comment: Standard met.

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

Through the partnering efforts of economic development entities the Region will collaborate to develop sector strategies and career pathways that will create resources and wealth generating careers for all of northeast Oklahoma. The Region will utilize economic development data to inform policy, track progress, and measure success and to align regional strategies for service delivery. The Region relies on the expertise of our partners in economic development to assist in building a robust workforce system that supports job seekers in finding wealth generating, and in demand occupations and supports businesses in building a talent pipeline that serves their specific needs.

a. Current economic development organizations engaged in regional planning;

The Region has strong ties to economic development partners and works side by side with entities that focus on regional development such as the Northeast Oklahoma Regional Alliance (NORA), Grand Gateway Economic Development Association, and the Tulsa Regional Chamber. The Region also coordinates activities with local economic development entities such as the Miami Area Economic Development, Bartlesville Chamber/Economic Development, Rogers County Economic Development Authority, Claremore Industrial Economic Development Authority, Pryor Chamber/Economic Development, Broken Arrow Chamber/Economic Development, Sapulpa Chamber, Owasso Economic Development, Muskogee Chamber, Eastern Oklahoma Development District, Tahlequah Chamber, Fort Gibson Chamber, and others. It is through these collaborative efforts we can be better prepared to help achieve economic prosperity for businesses and job seekers of each local area and the region.

b. Education and training providers involved with economic development;

The following education and training providers are involved with economic development within the region: Tulsa Community College, OSU-Tulsa, OU-Tulsa, Northeastern State University, Langston – Tulsa campus, OSU-IT, Rogers State University, Tulsa Technology Center, Tri-County Technology Center, Central Technology Center, and Northeast Technology Center.

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

Businesses Involved with Economic Development			
AECI - Siemens Energy	Air Gas	American Castings	Berry Plastics
OG&E	Bennet Steel	Buzzi Unicem	Digi Surveillance
DuPont	Fastenal	Grand River Energy Center	Hem Saw
Marmic Fire & Safety	Orchids Paper Mill	RAE Corporation	Bohon Senior Health
Grand Lake Mental Health	Silver Lake Center	Bartlesville Cancer Care	Forrest Manor
Green County Village	Brookdale South	Brookdale North	Access Medical Center
Vinita Health Center	Oklahoma Forensic Center	Integris Vinita Express Care	Scepter Manufacturing
Integris	Warren Clinic	Route 66 clinic	CREOKS
Tote Along	Crystal Lake Farms	Wave on Flags & Banners	Service Solutions Inc.
Afton Manufacturing	AST Storage	HyPro Inc.	Hopkins Manufacturing
Ferra Aerospace	Scepter Manufacturing	Newell Coach Corporation	
Craig County General Hospital	Precision Machine & Manufacturing	Valence Surface Technologies	Umicore Optical Materials USA
Jane Phillips Medical Center	Morton Bartlesville Health Center	Cherokee Nation Nowata Clinic	Will Rogers Health Center
Bartlesville Health and Rehab	Washington County Health Department	Heritage Villa Nursing Center	Cooweescoowee Health Center
Northeastern Tribal Health System	Heartsworth Nursing and Rehab	Ottawa County Health Department	Willow Crest Hospital/Integris
Pelco Structural, LLC	BOK Financial	Mill Creek Lumber & Supply	Gable Gotwals
Public Service Company of Oklahoma	Omega Capital	Fleet Feet Sports Tulsa, LLC	Cynergy AEC
American Residential Group	Ihloff Salon & Day Spa	Bank of Oklahoma	Tulsa World Media Company
ONE Gas, Inc.	T.D. Williamson	Hewlett Packard Enterprise	AAON
Kanbar Properties Management	MidAmerica Industrial Park	JP Morgan Chase	Macy's
Valley National Bank	Spirit Aerosystems	APSCO	Alliance Resource

			Partners
SemGroup	AT&T	Hyatt Regency	Blue Sky Bank
New Dominion	American Airlines	Nabholz Construction	Community Care
Cancer Centers of America	Hillcrest Healthcare System	NPI	Blue Cross Blue Shield of Oklahoma
Arvest Bank	CF Industries	Matrix Service Company	York Electronic Systems
Joshi Technologies International	Flintco	St. John Health System	ONE Gas, Inc.
Helmerich & Payne	TTCU	M3 Consulting	Marshall Brewing Company
Magellan Midstream Partners	Mazzio's	McNellies Group	Covanta Tulsa Renewable Energy
Jim Norton Toyota	CBRE	Promise Hotels	Cox Communication
The Robson Companies	Manhattan Construction	Selser Schaefer Architects	Mariner Wealth Advisors
NORDAM	Stinnet and Associates	QuikTrip Corp.	
Interstate Properties	Eastar Health System	American Bank of Oklahoma	Jackson Hewitt
Charlie's Chicken	Georgia Pacific		

b. 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

Emerging Sectors follow:

- Finance and Insurance
- Utilities
- Construction

Specific targeted businesses include: Baker Hughes, American Castings, Jane Phillips, Hillcrest Health Care Systems, Google, Georgia Pacific, Zeeco, Anchor Glass, Melton Truck Lines Inc., Saint Francis Healthcare System, American Airlines, Saint John’s Medical Center and QuikTrip, among others.

American Castings and Google are two examples that the region is committed to supporting in efforts to implement apprenticeships and internships in northeast Oklahoma.

The northeast area KEN Champion, in partnerships with MidAmerica Industrial Park and other system partners, is designing a two-week paid summer internship for teachers in order to expose teachers to occupations in manufacturing. The internship will provide teachers the opportunity to better understand manufacturing through a “hands-on” learning environment. The teachers participating in this internship will receive training experience in all departments of the manufacturer. Through this internship teachers will gain valuable insight that will be adapted as they prepare the future workforce.

[Reviewers’ Comment: No Education and training providers involved with economic development provided.](#)

[NE Regional Response: Requested language added in red.](#)

[Reviewers’ Comment: Standard met.](#)

- 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 Northeast Planning region desires to create high performing industry partnerships. High Performing Industry Partnerships consist of a dynamic collaboration of regional groups of employers, typically from a particular sector who regularly meet to discuss a variety of workforce opportunities. These opportunities may include human resource issues, information related to industry driven best practices and workforce challenges that need to be addressed. Additional partners include representatives for Workforce Boards, community-based organizations, economic development, educational institutions, trade associations, and Labor. Partner participation is driven by the industry and the needs of that industry.

The Northeast Planning Region is in the initial development phase of the regional sector strategy partnership initiative. The State of Oklahoma has identified significant ecosystems within the Region to include: Aerospace and Defense, Energy and Transportation and Defense. In addition, the Northeast Region has identified the following power sectors: Advanced manufacturing, Healthcare, Information Technology, Accommodation and Food Service, Information technology, Professional Services and Regional Headquarters, Transportation, Distribution and Logistics, and Agriculture.

The Northeast Planning Region determined a phased strategic approach would better serve our industry partners and region. This approach allows us to utilize existing partners and expand the partnerships throughout the region. For example, the Northeast Region contains two major Ports, the Port of Catoosa and the Port of Muskogee. Each has an existing partnership alliance. The process of initiating the dialogue regarding workforce demand, partnership roles and relevance within the existing groups and subsequently expanding to the full region ensures that we are meeting the needs of all industry related participants.

The Planning Region has determined the fundamental strategic goals of Industry Partnerships will be as follows:

- A) Strong industry specific employer participation
Employers will have an active and consistent role in all partnership activities.
- B) Emphasis on serving individuals with barriers to employment
Targeted initiatives developed to promote education, career pathways and training to assist those with employment barriers.
- C) Established mutual benefit to the employer and employee/individual

Measurable skills and credential attainment that equates to job attainment, promotion and advancement.

Business experiences less turnover, high quality of work and performance, greater productivity and customer satisfaction

D) Excellent Communication with Partners

Key information shared with partners related to skill and competency requirements.

Shared information related to market changes and needs.

Support of Industry recognized credential attainment

2019 Update:

- Support sector partnership strategies, including a list of active sector partnerships. For each, describe:

According to the National Skills Coalition, middle-skill jobs make up the largest portion of the labor market, yet employers cannot find enough workers trained at this level. Sector partnerships help solve this problem. Sector partnerships bring together multiple employers in an industry with education, training, labor, community-based, and other organizations to address that industry's local skill needs.

Health Care and manufacturing are viewed as industries with existing and emerging in-demand occupations across the region with moderate to high wages for workers and requiring education, training, and/or advanced degrees in order to obtain, retain, and/or advance within the industry.

Based on 2018 job numbers, there are 12,323 jobs in the health care ecosystem in the service area with average wages of \$44,935. As a projection of demand, by 2028 total employment in the health care ecosystem will grow to 13,445 jobs, an increase of 1,122 jobs for the area. Health care is the second largest employing ecosystem and has the second most newly created jobs in the area.

Using the same data, there are 10,731 manufacturing jobs in the service area with average wages of \$73,523, ranking second highest in average earnings. As a projection of demand, by 2028 total employment in the manufacturing ecosystem is expected to decline by 420 jobs in the area. However, manufacturing continues to represent an area of significant impact.

Healthcare Partnerships

- **Phase of development: Initial Implementation**
- **Workforce Demand (need):**

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

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 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.

o Relevance

The primary goal for the health care 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.

o 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.

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.

o Funding:

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.

Manufacturing Partnerships

- **Phase of development: Initial Implementation**
- **Workforce Demand (need)**

Manufacturing is one of the areas 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 within the WIOA Title 1, 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 Region aims to expand work-based learning opportunities, including OJTs and Registered Apprenticeships.

- **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.

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:**

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.

Reviewers' Comment: b-f: Provide description of 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. Indicate the connection between the demand and the priority(ies) for the region. Identify the sector partners and the role of each. Describe available resources that will support the strategy. 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. What will the specific role be for each sector partner? Nothing to spell out potential funding availability or challenges towards implementation.

NE Regional Response: All but the last two sentences of the Reviewers' Comments appear to be a regurgitation of the template instructions. Regarding, "What will the specific role be for each sector partner? Nothing to spell out potential funding availability or challenges towards implementation," as we stated, we are in the initial development phase of the regional sector strategy partnership initiative. Consequently, we have not yet determined what the specific role for each partner will be nor, what the implementation will cost, so we're unable to comment on required funding, much less its availability. For the same reasons, we are unable to comment on challenges toward implementation. *We hope to complete development of joint regional services strategies by Fall 2017.*

Reviewers' Comment: Standard met.

- 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 adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.**

The Northeast 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.

A. Engaging Employers

The employment needs of employers in existing and emerging in-demand industry sectors and occupations are basically the same throughout the Northeast Region. Employers are lacking workers with middle skills. Through employer surveys, employers have expressed the need for employability skills, specifically critical thinking skills and problem solving. Consequently, employers are challenged to find available candidates with the right skills for the jobs that are available regionally. In short, there is an excess supply of individuals with a high school diploma or less and a shortage of individuals to meet the needs of employers at the postsecondary and Associates Degree level – a 17% skills gap. Based upon projected population growth rates for 2025 and applying current graduation rates, an estimated 36,000 additional Area residents must obtain some level of postsecondary credential to meet employer needs.

We also know via several different surveys and studies , such as the NORA employer survey and the Tulsa Regional Chamber’s recent regional workforce analysis, that employers throughout the northeastern region have explained they are unaware of workforce programs and are thus not engaged. In order to engage employers, including small businesses and companies within power sectors, we will:

- 1) Via our local and regional board members, our economic development partners, and our company clients, we will determine which products and services of the workforce system are the most vital to employers currently.
- 2) Market those products and services to employers via a formal communication plan. The Regional Board will create a preliminary communication plan, including resources that are required, by July 1, 2018.

B. Providing Business Services to Employers

Partners within the Northeast Region work cohesively to create and deliver Incumbent Worker Training (IWT) programs. 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

Many of the Regional workforce system partners, such as Title I, Native American Tribes, and Oklahoma Rural Opportunities, to name a few, 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 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

Customized training in the Region is designed to meet the specific requirements of an employer or group of employers. Below are two examples of how career tech, higher education and business have worked together to create a contextualized curriculum in specific manufacturing processes. These examples also address manufacturing industry sector strategies by the development of plans to grow talent and improve retention by changing training methods for the labor market:

An example of customized training in the northeast area is the collaboration between Northeastern A&M College and Ceradyne/3M. In response to the business needs, partners collaborated to create and implement the Process Technology Program. The Process Technology Program is a two-year course that includes the study of process equipment components, the proper terminology for process equipment components, basic functions of process equipment while relating scientific principles involved with process equipment. Additional training occurs with hands-on use of common process equipment through the laboratory. Starting salaries for operators with an Associate of Applied Science degree in Process Technology will range from \$20 to over \$35 per hour or \$40-70,000 per year.

A second example involves the efforts of Oklahoma State University Institute of Technology, Pryor Campus, and employers from Mid America Industrial Park. Collaborative efforts resulted in the implementation of the Certified Production Technician (CPT) customized training program. The CPT addresses the core technical competencies of higher skilled production workers in all sectors of manufacturing: Safety, Quality and Continuous Improvement, Manufacturing Processes and Production, and Maintenance Awareness and is an industry-led, nationally validated skills standard, common to all sectors of manufacturing. Wages for individuals completing the CPT in the northeast area are \$15.90 an hour or \$33,072 annually.

Sector Strategies and Career Pathways

Sector strategies and career pathways initiatives in the Region 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.

The Regional workforce system is in the development process of collecting specified data that will help in the process of mapping career pathways and sector strategies that are aligned with employers' needs for competencies.

Intermediaries and Business Service Strategies

System partners in the Region, such as MAIP, NORA, and Grand Gateway 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.

For employers who have operations that span the region and possibly beyond, the business-friendly strategy is to assign one point person to that company who would then pull in other partners within the workforce system to serve the company's needs. Currently, the local areas are determining their Business Services strategies, ensuring that all partner services are

integrated. The local areas plan to have at least preliminary Business Strategies in place by December 1, 2017. Once those strategies are solidified, the Regional Board will work to solidify a regional business strategy that best serves the needs of business, including small business, through the following methods:

- 1) Formally survey the members of the Northeast Regional Board, including economic developers, to understand the strengths and weaknesses of the current approach to companies that span the region. Invite members to share the survey within their professional networks.
- 2) Continue to request guidance from OOWD regarding the performance and cost allocation implications of providing services to businesses that reside outside of a board's local area.
- 3) Create Phase I of the regional business strategy, based on the above bullets, by July 1, 2018.

C. Manage Rapid Response Activities

Rapid Response activities are led by the Oklahoma Employment Security Commission who incorporate all relevant partners. Regarding a regional approach to Rapid Response, the Regional Board will

- 1) Work with OESC to ensure they are incorporating partners from the region, not just from the local area where the employer resides.
- 2) Work with OESC to document a regional approach, which will be completed by July 1, 2018.

D. 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 opportunity 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. The Region is also partnering with RSU and local businesses to draw young adults into critical occupations in the Region so they will remain in the area and not leave following high school or college.

Memorandums of Understanding further outline 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.

In an effort to ensure job seekers have access to relevant education programs within the

workforce system, the Regional Board is in the process of creating a strategy to incorporate such programs in whatever way is best for the job seeker, including

- 1) Creating space at the Tulsa American Job Center for an Oklahoma Regents for Higher Education representative who will travel throughout the northeast region to encourage college completion.
- 2) Invite secondary and post-secondary education providers to present to the Regional Board on new or improved programs that focus on industry-driven occupations, so that information can be communicated to front line staff.

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

The three local areas that comprise the Northeast Planning Region understand the importance of incorporating the Adult Education and Family Literacy(AEFLA) programs within the one stop delivery system, and have implemented the programs successfully. 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.

Those educational institutions who choose to participate in offering the Adult Education and Literacy Activities within our Northeast Region, must submit an application to the Oklahoma Department of Career and Technology Education. The Department then reviews the submitted applications, and subsequently submits the Federal agencies for review and approval. This process is key to the establishment of a high-quality local adult education delivery system.

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

The Department of Rehabilitation Services Access for All program is a critical element to ensuring continuous improvement in the system service delivery strategy for the Northeast Planning Region. Access for all is described below:

Oklahoma Works Workforce System Access for All Certification Process

There are two parts to the Oklahoma Works Workforce System Access for All (referred to as "Access for All" from this point on) Certification in Oklahoma. One considers accessibility in the physical space and the other considers accessibility in technology. Both focus on the

environments that Job Seekers interact with when participating in services provided through the Oklahoma Works Workforce System Partners. In the end, Oklahoma Works Workforce System Partners and Workforce Areas will work through an Access for All Accessibility Process. The Roadmap for Physical and Technology Accessibility Standards Certification specifies steps required to attain certification under the Access for All initiative. The Roadmap provides an outline of the required steps and introduces some of the tools available to help Entities work toward certification.

As Entities move toward certification in either physical or ICT accessibility, Access for All anticipates that there will be times when a physical location or ICT resource cannot be made accessible quickly. The Access for All Equally Effective Alternative Access Plan will help Entities to detail the plans that they will implement when a Job Seeker with a disability tries to use those physical locations or ICT resources.

A key component of the Access for All certification is the presence of a local coordinator who is the point of contact between Workforce System Entities and Access for All. This role varies based on the type of Entity.

- State agencies should have an ADA Coordinator identified. The ADA Coordinator typically oversees an agency's efforts to identify and remove barriers that keep job seekers with disabilities from accessing programs, services and activities or from practicing effective communication. The ADA Coordinator in the Access for All initiative will serve as point of contact and agency subject matter expert on physical and program access.
- State agencies should also have an Accessibility Compliance Representative, or ACR. The ACR focuses on an agency's information and communication technology (ICT) accessibility efforts. The ACR in the Access for All initiative will serve as point of contact and agency subject matter expert on information and communication technology access.
- Entities such as American Job Centers shall designate an Area Accessibility Representative, or AAR. The AAR is unique to Entities that do not otherwise have an ADA Coordinator or ACR identified. The AAR in the Access for All initiative serves as a coordinator and point of contact between the Entity and Access for All in both physical and ICT access. The AAR may be asked to coordinate activities related to certification as well. American Job Centers maintain a one-stop operator; it is recommended that the one-stop operator also be appointed as the AAR.

Any questions about the Access for All certification process or the above roles are welcome. Entities may submit questions about the Certification process online (<http://bit.ly/AccessQuestion>).

Physical Accessibility

Access for All will assist the Oklahoma Works Workforce System Partners in working toward certification of their physical locations in the following ways. Access for All will assess physical

locations and review them for compliance with the ADA Standards for Accessible Design and make recommendations for ways in which any noted deficiencies may be corrected. Access for All will work with the Oklahoma Works Workforce System ADA Coordinators or their designees to design and implement a systematic process for ensuring that leased and purchased spaces are thoroughly reviewed for compliance with the ADA Standards prior to taking possession. At the Workforce System Area level, each Area will designate an Area Accessibility Representative, or AAR. Access for All will work with each AAR to provide them the training they will need in order to identify the physical accessibility barriers most commonly encountered in most locations. Areas for which training shall be provided include:

- Parking Areas
- Accessible Routes
- Ramps
- Entrances and Doors
- Signage
- Interior Spaces
- Bathrooms

The AAR can contact Access for All to request information and guidance for situations outside their levels of expertise. Ensuring that knowledge of design requirements are distributed among the Workforce System will help in preventing and ameliorating barriers for physical access. You can submit questions about the Certification process online (<http://bit.ly/AccessQuestion>). Information and Communication Technology Accessibility

Access for All looks at the processes and people involved in creating accessible technology environments for Job Seekers. In state agencies, the Career and Technical Education system and higher education institutions the Certification asks for each entity to report its designated Accessibility Compliance Representative, or ACR. The ACR serves as the point of contact between the entity and Access for All, as well as being the point of contact within the entity. The AAR's role is different than that of the ACR. An AAR will serve primarily as a coordinator of activity between the Workforce System Area and Access for All.

Access for All will assist the Oklahoma Works Workforce System Partners in working toward certification in technology accessibility by providing a framework. This framework consists of tools to help to identify and prioritize technology tools offered to Job Seekers. This will capture all of the technology that Job Seekers use, whether they come from within an entity or from outside of the entity. Then, each entity will answer a questionnaire that asks about policy and processes to help to make sure that accessibility is always part of the conversation about technology use. Based on the technology inventory and questionnaire (see "Resources" below), Access for All will work with each entity that seeks certification to detail the entity's efforts in the context of five areas, where applicable:

- Policy and Procedure

- Procurement and Acquisition
- Web sites and Software
- Non-web Content (Word, PowerPoint, PDF, for example)
- Multimedia

Access for All will help to define the full scope of the entity's certification steps and to set achievable goals within that scope. Ultimately, certification steps for entities that seek certification depend on the kind of technology that the entity serves up to Job Seekers. You can submit questions about the Certification process online (<http://bit.ly/AccessQuestion>).

Additional Access for All Certification Resources

- The ADA Physical Accessibility Checklist is available in two formats: ADA Checklist in Word and ADA Checklist in PDF. This accessibility checklist has been provided to assist in identifying key aspects of accessibility for site locations. It conforms to the latest accessibility guidelines contained in the 2010 ADA Standards for Accessible Design. It has helpful notes and visual aids to guide the individuals utilizing it to be better able to accurately assess a given location for compliant with the Standards.

- ICT Accessibility Checkpoints look at process and policy that support an independent and sustained ICT accessibility effort.

- Tools are available to help to guide you through the certification process in more detail. Each tool fits into a different timeframe in the ICT accessibility certification process.

- o Information and Communication Technology Inventory

This asks that the Entity identify all of the technology that it uses to provide access to programs, services or activities or to communicate with all Job Seekers. The inventory asks to identify the tool, the Entity that owns or administers the tool, and the importance of the tool to the Job Seeker's work with the Entity.

- o Access for All ICT Accessibility Program Questionnaire

This guides the Entity through a set of questions that help to identify challenges and opportunities in beginning and sustaining activities around ICT accessibility. The questionnaire helps to more specifically measure where an Entity is with respect to ICT accessibility processes, training and administration. It will be used to track progress over time as well.

Surveys to Employers, Employees and Job Seekers

Access for All will assist with a survey that asks employers, service provider employees and job seekers about their experience with the Workforce System. Access for All will assist by providing survey questions that ask these audiences specific questions about their readiness and satisfaction with employers and the Oklahoma Works Workforce Development System. Surveys will begin to circulate to these audiences during the Fourth Quarter of Program Year 2018 (April-June, 2018).

G. 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.

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 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.

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

assistance, other low-income individuals, and individuals who are basic skills deficient.

As stated in WIOA Section 134(3), with respect to individualized career services and training services funded with WIOA adult funds, 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 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 Northeast Planning 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.

Workforce Tulsa created the Innovative Workforce Opportunity Council that brings together organizations that serve special populations to begin asset mapping organizations in their four county area to help the system understand how to remove barriers to employment and identify support services.

[Reviewers' Comment: Insufficient response](#)

[NE Regional Response: Please clarify what would constitute a sufficient response.](#)

[Reviewers' Comment: Standard not met. Did not address "Engage employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations." Did not address "Incorporate relevant secondary and post-secondary education programs and activities within the one-stop delivery system." Did not address, "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." Didn't address "Incorporate within the one-stop delivery system the provisions of vocational rehabilitation services under Title IV." Didn't address "g. Strengthen linkages between the one stop delivery system and unemployment insurance programs." Didn't address "Ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient."](#)

NE Regional Response: E. Plan modified

The NE Region is requesting TA in order to adequately understand and respond to the reviewer's concerns.

2019 Update:

As a region, the Northeast Regional Board participated in training with the OOWD Business and Industry/Rapid Response coordinator. In addition, each local board along with business and industry partners participated in SWOT analysis with the state representative to discuss business and industry needs and services. This exercise provided the foundation to the building of our local business and industry services committees. These committees are comprised of business and industry hiring managers, educators, training providers and system partners to engage in effective communication related to training needs and opportunities in the area to meet the skill demand of employers.

This information is shared amongst the system operators. The sharing of this information is critical to meet the needs of our region, as different institutions offer different training that could be instrumental in meeting the needs of employers as a whole. Paramount to these conversations are strengthening the linkages in the One-Stop delivery system.

The Dream It Do It Committee is an example of sector strategies and partnerships that are working to aid in building a pipeline to meet the demands of the Manufacturing Sector. This group is comprised of business and industry leaders, educators, economic developers, and Oklahoma Works Core Partners. This group meets monthly and promotes activities for youth career exploration. In addition, the Dream It Do It Committee has sponsored internships and workshops for teachers to enhance their knowledge on the types of skills needed for occupations that can be incorporated in their classroom. Finally, this employer driven model addresses the future needs of the employer while preparing the future workforce in this demand sector.

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. The topics below have been considered as potential administrative cost sharing arrangements for the Region.

- Shared board staff
- Shared fiscal agent
- Shared operator
- Shared business services

- Common Client Management Tool

Reviewers' Comment: Need specific information on coordinated efforts. In developmental stages—nothing has been done. Have any cost arrangements been coordinated? The answer doesn't indicate. Have any funds been pooled? No answer given.

NE Regional Response: As we stated, the Region is in the developmental stages of these coordinate efforts and has only considered the topics listed. We have not made cost arrangements nor have any funds been pooled, because again, we are in the developmental stages. *A key to moving forward with this portion of the plan is receiving much-needed guidance from OOWD regarding what is allowable.*

Reviewers' Comment: Standard met.

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

- 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.**
- Whether the provision of transportation services can be enhanced, and if so, how.**
- What organizations currently provide, or could provide transportation services**
- An established process to promote coordination of transportation supportive services delivery.**

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.

We know anecdotally via our partners and service providers that transportation is a substantial hurdle within our local areas and becomes amplified when the Region is considered. We are awaiting information from OOWD on inter-county commuter patterns, but for now we know the following about the Region.

Live and work in the Northeast Planning Region	92.4%
Live in the region, but work outside the region	4.7%

Live outside the region, but commute into the region for work.	2.9%
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The real issue that we need to collect data on is how many people *could* be working if they had appropriate transportation to jobs, rather than collecting data on the people who are already providing their own transportation. We know from partners and service providers that often a job offer is rescinded when the employer learns the candidate will be using a bicycle, walking, or, in the Tulsa metro area, using mass transit to get to the worksite. However, some areas are not even served by mass transit, such as the Port of Catoosa and the Cherokee Industrial Park, two areas that are job-intense and have a high demand for workers. Our Region will work on ways to collect data on potential workers without transportation in order 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. The Northeast Planning Region board will work to coordinate services, in conjunction with or partners including the Councils of Government, to better coordinate transportation services and determine gaps to be filled. Workforce Tulsa in conjunction with INCOG, the Tulsa Chamber, and others created a vanpooling initiative two years ago, that was in the pilot phase when the oil and gas downturn occurred, and the pilot had to be suspended. The Regional Planning Board will look at ways to reactivate that pilot.

Reviewers' Comment: No mention of transportation issues or a map of regional commuting patterns. No mention of how transportation services can be enhanced. No specific data backing up claims made of employers denying jobs based on lack of transportation. No mention of what organizations currently provide, or could provide transportation services. No mention of an established process to promote coordination of transportation supportive services delivery.

NE Regional Response: We offered substantial information on transportation issues – namely that people cannot get to jobs. Please clarify what additional information is warranted.

We did not include a map of regional commuting patterns, because as stated, “We are awaiting information from OOWD on inter-county commuter patterns...”

We explained that we did not provide “data” to “back up” our claims regarding employers denying jobs based on lack of transportation, because we experience it weekly, if not daily,

in our work with job seekers and the companies that employ them.

We explained what organizations provide transportation as well as how we might provide coordination of transportation services here, “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. The Northeast Planning Region board will work to coordinate services, in conjunction with or partners including the Councils of Government, to better coordinate transportation services and determine gaps to be filled. Workforce Tulsa in conjunction with INCOG, the Tulsa Chamber, and others created a vanpooling initiative two years ago, that was in the pilot phase when the oil and gas downturn occurred, and the pilot had to be suspended. The Regional Planning Board will look at ways to reactivate that pilot.”

Reviewers’ Comment: Standard met.

- 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.**

Regarding coordination of appropriate supportive services across the Northeast Region, we have begun an inventory of partners who could potentially provide supportive services, and those inventories appears below. The first is for the Tulsa metro area, and the second is for the Northeastern Workforce Area. In the future, we will expand this inventory to ensure we’ve included the entire Region.

Workforce Tulsa and Northeast currently use 211ok.com, which serves the 37 counties that make up the entire eastern side of the state, by providing a sustainable, easy-access system for information and referral to community services for those who need help and those who provide help. Because they serve all of eastern Oklahoma, and have already done the work to inventory providers, we are exploring making this a best practice for the entire Northeast Region. We are continuing to work with our Core Partners on the Regional Planning Board to

ensure we are accessing all supportive services available, prior to providing supportive services via Title 1 funds.

For the purposes of continuous improvement, the Regional Board will, with input from service providers at the local level, revisit the supportive service needs of clients and the corresponding gaps in the Region. The Board will then work to fill those gaps.

funds.

For the purposes of continuous improvement, the Regional Board will, with input from service providers at the local level, revisit the supportive service needs of clients and the corresponding gaps in the Region. The Board will then work to fill those gaps.”

The Job Seeker Wrap Around Services Matrix was provided. The services offered are at the top and the agencies are on the left. The colored boxes indicate which services each agency provides. Please clarify in what way(s) we could make the graphic easier to “discern who is or could provide which particular service.”

Reviewers’ Comment: Standard not met. Need to discuss the region’s process to promote coordination of supportive services delivery. Font size in table is too small, heading is not included on other pages.

NE Regional Response: The NE Region is requesting TA in order to adequately understand and respond to the reviewer’s concerns.

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.

As of the submission date of the Northeast Regional Plan, the Region is anticipating further guidance from OOWD that will help as we navigate through collective negotiations on local levels of performance and reporting.

Reviewers’ Comment: Insufficient response

NE Regional Response: Please clarify what would constitute a sufficient response.

Reviewers’ Comment: Need to discuss your plan in negotiating local levels of performance with core partners in the region in the interim of awaiting state guidance.

NE Regional Response: The NE Region is requesting TA in order to adequately understand and respond to the reviewer’s concerns.

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 and local plans, prior to submission.

Efforts to develop the Regional Plan began through dialog between regional workforce system partners. These conversations have taken place at the regional and local levels through the self-assessment and SWOT analysis process. It was through these conversations that the opportunities and challenges within the region became apparent. Additionally, the Region has been committed to the timely completion of each of the established Milestones which have contributed to the framework necessary in building the Regional Plan.

The 30 day public comment period process for the Northeast Regional Plan is as follows. Prior to the date on which the Region submits the Regional Plan each local area within the region will:

1. Distribute electronic copies to all local workforce system partners and encourage partners to distribute as well and to provide input.
2. The Regional Plan will be posted on local area websites for public review.
3. The Region will encourage members of the public, including representatives of business, representatives of labor organizations, and representatives of education to submit comments on the proposed local plan, not later than the end of the 30-day period beginning on the date on which the proposed local plan is made available.
4. The Region will include, with the local plan submitted to the Governor under this section, any comments that represent disagreement with the plan.

Reviewers' Comment: No dates in the plan. No mention of the process at a regional level for input into the plan. How was the plan conceived? Addenda's are listed, but not attached.

NE Regional Response:

Please clarify what dates we should note.

The entire section explains the process at the regional level for obtaining input for the plan. Please indicate what additional information is required. The plan was conceived in exactly the way that was described above. Please indicate what other information is required.

All addenda listed below were submitted along with the plan.

Reviewers' Comment: Standard met.

14. Addenda

Addendum A - Tulsa Chamber Regional Workforce Analysis

Addendum B - Tulsa Chamber Career Pathways Document

Attachment D - Oklahoma Works Workforce System Access for All Certification Process

Addendum C - Local Plans

Addendum E- Occupation Competencies

Addendum F – NEWDB Service Director

2019 Update:

EQUAL OPPORTUNITY AND NONDISCRIMINATION STATEMENT

All Recipients, and Sub recipients/Sub grantees must comply with WIOA's Equal Opportunity and Nondiscrimination provisions which prohibit discrimination on the basis of race, color, religion, sex (Including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, or, for beneficiaries, applicants, and participants only, on the basis of citizenship status or participation in a WIOA Title I financially assisted program or activity.

The Northeast Regional Planning Board conducts all discrimination complaint investigations arising under Section 188 of the Workforce Innovation and Opportunity Act (WIOA) at 29 C.F.R. § 38.25. The Northeast Regional Planning board operates in compliance with:

- o WIOA Section 188, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or against beneficiaries on the basis of either citizenship status or participation in any WIOA Title I-financially assisted program or activity;
- o Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d et seq., as amended, which prohibits discrimination on the bases of race, color and national origin;
- o Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. § 794 et seq., as amended, which prohibits discrimination against qualified individuals with disabilities;
- o The Age Discrimination Act of 1975, 42 U.S.C. § 6101 et seq., as amended, which prohibits discrimination on the basis of age; and

- o Title IX of the Education Amendments of 1972, 29 U.S.C. § 1681 et seq., as amended, which prohibits discrimination on the basis of sex in educational programs.

Each Local Area in the Multi-Area Planning Region must also complete a Local Area Plan (See Attachment B for the template) and submit as an addendum to the regional plan.

Signatures for the Regional Plan - Include signatures on the signature page of **all** of the local workforce development board chairpersons, local workforce development board directors, and the local chief elected officials for all the workforce development areas within the region. The State will not approve a regional plan and attached local plans if all required signatures are not included. Please add/remove signature access as needed for the number of local areas in your region.

By signing the regional plan, all signatories attest that:

- They submit this plan on behalf of the region and the local areas within that region;
- The planning was done with leaders throughout the region and represents the collective thinking of those regional representatives;
- The information contained herein is true and accurate to the best of their knowledge;
- The regional plan and accompanying local plans represent the local workforce development boards' efforts to maximize resources available under Title I of the Workforce Innovation and Opportunity Act and to coordinate these resources with other State and Local programs in the planning region;
- They will operate the local system in accordance with the regional plan, their respective local area plan, and applicable federal and state laws, regulations, policies and rules; and,
- All assurances have been met.

Workforce Development Board Chair Signatures:

Local Area Name _____
 Typed/Printed Name: _____
 Signature _____ Date _____

Local Area Name _____
 Typed/Printed Name: _____
 Signature _____ Date _____

Local Area Name _____
Typed/Printed Name: _____
Signature _____ Date _____

Local Chief Elected Officials Signatures:

Local Area Name _____
Typed/Printed Name: _____
Signature _____ Date _____

Local Area Name _____
Typed/Printed Name: _____
Signature _____ Date _____

Local Area Name _____
Typed/Printed Name: _____
Signature _____ Date _____

Workforce Development Board Executive Director Signatures:

Local Area Name _____
Typed/Printed Name: _____
Signature _____ Date _____

Local Area Name _____
Typed/Printed Name: _____
Signature _____ Date _____

Local Area Name _____
Typed/Printed Name: _____
Signature _____ Date _____