

4-Year Local Plan for the
Central Oklahoma Workforce Investment
Board

For Review & Approval by Governor Kevin Stitt



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Submitted by:
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Executive Summary

The Central Oklahoma Workforce Innovation Board's (COWIB) 4-Year Local Plan was created with input from board members, elected officials, one-stop partners and community agency partners. The Workforce Innovation and Opportunity Act (WIOA) of 2014 charges all workforce system partners to work collaboratively to achieve a common goal. Creating a workforce system that is driven by businesses within local communities. Workforce partners have an opportunity to create a talent pipeline that is responsive to the everchanging needs of businesses.

The Regional Plan is COWIB's approach on how to meet the needs of the employers in our 9- county region. This plan should be viewed as a guidebook to help workforce partners be quick to respond to workforce needs in our area. This plan has been created during a pandemic and we recognize needs that have never surfaced in previous plans.

We acknowledge that market demands are in a state of change and COWIB pledges to listen to the voice of our employers to help develop a skilled workforce. This Local Plan has been written in the format specified in Oklahoma Workforce Development Issuance #10-2020: Regional and Local Planning Instructions.

COWIB, on behalf of all our partners, welcomes input on this plan.

Sincerely,

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A. Local Workforce Development System Vision

1. Provide a description of the local board's strategic vision and goals to support economic growth and economic self-sufficiency, including:

a. Goals for preparing an educated and skilled workforce, including individuals with barriers to employment; and,

Our planning region has established one over-arching goal and that is: Improving lives in our communities by building a quality workforce through education and creating connection between Jobseekers and Businesses. The system will be one that aligns the business, educational and government sectors toward common objectives leading to job growth, employee productivity and employer satisfaction while improving the per capita income of the area. What does this mean? Simply put, we will base all of our decisions on the needs of the business community ensuring that we provide training and working opportunities for our clients based on the skills needed by the businesses in our area.

Individuals get interviews because of their education attainment; they get jobs because of their work experience. Work experience provides our workforce with the skills and knowledge needed to secure and retain well-paying jobs in high-growth high-demand industries. To ensure we are working on providing more of the citizens with work experience, we have a stipulation in our service provision contract that they are to spend a minimum of 22% of the allocated training dollars for On- the-Job Training opportunities. We have also established an adult work experience program to provide our common clients a chance to learn and earn while not being an employee of a business. We are using this method with several of our clients that have barriers to employment such as single parents, a female jail diversion program, displaced homemakers, individuals who have had a drug related arrest, and returning citizens. At the same time, we have provided specific training programs aimed at providing these same individuals the opportunity to learn new skills associated with our in-demand occupations, such as welding, commercial food equipment service technician, and certified production technician.

Another goal set by the Board is the regularly scheduled AJC Partners and Friends meeting where we share information about clients and share information about specific skills in demand, along with the most pressing need in filling workplace vacancies. As part of the agenda we talk about the skills that the business community is now included as something they want from new employees. The discussion then centers on how to get those skills incorporated in existing training, establish new training or just making certain that clients have those competencies when they finish training. The many MOUs we have in place to establish how we will interact with all partners as a system, one of the goals listed to increase the number of those agreements with new partners, specifically those that are working with individuals who have barriers, in an effort to co-enroll shared clients and utilize funds in a braided fashion that provides leverage to us being able to provide a more effective manner in providing a skilled workforce.

Another goal of the Board to accomplish this strategy is to make certain all staff understand and can use the O*Net cross walk of skills, knowledge and abilities. This has been missing from the tool kit for most of workforce. Our system has not done a good job of teaching staff how to interact with their clients and

use the cross walk to discuss moving to a more in-demand occupation. In most cases this can be done with very little additional training, whether in a classroom or on a job.

The Board wants to ensure that even though our funds are now re-focused on opportunity youth, they don't want us to forget that we should be at the forefront of providing information about careers to the secondary school system. They have charged us and our partners with making certain that we promote such items as the CareerTech's Oklahoma Career Guide. It is included in new informational publication that we create. Also, the Board has decided to very proactive in the new measure of 27% of youth funds to meet the 20% of funds that must be focused on work experience for our participants.

Perhaps the biggest goal the Board has in preparing an educated and skilled workforce is making certain our partners are aware of the business demands of the workforce. They want and insist on not only sharing this information with the partners at regularly scheduled meetings, but also making certain that we publish the information and share with that information is located. We do the reverse with our business services consultants. When they are engaging a member of the business community and working to establish a workforce plan, they are also sharing information about where that business might be able to find people with the skills they need or which institution offers training in the skills they have identified.

b. Goals relating to the performance accountability measures based on performance indicators.

We believe the key to meeting performance indicators relies on the number of people the system is able to place in our demand occupation within our growing industry sectors. The background key to this is making certain each of the partners is held accountable for measuring this component. If we place qualified clients in growing industries, both the wage rate and retention measures should easily be met. However, all partners must understand these measures and work together to create a true workforce system. Our local partners are much more able to understand and react to changes in the local economies than any statewide organization. Empowering partner staff is an effort that must be achieved if we are to move the economy forward.

As we become a truly integrated system, which each partner understanding more completely their role in serving our common clients, including those with barriers, we will be able to focus on integrating more of those individuals into our growing workforce system. Helping clients understand the need for additional education attainment will enable us to have more people achieve recognized credentials, and the more skills they have the more attractive to the labor market they become.

There is a significant problem facing us in Central Oklahoma: Our workforce, given the current participation rate, is not growing fast enough to fill all of the vacancies that will exist. We need to encourage individuals with barriers to become more engaged in being a member of the workforce, and in order to that we must show them a path to advanced education that is affordable and convenient, so they can get the skills necessary to gain employment that demonstrates to them that they are better off working than not.

We will continue to hold our service provider accountable, not on the lagging performance numbers required by the state, but on actual count on a monthly basis. We will do the same for our partners. This ensures that staff understands their function is to aid people going to work, that will include providing

every possible option for them whether it be additional training, OJT, and any other workplace accommodations. The Board has established a very specific demand occupation list that includes skills needed by someone entering and completing training for that occupation. Since many of our clients have multiple barriers, our career navigators are required to have individuals that need additional training to become employed in an occupation that will afford them a livable wage, do extensive research on occupations that are in demand to familiarize themselves with not only the requirements of training but also the future work environment. This improves our outcome rate and often guarantees that these individuals will have a desirable wage – to ensure we make negotiated performance.

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

The Board is charged with being the convener of not only the business community, but also the partner expected to bring all of the core and required partners together in a strategy that will help us achieve our strategic vision and goals.

To do this we will continue to meet with all of the partners and share the Board's vision of steps that need to be taken in order to achieve a workforce system that provides the business community with a skilled workforce and allows the community and its citizens to grow and prosper. To do this, we must work with the local members of the partnership to ensure they understand the roles and responsibilities that each of them have in achieving this strategic goal. Our scheduled meetings now will take on the look of a strategic session and not just one of sharing information.

At each of our meetings we will work on a specific set of outcomes for achieving a piece of our local strategy. An example might be -- how do we increase the percentage of sight impaired individuals working in our area? To address that issue, we would first share the numbers of those individuals in our region, the most current labor market information on demand jobs; any best practices from across the globe would be shared as possibilities, the training needed to move those individuals into productive employment, etc. Then the partners would agree to a series of actionable items, with partners agreeing to specific tasks and signing a working pledge that it was their intent to accomplish those tasks. The same process could be utilized not only for serving clients, but could also be used to establish the same sort of actionable items for business engagement, providing career information, increasing apprenticeships in the area, etc.

It is to be expected that this process will be utilized over several years and the strategic focus could change depending on specific economic, demographic and funding changes. Still, it makes sense to have the board's established strategic vision and goals worked on by the entire core and required partners.

Certainly, it is understood that not every partner would or could agree to all items in produced agreement of actionable items, but we should continue to move forward with the partners who are willing to improve the quality of life in our region.

B. Local Workforce Development System Response to Regional Plan

Our Local Workforce Development Board (LWDB) is a single-area planning region, so our answers to these questions may be found in Section B of our Regional Plan.

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

Please refer to our Regional Plan, Section B, Question 1 on page 6.

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

Please refer to our Regional Plan, Section B, Question 2 on page 7.

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

Please refer to our Regional Plan, Section B, Question 3 on page 9

- 4. Provide an analysis of workforce development activities, including providing the SWOT analysis that indicates how the local area's service delivery system is prepared to meet the community's workforce development needs. The local area may add additional information to the regional SWOT analysis that was developed with the regional plan.**
 - a. Describe the strengths and weaknesses of workforce development activities.**
 - b. Describe the workforce development system's capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment.**
 - c. Describe the employment needs of employers.**

Please refer to our Regional Plan, Section B, Question 4 on page 12.

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

Please refer to our Regional Plan, Section B, Question 5 on page 17.

C. Local Workforce Development System Description

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

Please refer to the chart for all our partners in Central Oklahoma:

Program/Activity	One-Stop Partner
Programs authorized under Title I of WIOA:	
i Adults & Dislocated Worker Activities	Board of Local Elected Officials (Central Oklahoma)
ii Youth Workforce Investment Activities	Board of Local Elected Officials (Central Oklahoma)
iii Job Corps	Guthrie Job Corps Center; Talking Leaves Job Corps Center
(a) iv YouthBuild	(No programs in Central Oklahoma)
v Native American programs	Absentee Shawnee Tribe; Cheyenne and Arapaho Tribes of OK; Citizen Potawatomi Nation; Seminole Nation of Oklahoma; United Urban Indian Council
vi Migrant and Seasonal Farmworker	ORO Development Corporation
(b) Programs authorized under the Wagner-Peyser Act	Oklahoma Employment Security Commission
(c) Adult education and literacy activities authorized under title II	Oklahoma Department of Career and Technology Education
(d) Programs authorized under title I of the Rehabilitation Act of 1973	Oklahoma Department of Rehabilitation Services
(e) Activities authorized under title C of the Older Americans Act of 1965	AARP Senior Employment Foundation; Ass. Of South Central Oklahoma Governments (ASCOG); National Indian Council on Aging (NICOA)
(f) Career and technical education programs under the Carl D. Perkins Act of 2006	Francis Tuttle Technology Center; Oklahoma City Community College; Oklahoma State University - OKC; Rose State College
(g) Activities authorized under chapter 2 of title II of the Trade Act of 1974	Oklahoma Employment Security Commission
(h) Activities authorized under chapter 41 of Title 38	Oklahoma Employment Security Commission
(i) Employment and training activities under the Community Services Block Grant Act	Central OK Community Action Agency; Deep Fork Community Action Foundation; CAA of Oklahoma City
(j) Employment and training activities under the Department of Housing and Urban Development	Norman Housing Authority; Oklahoma City Housing Authority
(k) Programs authorized under State unemployment compensation laws	Oklahoma Employment Security Commission
(l) Programs authorized under section 212 of the Second Chance Act of 2007	(No programs in Central Oklahoma)
(m) Programs authorized under part A of title IV of the Social Security Act	Oklahoma Department of Human Services (TANF)

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

In Central Oklahoma, we have 3 Comprehensive Centers and 4 Specialized Centers.

Our Comprehensive Centers include:

- Oklahoma City
 5005 N Lincoln Blvd
 Oklahoma City, OK 73105

Partners physically located at this center: COWIB, OESC, Veterans Upward Bound, Guthrie Job Corps, and Metro Technology Center.

- Seminole
229 N 2nd
Seminole, OK 74868
Partners physically located at this center: Central LWDB and OESC.
- Shawnee
2 John C. Bruton Blvd
Shawnee, OK 74804
- Partners physically located at this center: Central LWDB, OESC, Guthrie Job Corps, and Department of Rehabilitation Services.

Our Specialized Centers Include:

- Chandler
722 Manvel Ave
Chandler, OK 74834
- El Reno
210 N Choctaw Ave
El Reno, OK 73036
- Guthrie
114 W Harrison
Guthrie, OK 73044
- Holdenville
205 E Main St
Holdenville, OK 74848

c. Describe the roles and resource contributions of each of the one-stop partners. Please include the completed Job Seeker and Business Services service matrices.

A copy of our regions Job Seeker Business Services Matrix is included in this local plan as Attachment III.

2. Identify your key strategies for aligning the core programs (WIOA Title I, II, III, and IV programs) as well as all required partner programs within the local one-stop system of comprehensive and affiliate offices by addressing each of the following items. (Include a copy of any completed Process Maps and how they are used to align services and avoid duplication of services).

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

Services are available for Adults and Dislocated Workers in each of the 8 counties in the Central Oklahoma workforce area. There is generally a shortage of resources to support these services. Even so, the services do exist, and thousands of workers take advantage of them annually. Throughout this Local Plan, we refer to the many one-stop partner programs that provide career services for Adults and

Dislocated Workers. These partner programs include the Wagner-Peyser program, which provides a valuable array of basic career services to any adult who is eligible to work in the United States. The Unemployment Insurance program makes benefit payments to more than 19,000 claimants each month. Also, the RESEA program provides valuable reemployment services.

Other one-stop partner programs serving this general population include the WIOA Title I Adult and Dislocated Worker grants. In January, 2017, a total of 429 Adults were receiving individualized career services through these programs. Special subsets of Adults and Dislocated Workers are served by our SCSEP program partners, our AEFLA program partner, the WIOA Native American programs, TANF, TAA, the Jobs for Veterans State Grant, and the National Farmworker Jobs Program. The types of services available to Adults and Dislocated Workers include all of those listed in WIOA Section 134(c)(2)(A).

In addition to the Career Services listed in Section 134(c)(2)(A), a limited number of training activities and supportive services are offered through the WIOA Adult and Dislocated Worker formula grant programs. These services are generally limited by a shortage of program resources. Pursuant to WIOA Section 134(c)(3)(E), priority is given recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. We also enforce the priority guidelines of the Jobs for Veterans Act.

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

Recognizing that rapid response activities are a state function, our local board intends to address these activities by following the leadership of the Oklahoma Office of Workforce Development, which has assumed responsibility for all statewide Rapid Response efforts.

COWIB will monitor the engagement of our one-stop partners as they respond to layoff events as described in the state plan. It is obvious that workers who are impacted by a rapid response event have an urgent need for the Career Services that are delivered through our local workforce development system. Our goal will be to assure that affected workers receive accurate information on and access to available employment and training activities in a timely and effective manner. As always, COWIB will provide assistance to area employers, if requested, through our Business Service Team.

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

As the convener of one-stop partners in the Central Oklahoma area, COWIB will help to coordinate relevant secondary and post-secondary education programs and activities with workforce investment activities in our area. This will help to enhance services, and avoid duplication of effort, and promote a closer working relationship between education and workforce partners.

One of our main strategies for the coordination and improvement of these services will be our activities to support, develop, and implement Career Pathways.

As we interpret this term, Career Pathways are flexible enough to serve the needs of youth, adults, and dislocated workers. We envision career pathways initiatives being launched with the cooperation of many of our one-stop partners, including: Eligible Adult Education providers, Registered Apprenticeship programs, WIOA Title I Formula grant programs, TANF activities, Programs of the Oklahoma Department of Rehabilitation Services, and Job Corps — as well as relevant secondary and post-secondary education programs and activities. We anticipate that our Postsecondary Perkins grant partners will be especially helpful in these efforts.

Features of our career pathways initiatives will include:

Aligned with the Skill Needs of Industries. We will make sure that Career Pathways initiatives in our area are appropriately aligned with the needs of business. We will take special care to make sure, when possible, that the Career Pathways provide support to the sector strategies and other business engagement efforts of our local workforce development system. (See “Other Initiatives to Meet the Needs of Employers”). We will ask employers to voluntarily serve on advisory committees to help guide the development of career pathways in Central Oklahoma. We will also work with existing advisory groups that have been convened by area career technology schools and community colleges, etc. Not least of all, we intend to use the expertise of the industry advisory boards that have already been convened by the COWIB to support our Sector Strategy efforts.

Implemented in a Full Range of Secondary and Postsecondary Education Options. Our goal will be to fully develop each Career Pathway to include a broad range of educational options – including training and education provided through secondary schools, community colleges, career tech schools, registered apprenticeship programs, etc.

Includes Career Counseling appropriate to all participant groups. To support a robust set of Career Pathways initiatives, we recognize that we will need to support effective career counseling for many different participant groups. This may involve the design of some activities to enhance the on-going training of career counselors – such as career exploration activities, etc.

Provides for Workforce Preparation Activities and Training to be offered concurrently with Educational Activities / Programs. We envision that educational activities / programs will benefit from student participation in workforce preparation activities and training activities that are focused on a specific occupation or occupational cluster.

Accelerates Educational and Career Advancement of Individuals, as much as possible. To the extent practicable, we will support the design of Career Pathway activities that allow individuals to move toward their educational / career goals at a faster pace than otherwise possible.

Supports the Attainment of a Secondary School Diploma (or equivalent) as well as Postsecondary Credential (one or more). We will support initiatives that allow young

people to enter a Career Pathway when they are secondary students. They will be able to continue on the same or a different Career Pathway when they become postsecondary students. The success of each Career Pathways initiative will be evaluated by the attainment of appropriate credentials as well as long-term career success.

Helps Individuals to Advance within a Specific Occupation or Occupational Cluster. Our Career Pathways initiatives will be flexible enough to allow underemployed workers to benefit from additional training and skill-building activities.

COWIB's role will be to support the Career Pathways initiatives in our area by "leading with" other partners. It is not our intention to manage or direct these initiatives. Rather, we will support their development, monitor their effectiveness, and raise awareness about their impact on the workforce needs of our area.

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

Since our inception under the Workforce Investment Act, COWIB has maintained a very successful partnership with the Oklahoma Employment Security Commission (OESC), which is the recipient of Wagner-Peyser grant funds in Oklahoma. With OESC, we have maintained co-located operations in a one-stop setting. Career Services have been delivered in a coordinated fashion – avoiding unnecessary duplication of effort.

In Central Oklahoma, we also rely on our one-stop operator to coordinate service providers across the one-stop delivery system. This includes coordination of services with our Wagner-Peyser partner. The COWIB's contract with our one-stop operator describes this coordination function in more detail:

"Contractor will provide integrated services and/or services being delivered in a functional delivery system. This may require Contractor to provide some services that are traditionally delivered by other entities that are none-the-less allowable services. In the integrated / functional delivery system, other entities may also be required to deliver some of the services that are included in the statement of work in this contract. Contractor's staff may be functionally supervised by staff from other partner agencies that are assisting in the provision of services in the workforce system or Contractor's staff may functionally supervise staff of other entities working in the Workforce Centers."

Additional steps to coordinate services and improve service delivery in Central Oklahoma will be included in the Memorandum of Understanding that will be negotiated by the one-stop partners in our area.

e. Describe how the local board will coordinate WIOA Title I workforce investment activities with

adult education and literacy activities under WIOA Title II, including how the local board will carry out the review of local applications submitted under Title II.

Title II of the Workforce Innovation and Opportunity Act describes how a partnership will be created among the Federal Government, States, and localities to provide, on a voluntary basis, adult education and literacy activities, in order to achieve certain goals, including:

“Assist adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency....”

The Oklahoma Department of Career and Technology Education (ODCTE) is the state agency that is responsible for administering policy for adult education and literacy activities. Pursuant to Title II, ODCTE distributes funds to local areas in the state. The State’s Unified Plan describes the funds distribution methodology.

Periodically, ODCTE awards grants or contracts, on a competitive basis, to eligible providers who have the task of developing, implementing, and improving adult education and literacy activities within the State. The grants or contracts are awarded after a review of applications that are submitted by potential providers in each local area.

Section 231(e) describes 13 evaluation criteria that must be reviewed by ODCTE before it makes any award of grants or contracts. Three out of the 13 “considerations” relate to coordination with the local workforce development system in one way or another. Here are excerpts:

(e) CONSIDERATIONS. — In awarding grants or contracts under this section, the eligible agency shall consider —

- (1) the degree to which the eligible provider would be responsive to—
 - (A) regional needs as identified in the local plan under section 108; and
 - (B) serving individuals in the community who were identified in such plan as most in need of adult education and literacy activities, including individuals—
 - (i) who have low levels of literacy skills; or
 - (ii) who are English language learners....

(4) the extent to which the eligible provider demonstrates alignment between proposed activities and services and the strategy and goals of the local plan under section 108, as well as the activities and services of the one-stop partners...

(10) whether the eligible provider’s activities coordinate with other available education, training, and social service resources in the community, such as by establishing strong links with elementary schools and secondary schools, postsecondary educational institutions, institutions of higher education, local workforce investment boards, one-stop centers, job training programs, and social

service agencies, business, industry, labor organizations, community-based organizations, nonprofit organizations, and intermediaries, for the development of career pathways;

This focus on appropriate linkages with the local workforce system is intentional. The emphasis on strong linkages is reiterated in the description of the application that must be submitted by each local eligible provider. Pursuant to WIOA Section 232, each eligible provider desiring a grant or contract from ODCTE “shall submit an application” including, at a minimum, the following information:

- (1) a description of how funds awarded under this title will be spent...;
- (2) a description of any cooperative arrangements the eligible provider has with other agencies, institutions, or organizations for the delivery of adult education and literacy activities;
- (3) a description of how the eligible provider will provide services in alignment with the local plan under section 108, including how such provider will promote concurrent enrollment in programs and activities under title I, as appropriate;
- (4) a description of how the eligible provider will meet the State adjusted levels of performance described in section 116(b)(3), including how such provider will collect data to report on such performance indicators;
- (5) a description of how the eligible provider will fulfill one-stop partner responsibilities as described in section 121(b)(1)(A), as appropriate.

Obviously, the law envisions that there will be appropriate coordination between the local workforce system and local eligible providers of adult education and literacy activities.

To drive this coordination, Section 107(d)(11) of the WIOA law provides that COWIB will review the applications submitted to ODCTE in order to “determine whether such applications are consistent with the local plan.” Additionally, COWIB will make recommendation to ODCTE in order to “promote alignment” with the local plan.

With respect to COWIB’s review of grant applications, our priority will be to confirm that each applicant properly describes their willingness to:

- Provide access through the one-stop delivery system to such program or activities carried out by the entity, including making their applicable career services available at the one-stop centers (in addition to any other appropriate locations), as described in WIOA Section 121(b)(1)(A)(i).

- Use a portion of the funds available for adult education and literacy activities to maintain the one-stop delivery system, including funds to support the infrastructure costs of one-stop centers in the Central Oklahoma area, as described in WIOA Section 121(b)(1)(A)(ii).
- Participate, as may be directed by the ODCTE, in the Memorandum of Understanding for the local workforce system in Central Oklahoma, as described in WIOA Section 121(b)(1)(A)(iii).
- Participate in the operation of the local one-stop system consistent with WIOA Section 121(b)(1)(A)(iv). Eligible providers may do this, for example, by participating in periodic meetings of the COWIB's One-Stop Partners group.
- Promote concurrent enrollment in programs and activities under title I – including, as appropriate, WIOA Formula Grant programs, WIOA Native American programs, WIOA Farmworker program, etc.

COWIB will coordinate workforce investment activities carried out under Title I with the provision of local adult education and literacy activities. We will do this by pursuing various service alignment strategies in cooperation with our one-stop partners. The exact nature of these alignment activities will be determined by the partners working together to identify appropriate referral activities, possible co-location strategies, staff cross-training activities, etc.

At a minimum, the COWIB will establish annual goals for the co-enrollment of AEFL participants into the core programs of WIOA Title I. Our intention will be to establish a numerical goal for co-enrollments into the WIOA Adult and WIOA Youth programs as well as the design of a reliable system for reporting co-enrollments, services delivered, and outcomes achieved.

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

The Central Oklahoma Workforce Innovation Board (COWIB) has established a Youth Council comprised of members from the counties that make up the Central Oklahoma workforce development area. The purpose of the Council is to provide expertise in youth policy and to assist the COWIB Board with Youth programs under the Workforce Innovation and Opportunity Act. Duties of the Council are as follows.

1. Provides the framework for developing comprehensive and effective strategies that ensure youth acquire the education, skill, work experience and support they will need to reach their full potential and successfully transition to productive adulthood. The mandated partners represented bring together a diverse set of stakeholders and resources to accomplish this mission.

2. Facilitates engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs; and
3. Supports a local workforce development system that meets the needs of businesses in the local area.

Members of the Youth Council are representatives of the communities served who agree to work cooperatively to engage employers and youth for a common purpose — to expand employment and training opportunities in the Central Oklahoma area. In efforts to be strategic in action, the COWIB Youth Program is aligned as nearly as possible to the action plan of the State youth program committee.

As identified in the State’s Unified Plan, the action items identified by the state’s Youth Program Committee include:

- Work with the education system to support the prevention and recovery of affected youth.
- Develop strategies for both in-school and out-of-school youth.
- Develop a plan in support of youth which would include a communication infrastructure that will inform and engage all stakeholders.
- Provide guidance to assist in achieving compliance.

Assessment of the WIOA Title I Youth Formula Grant Program.

During Program Year 14, quantitative goals were established based on performance and/or contractual measures. It was found that the program provided generally positive results, including:

- 118 Obtaining HS diploma or post-secondary credential
- 85 participants in STEM field of study
- 18 Placed in Work Experience activities;
- 219 trained in Smart Work Ethics. “SWE” is used to help youth develop soft skills and understand the importance of being able to work with others and communicate effectively; preparing youth and young adults for the workplace.
- Tutoring in Math and Reading, in partnership with OIC and Competitive Edge, resulting in 41% of youth showing significant increase in math and reading scores.

- Career Exploration activities were conducted at Braum's Dairy, OKC Fire Department, Ag. Programs Tour at OSU-OKC, Health Careers Tour at Francis-Tuttle, Workshops on life skills, nutrition and fitness, and labor law, SOAR study skills training at all sites, Pelco Manufacturing, Boldt Construction Tour, Sabolich Prosthetics, Forensic Science Workshop.
- A special project allowed 17 youth participants to attend a 4-week Simulated STEM internship at OCCC to explore health sciences and engineering.

Conclusions have been drawn from these assessments, and they have been taken into consideration during the development of this 4-year local plan.

Successful Models of Youth Workforce Investment Activities.

Our Local Plan affirms the COWIB's commitment to providing high quality services for youth and young adults beginning with career exploration and guidance; continuing support for educational attainment, opportunities for skills training in in-demand industries and occupations; and culminating with a good job along a career pathway or enrollment in postsecondary education.

For In-School Youth, COWIB will support youth workforce investment models that focus on school retention and completion. Our goal will be to help each in-school youth participant to successfully transition to employment and/or postsecondary school enrollment. The complete menu of Youth program elements will be offered to participants, as needed. A particular emphasis will be placed on Work Experience activities as well as career exploration, tutoring, etc.

For Out-of-School Youth, COWIB will support models that provide a needed continuum of services to help disconnected youth navigate between the educational and workforce systems. All of the elements described in WIOA Section 129 will be available to participants who need them. In particular, we will offer paid work experience activities that have as a component academic and occupational education, including –

- Summer employment opportunities and other employment opportunities available throughout the school year;
- Pre-apprenticeship programs;
- Internships and job shadowing; and
- On-the-job training opportunities.

As suggested by Department of Labor guidance, we will coordinate our work experience activities with other youth serving organizations and agencies. We will strengthen our partnership-building efforts by reaching out to Temporary Assistance for Needy Families, Community Services Block

Grant activities, and Community Development Block Grant programs.

Additionally, we will endeavor to expand our linkages with our Adult Education partners, WIOA Native American programs, and Job Corps

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

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

The core programs in our local workforce development system are:

1. The Wagner-Peyser Employment Service (ES) Program;
2. The WIOA Title I Adult program;
3. The WIOA Title I Dislocated Worker program;
4. The WIOA Title I Youth program;
5. The Adult Education and Literacy Activities under WIOA Title II; and
6. The programs of Title I of the Rehabilitation Act of 1973 (amended by WIOA Title IV).

Collectively, these programs serve thousands of individuals within the Central Oklahoma area. Even so, there is always the possibility to expand and improve access to these programs and services.

Our local board is committed to working with our core program partners to expand access to employment, training, education, and supportive services. We will do this by:

- (1) Improving our outreach efforts to the community – aiming to increase awareness of our services, particularly with regard to community groups with barriers to employment.
- (2) Locating our services in places that are conveniently accessible to the 1.4 million residents of our 9-county area.
- (3) Creating and maintaining electronic service delivery systems that are user-friendly, effective, and accessible to individuals who reside in remote parts of our area.
- (4) Maintaining our efforts to identify individuals with barriers to employment when they present themselves during intake.
- (5) Making sure that the participants of all core partners are made aware of the full scope of services that are available to them through the American Job Center network in Central Oklahoma.

(6) Assuring that services are delivered equitably, in full compliance with Section 188 of WIOA – “Nondiscrimination” — including the language accessibility provisions of the law. (See “Complying with Section 188 of WIOA,” Page 83)

And,

(7) Assuring compliance with the Americans with Disabilities Act, including a focus on physical accessibility at all of our locations. (See “Complying with the Americans with Disabilities Act,” page 83)

Our local board, through its one-stop partners, has established a Facilitating Access to Services Team – the “FAST” team – whose purpose is provide information and guidance to one-stop partners who want to make their facilities and services more accessible to all customers. The group also promotes the creation of effective electronic linkages to services. Additionally, the team supports a process for sharing space within the one-stop centers in our area.

To measure our effectiveness in expanding access to services, COWIB will compile a periodic report on the number of participants served by our core programs. The report will include a breakdown of services received (employment, training, education, and supportive services) by various participant groups – including groups that have recognized barriers to employment. Our objective will be to document progress in each core program from year-to-year.

If necessary, the local board will make recommendations to improve access to services for eligible individuals. This effort will be undertaken in coordination with the State-level Equal Opportunity Officer.

b. Facilitate the development of career pathways*. Provide a list of the career pathways, and for each include:

- **The phase of development (conceptual, in initial implementation, being sustained, or, expanding);**
- **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;**
- **Relevance – Indicate the connection between the demand and the priority(ies) for the region;**
- **Strategy – Identify the sector partners and the role of each;**
- **Funding – Describe available resources that will support the strategy;**
- **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.**

This item relates, in part, to how the local board will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities.

In a broader sense, though, Career Pathways offer opportunities for all job seekers – not just students in secondary and postsecondary education programs and activities. For example, Career Pathways can be important for meeting the needs of dislocated workers, older workers, and workers who are underemployed.

As defined in Section 3 of WIOA:

- (7) CAREER PATHWAY. — The term “career pathway” means a combination of rigorous and high-quality education, training, and other services that—
- (A) aligns with the skill needs of industries in the economy of the State or regional economy involved;
 - (B) prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including apprenticeships registered under the Act of August 16, 1937 (commonly known as the “National Apprenticeship Act”; 50 Stat. 664, chapter 663; 29 U.S.C. 50 et seq.) (referred to individually in this Act as an “apprenticeship”, except in section 171);
 - (C) includes counseling to support an individual in achieving the individual’s education and career goals;
 - (D) includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
 - (E) organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
 - (F) enables an individual to attain a secondary school diploma or its recognized equivalent, and at least 1 recognized postsecondary credential; and
 - (G) helps an individual enter or advance within a specific occupation or occupational cluster.

COWIB will seek to identify, review, expand, and create new career pathways to benefit workers in Central Oklahoma. We recognize that some of our partners have previously been engaged with the development of career pathways. As much as possible, we will avoid the duplication of their efforts.

In our work to facilitate the development of career pathways, we will be guided by the U.S. Department of Labor’s Career Pathways Toolkit: An Enhanced Guide and Workbook for System Development.

Additionally, we will rely on guidance from the state’s Career Pathways Committee. We note that the Governor’s Council has a duty to assist the Governor in developing “strategies to support the use of career pathways.” (WIOA Section 101(d)(3)(B)).

A copy of the Department of Labor’s Toolkit can be found online, here:

https://careerpathways.workforcegps.org/resources/2016/10/20/10/11/Enhanced_Career_Pathways_Toolkit

The Toolkit recommends a step-by-step process for building career pathways, including:

Element One: Build Cross-Agency Partnerships

Element Two: Identify Industry Sector and Engage Employers

Element Three: Design Education and Training Programs

Element Four: Identify Funding Needs and Sources

Element Five: Align Policies and Programs

Element Six: Measure System Change and Performance

COWIB and its one-stop partners are always looking to build cross-agency partnerships. As of December, 2018, COWIB introduced an electronic AJC Partners referral form (fully accessible). Only a few Partners utilize this form. As of 2020, many Partners and CBOs (Community Based Organizations) are participating in Unite Us (COWIB) and/or Be A Neighbor platform.

Conceptually, our career pathways efforts will begin with initiatives designed to meet the needs of employers in our most important industry sectors. We recognize that an effective career pathways system must be employer driven.

As stated in the Toolkit: “As a full partner, employers have active and continual involvement from program inception through implementation. Engaging employers early on in the design of an initiative will help ensure that a career pathways system aligns with business needs.”

As a consequence, our career pathways initiatives in Oklahoma will parallel, to a large degree, the COWIB’s work on sector strategies. Both career pathways and sector strategies will involve a strengthened relationship with employers.

As noted in the toolkit: “A sector strategy is a strategic approach to engage employers by bringing together industries critical to the economic success of a region and identifying the skills that are necessary to build the region’s talent pipeline.”

During the 4-year scope of our Local Plan, COWIB will develop a list of career pathways. During the first year of the Plan, our focus will be on building partnerships within our one-stop delivery system, engaging employers, and identifying the industries and occupations on which to focus our attention.

Our career pathways development efforts will address the following list of careers:

- Aerospace
- Construction
- Modern Energy

Here is more detail:

Aerospace

a. The phase of development ... conceptual;

b. Workforce Demand (need) – Aerospace Engineer has a Location Quotient of 1.86 and a projected job growth of 30% between 2014 and 2024. This occupation supports the aircraft repair and maintenance industry, which is a major employer in the Central Oklahoma workforce area. Occupational skills include Critical Thinking, Reading Comprehension, Science, Active Listening, Complex Problem Solving. Related occupations include Electrical Engineers, Mechanical Engineers, and Aircraft Mechanics & Service Technicians.

c. Relevance – Highly relevant; COWIB has launched an employer advisory board focused on the aerospace industry;

d. Strategy – The recruitment of sector partners is not yet complete; roles have not yet been determined;

e. Funding – Not yet determined;

f. Unfunded Critical Elements – We anticipate that there will be planning sessions involving multiple partners, and the funding source for these planning sessions has not yet been identified. Other critical elements will be identified in the course of our planning process.

Construction

a. The phase of development ... ongoing;

b. Workforce Demand (need) – The Construction industry was identified as a demand sector for this project in Q3 2020 by the Employment & Training Alliance of Central Oklahoma and the Greater Oklahoma City Chamber of Commerce. Several occupations within the industry have a projected growth of more than 15% between 2020 and 2030. This includes Construction Laborers, Electricians, Plumbers, and HVAC careers. (EMSI Report)

c. Relevance – The Construction sector is not only relevant because of the expected growth in the next ten years but because the staffing patterns of this industry allow achievable entry points for the vulnerable populations served by COWIB. The Construction Laborer occupation requires no formal education yet can lead to a sustainable, life-long career and small business ownership as determined by our advisory committee.

d. Strategy – This sector partnership was started during the COVID-19 pandemic, leading to a virtual strategy. After sector selection, our team cold-called construction employers in our nine-county area to ask for participation. We then scheduled one-on-one calls with employers only, intentionally leaving workforce development partners out of the conversation, to start collecting candid feedback on workforce challenges and needs. Two virtual forms were created as "homework" for employers who were able to give additional feedback including uploading their company job descriptions and wage charts. COWIB's Business Services Team reviewed the virtual feedback forms and notes from one-on-one meetings with employers to create a presentation showcasing the collective challenges and needs for the sector partnership's Advisory Committee. This committee agreed to the challenges and needs identified and approved this presentation for our team to take it to our Business Services Network. The challenges and needs presentation, along with recommendations on solutions, was presented to our Business Services Network. In Q1 2021, it was determined that the Construction Sector Partnership should continue with quarterly meetings at COWIB to work directly with employers and the Advisory Committee on implementing the identified solutions and review outcomes.

e. Funding – No outside funding has been used for the project to date.

f. Unfunded Critical Elements – During sessions with employers, safety training was acknowledged as a need and a significant determination between two job candidates. Funding may be needed as the project continues to identify new solutions for the challenges and needs addressed.

Modern Energy

a. The phase of development ... conceptual;

b. Workforce Demand (need) – Research indicates that one specific area of effort in the electric energy industry that has the potential to underwrite considerably the workforce development in the ACOG region is battery technology. Modern energy can be harvested with the help of solar panels, wind turbines, or natural gas plants. However, climate regulations restrict more and more of the modern energy tools that generate carbon emissions. Solar panels require a constant stream of sunlight, and wind turbines are reliant on significant wind velocity. Given that nature does not provide these relentlessly, sustaining the electricity grid necessitates the technological development of highly capable batteries.

c. Relevance – Highly relevant;

d. Strategy – Association of Central Oklahoma Government (ACOG) will serve as the intermediary organization for this sector partnership. ACOG will also be engaging and convening employers, educators, EDO's, and other various stakeholders. Together, we will identify workforce gaps, barriers to employment, and other talent pipeline or industry needs. This will specifically include meeting space, supplies, travel expenses, facilitation, time and effort.

e. Funding – OOWD Sector Partnership Grants;

f. Unfunded Critical Elements – We anticipate that there will be planning sessions involving multiple partners, and the funding source for these planning sessions has not yet been identified. Other critical elements will be identified in the course of our planning process.

c. Facilitate co-enrollment, as appropriate, in core programs.

This planning requirement is distilled from WIOA Section 108(b)(3):

(3) a description of how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable);

In context, the focus is on co-enrollment in core programs for the purpose of promoting career pathways and improving access to services leading to a recognized postsecondary credential.

In this regard, our local board is fully committed to facilitating the development of career pathways. We are also committed to working with our “core” partners – OESC, DRS, ODCTE – in order to improve access to services.

Presently, there are no policy barriers to the co-enrollment of an eligible individual in two or more of our core partner programs – but there are technical barriers which tend to complicate the sharing of participant data between programs.

To illustrate the absence of policy barriers, consider the fact that co-enrollments occur regularly between the WIOA Adult program and the Wagner-Peyser program. Other types of co-enrollments include TAA participants who are simultaneously counted as participants in the WIOA Dislocated Worker program, older Youth who may be co-enrolled in the WIOA Adult program, etc. If the eligibility guidelines are satisfied, an individual may be co-enrolled in as many programs as s/he cares to apply for.

Even so, co-enrollments are sometimes difficult to track – this is because there are several different “core” programs, and they do not all use the same case management and reporting system. So, for example, an eligible provider of Adult Education services would not automatically know that one of its students has co-enrolled in the WIOA Youth program. The automated case management system for the WIOA Youth program (the OSL system) does not directly communicate with the LACES system used by Adult Ed providers.

This is a technical deficiency of our system. Fortunately, it can be overcome. In fact, our local board will make it a priority to identify and/or create a supplemental data tracking system to manage co-enrollments in Career Pathways activities, etc.

The scope of this supplemental data management system will necessarily be limited. We do not envision trying to build a large database that shares all “core” program enrollments. However, for the specific purpose of supporting Career Pathways activities and activities leading to a recognized postsecondary credential, it seems feasible to create a secondary data system.

This is a co-enrollment strategy that we will pursue in collaboration with our “core” program partners.

d. Improve access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

The phrase “recognized postsecondary credential” is defined in Section (3) of WIOA:

(52) RECOGNIZED POSTSECONDARY CREDENTIAL. — The term “recognized postsecondary credential” means a credential consisting of an industry-recognized certificate or certification, a certificate of completion of an apprenticeship, a license recognized by the State involved or Federal Government, or an associate or baccalaureate degree.

Our local board will direct our One-Stop Operator to work with our Adult Ed, VR, and Wagner- Peyser partners to improve access to recognized post-secondary credentials.

To accomplish this goal, we will focus on strengthening pathways to certificates and degrees, increasing postsecondary opportunities in high school, expanding adult degree completion efforts, improving basic skills remediation efforts, and providing greater supportive services for participants who need financial assistance.

One of our objectives will be to provide effective career counseling for unemployed, underemployed, and dislocated workers. We intend to improve awareness of viable paths to career entry and career building. A special priority will be given to demand occupations in the Central Oklahoma area.

Increasing postsecondary opportunities in high school is a state priority so more students can graduate from high school with specialized knowledge or credentials to enter in-demand occupations, start businesses, or continue education with less time to completion. Realistically, our local workforce system will have a limited capacity to influence this objective. The primary focus of our WIOA Youth program will be out-of-school youth. However, we will provide a small portion of resources to in-school youth.

Another objective will be to provide support for WIOA Adult and Dislocated Worker participants through our system of Individual Training Accounts. In this regard, we are committed to offering these participants a wide choice of training and education options. See the description of “Individual Training Accounts and Consumer Choice” elsewhere in this Plan.

In the COWIB’s Policy on Informed Customer Choice, we affirm that priority consideration for training services shall be given to programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the Central Oklahoma area.

e. Facilitate engagement of employers* in workforce development programs, including small employers and employers in in-demand industry sectors and occupations to:

Our local workforce development system has established an Employer Engagement Team – the purpose of which is to:

- (i) facilitate engagement of employers, including small employers and employers in in- demand industry sectors and occupations, in workforce development programs; and
- (ii) support a local workforce development system that meets the needs of businesses in the local area;

Members of the Employer Engagement Team are representatives of One-Stop Partner agencies who agree to work cooperatively to engage employers in a common purpose — to expand employment and training opportunities in the Central Oklahoma area.

The partners in our system understand that businesses play a large role in workforce development. The Association for Talent Development estimates that American companies spend close to \$164 billion annually on all kinds of employee training and development. [1] The federal budget for workforce development programs is dwarfed by the scale of these private sector investments.

Therefore, we will regard employers in Central Oklahoma not just as customers of our workforce development system. In many cases, they may also be partners with us. For example, they may collaborate with us in providing work experience activities, Transitional Jobs, workplace literacy activities, and so on.

In this regard, from time to time, we will engage employers as providers of occupational skills training – as, for example, when we enter into On-the-Job Training Agreements, Customized Training contracts, etc.

When we engage employers as providers of training or as partners in other types of workforce development activities, we will approach this task with professionalism and honesty. We recognize that the best partnerships are those which yield benefits to all stakeholders — including the employer as well as the local workforce development system. We will have a commitment to fairness. To the extent possible, we will engage with all employers, large and small, who are willing to work with us to support employment opportunities in in-demand occupations / industry sectors.

Moreover, we will have a commitment to compliance with the regulatory requirements of each of our one-stop partner programs, as appropriate. We will be especially focused on assuring that the labor standards of Section 181(b) are fully upheld.

A special type of Employer Engagement is the delivery of Business Services. Many of our one- stop partner agencies offer valuable services that are intended to improve the productivity and profitability of businesses in the Central Oklahoma area.

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

Many of the one-stop partners in our local workforce development system offer valuable services that are intended to improve the productivity and profitability of businesses in the Central Oklahoma area. These services are designed to meet the needs of area employers.

Examples of business services include:

Incumbent Training – Upskill your current workforce with a training grant up to \$10,000. These funds are perfect for companies looking to expand into new product lines or companies affected by changes in technology;

Job Matching – Using the job requirements set by the employer for the job opening, find the preferred number of top job candidates that meet those requirements and give the list to the employer;

Job Postings & Fairs - Whether it's online or in-person, we would love to host your next job fair! We'll also help you get started with posting your open positions on OKJobMatch.com and our weekly Hot Jobs email subscription list.

Job Referrals – Giving an employer the list of matched and screened job candidates for the business' current job openings;

Labor Market Info – Get the data you need to support your short and long-term workforce strategies including information on occupations, programs, and wages;

Lay-Off Aversion/Incumbent Worker Training – Activities that increase the skill level of existing employees and connect companies facing financial difficulties to resources that may prevent or reduce the need for layoffs;

On-The-Job Training – businesses provides: a vacant, full-time position (minimum 32 hours per week), Workers' compensation coverage, and the ability to train on-the-job;

Paid Internships – We are always looking for employers to provide short-term opportunities for Oklahoma Works participants to gain hands-on work experience and build a resume. Participant wages are completely paid by Oklahoma Works;

Provide Interviewing Space – Providing space within your facility for an employer to conduct interviews. This may include, but is not limited to: providing a room, equipment, refreshments, staff to greet the job candidates, and logistics for the interviews;

Rapid Response – Providing short-term, early intervention and immediate assistance with layoffs and/or plant closures (affected by corporate restructuring, plant closures, or loss of jobs due to natural disasters) affecting a significant number of workers. Activities may include, but are not limited to the establishment of onsite contact with employers and employee

representatives, the provision of information and access to available employment and training activities, assistance in establishing a labor-management committee with the ability to devise and implement a strategy for assessing the employment and training needs of dislocated workers, and obtaining services to meet those needs, the provision of emergency assistance adapted to the particular closure, layoff or disaster, and, the provision of assistance to the local community in developing a coordinated response and state economic development assistance.

Schedule interviews – Contacting job candidates electronically, by phone or in person on behalf of a business to schedule a time for the business to interview the candidate for a job;

Skills-Based Hiring – Join our team for opportunities to learn about Skills-based Hiring practices and earn PDCs for HRCI & SHRM. We also offer no-cost skill assessments for your potential new hires;

To help meet the needs of businesses in Central Oklahoma, our Business Services Team has developed a Business Services Network to collect all of the services available to assist businesses and provide employers with a single point of contact to access resources. The network includes system partners, chambers of commerce, economic development, and community-based organizations.

Training and Employment Guidance Letter No. 16-16 (“One-Stop Operations Guidance for the American Job Center Network”) provides guidance on how business services are to be provided through the local workforce development system.

TEGL 16-16 states:

To support area employers and industry sectors most effectively, American Job Center staff, including designated partner program staff, must:

- Have a clear understanding of industry skill needs;
- Identify appropriate strategies for assisting employers, and coordinate business services activities across American Job Center partner programs, as appropriate; and
- Incorporate an integrated and aligned business services strategy among American Job Center partners to present a unified voice for the American Job Center in its communications with employers.

In this regard, the efforts of our Business Services Network will be supported by the COWIB’s Business Services Team. For more than a decade, our Business Services Team has been an on-going practice.

The COWIB’s Business Services Team uses a multi-pronged approach to improve services to meet the needs of regional employers. First and foremost, we will continue to fund an active business services consulting project. We plan on keeping three COWIB staff assigned to this work. They will be making calls on the businesses in our region to identify their workforce needs and make appropriate referrals to

partners if it is a service we can't provide. To make certain that we are covering the region, one of our team members will be out-stationed in Pottawatomie County and charged with interacting with the businesses in our five most eastern counties.

Currently, we offer a full range of core services including written job descriptions, labor market information, career exposure activities, incumbent worker training, and job postings.

In the past, we have hosted new supervisors training, several CEO information sessions, and provided information on pending legislation that might impact companies and their interaction with employees.

As part of our Local Plan, an Employer Engagement Matrix will be submitted to the Governor's Council for Workforce and Economic Development. The matrix will illustrate the various types of business services and Employer Engagement opportunities that are available to employers in the Central Oklahoma area.

- **Provide better coordination between workforce development programs and economic development;**

In any local area, access to a skilled workforce is the number one need for economic growth and sustainability. To support the needs of businesses in Central Oklahoma, our local workforce system regularly engages with economic development organizations in our 9- county area.

The Central Oklahoma workforce development area falls within the boundaries of two regional economic development areas (EDA's), as designated by the Economic Development Administration of the U.S. Department of Commerce:

- The Association of Central Oklahoma Governments (ACOG) Economic Development District aligns perfectly with the four western-most counties of the Central Oklahoma area.
- The Central Oklahoma Economic Development District (COEDD) encompasses the five eastern-most counties of our area.

Additionally, through the COWIB board, our local workforce development system will maintain close coordination with regional economic development organizations such as the Greater Oklahoma City Regional Partnership (which crosses the boundaries between the EDA's), Oklahoma Professional Economic Development Council (OEDC), and other local economic development agencies. By design, the COWIB board includes representatives of governmental and economic and community development entities serving the Central Oklahoma area.

COWIB is widely recognized as the go-to partner in efforts to address skill shortages wherever they may exist.

In order to better coordinate workforce development programs and economic development,

COWIB will support the following strategies:

1. COWIB's Chief Executive Officer (or designate) will attend all ACOG meetings on the subject of CEDS implementation. CEDS is the Comprehensive Economic Development Strategy. Elected officials from our 9-county area also attend these meetings.
 2. Elected officials from our 9-county area will attend COEDD meetings.
 3. COWIB's CEO (or designate) will attend meetings of the Greater Oklahoma City Regional Partnership.
 4. As required by WIOA Sec. 107(b)(2)(D), the membership of the COWIB board of directors will include one or more representatives of economic and community development entities.
 5. All opportunities for appropriate coordination between workforce development programs and economic development efforts will be explored.
- **Support sector partnership strategies, including a list of active sector partnerships. For each, describe:**
 - **The phase of development (conceptual, in initial implementation, being sustained, or, expanding)**
 - **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.**
 - **Relevance – Indicate the connection between the demand and the priority(ies) for the region.**
 - **Strategy – Identify the sector partners and the role of each.**
 - **Funding – Describe available resources that will support the strategy.**
 - **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.**

Pursuant to WIOA Section 107(d)(4)(D), a local workforce development board like COWIB has a duty to “lead efforts to engage with a diverse range of employers” in order to achieve certain objectives, including:

“...To develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships), that provide the skilled workforce needed by employers in the region, and that expand employment and

career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations.”

As defined in WIOA Section 3(26), an “industry or sector partnership” means a workforce collaborative, convened by or acting in partnership with a local board, that organizes key stakeholders in an industry cluster into a working group that focuses on the shared goals and human resources needs of the industry cluster. A properly-designed sector partnership includes, at the appropriate stage of development of the partnership—

- Representatives of businesses;
- One or more representatives of a labor organization or central labor council, or another labor representative, as appropriate;
- One or more representatives of a provider of education or training programs that support the industry cluster; and
- Optionally: Representatives of local government, business or trade associations, economic development organizations, nonprofit organizations, community-based organizations, or intermediaries, philanthropic organizations, industry associations; and others.

During the 4-year scope of this Local Plan, COWIB will continue to use a sector strategy approach for engaging the employer community. Our past efforts have included organizing sector partnerships focused on the hospitality industry, aerospace, transportation, and energy industry.

Our framework consists of creating individual industry advisory boards for those sectors that are critical to our regional economy. This approach assures that our local workforce development system will be job-driven. We will use industry and sector partnership to help us identify and address the workforce needs of multiple employers.

We are engaged in a sector strategy partnership with the Oklahoma Manufacturing Association to develop career pathways for advanced manufacturing.

In our framework, we deal with not only the human resources side of the equation, but also the operational point of view to give us a much better look inside the industry. Our methodology also includes the members of the sector partnership creating their own leadership of the group as well as the agenda for their meetings. Our goal is simply to provide staff to their efforts in designing solutions to common industry problems in Central Oklahoma. This framework seems to give us the best input for creating alignment in the area as well as remaining current on issues that impact those industries critical to the economic well-being of our area.

As our sector partnerships mature over the course of the next four years, we will be able to determine the exact strategies need to meet the needs of each sector as well as the operational and budgetary requirements to sustain them.

Our sector partnerships include:

- Aerospace
- Construction
- Modern Energy

During the course of our 4-year Local plan, additional sector partnerships will be created. Existing partnerships may be re-purposed to meet emerging needs.

- **Strengthen linkages between the One Stop delivery system and unemployment insurance programs; and,**

We agree wholeheartedly with Unemployment Insurance Program Letter No. 20-15, which states:

“UI programs play a vital role in the comprehensive, integrated workforce system by providing income support benefits to eligible individuals, who continue to be important customers of the workforce system.”

The partners in Central Oklahoma’s workforce development system have a continuing interest in strengthening the linkages between our system and the unemployment insurance programs authorized under state and federal law.

Furthermore, we agree with this statement in Training and Employment Guidance Letter 16- 16, (“Coordination with Partner Programs“):

“The American Job Center network must provide reemployment services to UI claimants for whom such services are required as a condition for receipt of UI benefits. Services must be appropriate to the needs of UI claimants who are referred to reemployment services under any Federal or State UI law.”

TEGL 16-16, goes on to identify some of the needs of UI claimants and how they are met by a properly-designed workforce development system:

- Provision of information and assistance regarding filing claims under UI programs, including meaningful assistance to individuals seeking assistance in filing a claim.
- The American Job Center has current labor market information and provides a wide array of re-employment services free of charge.
- Employment Service staff can refer claimants to job openings in the local area, or in other parts of the State or country if the claimant is willing to relocate.
- Referral to various training programs.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

- If job openings in current field are limited, can offer testing and counseling to determine other appropriate jobs for the claimant.
- Claimants who believe they have special needs or considerations, such as physical needs, which may prevent them from getting a job, can be referred to other agencies for help with those needs.

Through the staff and managers of the Oklahoma Employment Security Commission, our local system will offer services to UI claimants, including services delivered through the voluntary Reemployment Services and Eligibility Assessment (RESEA) program.

Required RESEA services are described in Unemployment Insurance Program Letter 03- 2017:

Each RESEA must include the following minimum components to serve the needs of the claimant:

- UI eligibility assessment and referral to adjudication, as appropriate, if an issue or potential issue(s) is identified;
- Requirement for the claimant to report to an AJC;
- Orientation to AJC services;
- The provision of labor market and career information that addresses the claimant's specific needs;
- Registration with the state's job bank;
- Enrollment in Wagner-Peyser-funded Employment Services;
- Development or revision of an individual reemployment plan that includes work search activities, accessing services provided through an AJC or using self-service tools, and/or approved training to which the claimant acknowledges agreement; and
- Provision of at least one additional career service, such as:
 - Referrals and coordination with other workforce activities, including the WIOA Dislocated Worker Program;
 - Labor Exchange, including information about in-demand industries and occupations and/or job search assistance;
 - Information about the availability of supportive services;
 - Information and assistance with financial aid resources outside of those provided by WIOA;
 - Financial literacy services; and
 - Career readiness activities, including assistance with resume writing and/or interviewing.

The local workforce development system in Central Oklahoma will support these services by assuring that there is space available for these activities at our comprehensive one-stop centers in Oklahoma City, Seminole, and Shawnee.

Additionally, we will explore the capacity of our system to facilitate some or all of these services at our specialized locations in Chandler, El Reno, Guthrie, and Holdenville.

The partners in our system firmly believe that UI claimants should receive “meaningful” staff-assisted services, as needed. As stated in UIPL 20-15, “‘Meaningful assistance’ means having staff well-trained in UI claims filing and claimant rights and responsibilities, available in the one-stop centers to provide UI claim-filing assistance, if requested....”

We recognize that the ultimate goal of UI / RESEA services is the reemployment of our customers to meaningful employment as quickly as possible.

In this regard, it is our plan to enter into a separate MOU with OESC that will outline how we will better integrate the services to individuals utilizing the unemployment insurance program. It is our intent to intercede with these individuals as they come into the centers as required by state law. Our efforts will be to enroll these clients into WIOA and work with the OESC staff to provide the full array of services available to all customers. As part of this effort we will work to establish placement performance of UI claimants. We will not measure how many return to employment, but how quickly we can reengage them in the workforce.

We will measure the number of weeks that these individuals draw against the number of possible weeks and use that to determine the amount of potential dollars saved to the UI trust fund. This information will be published on a quarterly basis. We will also track the number of claimants that are enrolled in occupational training placing them on another career path. When we have utilized all of our dislocated worker funds we will petition the state for part of funds set aside for rapid response and if that isn’t available we will complete the necessary paperwork asking for National Emergency Grant funds.

- **Implement initiatives such as incumbent worker training programs, on-the- job training programs, customized training programs, work-based learning, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers.**

As noted in other sections of this Plan, our local workforce development board has a realistic plan to facilitate the engagement of employers in workforce development programs, provide business services, coordinate the workforce development programs in our area with local economic development efforts, and strengthen linkages between the one-stop delivery system and unemployment insurance programs.

To further meet the needs of employers, we intend to support additional initiatives that will advance workforce development in the Central Oklahoma area. These initiatives include:

Incumbent Worker Training Programs. Under Title I of WIOA, up to 20 percent of Adult and Dislocated Worker formula grant funds may be used for incumbent worker training projects. Projects like this will be designed and implemented in conjunction with one or more employers for the purpose of helping their workers to obtain the skills necessary to retain employment or avert layoffs. As described in WIOA Section 134(d)(4)(C), the employer is required to pay for part of the training. The employer’s share of the training cost ranges from 10 to 50 percent, depending on the size of the employer.

The employer may provide their share in cash or in kind, fairly evaluated. The employer’s share may include the amount of the wages paid by the employer to a worker while the worker is attending the training program.

We have explored opportunities to align our WIOA Incumbent Worker Training programs with similar programs that may be provided with state or local funding and we have created an effective policy.

On-the-Job Training Programs. WIOA Section 134(d)(3)(D)(ii) permits the use of WIOA Adult and Dislocated Worker funds to support on-the-job training (OJT) activities. In this context, “OJT” means training by an employer that is provided to a paid participant while engaged in productive work in a job that—

- (A) provides knowledge or skills essential to the full and adequate performance of the job;
- (B) is made available through a program that provides reimbursement to the employer of up to 50 percent of the wage rate of the participant; and
- (C) is limited in duration as appropriate to the occupation for which the participant is being trained.

COWIB routinely uses our WIOA Adult and Dislocated Worker funds to support OJT training activities with qualifying employers. We will continue to do so during the 4-year scope of this Local Plan. The Board already requires of our Service Provider that 15% of all training funds must be spent for on-the-job training opportunities.

Customized Training Programs. This is another type of occupational skills training designed to meet the specific needs of employers. As defined in Section 3 of WIOA, “customized training” is training:

- (A) that is designed to meet the specific requirements of an employer (including a group of employers);
- (B) that is conducted with a commitment by the employer to employ an individual upon successful completion of the training; and
- (C) for which the employer pays—
 - (i) a significant portion of the cost of training...

COWIB will use a portion of our WIOA Title I funds to support customized training projects in our area.

To the extent possible, we will implement these training projects in coordination with other one-stop partners.

Industry and Sector Strategies. This portion of our plan is described in “Sector Strategies.”

Career Pathways Initiatives. Elsewhere in this Plan, we describe how we will coordinate education and workforce investment activities in our local area with relevant secondary and postsecondary education programs. In particular, we make a commitment to lead efforts in the local area to develop and implement career pathways.

The term “career pathway” refers to a combination of rigorous and high-quality education, training, and other services. By definition, career pathways must align with the skill needs of industries in the regional economy.

We will ask employers to voluntarily serve on advisory committees to help guide the development of career pathways in Central Oklahoma. We will also work with existing advisory groups that have been convened by area career technology schools and community colleges, etc. Not least of all, we intend to use the expertise of the industry advisory boards that have been convened by the COWIB to support our Sector Strategy efforts.

Our goal will be to make sure that our Career Pathways initiatives are properly aligned with the needs of business.

Utilization of Effective Business Intermediaries. In WIOA Section 134(d)(1)(A)(ix), the law allows local boards to use a portion of their Adult and Dislocated Worker program funds to provide activities to provide business services and strategies that meet the workforce investment needs of area employers.

The law goes on to say that these services may include:

- Developing and implementing industry sector strategies;
- Developing and delivering innovative workforce investment services and strategies for area employers, which may include career pathways, skills upgrading, skill standard, and more;
- Assistance to area employers in managing reductions in force and with strategies for the aversion of layoffs; and
- Marketing of business services to appropriate area employers, including small and mid-sized employers.

According to WIOA Section 134(d)(1)(A)(ix)(I), these services and strategies “...may be provided through effective business intermediaries working in conjunction with the local board, and may also be provided on a fee-for-service basis or through the leveraging of economic development, philanthropic, and other public and private resources in a manner determined appropriate by the local board.”

A further explanation of these services is given in the WIOA Final Joint Rule, which was published jointly by the U.S. Department of Labor and the U.S. Department of Education. The Joint Rule states:

“These business services may be provided by the Local WDB or through effective business intermediaries working in conjunction with the Local WDB, or through other public and private entities in a manner determined appropriate by the Local WDB and in cooperation with the State....”

During the duration of the 4-year Local Plan for Central Oklahoma, COWIB intends to use a unit of our board staff (the COWIB Business Services Team) to function as a business intermediary. We will also work with other public and private entities, as appropriate, to develop and deliver the business services, innovative workforce investment services, and strategies described in the WIOA law.

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

The State’s strategic vision for its workforce development system is described beginning on Page 42 of the 2020-2023 Unified State Plan:

“The State’s strategic vision: Align resources, education, training and job opportunities to build Oklahoma’s workforce.”

In terms of the state’s goals, these are defined beginning on Page 43 of the Unified State Plan. There are 2 goals:

Goal 1: Goals for preparing an educated and skilled workforce, including preparing youth and individuals with barriers to employment and other populations.

Goals 2: Goals for meeting the skilled workforce needs of employers.

Under these goals, the State’s Unified plan includes objectives and strategies, including:

Objective/Goal 1: EXPAND OKLAHOMA’S WORKFORCE TO SATISFY INDUSTRY AND

ECONOMIC DEVELOPMENT GOALS: An expanded workforce will provide a larger pool of potential workers, increase the financial and economic opportunities of workers, and encourage greater business investment, economic development, and job creation.

Objective/Goal 2: UPSKILL OKLAHOMA’S WORKFORCE: A well-trained workforce will reduce the incidence and effects of unemployment, increase the financial and economic opportunities of workers, and encourage greater business investment and job creation.

Objective/Goal 3: OFFER WORKFORCE SOLUTIONS TO OKLAHOMA’S BUSINESSES: Businesses

that have access to a responsive, effective and solutions-focused public workforce system will be better positioned to expand the availability of quality jobs and capital investments.

Objective/Goal 4: BUILD OKLAHOMA'S WORKFORCE SYSTEM CAPACITY: A public workforce system able to respond to changing business needs and deliver innovative solutions will support the expansion of business investments and job creation.

Listed below are the job seeker goals that include a focus on specific populations:

Goals for Youth:

- A greater focus and clearer strategies for out-of-school youth with regard to credential attainment, work experience, and work-based learning;
- An increased awareness of jobs that are currently available and lead to economic success, as demonstrated by labor market information.
- An increased awareness of and access to other options/paths, in addition to college, such as Registered Apprenticeships;
- And, a fully deployed Individual Career and Academic Plan (ICAP) integrated with all students within the secondary school system as a preventative measure.

Goals for Individuals with Barriers to Employment:

- Clearer strategies for ex-offenders, including the exploration of a pay for performance strategy, as ex-offenders represent a large population of Oklahoma's workforce;
- Connecting more WIOA participants to Registered Apprenticeship opportunities;
- Increased on-the-job training opportunities (e.g., registered apprenticeships, internships, etc.) to ensure the integration of relevance with education and training, as well as enculturation into appropriate professional and soft skills;
- Greater assistance for those who experience a job loss and are supporting a family (e.g., re-training);
- An increased focus on lifelong learning through development of a state-level strategy to ensure individuals are both successful in the current job market, as well as the future economy as skills are increasingly changing as technology develops; and
- Supporting and guiding a shift from survival mode to a vision for the future (adult and youth; consider mentors) for those hard-to-serve and opportunity populations.

COWIB will cultivate and maintain productive relationships between regional employers, educators, and other workforce partners to ensure an appropriately skilled workforce that meets the needs of employers. For example, we are actively engaged in a sector strategy process that draws together a meeting of regional employers. This ensures that we understand and can make our partners aware of the skilled workforce needs of employers in our region.

We are a Board that strives to continually improve the conditions of our communities, both on the individual and business level. This includes optimizing our resources by creating models that blend the efforts of similar workforce programs. Programs that increase the effectiveness and efficiency of delivery by eliminating duplication and realizing that our efforts should be about the efforts needed to improve the economic condition of everyone in our region.

With regard to the state's second goal ("Goal 2: Meeting the Needs of Employers"), our board understands how important it is to engage the business community — to listen, learn and translate their needs to our individual clients and to our partner organizations. We set aside money specifically for Business Services, providing services to small businesses that often are searching for an organization to provide them with the support they need to continue to grow and be profitable.

We will support each of the state's goals and objectives by participating appropriately on statewide planning groups and offering our input, as may be asked, on the development of models for partnership and resources. We will fully support the state's efforts to meet the needs of employers.

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

The one-stop partners in Central Oklahoma represent various programs and funding sources. Some of the partners have a service area that is statewide in scope. Some of them serve smaller areas.

The COWIB board will strive to coordinate the workforce investment activities in Central Oklahoma so that economic development activities are properly supported throughout all 9 counties of our region.

We will do this by:

- Convening regular meetings of the COWIB board of directors;
- Inviting the participation of all one-stop partners in regular meetings;
- Sharing relevant information with economic development organizations in our area;
- Making regular reports to our Board of Chief Elected Officials.
- With regard to Entrepreneurial Skills Training and Microenterprise Services, COWIB will direct the use of its WIOA Title I Adult, Dislocated Worker, and Youth funds in order to supplement the training and services available through other one-stop partner programs. Our goal will be to supplement, support, and expand the availability of such training and services in our 9-county area.

Entrepreneurial Skills Training. It is notable that entrepreneurial skills training is listed as an allowable activity in several WIOA Title I programs.

In Section 129, entrepreneurial skills training is given as one of the elements of the WIOA Youth program;

In Section 134(a)(3)(A), the WIOA law provides that statewide funds may be used to carry out microenterprise and entrepreneurial training and support programs;

In Section 134(c)(3)(D), entrepreneurial training is listed as a type of training services that may be supported with the COWIB's local Adult / DLW funds.

In Section 166 of WIOA ("Native American Programs"), training on entrepreneurial skills is included as one of the comprehensive workforce development activities that are authorized by the law.

Microenterprise Services. The term "microenterprise" is defined in Title 15 of the U.S. Code (regulations for the Small Business Administration):

(10) Microenterprise – The term "microenterprise" means a sole proprietorship, partnership, or corporation that—

(A) has fewer than 5 employees; and

(B) generally lacks access to conventional loans, equity, or other banking services.

Most microentrepreneurs are believed to be people with low-to-moderate incomes. According to Wikipedia, "Most of these entrepreneurs are minorities, recent immigrants, women, disabled or for other reasons have special challenges that reduce their ability to access traditional credit and other services."

Many Oklahomans excel in their talent, creativity, and capacity for hard work. With the right combination of technical assistance, training, and capitalization, we have many would-be entrepreneurs in Central Oklahoma who could become self-sufficient through the development or start-up of a small business.

During the 4-year period of our Local Plan, COWIB's goals for supporting microenterprise services include:

(1) Determine the scope and scale of microenterprise services available through our one-stop partners and others, including:

- The TANF program of the Oklahoma Department of Human Services;
- Small Business Training offered through the Community Action Agency of Central Oklahoma;
- Programs available through the Oklahoma Small Business Development Center;
- The Professional Training and Education Center at Rose State College;
- The business advisor program of the Serve Moore Community Renewal Center;
- The programs of the Oklahoma Cooperative Extension Services;

- Etc.

(2) COWIB's Service Provider will develop appropriate linkages to provide microenterprise support for eligible participants in the COWIB's Adult, Dislocated Worker, and Youth programs;

(3) COWIB will enter into appropriate MOU's with providers of microenterprise services; and

(4) Ensure that microentrepreneurs are fairly represented in the delivery of entrepreneurial skills training in Central Oklahoma.

6. Describe how:

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

Across the system, continuous improvement is supported through evaluation, accountability, identification of best practices, and data driven decision making. (Source: workforcegps.org)

WIOA Section 101(d)(6)(A) gives a leading role to the "State Board" (i.e., the Governor's Council for Workforce and Economic Development) in the development of policies and guidelines promoting the continuous improvement of one-stop centers and their services:

"(d) FUNCTIONS. — The State board shall assist the Governor in...

"(6) the development and review of statewide policies affecting the coordinated provision of services through the State's one-stop delivery system described in section 121(e), including the development of—

"(A) objective criteria and procedures for use by local boards in assessing the effectiveness and continuous improvement of one-stop centers described in such section."

At the local level, the COWIB has complementary functions as described in WIOA Section 107(d). For example:

"(d) FUNCTIONS OF LOCAL BOARD.—Consistent with section 108, the functions of the local board shall include the following...

"(6) PROVEN AND PROMISING PRACTICES. — The local board shall lead efforts in the local area to—

"(A) identify and promote proven and promising strategies and initiatives for meeting the needs of employers, and workers and jobseekers (including individuals with barriers to employment) in the local workforce development system...; and

"(B) identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs....

“(8) PROGRAM OVERSIGHT. — The local board, in partnership with the chief elected official for the local area, shall—

“(A)(i) conduct oversight for local youth workforce investment activities authorized under section 129(c), local employment and training activities authorized under subsections (c) and (d) of section 134, and the one-stop delivery system in the local area; and

“(ii) ensure the appropriate use and management of the funds provided under subtitle B for the activities and system described in clause (i); and

“(B) for workforce development activities, ensure the appropriate use, management, and investment of funds to maximize performance outcomes under section 116.”

§ 682.220 of the WIOA Final Rule reinforces the role of the State Board. It asserts that, “States must use funds reserved by the Governor for statewide activities to conduct evaluations of activities under the WIOA title I core programs in order to promote continuous improvement, research and test innovative services and strategies, and achieve high levels of performance and outcomes.”

The WIOA Final Rule also suggests that Local Boards have a role in supporting the design and implementation of those evaluations.

Consistent with the WIOA law and regulations, our local workforce development board will give great attention to supporting and implementing the state policies and procedures.

In addition to supporting the improvement of our one-stop centers, we will absolutely accept our responsibility to support the continuous improvement of service providers. In particular, we will give attention to monitoring the performance outcomes achieved by eligible providers of services in Central Oklahoma — including providers of career services (as described in Section 134(c) of WIOA), providers of youth services (WIOA Section 129), and providers of training services (as referenced in WIOA Section 122).

Career Services and Youth Services. WIOA Section 134(b) authorizes the use of WIOA Title I Adult and Dislocated Worker core funds to provide the career services described in Section 134(c). WIOA Section 129 authorizes the use of WIOA Title I Youth core funds to provide youth services.

Our local board and elected officials are fiscally responsible for these core funds, and we will monitor their use and effectiveness as a part of our regular oversight duties. Our board will create a local monitoring and oversight policy for this purpose. Board staff have been identified to carry out these functions.

Training Services. With regard to measuring the continuous improvement of eligible providers of training, the WIOA law and regulations describe duties for both the state and the local board. For example, Section 122(a) authorizes the Governor to “establish criteria, information requirements, and

procedures regarding the eligibility of providers of training services to receive funds” under WIOA Title I, Subtitle B.

The eligibility criteria for training providers under Section 122 includes information on program completion rates, credentials earned by participants, and “appropriate measures of performance outcomes determined by the Governor.”

Additionally, Section 122 provides that local areas may have a role in receiving and reviewing applications from providers of training and in making determinations of eligibility based on the state’s criteria and procedures.

COWIB will fully comply with the policy and procedures established by the Oklahoma Office of Workforce Development. In this way, we will contribute to the continuous improvement of eligible providers of training.

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

Section 188 is the “Nondiscrimination” section of the WIOA law. Here is an excerpt:

SEC. 188. NONDISCRIMINATION.

(a) IN GENERAL.—

(1) FEDERAL FINANCIAL ASSISTANCE. — ...programs and activities funded or otherwise financially assisted in whole or in part under this Act are considered to be programs and activities receiving Federal financial assistance.

(2) PROHIBITION OF DISCRIMINATION REGARDING PARTICIPATION, BENEFITS, AND EMPLOYMENT. — No individual shall be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with, any such program or activity because of race, color, religion, sex (except as otherwise permitted under title IX of the Education Amendments of 1972), national origin, age, disability, or political affiliation or belief.

(3) PROHIBITION ON ASSISTANCE FOR FACILITIES FOR SECTARIAN INSTRUCTION OR RELIGIOUS WORSHIP.

(4) PROHIBITION ON DISCRIMINATION ON BASIS OF PARTICIPANT STATUS. — No person may discriminate against an individual who is a participant in a program or activity that receives funds under this title, with respect to the terms and

conditions affecting, or rights provided to, the individual, solely because of the status of the individual as a participant.

(5) PROHIBITION ON DISCRIMINATION AGAINST CERTAIN NONCITIZENS.

As described in the Federal Regulations at 29 CFR Part 38, Section 188 applies to any recipient of funding under Title I of WIOA. It is also applicable to:

1. Programs and activities that are part of the one-stop delivery system and that are operated by one-stop partners, to the extent that the programs and activities are being conducted as part of the one-stop delivery system; and
2. The employment practices of a recipient and/or one-stop partner, to the extent that the employment is in connection with programs and activities that are being conducted as a part of WIOA Title I or the one-stop delivery system.

The Federal Regulations go on to describe how the implementation of certain requirements of Section 188 will be the responsibility of “The Governor or the LWDA grant recipient, as provided in the State’s Nondiscrimination Plan....”

As an example, § 38.73 states:

38.73 Responsibility for developing and publishing complaint processing procedures for service providers.

The Governor or the LWDA grant recipient, as provided in the State’s Nondiscrimination Plan, must develop and publish, on behalf of its service providers, the complaint processing procedures required in § 38.72. The service providers must then follow those procedures.

Additionally, the “FAST” team of the Central Oklahoma one-stop partners will be charged with reviewing compliance with Section 188 as well as assessing the need for staff training, etc. The FAST team is focused on Facilitating Access to Services. The workgroup will have three major goals:

- To provide information and guidance to one-stop partners who want to make their facilities and services more accessible to all customers.
- To explore and implement electronic linkages to services.
- To establish a process for sharing space within the American Job Centers in our area.

With regard to compliance with the ADA, the entities of the local workforce system in Central Oklahoma – including our One-Stop Operator and each of our one-stop partners – are focused on accessibility for all job seekers and businesses. This includes access to facilities, programs and services, technology, and materials.

Working with the Governor’s Council for Workforce and Economic Development (GCWED) and other partners as described in the State’s Unified Plan, we will bring sharper focus on developing and employing more Oklahomans with disabilities.

As described in Oklahoma’s Unified Plan, the Oklahoma Department of Rehabilitation Services (DRS) is leading Oklahoma’s Workforce System towards enhanced accessibility. The objective is to provide equitable services to individuals with disabilities and to ensure that all Workforce System partners comply with the Americans with Disabilities Act (ADA).

Our local workforce development system is committed to following the leadership of our DRS partner. For example, we will work to fully implement the “Access For All” initiative in Central Oklahoma. The Access for All initiative places a focus on recruitment, hiring, and promotion of individuals with disabilities in the state of Oklahoma’s workforce system. Access for All focuses on American Job Center partners as well as employers in the state. This initiative provides training, consulting, and resources to ensure that individuals with disabilities are intentionally included in efforts to achieve greater household wealth for Oklahomans.

Through this initiative, DRS and Oklahoma Able Tech were able to develop a Star Accessibility Framework to help measure the knowledge and resources pertaining to accessibility in our State’s Workforce System certification process. Our local board has completed Phase I of the Star Accessibility Assessment and we are currently awaiting

We are confident that the Access for All initiative will equip our one-stop partners with the knowledge and resources to make our entire system more accessible to individuals with disabilities. We want all of our one-stop programs to be accessible in person, on the phone, and through the web. Access for All is a partnership between the Oklahoma Department of Rehabilitation Services (Oklahoma’s Vocational Rehabilitation Program) and Oklahoma ABLE Tech (Oklahoma’s Assistive Technology Act Program).

To further assure compliance with the Americans with Disabilities Act, COWIB will enter into an agreement with the Oklahoma Department of Rehabilitation Services with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

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

Each partner program has slightly different needs in terms of providing transportation, child care, and other appropriate supportive services.

Yet, our local board and Title I partners recognize that there exists the potential to coordinate these services in a way that may possibly yield some cost savings. Likewise, it is possible that some effective ways of expanding these supportive services might be identified.

The COWIB board will coordinate these activities in the following manner:

The first step will be to survey the Title I partners to determine the types of supportive services each program provides to its participants. We will find out how many participants receive support services, by type and by program, during a given time period – for example during a program year. We will also attempt to determine if some supportive needs have been unmet because of a lack of resources in our local area.

We will then attempt to determine the approximate dollar value of these services. This will give us an indication of the potential for cost savings through closer cooperation on the delivery of supportive services.

Another factor to consider is the number of participants in each program and whether they have the same service needs. The Central Oklahoma area is very expansive. It encompasses nine counties and more than 6,700 square miles. Ensuring that transportation services are available throughout the entire area will be a major challenge.

After the survey has been completed and other data gathered, a summary of this information will be shared with our WIOA Title I partners and with the leadership of our local workforce development board.

A Transportation and Supportive Services task force will be formed for the purpose of identifying specific opportunities for cost sharing. The task force members will explore the feasibility of jointly procuring some supportive services (including transportation services). They will also consider the option of entering into a resource sharing agreement or other type of joint-use agreement. The purpose of this coordination project is not to force the partners into any pre-defined strategy. Rather, it is to explore similar service needs and identify effective service delivery options.

COWIB's management of this project will emphasize a business-minded approach to the coordination of services. We will not support any strategy that detracts from the timely and effective delivery of supportive services to the participants who need them.

A copy of our regions Job Seeker Wrap Around Services Service Matrix is included in this local plan as Attachment II.

8. Provide the executed cooperative agreements* which define how service providers will carry out the requirements for integration of, and access to, the entire set of services available in the local One Stop system. This includes cooperative agreements between the local WDB and other local entities with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

COWIB is committed to properly carrying out all of our defined functions as a local workforce development board, including the duty to coordinate with education providers, as described in Section 107(d)(11) of the WIOA law.

Section 107(d)(11) provides that local boards will coordinate activities with education and training providers in the local area, including:

- ... Providers of workforce investment activities;
- ... Providers of adult education and literacy activities under title II;
- ... Providers of career and technical education (as defined in section 3 of the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2302)); and
- ... Local agencies administering plans under title I of the Rehabilitation Act of 1973.

Paragraph (B) of Section 107(d)(11) describes how the local board is to coordinate these activities. Two specific requirements are identified.

First, the local board is required to carry out certain functions related to Title II of WIOA. As described in WIOA Section 232, the board has an obligation to review the applications to provide adult education and literacy activities under title II for the local area.

Second, the board is required to replicate certain cooperative agreements in accordance with subparagraph (B) of section 101(a)(11) of the Rehabilitation Act of 1973.

Section 101(a) of the Rehabilitation Act relates to the “vocational rehabilitation services portion” of the Unified State Plan. Section 101(a)(11) lays out a requirement for there to be a cooperative agreement between the designated State agency (DRS) and “other entities that are components of the statewide workforce development system.”

Paragraph (A) of Section 101(a)(11) of the Rehabilitation Act explains that the state’s cooperative agreement must describe efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

Then, in Paragraph (B) of Section 101(a)(11), this requirement is given:

(B) REPLICATION OF COOPERATIVE AGREEMENTS. — The State plan shall provide for the replication of such cooperative agreements at the local level between individual offices of the designated State unit and local entities carrying out activities through the statewide workforce development system.

As stated above, COWIB is committed to properly carrying out all of our defined functions as a local workforce development board. We will work diligently to maintain a positive working relationship with each of our one-stop partners.

It is our understanding that, as a local workforce development board, we should work cooperatively with our state partners – including, as described in the Rehabilitation Act – to replicate the state’s cooperative agreement. As much as possible, our local agreement with DRS will copy the state model in form and content. If possible, we will execute this agreement before the end of June, 2017.

As we interpret this requirement, the cooperative agreements mentioned in § 679.560(b)(13) of the WIOA Final Rule are much different from other types of agreements that the COWIB might have with our one-stop partners. In particular, there is a distinction between a “one-stop partner” and a “service provider.”

A one-stop partner is a grant recipient or organization that manages a one-stop program as defined in WIOA Section 121(b)(1)(B). A service provider, on the other hand, is a provider of training services or a provider of career services, etc. For example, the WIOA law refers to “eligible providers of training services,” “eligible providers of youth workforce investment activities,” “providers of adult education,” “providers of career and technical education activities,” and so on. In some cases, a one-stop partner may be a service provider. In other instances, the one-stop partner may have more of a management role — awarding contracts to service providers, for example.

COWIB will enter into cooperative agreements with service providers for the purpose of promoting integration / access, etc. We will prioritize such agreements after we have completed the negotiation of our Memorandum of Understanding with our one-stop partners.

9. Identify the local:

a. Fiscal agent

The Board of Chief Elected Officials for the Central Oklahoma workforce area has designated a Fiscal Agent for WIOA grant funds: It is the Central Oklahoma Workforce Investment Board (COWIB).

b. One-Stop Operator(s)

In the summer of 2016, our local workforce development board conducted a competitive procurement in order to identify a one-stop operator for the Central Oklahoma. A contract was awarded to Kaiser Group, Inc. dba Dynamic Workforce Solutions.

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

COWIB conducted a competitive procurement in order to identify a provider of Basic and Individualized Career Services for our WIOA Title I core Adult and Dislocated Worker programs. A contract was awarded to Kaiser Group, Inc. dba Dynamic Workforce Solutions.

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

Our Youth service provider (WIOA Title I core Youth program) is Kaiser Group, Inc. dba Dynamic Workforce Solutions. Kaiser Group was selected as the result of a competitive procurement process.

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

In context, this requirement relates to the procurement of WIOA Title I services by the local workforce board.

As our local board identifies the need to award a sub-grant or contract for WIOA Title 1 services, we will follow the state mandated procurement process.

That is, if we believe the resulting contract might be for an amount in excess of \$24,999.00 we follow a competitive sealed bid process. If it is designed for a sub-grant we use a Request for Proposals (RFP); and if we looking to fulfill a very specific list of requirements, we use an Invitation to Bid (ITB) method.

Notice of the RFP or ITB is published as well as distributed to a list of suggested bidders. It is our intent to allow up to six weeks between the publication of the notice and when sealed bids are due. The proposals and/or bids are evaluated by a committee of the Board specifically for that duty. Their recommendation to enter a contract is forwarded to the entire Board for ratification and the Chief Executive Officer is the point for the negotiation of the contract.

11. Describe the local levels of performance negotiated with the State.

COWIB entered into negotiations with the Oklahoma Office of Workforce Development (OOWD) with regard to the local levels of performance for these four programs:

- WIOA Adults (PY20/PY21)
- WIOA Dislocated Workers (PY20/PY21)
- WIOA Youth (PY20/PY21)
- Business Services (PY21)

The local levels of performance for Program Year (PY) 2020 and 2021 were determined after considering economic data for the local area, previous performance data, and predicted outcomes resulting from the use of a statistical adjustment model.

WIOA Adult, Dislocated Workers, and Youth Performance Measures for PY 2020 and PY2021

WDA	Program	Performance Metric	2020/2021 Negotiated Goals
Central	Adult	Credential Attainment	67.5%
Central	Adult	Employment 2nd Quarter After Exit	67.4%

Central	Adult	Employment 4th Quarter After Exit	67.5%
Central	Adult	Measurable Skills Gain	62.0%
Central	Adult	Median Earnings 2nd Quarter After Exit	\$5,700
Central	DW	Credential Attainment	68.0%
Central	DW	Employment 2nd Quarter After Exit	76.0%
Central	DW	Employment 4th Quarter After Exit	75.5%
Central	DW	Measurable Skills Gain	64.0%
Central	DW	Median Earnings 2nd Quarter After Exit	\$8,050
Central	Youth	Credential Attainment	50.0%
Central	Youth	Employment 2nd Quarter After Exit	72.0%
Central	Youth	Employment 4th Quarter After Exit	72.0%
Central	Youth	Measurable Skills Gain	58.0%
Central	Youth	Median Earnings 2nd Quarter After Exit	\$3,300

Business Services Performance Measures for PY2021

Performance Measure	Negotiated
Customer Satisfaction Survey Results (out of 5)	4.5
Number of Employer Focused Events per Quarter	3
Number of Sector Partnerships Per Year	1
Number of Registered Apprenticeship Presentations/Program Development per Quarter	3
Number of Business Core Program Services per Quarter (OWDI #06-2018-Attachment 1)	100

12. Describe the actions the local board will take toward becoming or remaining a high performing board.

The key to ensuring that a local board is highly effective can be found in the criteria defined for certifying the local board. As determined by the GCWED, the certification criteria include:

- Appropriate LWDB membership;
- Proper LWDB area organizational structure;
- Separation of LWDB, One-Stop Operator, and WIOA Title I provider staff; and
- Collaboration with Economic Development Partners.

COWIB's re-certification as the local workforce development board for the Central Oklahoma area was confirmed in May 2021.

Our local board recognizes that, in order to be a high performing board you must be innovative, willing to create ways to put people to work. What our board has done over the years and will continue to do is take a strong stance in working with our business community to make certain we are doing what they need done to have a strong workforce.

We will maximize our training dollars by continually searching for ways to advance people with credentials at the best possible price. Most of the training must be industry focused and short term. Many of our clients don't want to talk about long term degreed programs, they want work and we are measured by people going to work.

We will also continue ways to search out those special targeted individuals that have barriers to employment as they often are receiving services from other organizations and we can partner providing our employment-related activities with the social services provided by another organization moving these individuals into the labor force.

Projections currently demonstrate that our region has more potential growth in employment than we have in population. This leads to only two options; import talent or move individuals that have been marginalized over time back into the labor force by providing career paths that will provide them with more benefits and satisfaction than being an inactive participant in our region's economy. At the same time, we must make every effort to ensure our opportunity youth are engaged being an energized part of our growing economy by demonstrating that today's work environments will value them and give them the chance for meaningful growth.

In the future, the members and staff of the Central Oklahoma Workforce Innovation Board will take additional steps toward remaining a high-performance board. Planned actions include:

- (1) Participation in regular board member development activities – such as those offered by the Oklahoma Association of Workforce Boards (OAWB);
- (2) Leadership attendance at the Annual Forum of the National Association of Workforce Boards (NAWB);
- (3) Enforcement of the COWIB's conflict of interest standards as published in the board's bylaws;

(4) Enforcement of bylaws with respect to attendance in board and committee meetings.

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

This planning requirement is distilled from WIOA Section 108(b):

“(b) CONTENTS.—The local plan shall include—

“(19) a description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.”

In context, chapter 3 of subtitle B of the WIOA Law encompasses Sections 131, 132, 133, and 134 of the Act. This chapter deals with Adult and Dislocated Worker Employment and Training Activities and how they are funded through grants awarded to the states by the U.S. Department of Labor. A majority of the funds described in this chapter are distributed by the states to local workforce areas on the basis of an allocation formula. The requirement for the allocation of funds to local areas is specified in Chapter 3.

Section 134(c) describes “Required Local Employment and Training Activities.”

Section 134(c)(3) provides that a portion of the allocated funds must be used “to provide training services to adults and dislocated workers” who meet certain eligibility criteria. Training services may be provided to individuals who are “in need of training services” and who “have the skills and qualifications” to participate successfully in a “selected program of training services.”

Additionally, pursuant to Section 134(c)(3)(A)(i)(II), the individual must select a program of training services that is “directly linked to the employment opportunities in the local area or the planning region, or in another area to which the adults or dislocated workers are willing to commute or relocate.”

Section 134(c)(3)(G) of the WIOA Law states:

“(G) USE OF INDIVIDUAL TRAINING ACCOUNTS.—

“(i) IN GENERAL. — Except as provided in clause (ii), training services provided under this paragraph shall be provided through the use of individual training accounts in accordance with this paragraph, and shall be provided to eligible individuals through the one-stop delivery system.”

An individual training account — known as an “ITA” — is a payment mechanism that may be used to provide the training services described in Section 134(c)(3) of WIOA. The definition of the term “Individual Training Account” appears in the WIOA Final Regulations issued by the U.S. Department of Labor:

“§ 680.300 How are training services provided?”

“Training services for eligible individuals are typically provided by training providers who receive payment for their services through an ITA. The ITA is a payment agreement established on behalf of a participant with a training provider. WIOA title I adult and dislocated workers purchase training services from State eligible training providers they select in consultation with the career planner, which includes discussion of program quality and performance information on the available eligible training providers. Payments from ITAs may be made in a variety of ways, including the electronic transfer of funds through financial institutions, vouchers, or other appropriate methods...”

Although the WIOA Regulations say that training services are typically provided through an ITA, the law does allow for the use of an alternative under certain circumstances. The alternative is a training contract, as described in clause (ii) of Section 134(c)(3)(G):

“(ii) TRAINING CONTRACTS. — Training services authorized under this paragraph may be provided pursuant to a contract for services in lieu of an individual training account if—

“(I) the requirements of subparagraph (F) are met;

“(II) such services are on-the-job training, customized training, incumbent worker training, or transitional employment;

“(III) the local board determines there are an insufficient number of eligible providers of training services in the local area involved (such as in a rural area) to accomplish the purposes of a system of individual training accounts;

“(IV) the local board determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve individuals with barriers to employment;

“(V) the local board determines that—

“(aa) it would be most appropriate to award a contract to an institution of higher education or other eligible provider of training services in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations; and

“(bb) such contract does not limit customer choice; or “(VI) the contract is a pay-for-performance contract.”

With respect to the training services described in Section 134(c)(3) of WIOA, Individual Training Accounts will be used extensively. As stated in the WIOA Regulations, “Training services for eligible individuals are typically provided... through an ITA.”

Pursuant to the law, ITA’s will be awarded to eligible individuals who are in need of training services, who have the skills to succeed in training, and who select a program of training services that is appropriately “linked to employment opportunities,” etc.

At times, the Central Oklahoma Workforce Investment Board will allow for the limited use of training contracts as described in clause (ii) of Section 134(c)(3)(G). Each contract will be developed in response to a specific need, and the terms of each contract will be negotiated by the COWIB’s Chief Executive Officer with oversight by the COWIB’s Executive Committee.

Here is a general description of how training contracts will be used in lieu of ITA’s in appropriate circumstances:

(1) The use of On-the-Job Training, Customized Training, Incumbent Worker Training, or Transitional Employment activities.

COWIB will support the use of these training options when a determination is made that a training contract is necessary to fill a void in services and/or to provide additional value to the COWIB and its stakeholders. Specific local policies will be developed to govern the use of these training activities.

(2) The use of a training contract upon a determination that there are an insufficient number of eligible providers of training services in the local area.

There are a large number of eligible providers of training services in the Central Oklahoma workforce area, and COWIB has not made a determination that the number of training providers is insufficient. However, the members of the COWIB will continue to review and monitor the availability of training services throughout our local area — including rural parts of the Central Oklahoma region.

If the number of training providers shrinks to such a level that the purpose of an ITA system cannot be reasonably accomplished, the COWIB board will be asked to make a determination. Any such decision will be made pursuant to a motion and a vote in a public meeting of the board.

(3) The use of a training contract upon a determination that there is a training program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve individuals with barriers to employment.

Presently — as of the time of the submission of this plan — COWIB has not been asked to make a determination that there is a “training services program of demonstrated effectiveness...” as described in WIOA Section 134(c)(3)(G)(ii)(IV). Any such determinations will be made on a case-by-case basis after a fair review by members of the COWIB board voting in open session.

We interpret the term “individuals with barriers to employment” in a manner that is consistent with Section 3 of WIOA. That is:

(24) INDIVIDUAL WITH A BARRIER TO EMPLOYMENT. — The term “individual with a barrier to employment” means a member of 1 or more of the following populations:

(A) Displaced homemakers.

(B) Low-income individuals.

(C) Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.

(D) Individuals with disabilities, including youth who are individuals with disabilities.

(E) Older individuals.

(F) Ex-offenders.

(G) Homeless individuals (as defined in section defined in section 725(2) of the McKinney- Vento Homeless Assistance Act (42 U.S.C. 11434a(2))).

(H) Youth who are in or have aged out of the foster care system.

(I) Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers.

(J) Eligible migrant and seasonal farmworkers, as defined in section 167(i).

(K) Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.).

(L) Single parents (including single pregnant women).

(M) Long-term unemployed individuals.

(N) Such other groups as the Governor involved determines to have barriers to employment.

(4) The use of a training contract upon a determination that it would be most appropriate to award a contract to an institution of higher education or other eligible provider of training

services in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations.

COWIB recognizes that some occupational training options are very highly sought-after. In our experience, there is a very high demand for training services for truck drivers, certified nurse aides, welders, and other high-demand occupations. At times, it may be most appropriate to award a training contract for a class-size training program rather than to rely on the usual system of Individual Training Accounts.

For example, in October 2016, the COWIB board approved a training contract with Metro Technology Centers in Oklahoma City for the purpose of preparing up to 50 eligible WIOA participants to enter into welding jobs. The contract was developed under Section 134(c)(3)(G)(ii)(V) of the WIOA law.

The COWIB board will rely on our CEO, working under the supervision of our Executive Committee, to develop and award appropriate training contracts that will serve to expand training opportunities in our local area while also providing a favorable value compared to the usual system of ITA's.

(5) The use of pay-for-performance contracts.

The term "Pay For Performance Contract" is defined in Section 3 of the WIOA Law:

"(47) PAY-FOR-PERFORMANCE CONTRACT STRATEGY.—The term 'pay-for-performance contract strategy' means a procurement strategy that uses pay-for-performance contracts in the provision of training services described in section 134(c)(3) or activities described in section 129(c)(2), and includes—

"(A) contracts, each of which shall specify a fixed amount that will be paid to an eligible service provider (which may include a local or national community-based organization or intermediary, community college, or other training provider, that is eligible under section 122 or 123, as appropriate) based on the achievement of specified levels of performance on the primary indicators of performance described in section 116(b)(2)(A) for target populations as identified by the local board (including individuals with barriers to employment), within a defined timetable, and which may provide for bonus payments to such service provider to expand capacity to provide effective training;

"(B) a strategy for independently validating the achievement of the performance described in subparagraph (A); and

"(C) a description of how the State or local area will reallocate funds not paid to a provider because the achievement of the performance described in subparagraph (A) did not occur, for further activities related to such a procurement strategy, subject to section 189(g)(4)."

Presently — as of the time of the submission of this plan — COWIB has not yet developed a Pay- for- Performance contract strategy. When we do, it will include the proper features to assure that the Customer Choice requirement of Section 134(c)(3)(F) is fully honored.

With regard to Customer Choice, Section 134(c)(3)(F) of the WIOA Law states:

“(F) CONSUMER CHOICE REQUIREMENTS.—

“(I) IN GENERAL. — Training services provided under this paragraph shall be provided in a manner that maximizes consumer choice in the selection of an eligible provider of such services.”

This part of the law is consistent with Section 134(c)(3)(G)(ii)(I) of the Act which allows a training contract to be used in lieu of an ITA only when the Consumer Choice Requirements of subparagraph (F) have been met.

In October, 2016, the COWIB board adopted a 22-page Policy on Informed Consumer Choice. In this policy, we state:

“Whether training is delivered through an ITA or through a Training Contract, COWIB is committed to honoring the value of informed customer choice. Therefore, when an eligible participant has been properly determined to have the skills and qualifications to successfully participate in more than one program of training services, we will always provide an opportunity for the consumer to make an informed choice of training programs / providers.”

Additionally:

“In all cases, the Career Planners in our One-Stop Centers will adhere to the Consumer Choice Requirements of the law. We believe that training success is best achieved when the client has made an informed choice of training program and training provider.”

For additional details on this subject, see the COWIB Policy on Informed Consumer Choice. Here is a link to the policy on the COWIB website:

<http://cowib.org/knowledge-base/informed-consumer-choice/>

14. Describe how One Stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA.

The One-Stop Partners in Central Oklahoma are very interested in using an integrated, technology-enabled intake and case management information system to support service integration.

Our board staff will continuously seek input from our one-stop partners with regards to the most desirable features of an integrated, technology- enabled intake and case management information system to use in our one-stop centers.

We will also work with our partners to help eliminate a duplication of services and addressing the needs of all core partners. We will also work to maximize our efforts in exchanging data with our core partners. Sharing data will help to eliminate a duplication or service and offer more partner utilization when it comes to serving clients. We hope to create a more streamlined intake and case management system by working with our core partners and having a mutual understanding of our WIOA accountability measures.

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

In February 2019, our board approved and published COWIB's Priority of Service policy. Please refer to attachment X for a copy of our Priority of Service policy. To ensure the priority of service, our policy reads as follows:

Due to the statutorily required priority for Adult funds, priority must be provided in the following order:

- First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Adult formula funding. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient receive first priority for services provided with WIOA Adult formula funds for individualized career services and training services.
- Second, to non-covered persons (i.e., individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA Adult formula funds.
- Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
- Fourth, to priority populations established by the LWDB (for example, for non-covered persons who are not included in groups given priority for WIOA Adult formula funds, such as persons living within a designated Promise Zone).
- Last, to non-covered persons outside the groups given priority under WIOA.

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

The COWIB's proposed 4-Year Local Plan was developed with input from board members, elected officials, one-stop partners, business service network, youth council, and the public.

The plan describes the COWIB's role in aligning and integrating workforce development service strategies and resources.

One-stop partners from nearly two dozen agencies and programs participated in the development of the plan. Partners include: Oklahoma Department of Career and Technical Education, Oklahoma Department of Human Services, Oklahoma Department of Rehabilitation Services, Oklahoma

Employment Security Commission, Native American WIOA programs, Senior Community Service Employment programs, community action agencies, and more.

As required by guidance from the Oklahoma Office of Workforce Development, the proposed plan was published for public review and comment not later than August 2nd, 2021.

It was published on our website, here ...

<https://cowib.org/about/>

... and an announcement of the availability of the proposed plan was sent to board members, one-stop partners, business representatives, educational partners, labor unions, news media, local elected officials, and other stakeholders in our local workforce development system.

COWIB Executive Committee will convene a regular meeting on July 21st, 2021. Members of the Executive Committee will review and approve the plan.

Once approved, as required by WIOA Section 108(d)(2), there will be a 30-day period during which comments will be received from the public. After receiving public comments, the plan, along with any comments representing disagreement with the plan, will be submitted to the Governor's Council for Workforce Development not later than September 1st, 2021. If approved by the governor, the plan will go into effect on December 1st, 2021.

Assurances

The Central Oklahoma Workforce Innovation Board agrees to the following assurances:

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

Attestation – COWIB 4 Year Local Plan

Workforce Board Chair

Local Area	Printed Name	Signature	Date
Central	Richard Brown		

Workforce Board CLEO

Local Area	Printed Name	Signature	Date
Central	Melissa Dennis		

Workforce Board Executive Director

Local Area	Printed Name	Signature	Date
Central	Ashley Sellers		

Attachments

- (I) SWOT Analysis
- (II) Job Seeker Service Matrix
- (III) Business Services Matrix
- (IV) Central Oklahoma Workforce Development Area – Local Briefing
- (V) Partner Organizations & Friends of COWIB
- (VI) EMSI Data Set – Fastest Growing Occupations
- (VII) Tinker Air Force Base Hiring Forecast
- (VIII) Voices of the Oklahoma Aerospace Industry Leaders
- (IX) Building Top-Tier Talent for the Greater Oklahoma City Region
- (X) COWIB’s Priority of Service Policy

Attachment I – SWOT Analysis

SWOT CHART

STRENGTHS

- Strong Workforce Development Board
- Good Networking among partners
- Longevity of service/experience
- Job growth in key industries
- Accessibility to go to training
- Ability to leverage financial resources within the system
- Experience with sector partnerships
- Employment/Training updates
- Leadership of One Stop Operator

OPPORTUNITIES

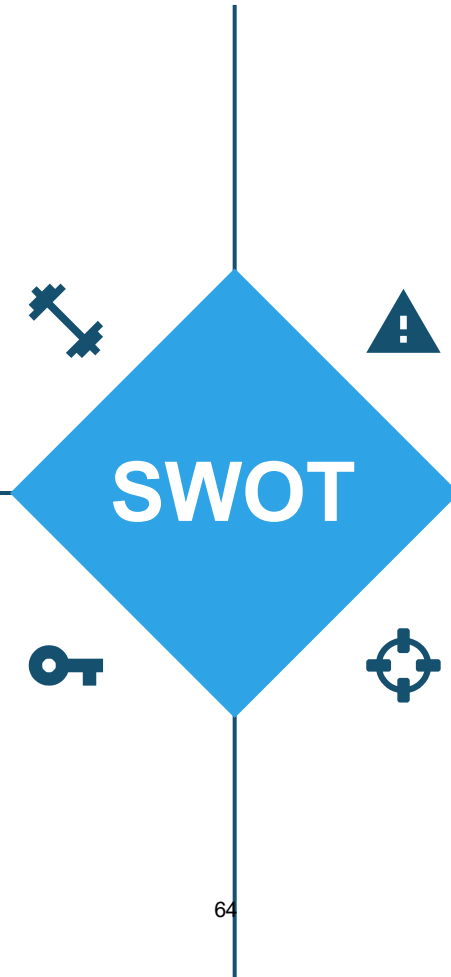
- Larger region
- Steady economic growth
- Community Action agency
- The need to partner
- Population growth
- Elections - new ideas
- Ability to align the curricula with business needs
- Support small businesses
- Promote minority owned businesses

WEAKNESSES

- No true business approach
- Job matching (skills of job seekers to needs of employers)
- Partners have different policies and regulations that are not aligned
- Agency transitions
- State's approach don't reflect local/community needs
- Referral structure is flawed
- Addressing needs of small communities
- Addressing & planning for At-Risk youth

THREATS

- Elections - transitions and lost experience
- Stereotypes/biases
- Misaligned policies
- Lack of budget/funds
- Rural area needs may differ from Urban area needs
- Inclusiveness
- Health of the Economy



Attachment II – Job Seeker Service Matrix

<i>Providers (See key on Pg. 2) ...</i>	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Adult Basic Education / Literacy	✓					✓								
Basic Computer Skills	✓					✓								
Career Planning		✓		✓	✓	✓	✓	✓			✓			✓
Customized Training -		✓		✓	✓	✓					✓			
Eligibility Determination		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Employment-Based Case Management		✓		✓	✓	✓	✓	✓			✓	✓		
Entrepreneurial Skills Training				✓	✓	✓			✓					
ESL Preparation	✓				✓									
HSE Preparation	✓				✓									
Guidance & Counseling		✓		✓	✓	✓	✓	✓			✓	✓	✓	✓
In-Depth Assessment		✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
Initial Assessment	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Initial Plan Development		✓		✓	✓	✓	✓	✓			✓	✓	✓	✓
Intake / Registration / Application	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓
Internships		✓		✓	✓	✓	✓				✓			
Job Advancement				✓										
Job Development		✓		✓	✓	✓		✓			✓			✓
Job Placement Assistance		✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
Job Search		✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
Job Shadowing		✓		✓		✓	✓	✓			✓			
Labor Market Information Distribution		✓	✓	✓	✓	✓	✓	✓			✓		✓	✓
Literacy Skills	✓				✓	✓	✓	✓			✓			
Mentoring		✓		✓	✓	✓	✓	✓			✓			
Non-Traditional High School Completion		✓			✓	✓					✓			

<i>Providers (See key, below) ...</i>	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Occupational Skills Training		✓		✓	✓	✓					✓	✓		
On-the-Job Training		✓		✓		✓					✓			
Orientation		✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓
Outreach / Recruitment		✓		✓	✓	✓	✓	✓			✓			✓
Referrals	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Retention / Job Coaching / Post-Employment		✓		✓		✓	✓	✓			✓			✓
Retraining		✓		✓		✓	✓				✓			
Skills Upgrade		✓		✓		✓	✓				✓			
Soft Skills Development		✓		✓		✓	✓	✓			✓			
Supportive Services Information		✓		✓		✓	✓	✓	✓		✓	✓	✓	✓
Work Experience		✓				✓	✓	✓			✓			
Work Readiness Skills Development		✓				✓	✓	✓			✓			

Key # Service Provider

- 1 ABE Service Providers
- 2 WIOA Title I Core Programs
- 3 Wagner-Peyser
- 4 Dept. of Rehabilitation Services
- 5 Job Corps
- 6 WIOA Native American Programs
- 7 Senior Community Service Employment Program

Key # Service Provider

- 8 TANF Employment & Training
- 9 Community Service Block Grant
- 10 HUD Employment & Training activities
- 11 ORO Farmworker Jobs Program
- 12 TAA Program
- 13 Unemployment Insurance / RESEA
- 14 Veterans Employment & Training

Attachment III – Business Services Matrix

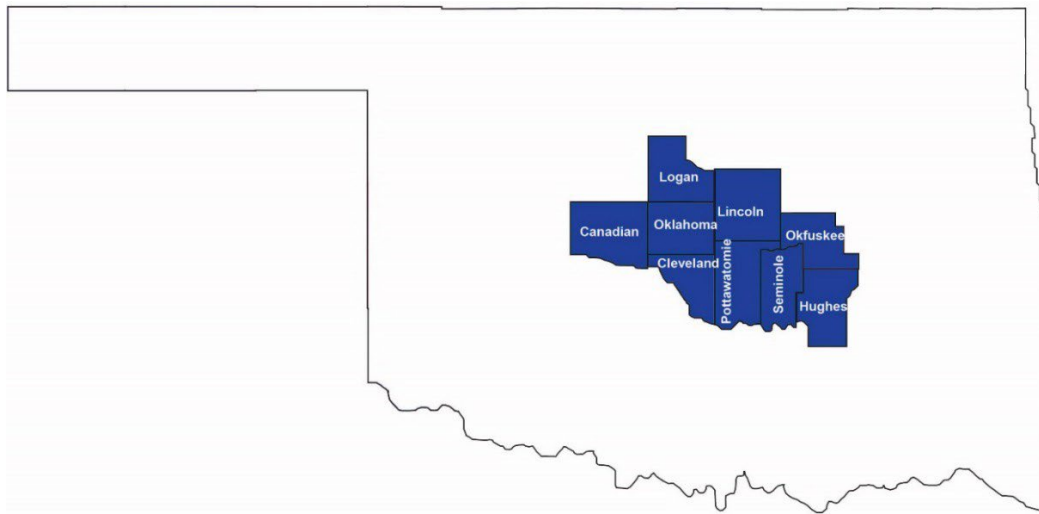
<i>Providers (See key on Pg. 2) ...</i>	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Affordable Care Act Consulting -	✓													
Basic Skills Training -				✓	✓	✓						✓		✓
Bonding			✓											
Business Needs Assessment	✓						✓		✓			✓	✓	
Career Pathways –	✓					✓			✓			✓	✓	✓
Customized Training -	✓	✓		✓				✓	✓		✓	✓		
Drug Testing / Substance Abuse Counseling									✓					
HR Audits	✓						✓					✓	✓	
HR Consulting	✓						✓					✓		
Industry Sector Partnership Support	✓	✓								✓		✓		
Internships –	✓	✓		✓	✓	✓			✓	✓		✓		
Job Coaching / Post Employment Support –		✓		✓	✓			✓	✓			✓		
Job Development –		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Job Fairs –	✓		✓	✓		✓			✓	✓		✓	✓	
Job Matching	✓		✓			✓			✓			✓		
Job Posting			✓					✓		✓		✓		
Job Referrals			✓					✓		✓		✓		
Job Screening	✓		✓	✓								✓		
Job Task Analysis	✓	✓	✓			✓			✓			✓		
Lay-Off Aversion –	✓	✓	✓											
Lean and Lean-Sigma Training –												✓		
New Employee On-boarding / Orientation –										✓		✓		
On-the Job Training	✓	✓		✓		✓			✓		✓			

<i>Providers (See key, below) ...</i>	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Provide Adaptive Devices						✓			✓					
Provide Interviewing Space –		✓	✓			✓		✓	✓	✓		✓		
Provide LMI –	✓	✓	✓							✓				
Rapid Response	✓	✓	✓							✓		✓		
Schedule Interviews	✓		✓		✓	✓			✓	✓		✓		
Supervisor Training	✓									✓		✓		
Tax Credits			✓	✓	✓				✓					
Virtual / Company Specific Job Fairs	✓		✓							✓		✓	✓	

- Key #** **Service Provider**
- 1 COWIB Business Svcs Tem
 - 2 WIOA Title I Core Programs
 - 3 Wagner-Peyser
 - 4 TANF
 - 5 Job Corps
 - 6 Cheyenne & Arapaho Tribes
 - 7 Metro Tech Business & Industry
 - 8 Community Action Agency
 - 9 Dept. of Rehabilitation Services
 - 10 Career Tech Schools
 - 11 ORO Farmworker Jobs Program
 - 12 OCCC Professional Dev. Institute
 - 13 Moore-Norman Technology Center
 - 14 Metro Tech BEST

**Attachment IV - Central Oklahoma Workforce
Development Area – Local Briefing**

CENTRAL OKLAHOMA WORKFORCE DEVELOPMENT AREA



2020 LOCAL BRIEFING



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Last Updated: 3/5/2021

(Revised Regional Industry Clusters Occupations Methodology)

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Introduction

The Central Oklahoma Workforce Development Area (WFDA) is comprised of nine Oklahoma counties: Canadian, Cleveland, Hughes, Lincoln, Logan, Okfuskee, Oklahoma, Pottawatomie, and Seminole. According to the U.S. Census Bureau, this combined centralized region of Oklahoma covers 6,684 square miles and is home to over 1.4 million residents. The following briefing reviews the population, education, labor force, economic indicators, and regional industry clusters for the Central Oklahoma WFDA.

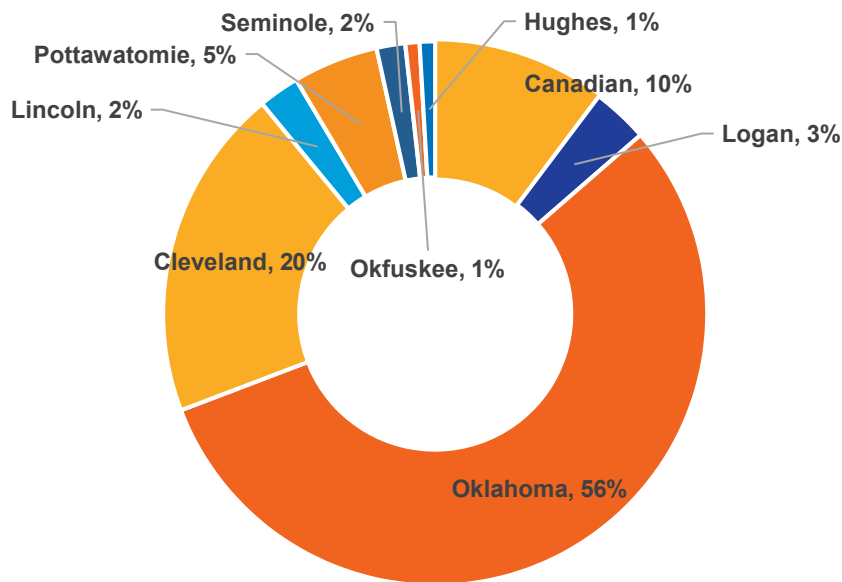
Population Overview

Overall, the Central WFDA population grew by 5% from 2014 to 2019. Canadian County had the largest growth rate of 14%. Logan County had the second largest growth rate of 7%. Seminole County has the largest population decrease. Seminole County decreased by a rate of 3.4%. Population density grew from 202 persons in 2014 to 212 persons in 2019. The highest density was in Oklahoma County with 1,113 persons per square mile. The second highest density was in Cleveland County with 510 persons per square mile. The lowest density was in Hughes County with 16 persons per square mile.

Population by County

Figure 1 shows the Central WFDA percentage of population by county. Oklahoma County had the largest population representing 56% of the population in Central WFDA. Cleveland County had the second largest population representing 20% of the population in Central WFDA. Okfuskee County had the smallest population representing 1% of the population in Central WFDA.

Figure 1: Percentage of Population by County



Source: Emsi- economicmodeling.com- 2020.1

Table 1 provides the population change from 2014 to 2019. The Oklahoma County population is 799,799, which made it the largest population in Central WDF. Cleveland County population is 284,802, which is the second largest population in Central WDF. Okfuskee county population is 12,068 making it the smallest population in Central WDF.

Table 1: Population Change, 2014-2019

County	2014 Population	2019 Population	Total Change
Canadian	129,384	147,702	18,318
Logan	44,687	48,006	3,319
Oklahoma	767,320	799,799	32,480
Cleveland	269,863	284,802	14,939
Lincoln	34,533	35,101	568
Pottawatomie	71,538	72,970	1,432
Seminole	25,360	24,489	(871)
Okfuskee	12,170	12,068	(102)
Hughes	13,676	13,240	(436)
Total	1,368,531	1,438,177	69,646

Source: Emsi- economicmodeling.com- 2020.1

Table 2 shows the projected population change from 2019 to 2024. Six counties are expected to grow while Seminole, Okfuskee, and Hughes counties are expected to decrease. Seminole is expected to decrease 2.4% in population within the next five years.

Table 2: Projected Population Change, 2019-2024

County	2019 Population	2024 Population	Total Change
Canadian	147,702	161,360	13,658
Cleveland	284,802	295,315	10,514
Hughes	13,240	12,993	(248)
Lincoln	35,101	35,485	383
Logan	48,006	50,518	2,513
Okfuskee	12,068	12,021	(47)
Oklahoma	799,799	822,646	22,847
Pottawatomie	72,970	74,240	1,270
Seminole	24,489	23,885	(604)
Total	1,438,177	1,488,464	50,286

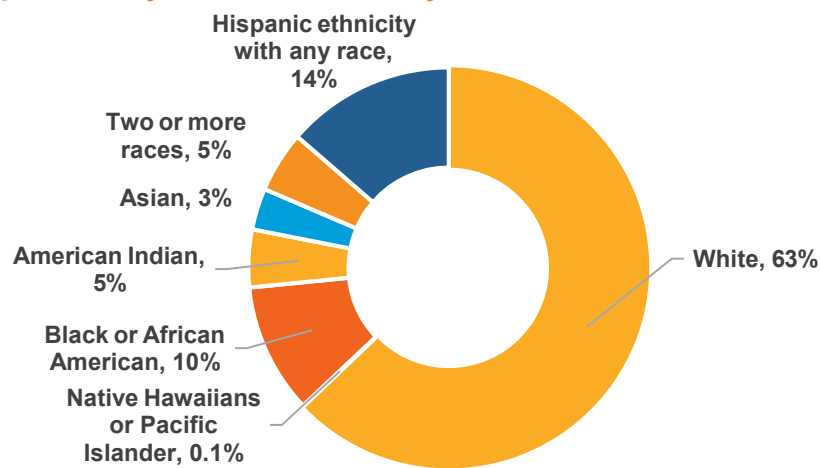
Source: Emsi- economicmodeling.com- 2020.1

Population by Race and Ethnicity

The following analyses used the racial categories designated by the U.S. Census Bureau. The Census Bureau categorizes “Hispanic,” not as a race, but as an ethnicity. As such, Hispanic is always reported in conjunction with another racial designator, i.e. “Black or African American, Hispanic.” Unless otherwise noted, individual races included in this briefing section were reported as Non-Hispanic.

Figure 2 shows Central WFDA population by race and ethnicity by percentage. This figure shows that White had the highest percentage of the population at 63%. Hispanic Ethnicity with any race had the second highest percentage of the population at 14%. Native Hawaiians or Pacific Islander had the smallest amount of the population at .10%.

Figure 2: Population by Race and Ethnicity



Source: Emsi- economicmodeling.com- 2020.1

Table 3 provides the estimated persons per race and ethnicity category. White had the largest population at 903,997. Hispanic Ethnicity with any race had the second largest population at 196,134. Native Hawaiians or Pacific Islander had the smallest amount of the population at 1,185.

Table 3: Population by Race & Ethnicity

Demographic	2019 Population
White	903,997
Native Hawaiians or Pacific Islander	1,185
Black or African American	150,850
American Indian	66,991
Asian	47,970
Two or more races	71,049
Hispanic ethnicity with any race	196,134

Source: Emsi- economicmodeling.com- 2020.1

Hispanic Population

In Central WFDA, the Hispanic Population was the largest non-white population. The Hispanic population was 196,134 in the Central WFDA, and the Non-Hispanic population is 1,242,043. White and Hispanic represent the largest part of the Hispanic population at 83%. American Indian or Alaskan Native and Hispanic and Two or More Races and Hispanic are both 8% of the Hispanic population. Native Hawaiian or Pacific Islander and Hispanic is the smallest part of the Hispanic population at .28%.

Table 4: Hispanic Population

Demographics	2019 Population
White, Hispanic	162,766
American Indian or Alaskan Native, Hispanic	15,073
Two or More Races, Hispanic	10,160
Black, Hispanic	6,313
Asian, Hispanic	1,271
Native Hawaiian or Pacific Islander, Hispanic	552

Source: Emsi- economicmodeling.com- 2020.1

Education

Colleges, Universities, Career Technology Centers, and K-12 schools are instrumental in developing the workforce. Educational institutions help supply local businesses and organizations with a workforce with the necessary labor and skills to be competitive in today's economy. The following section reviews Central WFDA's educational attainment and an educational skills gap analysis.

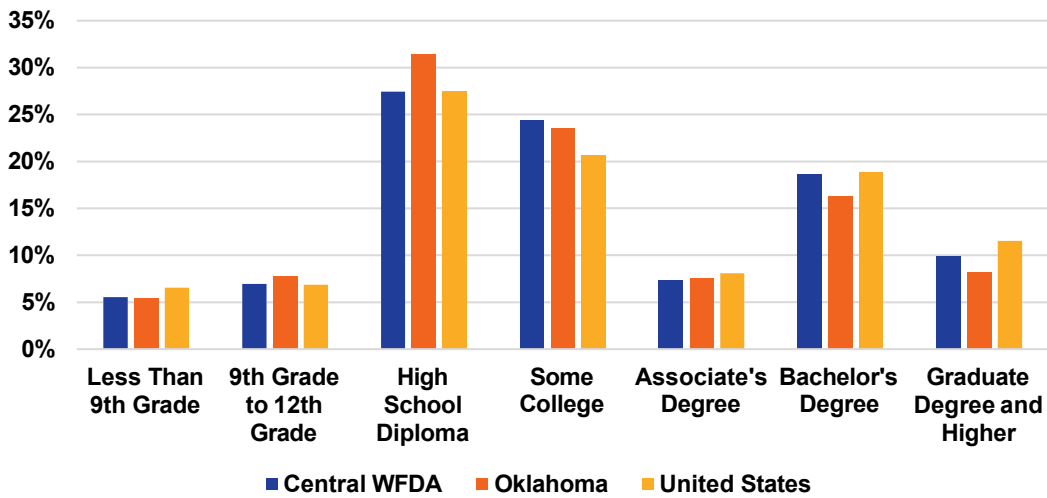
Educational Attainment

Figure 3 compares the current education attainment among Central WFDA, the State of Oklahoma, and the United States. In the Central WFDA, High School Diploma had the largest population at 27%. Some College had the second largest population at 24%. The third largest population was Bachelor's Degree at 19%. The fourth largest population was Graduate Degree and Higher at 10%. The fifth largest population is both Associate's Degree and 9th Grade to 12th Grade at 7%. Lastly, less than 9th grade had the smallest amount of the population at 6%.

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

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

Figure 3: Education Attainment Level



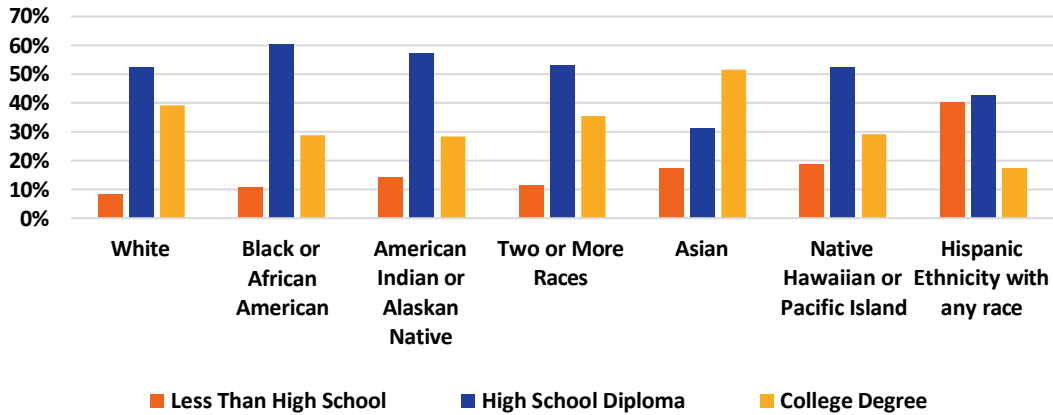
Source: Emsi- economicmodeling.com- 2020.1

High School Diploma had the largest share of the population with 487,987 individuals. Figure 4 shows the breakdown of education by race and ethnicity. White had the highest share of the High School Graduates population with 340,090. Black or African American second highest share of the population with 56,636. Hispanic Ethnicity with any race had the third highest population with 40,351. The fourth highest population was American Indian or Alaskan Native with 23,743. The fifth highest population was Two or More Races with 16,636. The sixth highest population was Asian with 10,150. Lastly, Native Hawaiian or Pacific Island had the smallest share of the population with 382.

College Degree had the second largest share of the population with 253,161 individuals. Figure 4 shows break down of those with a college degree. White had the highest share of this population with 253,161. Black or African American second highest share of the population with 26,955. Asian had the third highest share of the population at 11,726. Hispanic Ethnicity with any race had the fourth highest share of the population at 16,552. American Indian or Alaskan Native had the fifth highest share of the population 11,726. Two or More Races had the sixth highest share of the population was 11,075. Lastly, Native Hawaiian or Pacific Island had the smallest share of the population with 213.

Less than High School had the smallest share of the population with 117,517 individuals. Figure 4 shows that White had the highest share of this population with 54,112. Hispanic Ethnicity with any race had the second highest share of the population with 38,001. Black or African American had the third highest share of the population with 26,955. Asian had the fourth highest share of the population at 16,715. American Indian or Alaskan Native had the fifth highest population at 11,726. Two or More Races had the sixth highest share of the population with 11,075. Lastly, Native Hawaiian or Pacific Island had the smallest share of the population with 136.

Figure 4: Education Attainment Level by Race/Ethnicity



Source: Emsi- economicmodeling.com- 2020.1

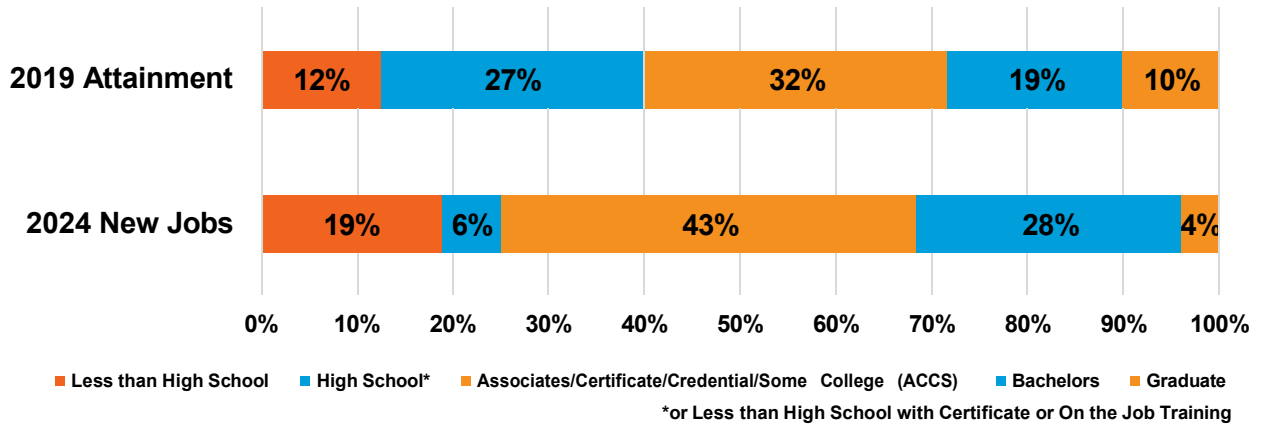
Skills Gap

A skills gap analysis was completed. The current percentage of educational achievement of residents was directly compared to the percentage of entry level education required by newly created jobs projected to develop between 2019 and 2024.

The data in this analysis were based upon projected need estimated with historical data. The projected shortfall of less than one percentage point at the Bachelor’s degree level will be significantly compounded by a misalignment of degree specialty. The existence of a sufficient number of individuals possessing a Bachelor’s Degree fails to meet the needs of employers if those degrees do not provide the appropriate training necessary to fulfill job requirements.

Figure 5 provides the skills gap shown by the forecast of new jobs in the next five years matched with the current level of education attainment. The greatest need or deficiency for workers is the group of Associates, Certificates, Some College, and Credential. With a deficit is 12%, from the subtraction of 43% of new jobs in 2025, and the attainment level in 2019 of 32%. The greatest surplus is those with a Graduate degree. This surplus is 6%, from the subtraction of 4% of new jobs, and the 10% attainment in 2019.

Figure 5: Local Skills Gap Analysis



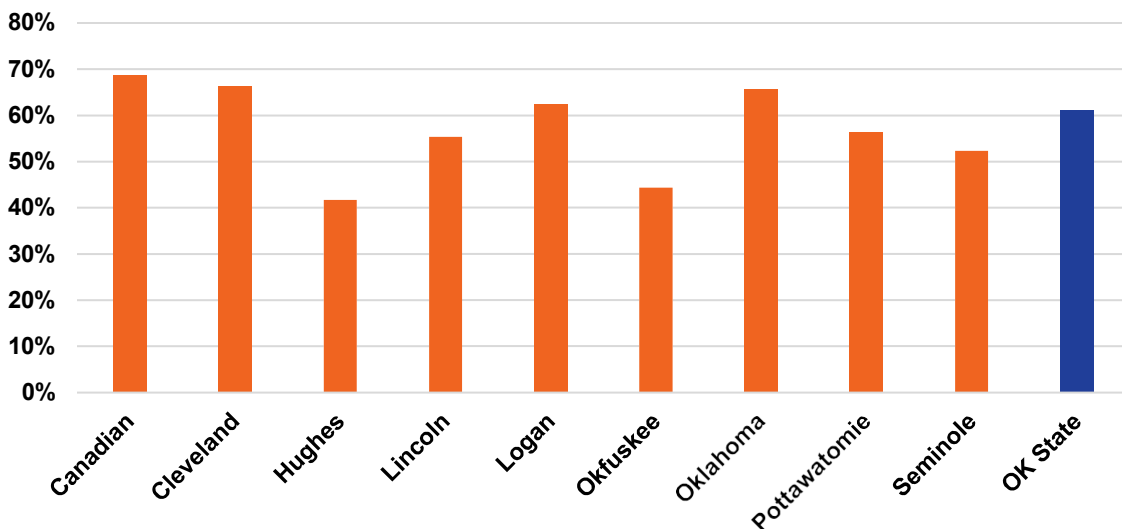
Source: Emsi- economicmodeling.com- 2020.1

Labor Force

Labor Force Participation by County

Figure 6 shows the Central WFDA labor force participation rate by county. The highest percentage is in Canadian County at 68.80%. The second highest is in Cleveland county at 66.40%. The third highest is in Oklahoma County at 65.60%. The fourth highest is in Logan County at 62.50%. The fifth highest is in Pottawatomie County at 56.30%. The sixth highest is in Lincoln County at 55.30%. The seventh highest is in Seminole County at 52.30%. The eighth highest is in Okfuskee County at 44.30%. Lastly, the lowest percentage is in Hughes County at 41.70%

Figure 6: Labor Force Participation Rate by County



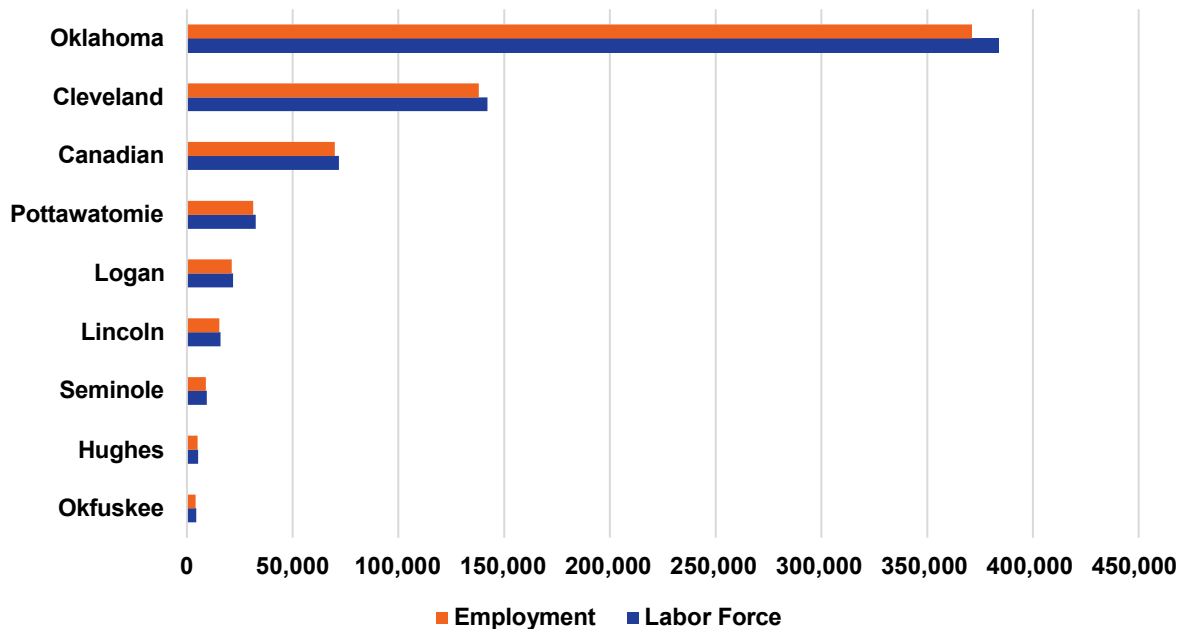
Source: American Community Survey (ACS) 2018 5-Year Estimates

Total Employment by County

Figure 7 compares the total employment and the total labor force for Central WFDA by county. The largest employment was found in Oklahoma County at 371,240. The second largest is in Cleveland County at 138,014. The third largest is in Canadian County at 70,030. The fourth largest is in Pottawatomie County at 31,421. The fifth largest is in Logan County at 21,290. The sixth largest is in Lincoln County at 15,393. The seventh largest is in Seminole County at 9,063. The eighth largest is in Hughes County at 5,142. The smallest labor force was in Okfuskee County at 4,246.

The largest labor force was found in Oklahoma County at 383,860. The second largest is in Cleveland County at 142,102. The third largest is in Canadian County at 72,033. The fourth largest is in Pottawatomie County at 32,624. The fifth largest is in Logan County at 21,953. The sixth largest is in Lincoln County at 15,952. The seventh largest is in Seminole County at 9,514. The eighth largest is in Hughes County at 5,366. The smallest labor force was in Okfuskee County at 4,459.

Figure 7: Total Employment and Labor Force by County

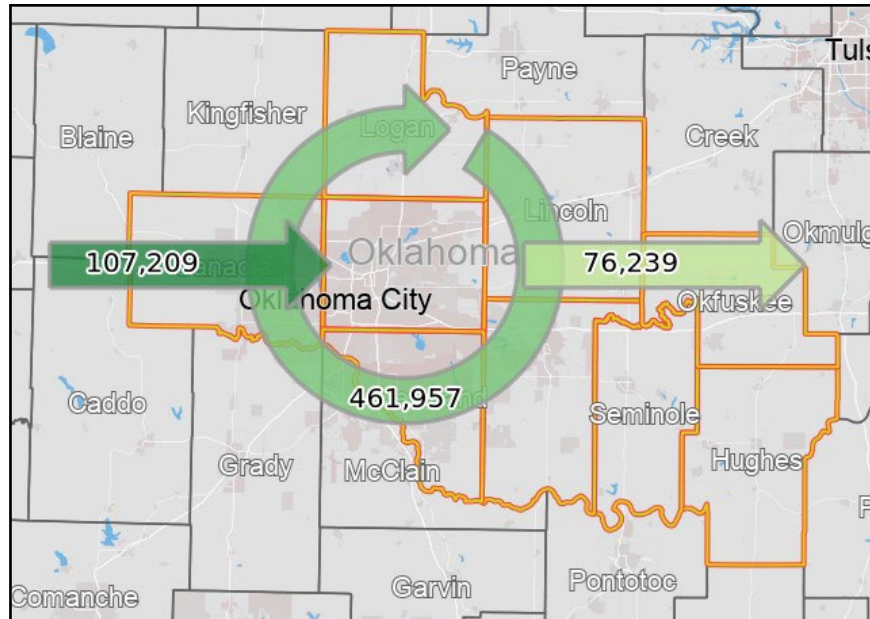


Source: 2018 Bureau of Labor Statistics (BLS), Local Area Unemployment Statistics (LAUS)

Commuter Data

The U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD) program uses data from a variety of sources including the unemployment insurance program, Quarterly Census of Employment and Wages (QCEW), and administrative data from censuses and surveys to create models estimating worker commutes for primary employment. In the Central WFDA 107,209 work in the area, and did not live there. 461,957 lived there and worked there. 76,239 lived in Central WFDA and worked outside the area.

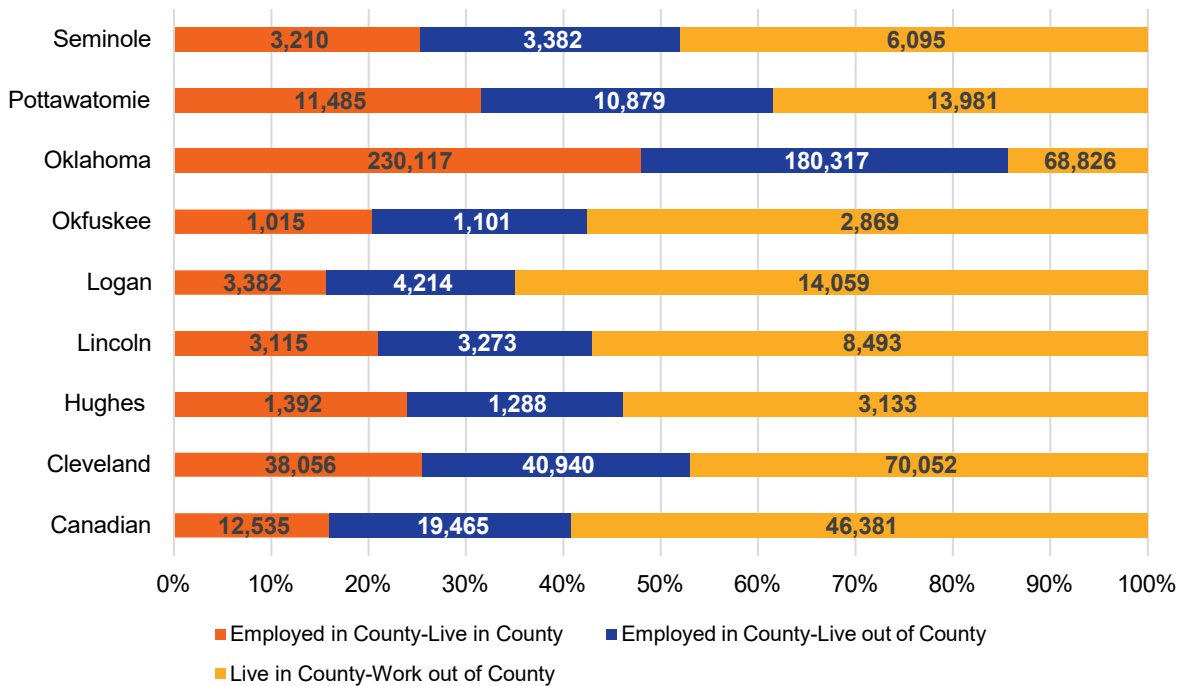
Figure 8: Total Local Area Commuter Patterns



Source: Center of Economic Studies (CES), OnTheMap, 2017

Figure 9 provides a county level analysis on each individual county. Oklahoma County has the most of its workers living and working in the county. The majority of workers live in their respective county and commute to another county.

Figure 9: County Level Commuter Patterns



Source: Center of Economic Studies (CES), OnTheMap, 2017

Economic Indicators

Industry Sectors by Total Jobs

The North American Industry Classification System (NAICS) is the standard utilized by federal agencies to classify businesses to collect, analyze, and publish statistical data related to the United States business economy. Several of the analyses that follow are based upon data using NAICS employment sector codes. The following information is provided to enhance understanding of the framework of these analyses.

NAICS uses a 6-digit coding system which is structured hierarchically, beginning with 20 broad economic sectors. Over 1,000 industries are then sub-categorized within these 20 sectors. Each industry within a sector shares distinguishing economic activities. The most recent version of the classification system was implemented in 2017. Additional information is available at www.census.gov/eos/www/naics.

There was an estimated 652,119 number of total jobs in Central WFDA in 2019. Table 5 shows the top ten employment industry sectors in Central WFDA. The largest sector is Government with 136,945 jobs. The second largest sector was Health Care and Social Assistance with 79,056 jobs. The tenth largest sectors was Finance and Insurance with 25,930 jobs.

Table 5: Top Industry Sectors by Total Number of Jobs

NAICS	Description	2019 Jobs	Percentage of Total Employment
90	Government	136,945	20.59%
62	Health Care and Social Assistance	79,056	11.89%
44	Retail Trade	66,867	10.06%
72	Accommodation and Food Services	66,554	10.01%
56	Administrative and Support and Waste Management and Remediation Services	42,392	6.37%
31	Manufacturing	36,111	5.43%
54	Professional, Scientific, and Technical Services	35,544	5.34%
23	Construction	30,331	4.56%
81	Other Services (except Public Administration)	26,945	4.05%
52	Finance and Insurance	25,930	3.90%

Source: Emsi- economicmodeling.com- 2020.1

Top Occupations by Total Jobs

The Standard Occupational Classification (SOC) system is used by Federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data. Additional analyses that follow are based upon data examined utilizing SOC occupational codes. The following information is provided to enhance understanding of the framework of these analyses.

All workers are classified into one of 840 detailed occupations according to their occupational definition. To facilitate classification, detailed occupations are combined to form 461 broad occupations, 97 minor groups, and 23 major groups. Detailed occupations in the SOC with similar job duties, and in some cases, skills, education, and/or training, are grouped together. Recently, the 2018 system for SOC was implemented, replacing the 2010 version. Additional information is available at www.bls.gov/soc/.

Table 6 shows the top occupation for Central WFDA. The highest level of employment is for Customer Service Representatives with 14,158 jobs. The next highest level of employment is for Cashiers with 13,925. The tenth highest level of employment is in Bookkeeping, Accounting, and Auditing Clerks with 8,963 jobs.

Table 6: Top Occupations by Total Number of Jobs

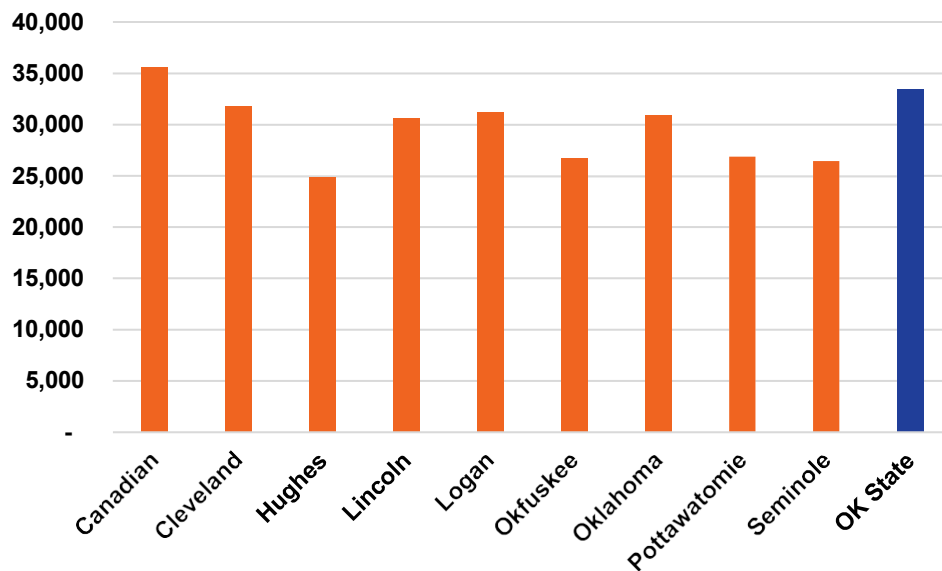
SOC	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
41-2031	Retail Salespersons	20,417	20,391	(26)	\$10.88	No formal educational credential	Short-term on-the-job training
43-4051	Customer Service Representatives	14,158	14,098	(60)	\$14.86	High school diploma or equivalent	Short-term on-the-job training
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	14,047	15,898	1,851	\$9.07	No formal educational credential	Short-term on-the-job training
41-2011	Cashiers	13,925	14,171	246	\$9.72	No formal educational credential	Short-term on-the-job training
29-1141	Registered Nurses	13,664	14,594	930	\$30.87	Bachelor's degree	None
35-3031	Waiters and Waitresses	12,990	14,051	1,061	\$8.94	No formal educational credential	Short-term on-the-job training
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	12,953	13,865	912	\$14.46	No formal educational credential	Short-term on-the-job training
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	12,527	12,360	(167)	\$15.15	High school diploma or equivalent	Short-term on-the-job training
43-9061	Office Clerks, General	12,099	12,353	254	\$13.19	High school diploma or equivalent	Short-term on-the-job training
11-1021	General and Operations Managers	10,577	11,272	695	\$42.79	Bachelor's degree	None

Source: Emsi- economicmodeling.com- 2020.1

Median Wage

Figure 10 provides the median wage of those over the age of 16. The highest wage was in Canadian County which is \$35,539. The second highest wage was in Cleveland County at 31,813. The third highest was in Logan County which is \$31,224. The fourth highest wages were in Oklahoma County at 30,933. Lincoln County has the fifth highest wages at \$30,649. The sixth highest wage was in Pottawatomie County at \$26,875. The seventh highest wages were in Okfuskee County at \$26,669. The eighth highest wage was in Seminole County at \$26,449. Lastly, the lowest median wage is in Hughes County \$24,918.

Figure 10: Median Wage by County

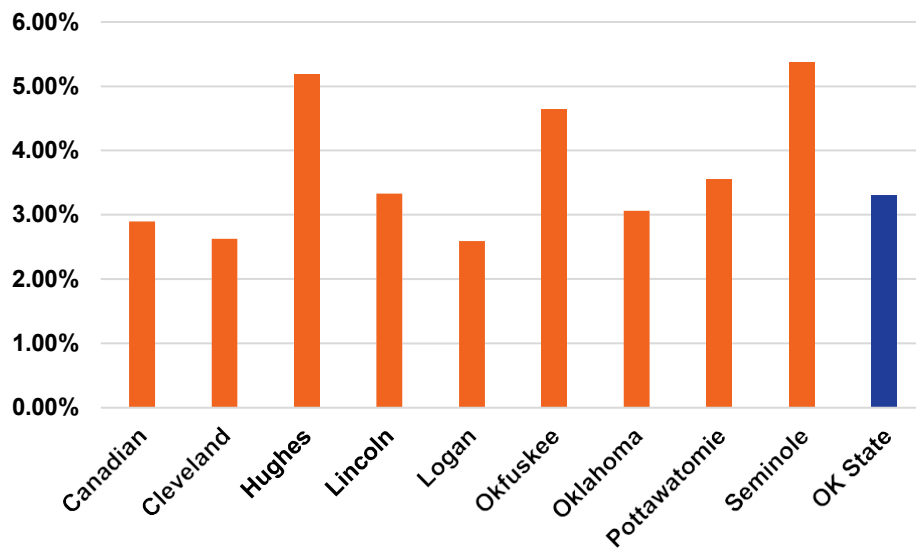


Source: American Community Survey (ACS) 2018 5-Year Estimates

Unemployment Rate

Figure 11 shows the unemployment rate for Central WFDA. The highest unemployment was in Seminole County with an unemployment rate of 5.38%. The second highest unemployment was in Hughes County which had an unemployment rate of 5.18%. The third highest unemployment rate was in Okfuskee County an unemployment rate of 4.65%. The fourth highest unemployment rate was in Pottawatomie County 3.56%. The fifth highest unemployment rate was in Lincoln at 3.33%. The sixth highest unemployment rate was in Oklahoma County at 3.06%. Canadian County had the seventh highest unemployment rate at 2.89%. Cleveland County had the eighth highest unemployment rate at 2.63%. Lastly, the lowest unemployment rate was in Logan County with an unemployment rate of 2.59%.

Figure 11: Unemployment Rate



Source: Emsi- economicmodeling.com- 2020.1

Industry Clusters

Oklahoma Department of Commerce has identified five key, in demand, industry clusters for the state of Oklahoma (also known as Ecosystems). Industry clusters provide a competitive advantage in a global economy. They exhibit significant potential for employment growth and provide wealth generating employment opportunities. Regional industry clusters have been identified for each Local Workforce Development Area

State Industry Clusters

The five State Industry Cluster's demand industries produce or provide similar goods and services and therefore have similar needs in workforce, infrastructure, and economic development policy. These ecosystems include Aerospace and Defense, Agriculture and Biosciences, Energy, Information and Finance, and Transportation and Distribution.

Regional Industry Clusters

In addition to the five State Industry clusters, Regional Industry Clusters have been identified. The regional clusters for the Central WFDA are Industrial, Transportation and Distribution, Mining and Extraction, STEM, and Healthcare.

The source data to start the process was establishment level data from over 100,000 business establishments in the state. Major employers are non-retail sector establishments that are among the top twenty percent of employing establishments in their respective counties. Retail was excluded since it is dependent on other sectors of the economy employing people and generating economic activity. Ensuring other sectors are successful will impact the success of the retail sector.

The clusters were informed by the methodology utilized by the Harvard Business School and the Economic Development Administration. In order to report data in a meaningful manner, there was some customization grouping linked industries. After identifying the top twenty percent of the major employers in each of the counties, they were grouped into industry clusters in their regional economy. Establishment level data from the Quarterly Census of Employment & Wages was utilized as the primary data source in the cluster identification. Since confidentiality must be maintained, in order to report the results, the data must be aggregated by clusters and geography.

Major employers include traditional sectors targeted in economic development including manufacturing, energy and knowledge-based service industries. It also includes other sectors that are not targeted in economic development but are important to the local region and have demands on workforce skills. These sectors include, but not limited to, agriculture, construction, utilities, healthcare, education, government, and tourism and hospitality.

Table 7 summarizes the industry clusters in Central WFDA. The highest expected growth is in the Healthcare cluster with an expected growth of 7,362 jobs. The next highest expected growth cluster is in Transportation and Distribution with 6,935 jobs. The sixth highest expected growth is in Industrial with 5941 jobs.

Table 7: Regional Industry Clusters

State Industry Clusters	Estimated Net Job Growth (2019-2024)	Industry Cluster Growth Rate (2019-2024)	Average Annual Earnings
Industrial	5,941	3%	\$82,122
Transportation and Distribution	6,935	8%	\$69,601
Mining and Extraction	4,457	16%	\$135,051
Professional Services	4,569	4%	\$91,184
Healthcare	7,362	7%	\$63,419
STEM	1,796	0%	\$124,746

Source: Emsi- economicmodeling.com- 2020.1

Healthcare

In 2019 there were 93,328 industries in the Central WFDA Healthcare Industry Cluster with average earnings of \$63,419. Based on demand projections jobs within the Industry Cluster will increase by 6,517 jobs totaling 99,845 jobs by the year 2024.

Shown in Table 8 is the top ten industries in the Central WFDA Healthcare Industry Cluster. General Medical and Surgical Hospitals had the highest number of job with 23,941. Offices of Physicians (except Mental Health Specialists) had the second highest number of jobs with 10,223. The tenth highest number of jobs is in Continuing Care Retirement Communities at 2,113.

Table 8: Top Healthcare Industries by Number of Current Jobs

NAICS	Description	2019 Jobs	Avg. Earnings Per Job
622110	General Medical and Surgical Hospitals	23,941	\$76,374
621111	Offices of Physicians (except Mental Health Specialists)	10,223	\$109,866
623110	Nursing Care Facilities (Skilled Nursing Facilities)	6,351	\$38,844
621210	Offices of Dentists	4,571	\$60,825
624410	Child Day Care Services	4,558	\$24,156
621610	Home Health Care Services	4,552	\$43,445
903622	Hospitals (Local Government)	3,340	\$80,889
446110	Pharmacies and Drug Stores	2,819	\$49,909
624120	Services for the Elderly and Persons with Disabilities	2,374	\$24,429
623311	Continuing Care Retirement Communities	2,113	\$36,109

Source: EMSI-Economicmodeling.com 2020.1

Table 9 is the top Central WFDA Healthcare emerging industries with the largest change from 2019-2024. General Medical and Surgical Hospitals has the highest growth with 1,514 jobs. The second highest growth was found in Offices of Physicians (except Mental Health Specialists) with 666 jobs. The tenth highest growth was in Vocational Rehabilitation Services with 229 jobs.

Table 9: Top Healthcare Emerging Industries by Number of New Jobs

NAICS	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	2019 - 2024 % Change
622110	General Medical and Surgical Hospitals	23,941	25,455	1,514	6%
621111	Offices of Physicians (except Mental Health Specialists)	10,223	10,889	666	7%
621210	Offices of Dentists	4,571	5,109	538	12%
624120	Services for the Elderly and Persons with Disabilities	2,374	2,829	455	19%
621493	Freestanding Ambulatory Surgical and Emergency Centers	1,769	2,185	416	24%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2,021	2,408	387	19%
621999	All Other Miscellaneous Ambulatory Health Care Services	530	909	379	72%
541690	Other Scientific and Technical Consulting Services	1,442	1,759	317	22%
621610	Home Health Care Services	4,552	4,810	258	6%
624310	Vocational Rehabilitation Services	2,007	2,236	229	11%

Source: EMSI-Economicmodeling.com 2020.1

Table 10 shows the top jobs in the Central WFDA Healthcare cluster. Registered Nurses have the highest number of jobs in this cluster with 10,019. Nursing Assistants have the second highest number of jobs in this cluster with 5,233. The tenth highest number of jobs in this cluster is Maids and Housekeeping Cleaners with 1,513.

Table 10: Top Healthcare Occupations by Number of Current Jobs (Revised)

SOC	Description	Employed in Industry Group (2019)	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
29-1141	Registered Nurses	10,019	\$31.68	Bachelor's degree	None
31-1131	Nursing Assistants	5,233	\$12.56	Postsecondary nondegree award	None
31-9092	Medical Assistants	3,880	\$15.36	Postsecondary nondegree award	None
43-6013	Medical Secretaries and Administrative Assistants	3,757	\$15.96	High school diploma or equivalent	Moderate-term on-the-job training
29-2061	Licensed Practical and Licensed Vocational Nurses	3,502	\$20.78	Postsecondary nondegree award	None
31-1128	Home Health and Personal Care Aides	2,877	\$11.31	High school diploma or equivalent	Short-term on-the-job training
11-9111	Medical and Health Services Managers	1,997	\$40.07	Bachelor's degree	None
31-9091	Dental Assistants	1,530	\$18.09	Postsecondary nondegree award	None
29-2018	Clinical Laboratory Technologists and Technicians	1,527	\$21.75	Bachelor's degree	None
37-2012	Maids and Housekeeping Cleaners	1,513	\$10.40	No formal educational credential	Short-term on-the-job training

Source: EMSI-Economicmodeling.com 2021.1

Table 11 shows the Central WFDA Healthcare emerging jobs by growth from 2019 to 2024. Registered Nurses is expected to have the most growth with 528. The second highest expect growth is in Medical Assistants with 164. The job with the ten largest expected growth is in Licensed Practical and Licensed Vocational Nurses with 102 jobs.

Table 11: Top Healthcare Emerging Occupations by Number of New Jobs (Revised)

SOC	Description	Employed in Industry Group (2019)	Employed in Industry Group (2024)	Change (2019 - 2024)	% Change (2019 - 2024)	Median Hourly Earnings
29-1141	Registered Nurses	10,019	10,547	528	5%	\$31.68
31-9092	Medical Assistants	3,880	4,220	340	9%	\$15.36
11-9111	Medical and Health Services Managers	1,997	2,289	292	15%	\$40.07
29-1171	Nurse Practitioners	734	935	201	27%	\$54.46
43-6013	Medical Secretaries and Administrative Assistants	3,757	3,933	175	5%	\$15.96
31-1131	Nursing Assistants	5,233	5,397	164	3%	\$12.56
31-1128	Home Health and Personal Care Aides	2,877	3,040	163	6%	\$11.31
29-1071	Physician Assistants	728	842	114	16%	\$54.15
43-4171	Receptionists and Information Clerks	1,326	1,431	105	8%	\$13.75
29-2061	Licensed Practical and Licensed Vocational Nurses	3,502	3,603	102	3%	\$20.78

Source: EMSI-Economicmodeling.com 2021.1

STEM

In 2019 there were 25,817 in the Central WFDA STEM Industry Cluster with average earnings of \$126,705. Based on demand projections jobs within the STEM Cluster will increase by 654 jobs totaling 26,471 jobs by the year 2024.

Table 12 shows the top industries in the Central WFDA STEM Clusters. The industry with the highest number of jobs is Crude Petroleum Extraction with 4,161. The second highest number of job is in Engineering Services at 3,291. The tenth highest number of jobs is the Pharmaceutical Preparation Manufacturing with 521.

Table 12: Top STEM Industries by Number of Current Jobs

NAICS	Description	2019 Jobs	Avg. Earnings Per Job
211120	Crude Petroleum Extraction	4,161	\$199,991
541330	Engineering Services	3,291	\$94,396
211130	Natural Gas Extraction	2,833	\$213,575
336411	Aircraft Manufacturing	2,701	\$146,637
541511	Custom Computer Programming Services	1,833	\$97,488
541512	Computer Systems Design Services	1,387	\$90,563
541519	Other Computer Related Services	1,019	\$78,916
541310	Architectural Services	944	\$86,618
541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	677	\$83,921
325412	Pharmaceutical Preparation Manufacturing	521	\$111,201

Source: EMSI-Economicmodeling.com 2020.1

Table 13 shows the top ten emerging industries in Central WFDA STEM clusters by growth of total jobs from 2019-2024. The largest expected growth was in Aircraft Manufacturing with a growth of 687. The second largest expected growth was in Engineering Services with growth of 412. The tenth largest expected growth was in Computer Facilities Management Services with a change of 65.

Table 13: Top STEM Emerging Industries by Number of New Jobs

NAICS	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	2019 - 2024 % Change
336411	Aircraft Manufacturing	2,701	3,388	687	25%
541330	Engineering Services	3,291	3,703	412	13%
541519	Other Computer Related Services	1,019	1,251	232	23%
541512	Computer Systems Design Services	1,387	1,565	178	13%
325412	Pharmaceutical Preparation Manufacturing	521	647	126	24%
621330	Offices of Mental Health Practitioners (except Physicians)	279	380	101	36%
511210	Software Publishers	495	584	89	18%
541350	Building Inspection Services	272	360	88	32%
541360	Geophysical Surveying and Mapping Services	502	584	82	16%
541513	Computer Facilities Management Services	236	301	65	28%

Source: EMSI-Economicmodeling.com 2020.1

Table 14 shows the top ten jobs in Central WFDA STEM cluster for 2019. The highest number of jobs is in Software Developers and Software Quality Assurance Analysts and Testers at 1,760. The second highest number of jobs is in Customer Service Representatives at 927. The tenth number of job was in Secretaries and Administrative Assistants, Except Legal, Medical, and Executive at 467.

Table 14: Top STEM Occupations by Number of Current Jobs (Revised)

SOC	Description	Employed in Industry Group (2019)	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	1,760	\$41.01	Bachelor's degree	None
43-4051	Customer Service Representatives	927	\$15.58	High school diploma or equivalent	Short-term on-the-job training
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	803	\$22.36	High school diploma or equivalent	Moderate-term on-the-job training
11-1021	General and Operations Managers	656	\$45.91	Bachelor's degree	None
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	609	\$12.54	High school diploma or equivalent	Short-term on-the-job training
13-1111	Management Analysts	561	\$36.53	Bachelor's degree	None
13-1161	Market Research Analysts and Marketing Specialists	558	\$26.87	Bachelor's degree	None
15-1232	Computer User Support Specialists	551	\$22.40	Some college, no degree	None
17-3011	Architectural and Civil Drafters	549	\$24.39	Associate's degree	None
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	467	\$15.29	High school diploma or equivalent	Short-term on-the-job training

Source: EMSI-Economicmodeling.com 2021.1

Table 15 shows the emerging jobs by growth from 2019 to 2024 in the Central WFDA STEM cluster. The largest expected growth in number of jobs was in Management Analysts with an increase of 111. The second largest expected growth was in Market Research Analysts and Marketing Specialists with 85. The tenth largest expected growth was in Veterinary Technologists and Technicians with 25 jobs.

Table 15: Top STEM Emerging Occupations by Number of New Jobs (Revised)

SOC	Description	Employed in Industry Group (2019)	Employed in Industry Group (2024)	Change (2019 - 2024)	% Change (2019 - 2024)	Median Hourly Earnings
13-1111	Management Analysts	561	672	111	20%	\$36.53
13-1161	Market Research Analysts and Marketing Specialists	558	643	85	15%	\$26.87
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	1,760	1,818	57	3%	\$41.01
11-1021	General and Operations Managers	656	712	56	9%	\$45.91
13-1198	Project Management Specialists and Business Operations Specialists, All Other	328	363	35	11%	\$35.34
17-2051	Civil Engineers	254	287	34	13%	\$47.59
13-1071	Human Resources Specialists	239	268	30	13%	\$24.93
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	609	638	29	5%	\$12.54
13-2011	Accountants and Auditors	294	322	28	9%	\$31.31
29-2056	Veterinary Technologists and Technicians	409	434	25	6%	\$13.69

Source: EMSI-Economicmodeling.com 2021.1

Transportation and Distribution

In 2019 there were 43,950 in the Central WFDA Transportation and Distribution Industry Cluster with average earnings of \$69,601. Based on demand projections jobs within the Transportation and Distribution Industry Cluster will increase by 3,550 jobs totaling 47,500 jobs by the year 2024.

Shown in Table 16 is the top ten industries in the Central WFDA Transportation and Distribution Industry Cluster. General Warehousing and Storage had the highest number of job with 5,134. General Freight Trucking, Long-Distance had the second highest number of jobs with 5,024. The tenth highest number of jobs is in Construction and Mining (except Oil Well) Machinery and Equipment Merchant Wholesalers at 822.

Table 16: Top Transportation and Distribution Industries by Number of Current Jobs

NAICS	Description	2019 Jobs	Avg. Earnings Per Job
49311	General Warehousing and Storage	5,134	\$45,180
48412	General Freight Trucking, Long-Distance	5,024	\$63,512
42512	Wholesale Trade Agents and Brokers	3,036	\$63,000
42383	Industrial Machinery and Equipment Merchant Wholesalers	2,802	\$87,973
48819	Other Support Activities for Air Transportation	1,773	\$89,377
42441	General Line Grocery Merchant Wholesalers	1,454	\$76,787
42449	Other Grocery and Related Products Merchant Wholesalers	1,250	\$60,357
48422	Specialized Freight (except Used Goods) Trucking, Local	1,063	\$80,384
33621	Motor Vehicle Body and Trailer Manufacturing	860	\$51,445
42381	Construction and Mining (except Oil Well) Machinery and Equipment Merchant Wholesalers	822	\$100,602

Source: EMSI-Economicmodeling.com 2020.1

Table 17 is the top Emerging Occupations in the Central WFDA transportation and distribution with the largest change from 2019-2024. General Warehousing and Storage has the highest expected growth with 1,569 jobs. The second highest expected growth was found in Wholesale Trade Agents and Brokers with 1,311 jobs. The tenth highest expected growth was in Industrial Machinery and Equipment Merchant Wholesalers with 108 jobs.

Table 17: Top Transportation & Distribution Emerging Industries by Number of New Jobs

NAICS	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	2019 - 2024 % Change
49311	General Warehousing and Storage	5,134	6,703	1,569	31%
42512	Wholesale Trade Agents and Brokers	3,036	4,347	1,311	43%
48412	General Freight Trucking, Long-Distance	5,024	5,494	470	9%
48422	Specialized Freight (except Used Goods) Trucking, Local	1,063	1,265	202	19%
42511	Business to Business Electronic Markets	345	532	187	54%
48819	Other Support Activities for Air Transportation	1,773	1,907	134	8%
42381	Construction and Mining (except Oil Well) Machinery and Equipment Merchant Wholesalers	822	954	132	16%
42311	Automobile and Other Motor Vehicle Merchant Wholesalers	756	873	117	15%
48621	Pipeline Transportation of Natural Gas	538	653	115	21%
42383	Industrial Machinery and Equipment Merchant Wholesalers	2,802	2,910	108	4%

Source: EMSI-Economicmodeling.com 2020.1

Table 18 shows the top ten jobs in the Central WFDA Transportation & Distribution cluster. Heavy and Tractor-Trailer Truck Drivers has the highest number of jobs in this cluster with 6,903. Laborers and Freight, Stock, and Material Movers, Hand has the second highest number of jobs in this cluster with 5,976. The tenth highest number of jobs in this cluster is First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors with 1,179.

Table 18: Top Transportation & Distribution Occupations by Number of Current Jobs (Revised)

SOC	Description	Employed in Industry Group (2019)	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
53-3032	Heavy and Tractor-Trailer Truck Drivers	6,903	\$20.89	Postsecondary nondegree award	Short-term on-the-job training
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	5,976	\$14.90	No formal educational credential	Short-term on-the-job training
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2,422	\$24.47	High school diploma or equivalent	Moderate-term on-the-job training
53-3033	Light Truck Drivers	1,892	\$14.74	High school diploma or equivalent	Short-term on-the-job training
53-7065	Stockers and Order Fillers	1,765	\$12.13	High school diploma or equivalent	Short-term on-the-job training
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	1,700	\$34.75	Bachelor's degree	Moderate-term on-the-job training
53-7051	Industrial Truck and Tractor Operators	1,526	\$18.58	No formal educational credential	Short-term on-the-job training
43-4051	Customer Service Representatives	1,303	\$15.58	High school diploma or equivalent	Short-term on-the-job training
43-5071	Shipping, Receiving, and Inventory Clerks	1,291	\$14.86	High school diploma or equivalent	Short-term on-the-job training
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	1,179	\$24.79	High school diploma or equivalent	None

Source: EMSI-Economicmodeling.com 2021.1

Table 19 shows the emerging jobs by growth in Central WFDA Transportation and Distribution from 2019 to 2024. Laborers and Freight, Stock, and Material Movers, Hand has the most expected growth with 1,415. The second highest expected growth is in Industrial Truck and Tractor Operators with 646. The job with the ten largest expected growth is in Driver/Sales Workers with 73 jobs.

Table 19: Top Transportation & Distribution Emerging Occupations by Number of New Jobs (Revised)

SOC	Description	Employed in Industry Group (2019)	Employed in Industry Group (2024)	Change (2019 - 2024)	% Change (2019 - 2024)	Median Hourly Earnings
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	5,976	7,391	1,415	24%	\$14.90
53-7051	Industrial Truck and Tractor Operators	1,526	2,173	646	42%	\$18.58
53-7065	Stockers and Order Fillers	1,765	2,321	555	31%	\$12.13
53-3033	Light Truck Drivers	1,892	2,318	425	22%	\$14.74
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	1,179	1,403	224	19%	\$24.79
53-7064	Packers and Packagers, Hand	359	511	152	42%	\$11.14
43-5071	Shipping, Receiving, and Inventory Clerks	1,291	1,433	141	11%	\$14.86
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2,422	2,522	100	4%	\$24.47
49-9071	Maintenance and Repair Workers, General	335	422	87	26%	\$16.28
53-3031	Driver/Sales Workers	729	802	73	10%	\$13.14

Source: EMSI-Economicmodeling.com 2021.1

Mining and Extraction

In 2019 there were 21,341 in the Central WFDA Mining and Extraction Industry Cluster with average earnings of \$135,051. Based on demand projections jobs within the Mining and Extraction Industry Cluster will increase by 3,452 jobs totaling 24,793 jobs by the year 2024.

Shown in Table 20 is the top ten industries in the Central WFDA Mining and Extraction Industry Cluster. Support Activities for Oil and Gas Operations had the highest number of job with 10,784. Crude Petroleum Extraction the second highest number of jobs with 4,161. The fifth highest number of jobs is in Construction Sand and Gravel Mining at 108.

Table 20: Top Mining and Extraction Industries by Number of Current Jobs

NAICS	Description	2019 Jobs	Avg. Earnings Per Job
213112	Support Activities for Oil and Gas Operations	10,784	\$99,755
211120	Crude Petroleum Extraction	4,161	\$199,991
213111	Drilling Oil and Gas Wells	3,385	\$105,338
211130	Natural Gas Extraction	2,833	\$213,575
212321	Construction Sand and Gravel Mining	108	\$58,052

Source: EMSI-Economicmodeling.com 2020.1

Table 21 is the Emerging Occupations in the Central WFDA Mining and Extraction industry cluster with the largest change from 2019-2024. Support Activities for Oil and Gas Operations has the highest expected growth of 3,585. The second highest expected growth was found in Drilling Oil and Gas Wells with 625 jobs. The fifth highest growth was in Industrial Sand Mining with 8 jobs.

Table 21: Top Mining and Extraction Emerging Industries by Number of New Jobs

NAICS	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	2019 - 2024 % Change
213112	Support Activities for Oil and Gas Operations	10,784	14,369	3,585	33%
213111	Drilling Oil and Gas Wells	3,385	4,010	625	18%
212311	Dimension Stone Mining and Quarrying	22	31	9	41%
212321	Construction Sand and Gravel Mining	108	116	8	7%
212322	Industrial Sand Mining	13	21	8	62%

Source: EMSI-Economicmodeling.com 2020.1

Table 22 shows the top five ten in the Central WFDA Mining and Extraction cluster. Roustabouts, Oil and Gas has the highest number of jobs in this cluster with 2,414. Rotary Drill Operators, Oil and Gas has the second highest number of jobs in this cluster with 1,631. The tenth highest number of jobs in this cluster is Accountants and Auditors with 336.

Table 22: Top Mining and Extraction Occupations by Number of Current Jobs (Revised)

SOC	Description	Employed in Industry Group (2019)	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
47-5071	Roustabouts, Oil and Gas	2,414	\$20.47	No formal educational credential	Moderate-term on-the-job training
47-5012	Rotary Drill Operators, Oil and Gas	1,631	\$30.47	No formal educational credential	Moderate-term on-the-job training
47-5013	Service Unit Operators, Oil and Gas	1,219	\$18.67	No formal educational credential	Moderate-term on-the-job training
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	1,006	\$31.71	High school diploma or equivalent	None
53-3032	Heavy and Tractor-Trailer Truck Drivers	881	\$20.89	Postsecondary nondegree award	Short-term on-the-job training
17-2171	Petroleum Engineers	691	\$62.92	Bachelor's degree	None
47-5011	Derrick Operators, Oil and Gas	536	\$27.36	No formal educational credential	Short-term on-the-job training
11-1021	General and Operations Managers	420	\$45.91	Bachelor's degree	None
49-9041	Industrial Machinery Mechanics	353	\$23.81	High school diploma or equivalent	Long-term on-the-job training
13-2011	Accountants and Auditors	336	\$31.31	Bachelor's degree	None

Source: EMSI-Economicmodeling.com 2021.1

Since most of the occupations in the Central WFDA Mining and Extraction industry cluster are not projected to grow from 2019-2024, Table 23 lists the top jobs by number of jobs projected for 2024. Roustabouts, Oil and Gas has the most with 1,590. The second highest is in Rotary Drill Operators, Oil and Gas with 1,016. The job with the tenth largest is in Accountants and Auditors with 251 jobs.

Table 23: Top Mining and Extraction Emerging Occupations by Number of 2024 Jobs (Revised)

SOC	Description	Employed in Industry Group (2019)	Employed in Industry Group (2024)	Change (2019 - 2024)	% Change (2019 - 2024)	Median Hourly Earnings
47-5071	Roustabouts, Oil and Gas	2,414	1,590	(824)	(34%)	\$20.47
47-5012	Rotary Drill Operators, Oil and Gas	1,631	1,016	(615)	(38%)	\$30.47
47-5013	Service Unit Operators, Oil and Gas	1,219	890	(330)	(27%)	\$18.67
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	1,006	690	(316)	(31%)	\$31.71
53-3032	Heavy and Tractor-Trailer Truck Drivers	881	624	(257)	(29%)	\$20.89
17-2171	Petroleum Engineers	691	475	(216)	(31%)	\$62.92
47-5011	Derrick Operators, Oil and Gas	536	355	(181)	(34%)	\$27.36
11-1021	General and Operations Managers	420	307	(112)	(27%)	\$45.91
49-9041	Industrial Machinery Mechanics	353	258	(95)	(27%)	\$23.81
13-2011	Accountants and Auditors	336	251	(85)	(25%)	\$31.31

Source: EMSI-Economicmodeling.com 2021. 1

Professional Services

In 2019 there were 47,663 in the Central WFDA Professional Services Industry Cluster with average earnings of \$91,184. Based on demand projections jobs within the Professional Services Industry Cluster will increase by 1,718 jobs totaling 49,381 jobs by the year 2024.

Shown in Table 24 is the top ten industries in the Central WFDA Professional Services Industry Cluster. Management of Companies and Enterprises had the highest number of job with 10,684. Accounting, Tax Preparation, Bookkeeping, and Payroll Services the second highest number of jobs with 7,934. The tenth highest number of jobs is in Credit Unions at 1,497.

Table 24: Top Professional Services Industries by Number of Current Jobs

NAICS	Description	2019 Jobs	Avg. Earnings Per Job
55111	Management of Companies and Enterprises	10,684	\$120,196
54121	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	7,934	\$76,519
52211	Commercial Banking	5,309	\$73,903
54151	Computer Systems Design and Related Services	4,476	\$90,219
52412	Direct Insurance (except Life, Health, and Medical) Carriers	2,542	\$82,462
51731	Wired and Wireless Telecommunications Carriers	2,485	\$90,056
52411	Direct Life, Health, and Medical Insurance Carriers	2,463	\$94,207
52229	Other Nondepository Credit Intermediation	2,072	\$64,890
52212	Savings Institutions	1,951	\$74,253
52213	Credit Unions	1,497	\$52,613

Source: EMSI-Economicmodeling.com 2020.1

Table 25 is the emerging occupations in the Central WFDA Professional Services industry cluster with the largest change from 2019-2024. Management of Companies and Enterprises had the highest expected growth with 1,418 jobs. The second highest expected growth was found in Accounting, Tax Preparation, Bookkeeping, and Payroll Services with 1,186 jobs. The tenth highest expected growth was in Credit Card Issuing with 51 jobs.

Table 25: Top Professional Services Emerging Industries by Number of New Jobs

NAICS	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	2019 - 2024 % Change
55111	Management of Companies and Enterprises	10,684	12,102	1,418	13%
54121	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	7,934	9,120	1,186	15%
54151	Computer Systems Design and Related Services	4,476	4,825	349	8%
52229	Other Nondepository Credit Intermediation	2,072	2,177	105	5%
52393	Investment Advice	527	624	97	18%
51121	Software Publishers	495	584	89	18%
52232	Financial Transactions Processing, Reserve, and Clearinghouse Activities	307	375	68	22%
52212	Savings Institutions	1,951	2,013	62	3%
52392	Portfolio Management	635	696	61	10%
52221	Credit Card Issuing	119	170	51	43%

Source: EMSI-Economicmodeling.com 2020.1

Table 26 shows the top jobs in the Central WFDA Professional Services cluster. Accountants and Auditors has the highest number of jobs in this cluster with 2,969. Lawyers had the second highest number of jobs in this cluster with 2,706. The tenth highest number of jobs in this cluster is Financial Managers with 730.

Table 26: Top Professional Services Occupations by Number of Current Jobs (Revised)

SOC	Description	Employed in Industry Group (2019)	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
13-2011	Accountants and Auditors	2,969	\$31.31	Bachelor's degree	None
23-1011	Lawyers	2,706	\$43.18	Doctoral or professional degree	None
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,850	\$18.44	Some college, no degree	Moderate-term on-the-job training
43-4051	Customer Service Representatives	1,240	\$15.58	High school diploma or equivalent	Short-term on-the-job training
23-2011	Paralegals and Legal Assistants	1,041	\$22.00	Associate's degree	None
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,005	\$15.29	High school diploma or equivalent	Short-term on-the-job training
11-1021	General and Operations Managers	988	\$45.91	Bachelor's degree	None
43-1011	First-Line Supervisors of Office and Administrative Support Workers	879	\$24.07	High school diploma or equivalent	None
13-1161	Market Research Analysts and Marketing Specialists	745	\$26.87	Bachelor's degree	None
11-3031	Financial Managers	730	\$47.76	Bachelor's degree	None

Source: EMSI-Economicmodeling.com 2021.1

Table 27 shows the emerging jobs in the Central WFDA Professional Services industry cluster by growth from 2019 to 2024. Accountants and Auditors has the most expected growth with 524. Management Analysts has the second highest expected growth with 154. The job with the tenth largest expected growth is in Tax Preparers with 74 jobs.

Table 27: Top Professional Services Emerging Occupations by Number of New Jobs (Revised)

SOC	Description	Employed in Industry Group (2019)	Employed in Industry Group (2024)	Change (2019 - 2024)	% Change (2019 - 2024)	Median Hourly Earnings
13-2011	Accountants and Auditors	2,969	3,493	524	18%	\$31.31
13-1111	Management Analysts	722	876	154	21%	\$36.53
11-3031	Financial Managers	730	869	139	19%	\$47.76
13-1161	Market Research Analysts and Marketing Specialists	745	880	135	18%	\$26.87
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,850	1,985	135	7%	\$18.44
11-1021	General and Operations Managers	988	1,109	121	12%	\$45.91
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	635	738	102	16%	\$41.01
13-1071	Human Resources Specialists	461	549	88	19%	\$24.93
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	553	632	80	14%	\$22.36
13-2082	Tax Preparers	339	413	74	22%	\$19.86

Source: EMSI-Economicmodeling.com 2021.1

Industrial

In 2019 there were 21,623 in the Central WFDA Industrial Industry Cluster with average earnings of \$82,122. Based on demand projections jobs within the Industrial Industry Cluster will increase by 677 jobs totaling 22,300 jobs by the year 2024.

Shown in Table 28 is the top ten industries in the Central WFDA Industrial Cluster. Aircraft Manufacturing had the highest number of job with 2,701. Air-Conditioning and Warm Air

Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing the second highest number of jobs with 2,424. The tenth highest number of jobs is in Construction Machinery Manufacturing at 597.

Table 28: Top Industrial Industries by Number of Current Jobs

NAICS	Description	2019 Jobs	Avg. Earnings Per Job
336411	Aircraft Manufacturing	2,701	\$146,637
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	2,424	\$69,166
333132	Oil and Gas Field Machinery and Equipment Manufacturing	2,147	\$78,593
332911	Industrial Valve Manufacturing	1,449	\$76,777
332912	Fluid Power Valve and Hose Fitting Manufacturing	863	\$76,101
336212	Truck Trailer Manufacturing	781	\$51,795
336350	Motor Vehicle Transmission and Power Train Parts Manufacturing	775	\$58,563
332710	Machine Shops	710	\$68,641
332321	Metal Window and Door Manufacturing	655	\$48,521
333120	Construction Machinery Manufacturing	597	\$74,362

Source: EMSI-Economicmodeling.com 2020.1

Table 29 is the emerging occupations in the Central WFDA in the Industrial cluster with the largest change from 2019-2024. Aircraft Manufacturing had the highest expected growth with 687 jobs. The second highest expected growth was found in Construction Machinery Manufacturing with 194 jobs. The tenth highest expected growth was in Fluid Power Pump and Motor Manufacturing with 36 jobs.

Table 29: Top Industrial Emerging Industries by Number of New Jobs

NAICS	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	2019 - 2024 % Change
336411	Aircraft Manufacturing	2,701	3,388	687	25%
333120	Construction Machinery Manufacturing	597	791	194	32%
332912	Fluid Power Valve and Hose Fitting Manufacturing	863	968	105	12%
332321	Metal Window and Door Manufacturing	655	755	100	15%
336390	Other Motor Vehicle Parts Manufacturing	205	291	86	42%
332911	Industrial Valve Manufacturing	1,449	1,513	64	4%
336340	Motor Vehicle Brake System Manufacturing	128	178	50	39%
336413	Other Aircraft Parts and Auxiliary Equipment Manufacturing	399	448	49	12%
336612	Boat Building	129	171	42	33%
333996	Fluid Power Pump and Motor Manufacturing	491	527	36	7%

Source: EMSI-Economicmodeling.com 2020.1

Table 30 shows the top ten jobs in the Central WFDA Industrial cluster. Miscellaneous Assemblers and Fabricators has the highest number of jobs in this cluster with 2,629. Welders, Cutters, Solderers, and Brazers had the second highest number of jobs in this

cluster with 2,114. The tenth highest number of jobs in this cluster is Industrial Machinery Mechanics with 650.

Table 30: Top Industrial Occupations by Number of Current Jobs (Revised)

SOC	Description	Employed in Industry Group (2019)	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
51-2098	Miscellaneous Assemblers and Fabricators	2,629	\$15.09	High school diploma or equivalent	Moderate-term on-the-job training
51-4121	Welders, Cutters, Solderers, and Brazers	2,114	\$18.90	High school diploma or equivalent	Moderate-term on-the-job training
51-1011	First-Line Supervisors of Production and Operating Workers	1,634	\$30.05	High school diploma or equivalent	None
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	968	\$14.90	No formal educational credential	Short-term on-the-job training
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	931	\$20.89	High school diploma or equivalent	Moderate-term on-the-job training
51-2028	Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	904	\$17.66	High school diploma or equivalent	Moderate-term on-the-job training
51-4041	Machinists	857	\$24.13	High school diploma or equivalent	Long-term on-the-job training
51-9161	Computer Numerically Controlled Tool Operators	769	\$19.52	High school diploma or equivalent	Moderate-term on-the-job training
43-5071	Shipping, Receiving, and Inventory Clerks	751	\$14.86	High school diploma or equivalent	Short-term on-the-job training
49-9041	Industrial Machinery Mechanics	650	\$23.81	High school diploma or equivalent	Long-term on-the-job training

Source: EMSI-Economicmodeling.com 2021.1

Table 31 shows the emerging jobs in the Central WFDA Industrial cluster by growth from 2019 to 2024. Industrial Machinery Mechanics had the most expected growth with 102. The second highest expected growth is in Tire Builders with 81. The job with the tenth largest expected growth is in Avionics Technicians with 25 jobs.

Table 31: Top Industrial Emerging Occupations by Number of New Jobs (Revised)

SOC	Description	Employed in Industry Group (2019)	Employed in Industry Group (2024)	Change (2019 - 2024)	% Change (2019 - 2024)	Median Hourly Earnings
49-9041	Industrial Machinery Mechanics	650	751	102	16%	\$23.81
51-9197	Tire Builders	290	371	81	28%	\$35.07
17-2112	Industrial Engineers	359	420	61	17%	\$39.63
51-9196	Paper Goods Machine Setters, Operators, and Tenders	186	243	57	30%	\$19.12
49-3011	Aircraft Mechanics and Service Technicians	321	377	56	17%	\$26.26
17-2011	Aerospace Engineers	261	312	51	20%	\$45.85
51-4041	Machinists	857	902	45	5%	\$24.13
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	364	407	44	12%	\$41.01
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	72	105	33	46%	\$22.34
49-2091	Avionics Technicians	161	186	25	16%	\$26.62

Source: EMSI-Economicmodeling.com 2021.1

Attachment V – Partner Organizations & Friends of COWIB

Organization

Community Action Agency of Oklahoma and Canadian County

Easter Seals of Oklahoma-WovenLife

El Reno Senior Citizens Center

Full Circle Senior Adult Day Center

Kiwanis Kruiser

Mustang Senior Citizens Center

Norman Senior Citizens Center

Aging				
Location	Phone	Website	Counties Served	Description
319 S.W. 25th St. Oklahoma City, OK 73109	(405) 232-0199	https://caaofokc.org/community_services_headstart/community-services	Oklahoma, Canadian	Senior Citizen Services: The following programs are available: Congregate Meal routes provide transportation from a senior's personal home to the site for lunch and activities. STEP (Supplemental Transportation for the Elderly & Handicapped Persons) routes are for seniors to go shopping. The routes have different destinations and pick-up area each day. Call 297-2583 to schedule a ride. Senior Companion routes provide transportation to seniors that work for the Senior Companion Service. For more information about working on the program, or being a recipient, call 946-3388.
701 NE 13th Street Oklahoma City, OK 73104	(405) 239-2525	https://www.wovenlifeok.org	Oklahoma, Cleveland	Adult Day services offer assistance caring for a loved one, 18 and up, who is aging or has a disability or chronic illness and can help prevent or postpone moving a loved one to nursing home care. Adult Day services also make it possible for caregivers to provide care while meeting the demands of their jobs and families. The program also includes a Caregiver Support Group component; an opportunity for caregivers to learn, share, and gain support from their caregiving peers.
401 S. Grand El Reno, OK 73036	(405)262-1968	http://www.cityofelreno.com/community/senior-citizens-center/	Canadian - El Reno	We provide programs, entertainment, and a variety of activities for Mature Adults, 55 and older, who have common interest in fellowship, leisure pursuits, and mutual respect for each other.
226 West Gray Street Norman, OK 73069	405-447-2955	https://fullcircleok.org/	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	Adult day care can give caregivers respite by providing a center where elderly parents can be taken for a couple of hours or the entire day and picked back up later. The day programs include social activities, meals and general elderly supervision.
601 N. Porter Norman , OK 73071	405-321-3200	http://www.okdrs.org/guide/kiwanis-kruiser	Cleveland	Furnishes door to door transportation to senior citizens for doctor appointments, groceries, and errands.
1201 N. Mustang Road Mustang, OK 73064	(405) 376-1297	https://www.cityofmustang.org/seniorcenter	Canadian - Mustang	The Mustang Senior center offers many services for Seniors. We can also help seniors and their families find resources and service for Seniors. We provide transportation for weekly local shopping trips. Aging Service of Canadian County provide transportation to those senior 60 and over living in Mustang to the center for lunch each day. Resource Brochure and contact information are available at the center for senior and families. Information is available on Medicare, home health services, food pantries, assistant living centers and many other areas. Tax Assistance is provide each year February to April from AARP. Sign up with AARP at the center. Hot Lunches at the center are provide to seniors 60 and over.
329 S. Peters Norman, Oklahoma	(405) 329-4200	http://www.normanok.gov/parks/senior-citizens-center-0	Cleveland	A program of the Norman Parks and Recreation Department the center offers a daily schedule of activities for all persons age 55 and older.

OK Department of Human Services (DHS)

Rebuilding Together OKC

RSVP of Central Oklahoma

Salvation Army Chesapeake Energy Center of Hope

Skyline Urban Ministries

Sunbeam Family Services

Various locations	(405) 521-2281	http://www.okdhs.org/services/aging/Pages/AgingServicesMain.aspx	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	The Aging Services Division (ASD) helps develop systems that support independence and help protect the quality of life for older persons as well as promotes citizen involvement in planning and delivering services.
730 W. Wilshire Ste. 108 Oklahoma City, OK 73116	(405) 607-0464	http://rebuildingtogetherokc.org/programs/	Oklahoma - Oklahoma City	Safe, Warm, and Dry is not only Rebuilding Together OKC's mission, but also the focus of our repairs program. This program provides homeowners with critical home repairs and safety modifications such as grab bars, accessibility ramps, handrails, bathroom remodels, roofing, weatherization, some heating and air-conditioning repairs, and more. Safe, Warm, and Dry projects are completed by both skilled volunteers and community contractors.
7401 NE 23rd Street Oklahoma City, OK 73141	(405) 605-3110	http://rsvpokc.org/	Oklahoma	Provide-A-Ride has offered low-income adults age 60+ free transportation to medical appointments throughout Oklahoma County.
DANFORTH CENTER 5301 N. Meridian Oklahoma City, OK 73112 REDING CENTER 1000 SW 38th St. Oklahoma City, OK 73109 SHARTEL CENTER 5415 S. Shartel Oklahoma City, OK 73109 WARR ACRES CENTER 4301 N. Ann Arbor Oklahoma City, OK 73122	(405) 789-3202 (405) 631-1462 (405) 631-4644 (405)789-9892	http://salvationarmyokcac.org/senior-programs/	Oklahoma	The Salvation Army Senior Centers provide a variety of activities designed especially for senior citizens, 55 years of age and older. The Salvation Army Senior Centers serve home-cooked lunches five days a week, plus provide fun activities like health clinics, exercise classes, Wii tournaments, Bible study, and holiday celebrations.
500 SE 15th Street Oklahoma City, OK 73129	(405) 632-2644	https://www.skylineurbanministry.org/	Oklahoma	A group of seniors gathers each morning in the Skyline kitchen to eat breakfast and lunch, as well as enjoy various activities such as games, music and special speakers.
1100 NW 14TH STREET OKLAHOMA CITY 73106	(405) 528-7721	https://sunbeamfamilyservices.org/senior-services/	Oklahoma	Senior Services does this through five programs and three sub-programs: Senior Companion Program Caregiver Fundamentals Program, which includes: Grandparents Raising Grandchildren Care Trak Powerful Tools for Caregivers Senior Services also includes: Emergency Senior Shelter

Childcare					
Organization	Location	Phone	Website	Counties Served	Description
Baby Steps: Junior League of Norman	131 South Flood Avenue Norman, OK 73069	(405) 360-2717	https://www.normanpublicschools.org/domain/86	Cleveland	The Baby Steps Program supports high school students in parenting and completing their high school education while providing a safe, nurturing, and stimulating environment for children.
Big 5 - Calumet	110 N Freehome Calumet, OK 73014	(405) 893-2222	https://www.bigfive.org/139873_2	Canadian, Hughes, Okfuskee	Head Start is a high-quality federally funded child development program that helps meet the needs of children birth to five years old, including services to children with severe disabilities. The program is for income eligible families, at no cost to parents.
Big 5 - Calvin Public School	221 4th St Calvin, OK 74531	(405) 645-2411	https://www.bigfive.org/139873_2	Canadian, Hughes, Okfuskee	Head Start is a high-quality federally funded child development program that helps meet the needs of children birth to five years old, including services to children with severe disabilities. The program is for income eligible families, at no cost to parents.
Big 5 - El Reno (Hillcrest)	1302 S Miles El Reno, OK 73036	(405) 262-2396	https://www.bigfive.org/139873_2	Canadian, Hughes, Okfuskee	Head Start is a high-quality federally funded child development program that helps meet the needs of children birth to five years old, including services to children with severe disabilities. The program is for income eligible families, at no cost to parents.
Big 5 - Holdenville Public Schools	615 S Broadway Holdenville, OK 74848	(405) 379-6618	https://www.bigfive.org/139873_2	Canadian, Hughes, Okfuskee	Head Start is a high-quality federally funded child development program that helps meet the needs of children birth to five years old, including services to children with severe disabilities. The program is for income eligible families, at no cost to parents.
Big 5 - Holdenville Center	510 E Main Holdenville, OK 74848	(405) 379-2000	https://www.bigfive.org/139873_2	Canadian, Hughes, Okfuskee	Head Start is a high-quality federally funded child development program that helps meet the needs of children birth to five years old, including services to children with severe disabilities. The program is for income eligible families, at no cost to parents.
Big 5 - Moss Public Schools	8087 E 134 Rd Holdenville, OK 74848	(405) 379-7251	https://www.bigfive.org/139873_2	Canadian, Hughes, Okfuskee	Head Start is a high-quality federally funded child development program that helps meet the needs of children birth to five years old, including services to children with severe disabilities. The program is for income eligible families, at no cost to parents.
Big 5 - Mustang Head Start	451 Clear Springs Rd Mustang, OK	(405) 376-4235	https://www.bigfive.org/139873_2	Canadian, Hughes, Okfuskee	Head Start is a high-quality federally funded child development program that helps meet the needs of children birth to five years old, including services to children with severe disabilities. The program is for income eligible families, at no cost to parents.
Big 5 - Okemah Public Schools	101 N 16th Okemah, OK 74859	(918) 623-1874	https://www.bigfive.org/139873_2	Canadian, Hughes, Okfuskee	Head Start is a high-quality federally funded child development program that helps meet the needs of children birth to five years old, including services to children with severe disabilities. The program is for income eligible families, at no cost to parents.
Big 5 - Weleetka Office	112 E 9th St Weleetka, OK 74880	(405) 786-2111	https://www.bigfive.org/139873_2	Canadian, Hughes, Okfuskee	Head Start is a high-quality federally funded child development program that helps meet the needs of children birth to five years old, including services to children with severe disabilities. The program is for income eligible families, at no cost to parents.
Big 5 - Weleetka Public Schools	302 E 6th Weleetka, OK 74880	(405) 786-2346	https://www.bigfive.org/139873_2	Canadian, Hughes, Okfuskee	Head Start is a high-quality federally funded child development program that helps meet the needs of children birth to five years old, including services to children with severe disabilities. The program is for income eligible families, at no cost to parents.
Big 5 - Yukon Head Start	801 W. Vandament Ave Yukon, OK 73099	(405) 350-3180	https://www.bigfive.org/139873_2	Canadian, Hughes, Okfuskee	Head Start is a high-quality federally funded child development program that helps meet the needs of children birth to five years old, including services to children with severe disabilities. The program is for income eligible families, at no cost to parents.
Big 5 - Yukon Parkland	2201 S Cornwell Yukon, OK 73099	(405) 354-7786	https://www.bigfive.org/139873_2	Canadian, Hughes, Okfuskee	Head Start is a high-quality federally funded child development program that helps meet the needs of children birth to five years old, including services to children with severe disabilities. The program is for income eligible families, at no cost to parents.
CASP-Community After School Pro	1023 N. Flood Norman, OK 73069	(405) 366-5970	https://caspinc.org/	Cleveland	The Community After School Program provides affordable, quality, after school programming at all 17 elementary schools in Norman Public Schools. Licensed by the Department of Human Services, CASP contracts with DHS for childcare reimbursement subsidies at some of its programs and contracts with several tribal subsidy programs. In addition, CASP offers a sliding scale tuition program and a tuition scholarship program funded by CASP.
Center for Children and Families, Inc	210 S. Cockrel Norman, OK 73071	(405) 364-1420	https://www.ccfnorman.org/	Cleveland	Boys & Girls Club of Norman provides a safe and caring environment to Norman Public School students ages 6-18. After school programming is designed to provide resource connections for families and opportunities for improved social skills, self-esteem and child development of the youth.

Community Action Agency of Oklahoma and Canadian County	319 S.W. 25th St. Oklahoma City, OK 73109	(405) 232-0199	https://caaofokc.org/community_services_he	Oklahoma, Canadian	Summer Youth: A six week program consisting of arts & crafts, sports, and learning activities for children ages 7-12. The program is held from mid-June through July and includes a year end Summer Bash party. Head Start is a developmental program to identify and meet the individual needs of income eligible children and their families.
Crossroads Youth and Family Services	1333 W Main St Norman, OK 73069	(405) 292-6440	https://www.crossroadsyfs.org/headstart-earl	Cleveland, Pottawatomie, Seminole	Crossroads' Early Head Start Program serves infants (including pregnant moms) and toddlers from birth to age three (3). Our Head Start preschool program serves children who are three (3) or will be four (4) by the date of September 1. Children whose families meet federally-imposed income guidelines, are in foster care, or are homeless are eligible for services.
Easter Seals of Oklahoma-WovenLife	701 NE 13th Street Oklahoma City, OK 73104	(405) 239-2525	https://www.wovenlifeok.org	Oklahoma, Cleveland	High-quality child care is a necessity for many parents, including parents of children with disabilities. Our inclusive child development program provides a safe and nurturing setting for children of all abilities to hone new skills and learn from each other.
Institute of Child Development-OU	1205 West Boyd Street, Suite B, Norman, OK 73069		http://www.ou.edu/education/centers-and-partnerships/institute-of-child-development	Cleveland, Oklahoma	All pre-kindergarten age children (ages 2 - 4) are eligible to enroll. Children who have reached kindergarten age, that is, five years old on September 1, are not eligible. There will be a three- and four-year-old class on Monday, Wednesday and Friday mornings from 8:30 - 11:00 and another class on Monday through Thursday afternoons from 12:30 - 3:00. The two-year-old class meets on Tuesday and Thursday mornings from 8:30 - 11:00.
Metro Technology Centers	3901 Martin Luther King Ave Oklahoma City, OK	(405) 595-4750	https://www.metrotech.edu/student_services/childcare-services	Oklahoma	Ages 6 weeks through 5 years After school program for K-6th grade. Transportation from schools provided in northeast area.
OK Department of Human Services (DHS)	Various locations	(405) 521-3931	http://www.okdhs.org/services/adult/ccsubsidy/Pages/default.aspx	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	The Child Care program helps ensure trained supervision, nutrition and education for children while their parents or caregivers are at work, in training or receiving an education.
Rainbow Fleet Child Care Resource and Referral	3024 Paseo Oklahoma City, OK	(405) 521-1426	https://rainbowfleet.org/finding-child-care/	Oklahoma	Referral source for child care
Special Care, Inc.	12201 N. Western Ave. Oklahoma City, OK 73114	(405) 752-5112	www.specialcareinc.org	Oklahoma	Special Care serves children, ages 6 weeks through kindergarten, with high-quality early childhood education. Each class is designed to meet the educational, therapeutic, and emotional needs of each child. Individualized education plans are designed for each student and addresses particular areas for cognitive, social-emotional, and physical development.
Tony Reyes Bilingual Child Development Center Early Head Start	5716 S. Western Ave, Oklahoma City, OK 73109	(405) 236-4667	https://lcdaok.com	Oklahoma	Bilingual High-Quality Early Head Start services for children zero to three years of age, & early care & education services to children up to age four.
Urban League of Greater Oklahoma City	3900 N. Martin Luther King Ave. Oklahoma City, OK 73111	(405) 424-5243	https://www.urbanleagueok.org/programs/children-and-families/school-age-care-and-learning-center/	Oklahoma	The School Age Care and Learning Center provides daily academic enrichment activities and homework assistance to students grades Kindergarten through 6.

Clothing

Organization	Location	Phone	Website	Counties Served	Description
Alameda Church of Christ	801 E. Alameda, Norman, OK 73071	(405) 321-0788	https://alameda.church/connect/streams-of-water	Cleveland	The Clothing Closet is open to anyone who lives in Cleveland or McClain counties. No appointment necessary; just come by when the closet is open. Families are limited to visiting the clothing closet once per month
All Things Baby, Inc	405 W 2nd St Edmond, OK 73003	(405) 285-6245	https://allthingsbabyok.com/		
Central Oklahoma Comm	1183 E. Main Norman OK 72071	(405) 701-2170	http://cocoa.org/norman/	Cleveland	Community & Resource Development provides direct help, or referrals, for families to meet basic needs for food, clothing, utilities, and housing costs. Community & Resource Development provides a food pantry, temporary housing, home buyer education, and family budget counseling. Personalized follow-up with each family ensures that needs are being met.
Christ's Closet	620 W. Vandament Ave. Yukon, OK 73099	(405) 354-0245	https://www.ccyok.com/	Canadian	Christ's closet is a community resource for free clothing located at Christ's Church of Yukon. The closet is open the first Saturday of every month from 11 am -2pm and all are welcome to get what they need.
Citizens Caring for Children	730 W. Wilshire, Suite 111 & 112 Oklahoma City, OK 73116	(405) 753-4099	https://citizenscaringforchildren.org/	Oklahoma, Canadian, Cleveland, Lincoln, Logan, Pottowatomie	Our resources are available to any child, age birth to 21, in custody of the Oklahoma Department of Human Service. Provides clothing and other necessities exclusively for children in foster care. The Resource Center provides NEW clothing, books and a duffel bag filled with toiletries four times a year, free of charge to children in foster care.
Dress for Success	1215 N Western Ave Oklahoma City, OK 73106	(405) 606-7071	https://oklahomacity.dressforsuccess.org/	Oklahoma	
First Baptist of Norman	211 W. Comanche Norman, Okl	(405) 321-1753	http://www.fbcnorman.org/ministries/community-ministry/	Cleveland	The Clothes Closet is open on the first Sunday of every month from 4:30 - 5:30 p.m. in FBC's basement. Guests must bring a valid I.D. to participate. Emergency assistance is available by appointment. The Food Pantry is open on the third Sunday of every month from 4:30 - 5:30 p.m. Guests must bring a valid I.D. to participate. We provide three options: individual bag, family bag, and emergency (non-cook option) bag. Emergency food assistance is available at the church office during the week when the office is open.

First Presbyterian Thrift S	555 S. University Blvd. Norman,	(405) 321-0933	https://fpcnorman.org	Cleveland, Oklahoma, Pottawatomie, McClain	Thrift Shop is open on Thursday from 9:30 to 3:00
Highlander Laundry - Laundry Love	1220 S. Holly Ave. Yukon, OK 73099	(405) 642-2736	https://laundrylove.org		Grace Church Yukon Our Laundry Love Ministry Team partners with Highlander Laundry to help people do their Laundry for FREE. 6:30pm - 8:30pm (Last Thursday of the month)
Holdenville Bussiness Women	Contact: Tammy Simpson	(405) 379-5411		Hughes	Clothes closet strictly for Young Business Women
HOPE Center of Edmond	1251 N Broadway, Ste A&B Edmond, OK 73034	(405) 348-1340	https://hopecenterofedmond.com/assistance/	Oklahoma - 73034, 73013, 73003, 73007, 73025, 73012	
Jesus House	1335 West Sheridan Avenue Oklahoma City, OK 73106	(405) 232-7164	https://www.jesushouseokc.org/	Oklahoma	Jesus House is well known throughout Oklahoma City for its very successful and free Clothing and Furniture Program for the needy. Each Monday through Friday we distribute hundreds of articles of clothing to the homeless and needy and several furniture and household goods items to low income households.
Love Our Laundry - Laundry Love	4337 SE 15th St Del City, OK 73115	(405) 494-0005	https://laundrylove.org		Help people do their Laundry for FREE. 9:45 AM - 12:30PM (4th Saturday of the month)
Northeast Resource Cent	1415 NE 23rd Oklahoma City, OK 73111	(405) 996-8609	http://www.nerci.org/about-us/	Oklahoma	Yourself, 50cents per item and proof that you live in one of the following zip codes: 73102/05/11/17/21 Proof of residence in one of our zip codes is through: Ideally - A valid drivers license, alternatively utility bill, rental agreement* or a letter from the person you are staying with along with a utility bill**
Operation School Bell	809 Wall Street Norman, OK 73069	(405) 321-9400	https://www.assistanceleague.org/norman/philanthropic-programs/operation-school-bell/	Cleveland	In addition to a complete wardrobe of new jeans, shirts, coat, underwear, socks, shoes, and grooming kits, children are also encouraged to make selections from a number of gently-used extras provided by the community. The items include fun things like jewelry, belts, hats, and many more shirts and jeans and maybe even Halloween costumes, etc.
Parent Promise	4323 NW 63rd St., Suite 200 Oklahoma City, OK 73116	(405) 232-2500	https://parentpromise.org/programs/	Oklahoma	Infant/Child Resource Closet: Our resource closet is available and open to our family clients experiencing financial stress and is stocked with baby essentials including donated clothing, toys, home safety items and more.

Piedmont Service Center,	415 Piedmont Rd N Piedmont, OK 73078	(405) 373-4022	http://piedmontservicecenter.org/	Canadian - Piedmont	Provide services to the community including food pantry, clothes closet and financial assistance for utilities and rent.
Pivot, Inc	201 NE 50th Street Oklahoma City, OK 73105	(405) 235-7537	https://www.pivotok.org/what-we-do	Oklahoma	Pivot offers support and resources through its food pantry and clothing closets, as well as short and long-term housing solutions.
Saint Joseph's Thrift Store	421 E. Acres Street Norman, OK 73071	(405) 321-8080	https://stjosephsok.org		The St. Joseph's Thrift Store is open on Wednesdays from 9:00 am to 3:00 pm.
Salvation Army - Canadia	1012 S. Rock Island El Reno, OK 73036	(405) 295-2343	http://salvationarmyokcac.org/canadiancounty/social-service-programs/	Canadian	Clothing Closet provides gently used clothing items for children, women and men in need.
Salvation Army - Clevelan	318 E. Hayes Norman, OK 73069	(405) 364-9910	http://salvationarmyokcac.org/clevelandcounty/social-services/	Cleveland	Clothing Assistance: As funding permits, individuals may receive a clothing voucher once a year which provides three pants, three tops and a pair of shoes or coat. In order to receive assistance you must bring an ID, proof of residency, proof of income and complete an initial intake form.
Shepherd's House	321 S. Choctaw Ave El Reno, OK 73036	(405) 262-5453	http://fbcelreno.com/ministries/care-ministry/the-shepherds-house	Cleveland	The Shepherd's House is a ministry that provides assistance to people in need with items such as clothes, small appliances & furniture.
Sister BJ's Pantry	819 NW 4th St Oklahoma City, OK 73106	(405) 837-7068	https://www.srbjpantry.com/ministries/the-corporal-works-of-mercy/homeless-clothing/		Serve mostly men Also have baby closet
Skyline Urban Ministries	500 SE 15th Street Oklahoma City, OK 73129	(405) 632-2644	https://www.skylineurbanministry.org/	Oklahoma	Clothing Closet offers gently used donated clothes for low prices
Sooner Wash Laundromat - Laundry Love	1325 E Lindsey St Norman, OK 73071	(405) 494-0005	https://laundrylove.org		Help people do their Laundry for FREE. 9:45 AM - 12:30 PM (3rd Saturday of the month-most months)
Suited for Success	4149 Highline Boulevard, Suite 370 Oklahoma City, Oklahoma 73108	(405) 521-1089	http://www.suitedforsuccessokc.com/	Oklahoma	Suited For Success provides professional clothing and career development services to low income women who have completed a job training or job readiness program and are actively seeking employment.
Swiss Clearner & Laundromat - Laundry Love	2903 NW 36th St, #101 Oklahoma City, OK 73112	(405) 494-0005	https://laundrylove.org		Help people do their Laundry for FREE. 9:45 AM - 12:30PM (4th Saturday of the month)
U R Special	25 W. 3rd St. Edmond, OK 73003	(405) 340-2799	https://urspecialedmond.org/who-we-help/	Oklahoma - Edmond	Clothing for children 3-9 in city of Edmond
Yukon Sharing Ministries	4 N 6th St Yukon, OK 73099	(405) 354-9456		Canadian - Yukon and Mustang	Yukon Sharing Ministry provides food, clothing, limited utility assistance, prescriptions, gasoline for a job search, limited rental assistance, and referral to other agencies. Emergency shelter is available.

Disability					
Organization	Location	Phone	Website	Counties Served	Description
ABLE Council for Developmental Disabilities	300 N. Crawford, Norman, OK73069	(405) 329-3922	http://okable.org	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	ABLE is a nonprofit, community-based organization that supports adults with developmental disabilities. ABLE provides access to independent daily living assistance, group home facilities, vocational training, day-activity programs, on-the-job support, and community service activities. By acquiring self-sufficient living abilities and marketable work skills, people with developmental disabilities can expand their options of lifestyle, housing, and employment.
Able Work Center	300 N. Crawford, P.O. Box 354 Norman , OK 73069	(405) 329-3960	http://www.okdrs.org/guide/council-developmental-disabilities	Cleveland	Sheltered Workshop: Janitorial services, grounds maintenance, complete mailing services including labeling, collating, sorting and packaging, highway litter pickup, packaging of tee-shirts, recycling of aluminum cans, job coaching services, vocational rehabilitation.
American Friends Activity Center	1185 E. Main Norman, OK 73071	(405) 701-2121	https://www.amongfriendsnorman.org/	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	AMONG FRIENDS is an activity center for adults with additional needs and disabilities who would like to meet new people, develop social skills, and participate in activities planned especially for them.
Americans with Disabilities Act (ADA)		800-514-0301 (voice) 800-514-0383 (TTY)	https://www.ada.gov/	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	Information and technical assistance on the Americans with Disabilities Act.
Dale Rogers Training Center	2501 N. Utah Ave. Oklahoma City, OK 73107	(405) 946-4489	https://www.drct.org/programs/	Oklahoma	Dale Rogers Training Center, Inc. (DRTC) supports people with disabilities through paid vocational training, in-house programs and work opportunities as well as competitive community employment.
Easter Seals of Oklahoma-WovenLife	701 NE 13th Street Oklahoma City, OK 73104	(405) 239-2525	https://www.wovenlifeok.org	Oklahoma, Cleveland	On August 31, 2017, the organization disaffiliated from the Easter Seals brand and assumed the new name of WovenLife, Inc. with an enhanced mission of empowering people of all ages and abilities to find hope and independence through compassionate care, education and support. This change allows WovenLife to focus solely on the local needs of our community while ensuring all of the money we raise stays here locally.
Easter Seals of Oklahoma-WovenLife	701 NE 13th Street Oklahoma City, OK 73104	(405) 239-2525	https://www.wovenlifeok.org	Oklahoma, Cleveland	WovenLife offers Speech Therapy and Occupational Therapy services for children ages 1 year to 18 years of age. Our hours of operation are 7:30 am - 5:30 pm, Monday through Friday.
Goodwill	316 S Blackwelder Avenue Oklahoma City, OK 73108	(405) 236-4451	https://www.okgoodwill.org/what-we-do/supported-employment	Oklahoma	The Goodwill DRS Milestones Supported Employment program is designed to serve adults who are living with a disability.
JD McCarty Center	2002 E. Robinson St. Norman, OK 73071	(405) 307-2800	https://jdmc.org/services	Cleveland	The McCarty Center serves children from birth to age 21. Therapy, support services, medical services, recreation, respite care, special education, teletherapy

OK Department of Human Services (DHS)	Various locations	(405) 521-3571	http://www.okdhs.org/services/dd/Pages/default.aspx	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	Developmental Disabilities Services (DDS) serves persons ages 3 and up who have a primary diagnosis of intellectual disabilities. Persons served may also have other developmental disabilities in addition to intellectual disabilities such as autism, cerebral palsy, Down syndrome, etc.
OK Department of Rehabilitation Services	3535 NW 58th Street, Suite 500 Oklahoma City, OK 73112		http://www.okrehab.org/	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	The Oklahoma Department of Rehabilitation Services (DRS) expands opportunities for employment, independent life and economic self-sufficiency by helping Oklahomans with disabilities bridge barriers to success in the workplace, school and at home.
OK Department of Rehabilitation Services for t	2401 NW 23rd Street, Suite 51 Oklahoma City, OK 73107	(405) 522-7930	http://www.okrehab.org/independence/deaf	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	DRS services for those with hearing loss include a variety of programs and informational services. We provide services to individuals who are Deaf, hard of hearing, late-deafened, deaf-blind and those with speech impairments.
OK Developmental Disabilities Services (DDS)	Sequoyah Memorial Office Building 2400 N. Lincoln Blvd. Oklahoma City, OK 73105	(405) 521-3571	http://www.okdhs.org	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	Offers a wide array of community services for individuals with developmental disabilities and their families. Services are individualized to meet each person's needs.
Oklahoma Autism Network	1200 North Stonewall Avenue Oklahoma City, OK 73117	(405) 271-7476	https://okautism.org/About	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	The Oklahoma Autism Network is a center of excellence committed to improving quality of life for individuals with autism and their families. We facilitate and implement Oklahoma's Statewide Autism Plan through research, education, and service while respecting individual preferences and promoting community inclusion.
Oklahoma Family Network	800 NE 15th Street, Suite 316 Oklahoma City, OK 73104	(405) 271-5072	http://oklahomafamilynetwork.org/ofn/about-us/contact-us/	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	The Oklahoma Family Network (OFN) informs and connects individuals with special health care needs and disabilities, their families and professionals to services and supports in their communities. Our services are designed for any child who had to spend time in the NICU or was born premature, has physical disabilities or medical concerns (including cancer, rare or undiagnosed disorders, Autism, Cerebral Palsy, Cystic Fibrosis, Down Syndrome, Mental Health Diagnoses, etc.), or mental or behavioral health concerns.
OU Physicians Child Study Center	1100 NE 13th Street Oklahoma City,	(405) 271-5700	https://www.oumedicine.com/department-of-pediatrics/department-sections/d	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	If your child or young loved one faces developmental, educational, behavioral or medical needs, you may find help at The Child Study Center. We offer evaluations, consultations and treatment from a highly-skilled team of pediatric specialists, including board-certified:

Sooner Ambucs	P.O. Box 118 Norman, OK 73070	405-360-1521	https://ambucs.org	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	Inspiring people to conquer challenges related to mobility and independence, through a nationwide network of volunteer chapters, working in partnership with physical, occupational and speech therapists; by providing Amtryke adaptive trykes, scholarships for therapists and many forms of community service.
Sooner SUCCESS	940 N.E. 13th Street, Suite 3890 Oklahoma City, OK 73104	(405) 271-2710	https://soonersuccess.ouhsc.edu/	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	Serves families that have a child with special needs, birth to 21, by helping to identify local resources to meet the needs of the families.
Special Care, Inc.	12201 N. Western Ave. Oklahoma City, OK 73114	(405) 752-5112	www.specialcareinc.org	Oklahoma	Special Care provides on-site physical, occupational, speech and behavioral therapy to our students.

Disaster Services					
Organization	Location	Phone	Website	Counties Served	Description
American Red Cross - Canadian Valley Chapter	401 S. Grand El Reno , OK 73036	(405) 262-5760	http://www.okdrs.org/guide/american-red-cross-canadian-valley-chapter	Canadian	Working together in the communities to prevent, prepare and respond in emergencies.
American Red Cross - Heart of Oklahoma Chapter	1205 Halley Ave. Norman , OK 73069	(405) 321-0591	http://www.okdrs.org/guide/american-red-cross-heart-oklahoma-chapter	Cleveland	Working together in the communities to prevent, prepare and respond in emergencies.
American Red Cross - Logan County Chapter	219 S. Second St. Guthrie , OK 73044	(405) 282-1194	http://www.okdrs.org/guide/american-red-cross-logan-county-chapter	Logan	Working together in the communities to prevent, prepare and respond in emergencies.
American Red Cross - Mid-Central Oklahoma	1025 N. Kickapoo Shawnee , OK 74801	(405) 273-8800	http://www.okdrs.org/guide/american-red-cross-mid-central-oklahoma	Pottawatomie, Seminole	Working together in the communities to prevent, prepare and respond in emergencies.
American Red Cross - Southeastern Oklahoma Chapter	200 E. Adams McAlester , OK 74501	(918) 423-0481	http://www.okdrs.org/guide/american-red-cross-southeastern-oklahoma-chapter	Hughes	Working together in the communities to prevent, prepare and respond in emergencies.
American Red Cross - Tulsa Area Chapter	10151 E. 11th St. Tulsa , OK 74128	(918) 831-1100	http://www.okdrs.org/guide/american-red-cross-tulsa-area-chapter	Okfuskee	Working together in the communities to prevent, prepare and respond in emergencies.
American Red Cross of Central and Western Oklahoma	601 N.E. 6th St. Oklahoma City , OK 73104	(405) 228-9500	https://www.redcross.org/local/oklahoma.html	Oklahoma, Lincoln	Working together in the communities to prevent, prepare and respond in emergencies.
Catholic Charities	1232 N Classen Blvd Oklahoma City, OK 73106	1-800-375-8514	https://catholiccharitiesok.org	Central and Western Oklahoma	
Salvation Army Chesapeake Energy Center of Hope	1001 N Pennsylvania Avenue Oklahoma City, OK 73107	(405) 246-1100	http://salvationarmyokcac.org/disaster-response-services/	Oklahoma	Tornadoes. Hurricanes. Earthquakes. Bombings. Terrorist Attacks. Natural Disasters. Where ever a disaster occurs, The Salvation Army is there to lend a shoulder to cry on, a hand to lift up, food for the hungry, water for the thirsty and hope for all who have lost everything.

Domestic Violence

Organization	Location	Phone	Website	Counties Served	Description
Family Builders	2401 NW 23rd Street, Suite 5 Oklahoma City, OK 73107	(405) 232-8226	https://familybuildersok.org/what-we-do/	Oklahoma	Family Builders provides a wide variety of services to parents, families, individuals and community groups. Parenting programs, community education programs, batterers intervention programs, and co-parenting and divorce programs.
Oklahoma Coalition Against Domestic Violence and Sexual Assault (OCADVSA)	8524 S. Western, Ste 111 Oklahoma City, OK 73139	(405) 524-0700	https://www.ocadvsa.org/get-help/	Cleveland, Oklahoma, Hughes, Seminole, Lincoln, Logan, Pottawotomie	We provide educational and informational resources for victim service providers, law enforcement, mental health professionals, and other advocates.
Women's Resource Center-She	222 E. Eufaula Street Norman, OK 73069	(405) 701-5497	http://wrcnormanok.org		We are a community-based organization that assist any individual fleeing domestic violence, sexual violence, or stalking. Any individual regardless of race, gender, age or sexual orientation can be assisted or referred to the appropriate organization.
Youth and Family Services	7565 E. Highway 66. El Reno, OK 73036	(405) 262-6555	http://www.yfsok.org/	Canadian, Oklahoma	Our Donald W. Reynolds Caring Center provides temporary and emergency shelter to abused and homeless youth ages 0 to 18 that are in DHS or OJAcustody. These children are offered a place of safety during uncertain and turbulent times. A Parent in Canadian county may utilize the shelter for their children for up to 48 hours in a crisis situation.
YWCA of Oklahoma City	2460 NW 39th St Oklahoma City, OK 73112	(405) 948-1770	http://www.ywcaokc.org/programs	Oklahoma	YWCA Oklahoma City is the only Attorney General certified provider of crisis services to victims of domestic violence, sexual assault, and stalking in Oklahoma County.
Project Safe	313 N. Union, Shawnee, OK 74801	(405) 273-9953	http://www.projectsafekok.com/	Pottawatomie	Domestic Violence, Food, Shelter

Education & Training					
Organization	Location	Phone	Website	Counties Served	Description
Advantage Community Resource (ACR)	5929 North May Avenue, Suite 310 Oklahoma City, OK 73112	(405) 607-0317	http://acr360.org/	Oklahoma	Academic Advocacy, Assessment, Case Management, Co-occurring Treatment, Family Therapy, Group Therapy, Professional Development, Psychotherapy, Substance Abuse Counseling
Chokka Kilimpi-Family Resource Center-Imatah	3200 Marshall Ave., Suite 220 Norman, OK 73	(405) 767-8943	https://www.chickasaw.net	Cleveland and Oklahoma Chickasaw Citizens	The Chickasaw Nation Imatahli Program (Preparing Someone) assists Chickasaw students who attend Norman public middle and high schools with college and career preparedness. Education coordinators provide educational resources and refer to other agencies that help with academic success. Students are encouraged to explore college and technical career opportunities. They are supported to stay on track academically and are offered activities to strengthen their connection to the Chickasaw culture. Imatahli identifies and monitors students who are eligible for Oklahoma's Promise.
Chokka Kilimpi-Family Resource Center-Recruit	3200 Marshall Ave., Suite 220 Norman, OK 73	(405) 767-8943	https://www.chickasaw.net	Cleveland and Oklahoma Chickasaw Citizens	The Chickasaw Nation Recruitment and Retention Program aids Chickasaw students who attend the University of Oklahoma, University of Central Oklahoma or Oklahoma City Community College. The program is designed to meet the academic needs of students by assisting in the development of their academic skills, identifying campus and tribal resources, creating networks of support on and off campus and building a stronger connection to their Chickasaw culture. The program assists students with the completion of their certificates, associate or bachelor's degrees in a timely manner.
Fostering Student Success - UCO	100 N. University Dr., Edmond, OK 73034	(405) 974-2215	https://www.uco.edu/student-resources/center-for-counseling-an	Oklahoma	The Fostering Student Success initiative facilitates a full-time case manager position on campus to support Central students, formerly in foster care, in their efforts to attain a college degree. The case manager will serve as an advocate, social and clinical resources expert, and mentor for these students.
Goodwill	316 S Blackwelder Ave Oklahoma City, OK, 73108	(405) 278-7152	https://www.okgoodwill.org/what-we-do/goodwill-career-pathwa	Oklahoma	Classes on digital literacy
Legacy Parenting Center	126 S. Center St., Shawnee, OK 74801	(405) 432-2844	http://legacyshawnee.com/	Pottawatomie	Attend parenting classes to earn points towards baby items; clothes, cribs, carseats, ect.
Melton Truck Lines	808 N. 161st E. Ave Tulsa, OK 74116	866-715-8563	https://meltontruck.com/recentcdlgrads.php	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	Recent CDL school graduates that qualify for the Melton's tuition reimbursement program will receive payments of up to \$2400 total paid in 6 - \$400 increments over 24 months. All you need to do is provide documentation of what you paid your CDL school while in orientation and we will take care of the rest!
National Center for Disability Education & Train	3200 Marshall Ave., Suite 201 Norman, OK 73	(405) 325-0158	https://ncdet.ou.edu/en/	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	Through innovative training, direct service, and cutting-edge research, NCDet advances independent living, employment, and career opportunities for people with disabilities, while improving their lives and the communities in which they live.

Northeast Resource Center, Inc (NERCI)	1415 NE 23rd Oklahoma City, OK 73111	(405) 996-8609	http://www.nerci.org/about-us/	Oklahoma	<p>Keys to success is NERCI's signature 8 week program designed to prepare adults for life in the 21st century workplace. Specifically our curriculum focuses on developing the whole person through the following courses:</p> <p>Life in the Workforce (2 weeks) Tools you need to succeed in the work place, including Resume writing, interview skills and dress for success.</p> <p>Economic Empowerment (1 week) Practices for managing you finances.</p> <p>Healthy Living (1 week) How exercising and eating right ensure success.</p> <p>Discovering Your Potential (2 weeks) Get motivated about life.</p> <p>Computer 101 (2 weeks) Comprehensive instruction on using computers.</p> <p>Literacy Program (ongoing) Tutors and materials to improve reading skills.</p> <p>GED, Here I Come (ongoing) Certified instruction and preparation to receive you GED.</p> <p>Students are able to set the pace of their education and will earn a</p>
OK Department of Human Services (DHS)	Various locations		http://www.okdhs.org/services/tanf/Pages/TANFHome.aspx	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	<p>Temporary Assistance for Needy Families (TANF) is a federally-funded program for children deprived of support because of a parent's death, incapacity, absence or unemployment.</p> <p>Cash assistance is available to the family on a time-limited basis through TANF. The purpose of this federal program is to provide temporary support in meeting basic needs, training leading to employment, employment services and childcare assistance for qualified families with children.</p>
OK SNAP WORKS			http://www.okdhs.org/library/AFSHandbook/Pages/SNAP_Work_	Oklahoma	DHS offers SNAP applicants and recipients the opportunity to participate in the Employment and Training Program. This program provides work-related activities with the goal of helping clients obtain paid employment and economic self-support. Employment and Training is completely voluntary.
OKC Metro Literacy Coalition	1444 NW 28th St Oklahoma City, OK 73106	(405) 830-2790	https://okcliteracycoalition.org/	Oklahoma	Resources for adult and child literacy
Pam Transport	297 West Henri de Tonti Blvd Tontitown, AR 72770	(866) 296-8734	https://pamdrivingjobs.com/student-application/?utm_medium=	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	If you need a CDL-A license, our CDL training program can help you find a CDL school and cover tuition.

Pioneer Library System	300 Norman Center Court Norman, OK 73072	(405) 801-4500	https://pioneerlibrarysystem.org	Cleveland, McLain, Pottawatomie	Internet access, informational materials, basic computer classes, small business services, resume and job search assistance, grant writing services, tutoring, literacy courses, children's programs, and a virtual library.
Pivot, Inc	201 NE 50th Street Oklahoma City, OK 73105	(405) 235-7537	https://www.pivotok.org/what-we-do	Oklahoma	Pivot believes regardless of where a child is from or the barriers they face, they are worthy of having success in education, finding a job and planning for a career in the field they choose. At Pivot, part of each young person's experience includes the opportunity to graduate from high school, further their education, gain vital life skills and achieve job readiness.
Thunderbird Clubhouse	1251 Triad Village Drive Norman, Oklahoma 73071	(405) 321-7331	https://www.thunderbirdclubhouse.org/	Cleveland	Community of individuals in recover from mental illness. Employment, Housing, Education, Social and Recreational Activities
Urban League of Greater Oklahoma City	3900 N. Martin Luther King Ave. Oklahoma City, OK 73111	(405) 424-5243	https://www.urbanleagueok.org/programs/children-and-families/	Oklahoma	The Urban League partnered with Oklahoma City Public School District as a 21st Century Community Learning Center to provide a range of high quality services to support student learning and development for 7-12 grade students attending Centennial Middle and High School.

Emergency Shelter					
Organization	Location	Phone	Website	Counties Served	Description
Baptist Mission Center	2125 Exchange Ave Oklahoma City, OK 73108	405-235-6162	http://www.cbaokc.net/baptist_mission_center	Oklahoma	Grace Rescue Mission is an emergency shelter for up to 100 men a night.
Be the Change Y.E.S. (Youth Equality Services)	5415 S. Shartel, Suite 15 Oklahoma City, Oklahoma 73109	(405) 602-2486	http://www.bethechangeok.org/youth-services.html	Oklahoma	Youth Equality Services (YES) is a youth-lead, adult-supported group that provides community support to LGBT and marginalized youth ages 13 to 20. YES provides a safe, affirming, alcohol/drug free environment and models positive adult behaviors to foster healthy development in our youth. Ground Floor is a resource center for homeless and at risk young people ages 14 to 24. It is a safe space where youth can relax, eat a hot meal and participate in activities that are meaningful to them. Be The Change provides case management support and partner agencies are on hand to link guests with needed supports and services. Ground Floor provides resources to meet the immediate needs of the youth we serve, including hot meals , a food pantry, hygiene supplies, access to clothing and laundry facilities as well as computer use. The center also provides opportunities for development and leadership through a number of different activities including employment/job skills training, on-site mental health and substance abuse services, educational support. independent living skills activities, community integrated recreational and leisure activities, art and music programs, and safe sex and healthy relationship education.
Catholic Charities	1232 N Classen Blvd Oklahoma City, OK 73106	800-375-8514	https://catholiccharitiesok.org	Central and Western Oklahoma	
City Rescue Mission	914 W. California Ave Oklaho	(405) 232-2709	https://cityrescue.org/get-help/	Oklahoma	Medical, dental, vision, veteran's benefits, on-site GED courses, job placement, shelter, addiction support
Compassionate Hands	119 South Sixth St. Yukon, OK 73099	(405) 354-9591	http://compassionatehandsyukon.com/housing-emer	Canadian - Yukon	Support Yukon residents who are in temporary crisis or dealing with emergency situations once per year to foster hope and guide them towards self sufficiency.
Crossroads Youth and Family Services	1650 W. Tecumseh Road Norman, OK 73069	(405) 292-6440	https://www.crossroadsyfs.org/headstart-early-childh	Cleveland, Pottawatomie, Seminole	Crossroads' Emergency Youth Shelter provides short-term emergency homeless shelter care for up to twelve (12) children from birth to seventeen (17) years of age in Cleveland and other Central Oklahoma Counties.
Family Promise	39604 W. Independence St., Shawnee, OK 74804	(405) 273-0161	http://www.familypromiseshawnee.org/	Pottawatomie	Temporary Food, Shelter for 60-90 days; Mentorship, transportation.
Project Safe	313 N. Union, Shawnee, OK 74801	(405) 273-9953	http://www.projectsafek.com/	Pottawatomie	Domestic Violence, Food, Shelter
Salvation Army Chesapeake Energy Center of Hope	1001 N Pennsylvania Avenue Oklahoma City, OK 73107	(405) 246-1100	http://salvationarmyokcac.org/mens-and-family-wom	Oklahoma	Those shelters include: single men, single women, and families. The shelters are open to anyone who needs a clean, warm, safe place to stay.
Youth and Family Services	7565 E. Highway 66. El Reno, OK 73036	(405) 262-6555	http://www.yfsok.org/	Canadian, Oklahoma	Our Donald W. Reynolds Caring Center provides temporary and emergency shelter to abused and homeless youth ages 0 to 18 that are in DHS or OJAcustody. These children are offered a place of safety during uncertain and turbulent times. A Parent in Canadian county may utilize the shelter for their children for up to 48 hours in a crisis situation.

Organization
Youth and Family Services

Ex Offender Services				
Location	Phone	Website	Counties Served	Description
7565 E. Highway 66. El Reno, OK 73036	(405) 262-6555	http://www.yfsok.org/	Canadian, Oklahoma	Youth & Family Services, Inc. (YFS) counseling provides person-centered counseling and mentoring for children ages 3 through 21. The First-Offender Program was established through the Juvenile Justice Reform Act to provide both consequences and a positive learning experience for first-time juvenile offenders.

Food					
Organization	Location	Phone	Website	Counties Served	Description
Alameda Baptist Church	1503 E. Alameda Street, Norman, OK 73071	(405) 329-5157	http://alamedabaptistnorman.com/	Norman or Noble zip code	The Food Pantry is open Tuesdays & Thursdays from 10:00 a.m. to Noon by prearranged appointment for those who have a Norman or Noble zip code. If you are on Wick, Reduced School Lunches, Food Stamps, or make less than the Regional Food Bank Gross Income Limits, you automatically qualify for Food Assistance. We require a copy of your Drivers' License and a piece of mail with your current address (such as a bill, lease agreement, etc.). We help up to three times a year (no sooner than thirty days apart).
Alameda Church of Christ - Stream	801 E. Alameda, Norman, OK 73071	(405) 321-0788	https://alameda.church/connect/streams-of-water	Cleveland	The Food Pantry is open to anyone who lives in Cleveland or McClain counties. No appointment necessary; just come by when the pantry is open. Families are limited to visiting the food pantry once per month, up to 6 times per year.
Angel Food Ministries; Kendrick Community Church	840702 1st St., Stoud, OK 74079	405-413-4116		Lincoln	Food Pantry
Blessing Baskets	PO Box 50 El Reno, OK 73036	(405) 262-3539	http://www.elrenoblessingbaskets.org/	Canadian	Blessing Baskets serves western Canadian County through our Families with Children Summer Food Program, school supply program, and a Christmas Baskets program
Britville Food Pantry	8717 N Western Ave Oklahoma City, OK 73114	(405) 842-1275	http://www.helpbritvil.com/	Oklahoma - 73114, 73120, 73131, 73105	Food Pantry
Calvary Baptist	214 W. Farrel, Shawnee, OK 74801	(405) 275-3450	https://www.foodpantries.org/li/calvary_southern_baptist_church_74801	Pottawatomie	Food Pantry
Central Oklahoma Community Action Agency	315 E. Broadway Ave., Seminole, OK 74868	(405) 382-1800		Seminole	basic needs for food, clothing, utilities, and housing costs.
Central Oklahoma Community Act	1183 E. Main Norman OK 72071	(405) 701-2170	http://cocoa.org/norman/	Cleveland	Community & Resource Development provides direct help, or referrals, for families to meet basic needs for food, clothing, utilities, and housing costs. Community & Resource Development provides a food pantry, temporary housing, home buyer education, and family budget counseling. Personalized follow-up with each family ensures that needs are being met.
Christ Lutheran Church - Mustang	501 North Clear Springs Road Mustang, OK 73064	(405) 376-3116	https://www.christlutheranmustang.com/food_pantry	Canadian	The Food Pantry @ Christ Lutheran Church in Mustang assist local residents by providing food to families in need. We are open Tuesday - Thursday from 9:00am-2:00pm. We require a copy of your id and recommend calling ahead to ensure that someone is available.
Church on the Rock	1206 Manvel Ave., Chandler, OK 74834	(405) 258-2700 (405) 258-5101		Lincoln	Food Pantry
Crosspointe Care Center	2601 24th Ave SE, Norman, OK 73071	(405) 329-0823	http://www.crosspointe.tv/	Cleveland	The Care Center is open every Friday (except for 5th Fridays) from 10:30 to Noon
Downtown Pentecostal Holiness	518 E. 7th, Shawnee, OK 74801	(405) 275-1146	http://www.shawneedphc.org/site/	Pottawatomie	Food Pantry

Edmond Mobile Meals	25 W 3rd St. Edmond, OK 73003	(405) 341-3111	http://edmondmobilemeals.org/	Oklahoma - May Ave to Midwest Blvd and Memorial Rd to Waterloo Rd	
Family of Faith	30 Kinville, Shawnee, OK 74801	(405) 273-5331	https://myfamilyoffaith.com/ministries/yahwehs-storehouse/	Pottawatomie	Food Pantry; Sack of groceries each month every 2nd Monday.
First Baptist Church	112 Broadway, Davenport, OK 74026	(918) 377-2720 (918)377-2752		Lincoln	Food Pantry
First Baptist of Norman	211 W. Comanche Norman, Oklahoma 73069	(405) 321-1753	http://www.fbcnorman.org/ministries/community-ministry/	Cleveland	The Clothes Closet is open on the first Sunday of every month from 4:30 - 5:30 p.m. in FBC's basement. Guests must bring a valid I.D. to participate. Emergency assistance is available by appointment. The Food Pantry is open on the third Sunday of every month from 4:30 - 5:30 p.m. Guests must bring a valid I.D. to participate. We provide three options: individual bag, family bag, and emergency (non-cook option) bag. Emergency food assistance is available at the church office during the week when the office is open.
First Christian Church	614 Manvel Ave., Chandler , OK 74834	(405) 258-0483		Lincoln	food, utility expenses, transient assistance and Other emergency help.
Food and Shelter for Friends	201 Reed Avenue, Norman, OK 73071	(405) 360-4954	http://www.foodandshelterinc.org	Those in need.	The mission of Food and Shelter is very simple. We feed those who are hungry and wrap our arms around the lost and alone, helping them find their way back home. We believe no person can overcome life's most difficult obstacles if they are hungry and worried constantly about where they will sleep. The services we provide are the most basic needs of a human being; food and shelter. Women, children and men come for food and shelter.
Galilee Baptist Church	1025 E. 9th, Shawnee, OK 74801	(405) 273-7890	https://www.galileeshawnee.com/	Pottawatomie	Food Pantry
God's House of Prayer Services	301 E. 11th St., Chandler, OK 74834	(405) 258-4079 (405) 882-7949			24 hr food pantry, clothes closet, baby items, formula
Highland Church Of Christ	905 E. Walnut St., Tecumseh, OK 74873	(405) 598-3514	https://www.foodpantries.org/li/highland_church_of_christ_74873	Pottawatomie	Food Pantry
Hilltop Baptist Church	11710 E. Stella Road, Norman, OK 73026	(405) 794-0603	http://www.hilltopbaptistfamily.org	Cleveland	1st and 3rd Wednesday of the month at 9:30 am. Hilltop Baptist Church offers a food pantry to families who are within a 12 mile radius of the church.
HOPE Center of Edmond	1251 N Broadway, Ste A&B Edmond, OK 73034	(405) 348-1340	https://hopecenterofedmond.com/assistance/	Oklahoma - 73034, 73013, 73003, 73007, 73025, 73012	

Jesus House	1335 West Sheridan Avenue Oklahoma City, OK 73106	(405)232-7164	https://www.jesushouseokc.org/	Oklahoma	The Jesus House kitchen is very popular to both resident-guests of the Jesus House, as well as the unsheltered homeless of OKC. Serving 3 meals plus an evening snack Monday through Friday, and a brunch, dinner and snack on the weekends, our kitchen operation stays busy feeding the hungry.
Liberty Baptist Church	711 E. Federal, Shawnee, OK 74801	(405) 273-3022	http://libertyshawnee.com/liberty-ministries/food-pantry/	Pottawatomie	Food Pantry
Lifeline.church	545 N. Beard, Shawnee, OK 74801	(405) 275-0020	https://lifeline.church/	Pottawatomie	Food Pantry
Living Word	3831 N. Kickapoo, Shawnee, OK 74801	(405) 275-7240	https://www.needhelppayingbills.com/html/pottawatomie_county_food_pantries.html	Pottawatomie	Food Pantry
Love Link Ministries	1122 Linwood Blvd Oklahoma City, Oklahoma 73106	(405) 239-6219	https://www.lovelink.org/home.html	Oklahoma - Oklahoma City	Food Pantry Hours : Tuesday & Friday, 11 am - 2 pm. Bring photo ID and proof of address.
Manna Pantry	123 S 6th Street Yukon, OK 73099	(405) 265-0193		Canadian - Yukon	Providing emergency food assistance to Yukon families and individuals in need.
McFarline Memorial United Meth	419 S. University Blvd. Norman, OK 73069	(405) 321-348	https://mcfarlinumc.org	Residents of Norman, Noble, and Little Axe	We are open on Tuesday and Thursday from 9 a.m. to 12 noon and 1 to 4 p.m. except for holidays. We serve residents of Norman, Noble and Little Axe with a picture ID and current proof of residence.
Meals on Wheels-Norman	528 E. Main Street Norman, OK 73071	(405) 321-7272	http://www.mealsonwheelsnorman.com	Norman Residents	Delivering nutritious meals to the ill, disabled, and elderly of Norman
Mission Norman	2525 E. Lindsey Street Norman, OK 73071	(405) 321-8880	http://www.missionnorman.org	We serve residents of Cleveland County Excluding Moore as there a number of Food Resources for those living in Moore and South OKC	Monday 10:00 - 12:00 AM, Tuesday 10:00 - 11:15 AM and 12:00 - 2:00 PM, Wednesday 10:00 - 11:15 AM and 12:00 - 2:00 PM, Thursday 2:00 - 5:15 PM, Friday 10:00 - 11:15 AM 12-2 PM. Eligible for food every 30 days.

Mobile Meals of El Reno	200 N Country Club Rd El Reno, OK 73036	(405) 262-8623		Canadian - El Reno	Daily lunches for anyone in need of help because of health, disability, income, or age
NE OKC Community and Cultural C	3815 N Kelley Ave. Oklahoma City, Oklahoma 73111	405-401-3350		Oklahoma	Hosts a Farmer's Market
Northeast Resource Center, Inc (N	1415 NE 23rd Oklahoma City, OK 73111	405-996-8609	http://www.nerci.org/about-us/	Oklahoma	Yourselves, one dollar and proof that you live in one of the following zip codes: 73102/05/11/17/21 Proof of residence in one of our zip codes is through: Ideally - A valid drivers license, alternatively utility bill, rental agreement* or a letter from the person you are staying with along with a utility bill**
OK Department of Human Service	Various locations	(405) 521-3571	http://www.okdhs.org/services/snap/Pages/default.aspx	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	The Supplemental Nutrition Assistance Program (SNAP) serves as the first line of defense against hunger. It enables low-income families to buy nutritious food with Electronic Benefits Transfer (EBT) cards. SNAP recipients spend their benefits to buy eligible food in authorized retail food stores/Farmers' Markets.
Piedmont Service Center, Inc.	415 Piedmont Rd N Piedmont, OK 73078	(405) 373-4022	http://piedmontservicecenter.org/	Canadian - Piedmont	Provide services to the community including food pantry, clothes closet and financial assistance for utilities and rent.
Pivot, Inc	201 NE 50th Street Oklahoma City, OK 73105	(405) 235-7537	https://www.pivotok.org/what-we-do	Oklahoma	Pivot offers support and resources through its food pantry and clothing closets, as well as short and long-term housing solutions.
Project 66	2612 S Kelly Ave Edmond, OK 73013	(405) 341-1353	https://www.project66.org/about		
Project Heart	804 S. Park Ave., Shawnee, OK	(405) 214-1972		Pottawatomie	Senior Citizens only. Lunch (Monday through Friday)
Regional Food Bank of Oklahoma	3355 S Purdue Oklahoma City, OK 73137	(405) 972-1111	https://www.regionalfoodbank.org/programs	Central and Western Oklahoma	Provide low-income individuals and families with the fuel to survive and even thrive
Salvation Army - Canadian County	1012 S. Rock Island El Reno, OK 73036	(405) 295-2343	http://salvationarmyokcac.org/canadiancounty/social-service-programs/	Canadian	Emergency Assistance program helps prevent homelessness by providing timely help with utilities, food and referrals for low-income, working families.

Salvation Army - Cleveland County	318 E. Hayes Norman, OK 73069	(405) 364-9910	http://salvationarmyokcac.org/clevelandcounty/social-services/	Cleveland	Food Pantry: Open Monday – Thursday from 1 p.m. – 3 p.m., we provide food once every 30 days. In order to receive assistance you must bring an ID, proof of residency, proof of income and complete an initial intake form.
Salvation Army Chesapeake Energy Center of Hope	1001 N Pennsylvania Avenue Oklahoma City, OK 73107	(405) 246-1100	http://salvationarmyokcac.org/social-services/food-assistance/	Oklahoma	All individuals can qualify for food once every 30 days The Red Shield Diner & Kitchen is located at 1001 N. Pennsylvania, Oklahoma City, OK 73107. Meals are served FREE to the community and all are welcome.
Shawnee Community Market of Pott. Co.	120 S. Center St., Shawnee, OK 74801	(405) 788-4957	http://www.ourcommunitymarket.org/	Pottawatomie	Food
Shawnee Rescue Mission	204 N. Louisa, Shawnee, OK 74801	(405) 878-8700	https://www.foodpantries.org/li/shawnee_rescue_mission_74801	Pottawatomie	Food
Sister BJ's Pantry	819 NW 4th St Oklahoma City, OK 73106	(405) 837-7068	https://www.srbjpantry.com/ministries/the-corporal-works-of-mercy/food-pantries/	Oklahoma	
Skyline Urban Ministries	500 SE 15th Street Oklahoma City, OK 73129	(405) 632-2644	https://www.skylineurbanministry.org/	Oklahoma	Skyline's Food Resource Center
St. Benedicts Church	632 N. Kickapoo Ave., Shawnee, OK 74801	(405) 273-5371	http://www.stbenedictchurch.net/	Pottawatomie	Food Pantry; Breakfast every fourth Saturday of the month. 7:00 am - 9.30 am.
Staright Street Ministries	701 Steele Ave, Chandler, OK 74834	(405) 203-3644		Lincoln	Food Pantry - Wednesdays 1pm - 3pm
Stroud Food Pantry	211 N. 3rd Ave., Stroud, OK 74079	(918) 987-0210		Lincoln	Food Pantry; 2nd and 4th Tuesday of every month.
Temple Baptist Church	1234 E. Highland, Shawnee, OK 74801	(405) 275-0937	http://www.tbcshawnee.com/	Pottawatomie	Food Pantry
The Lord's Harvest	1020 Sunset Drive El Reno, OK 73036	(405) 422-2001	http://www.thelordsharvest.org/programs.html	Canadian	Various food programs
United Methodist Church	300 N. Golf St., Holdenville, OK 74848	(405) 379-2439		Hughes	Provides a food pantry. Serves Holdenville - Pantry hours: Mondays through Fridays 9 am - 2 pm
Wesley United Methodist Church	302 N. Independence, Shawnee, OK 74801	(405) 275-1556	https://www.wesleyumcshawnee.org/	Pottawatomie	Food Pantry
YMCA of Oklahoma City	Various locations		http://ymcaokc.org/programs/summer-food-program	Oklahoma	Year Round Food Program
Yukon Mobile Meals	1200 Lakeshore Dr Yukon, OK 73099	(405) 350-5901	https://yukonmobilemeals.com/#faq	Canadian - Yukon	Yukon Mobile Meals provides service to persons residing within the city limits of Yukon who are aged, homebound, handicapped, or convalescing and are unable to prepare a meal themselves.
Yukon Sharing Ministries	4 N 6th St Yukon, OK 73099	(405) 354-9456		Canadian - Yukon and Mustang	Yukon Sharing Ministry provides food, clothing, limited utility assistance, prescriptions, gasoline for a job search, limited rental assistance, and referral to other agencies. Emergency shelter is available.

Housing					
Organization	Location	Phone	Website	Counties Served	Description
Boys Ranch Town	5100 E. 33rd Street Edmond, OK 73013	(405) 341-3606	https://www.obhc.org/boys-ranch-town		Boys ages 7-15 at admission
Bridges	1670 Stubbeman Ave, Norman, OK 7	(405) 579-9280	http://www.bridgesnorman.org/what	Cleveland	Bridges is a nonprofit formed through a collaboration of the Norman community, Norman Public Schools, and the Norman Housing Authority. We assist high school students who live alone due to a family crisis, including the death of a parent, parental incarceration, or homelessness, by offering 20 individual apartments with sliding-scale rent based on the student's income, connection to other social service agencies, assistance with almost any school-related activity, trained mentors, and college scholarships.
Catholic Charities	1232 N Classen Blvd Oklahoma City, OK 73106	1-800-375-8514	https://catholiccharitiesok.org	Central and Western Oklahoma	
Central Oklahoma Habitat for Hum	5005 S I-35 Srvc Rd Oklahoma City, OK 73129	(405) 232-4828	https://www.cohfh.org/	Oklahoma	We build and repair houses in central Oklahoma using volunteer labor, donations, our mortgage base, and proceeds from sales at our Renovation Station stores.
Compassionate Hands	119 South Sixth St. Yukon, OK 73099	(405) 354-9591	http://compassionatehandsyukon.com/housing-emergency-shelter/	Canadian - Yukon	Support Yukon residents who are in temporary crisis or dealing with emergency situations once per year to foster hope and guide them towards self sufficiency.
Food and Shelter for Friends	201 Reed Avenue, Norman, OK 73071	(405) 360-4954	http://www.foodandshelterinc.org	Those in need.	The mission of Food and Shelter is very simple. We feed those who are hungry and wrap our arms around the lost and alone, helping them find their way back home. We believe no person can overcome life's most difficult obstacles if they are hungry and worried constantly about where they will sleep. The services we provide are the most basic needs of a human being; food and shelter. Women, children and men come for food and shelter.
Jesus House	1335 West Sheridan Avenue Oklahoma City, OK 73106	(405)232-7164	https://www.jesushouseokc.org/	Oklahoma	The Jesus House recovery program is specifically tailored to meet the needs of men and women who are experiencing homelessness, mental illness and addiction. We also offer cold weather shelter on a night-to-night basis for up to 15 additional male guests during the winter and at times of inclement weather. All resident-guests must be at least 18 years of age.
Neighborhood Services Organization (NSO)	431 SW 11TH ST OKLAHOMA CITY, OK 73109	(405) 236-0452	http://nsookc.org/services/	Oklahoma	Dental, permanent housing, transitional housing, WIC clinic
Oklahoma Baptist Homes for Child	16301 S. Western OKC, OK 73170	405.691.7781	https://www.obhc.org/bch-okc	Oklahoma	Women 18 and older with children - Children's Hope program for single moms
Pivot, Inc	201 NE 50th Street Oklahoma City, OK 73105	405.235.7537	https://www.pivotok.org/what-we-do	Oklahoma	Whether in the child welfare system, living on their own without parental support, formerly juvenile justice involved, or runaway—we can provide safe, stable housing.
Red Rock Mental Health Clinic	4400 N Lincoln Blvd Oklahoma City, OK 73105	405-525-3959	https://www.red-rock.com/locations.php	Oklahoma	Community living program, case management, services to homeless individuals, psychiatric rehabilitation services
Sister BJ's Pantry	819 NW 4th St Oklahoma City, OK 73106	(405) 837-7068	https://www.srbjpantry.com/ministries/the-corporal-works-of-mercy/transition-housing/	Oklahoma	Transitional housing
The Homeless Alliance	1729 N.W. 3rd Street Oklahoma City, OK 73106	(405) 415-8410	https://homelessalliance.org/	Oklahoma	The Homeless Alliance operates several housing programs for families with children, coordinates a community effort to house veterans and people who are chronically homeless, operates the IT infrastructure used by homeless-serving agencies in central Oklahoma, and publishes The Curbside Chronicle, a magazine that provides a voice and legitimate source of income for people who are homeless.

The Rose Home			https://www.birthchoice.org/okc-maternity-shelter-pregnant-homeless		For anyone 18 or older (or legally emancipated) who is experiencing homelessness, pregnant, and willing to comply with the rules and program at Rose Home.
Thunderbird Clubhouse	1251 Triad Village Drive Norman, Oklahoma 73071	(405) 321-7331	https://www.thunderbirdclubhouse.org/	Cleveland	Community of individuals in recover from mental illness. Employment, Housing, Education, Social and Recreational Activities
Turning Point Ministries	P.O. Box 2437 Edmond, OK 73083-2437		https://turningpointoklahoma.org/contact/	Oklahoma - Edmond	Turning Point is a faith-based ministry providing quality, affordable housing for qualified individuals or families. They must have a minimum down payment of \$1,000.
Upward Transitions	1134 W Main St Oklahoma City, OK 73106	(405) 232-5507	http://www.upwardtransitions.org/services/	Oklahoma	Upward Transitions serves those who are homeless and on the verge of becoming homeless by providing case management and stabilizing resources to meet basic social needs. The ultimate goal is to assist individuals and families to reach their potential with the ability to support themselves and contribute back to their community.
Urban League of Greater Oklahom	3900 N. Martin Luther King Ave. Oklahoma City, OK 73111	(405) 424-5243	https://www.urbanleagueok.org/programs/affordable-housing/	Oklahoma	The Affordable Housing Program provides quality, affordable homes by rehabilitating existing structures and constructing new homes and prepares families for homeownership by hosting homebuyer essentials workshops.
Youth and Family Services	7565 E. Highway 66. El Reno, OK 73036	(405) 262-6555	http://www.yfsok.org/	Canadian, Oklahoma	The Transitional Living Program (TLP) provides services for young adults between the ages of 16 – 21 who are homeless or at risk of becoming homeless. This includes pregnant and parenting young adult females with their children.

Immigration Services

Organization	Location	Phone	Website	Counties Served	Description
Catholic Charities	1232 N Classen Blvd Oklahoma City, OK 73106	800-375-8514	https://catholiccharitiesok.org	Central and Western Oklahoma	
Aspiring Americans	302 SOUTHWEST 25TH STREET OKLAHOMA CITY, OK, 73109	(405) 360-1200	https://www.aspiringamericans.org/wh-at-we-do	Oklahoma	<p>Trainings for educators focused on how to best empower and support undocumented high school students. Legal assistance, in partnership with Dream Act Oklahoma, to help families with Deferred Action for Childhood Arrivals (DACA) applications. Education for community members on how to interact with law enforcement and immigration officials as well as who to contact for legal or social assistance. We help fundraise and match scholarship funds for deserving students who have been accepted to college, but are ineligible for state or federal support. We participate in efforts to enhance retention, academic success, diversity awareness/ We offer one-on-one counseling and assistance to undocumented students. The meetings can also be held in Spanish if necessary.</p>

Legal					
Organization	Location	Phone	Website	Counties Served	Description
Catholic Charities	1232 N Classen Blvd Oklahoma City, OK 73106	1-800-375-8514	https://catholiccharitiesok.org	Central and Western Oklahoma	
Cleveland County District Attorney's Office	201 S. Jones Suite 300 Norman, Oklahoma 73069.	(405) 321-8268	https://damashburn.us/	Cleveland	Major crimes, general felony, misdemeanor, domestic, juvenile, victim witness, bogus checks, child support
Court Appointed Special Advocates for Children (CASA): South Central CASA of Oklahoma	1167 E. Main Street, 2nd Floor Norman, OK 73071	(405) 360-5295	https://www.southcentralcasa.org/	Cleveland	Our mission at South Central CASA of Oklahoma is to recruit, screen, and train members of the community to advocate for the best interests of victims of child abuse and neglect in Cleveland, McClain, and Garvin Counties.
Legal Aid Services of Oklahoma, Inc. - Norman Law Office	2600 Van Buren, Suite 2606 Norman, OK 73072	1-888-534-5243	https://oklaw.org/organization/legal-a	Cleveland, Hughes, Pottawatomie, Seminole	We help low-income people and senior citizens with civil legal problems.
Oklahoma Disability Law Center	2915 Classen Blvd., Suite 300 Oklahoma City, OK 73106	(405) 525-7755	http://okdlc.org/	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	We can answer questions about the legal rights of persons with disabilities, and services they may be entitled to. We can also explain where to apply for disability services or how to get more information.
Oklahoma Lawyers for Children	800 North Harvey Avenue, Suite 323 Oklahoma City, OK 73102	(405) 232-4453	https://www.olfc.org/	Oklahoma	Children 4-18 who are currently in foster care can receive an Educational Guardian Ad Litem (Ed GAL). Mentoring services available to those 14-18 in foster care.
Trinity Legal	Crossing Community Center - 10255 N Penn, Oklahoma City, OK 73120 Cross and Crown Mission - 1008 N. McKinley, Oklahoma City, OK 73106 City Rescue Mission - 800 W California Ave, Oklahoma City, OK 73106 Living Faith Ministry - 1404 E I-44 Service Rd, Oklahoma City, OK 73111 Salvation Army Norman - 318 E Hayes, Norman, OK 73069	(405) 410-4544	https://www.project66.org/about	Oklahoma, Cleveland	

Medical - Healthcare

Organization	Location	Phone	Website	Counties Served	Description
Birth Choice of Oklahoma, Inc	4701 S. Western Ave. Oklahoma City, OK 73109 6006 N. Rockwell Bethany, OK 73008 11 A. Burton Place Edmond, OK 73013 457 W. Gray St Norman, OK 73069 400 W. London St El Reno, OK 73036	(405) 631-4477 (405) 495-6919 (405) 330-2111 (405) 360-9555 (405) 262-0003	https://www.birthchoice.org	Oklahoma, Cleveland, Canadian	Pregnancy testing, ultrasound, medical clinic, food and nutritional guidance, DHS, adoption, housing and shelter, natural family planning, post abortion counseling, mom support groups
Canadian County Health Department	100 S. Rock Island El Reno, OK 73036 1023 E. Vandament Yukon, OK 73099	(405) 262-0042 (405) 354-4872	https://www.ok.gov/health/County_Health_Departmen	Canadian	The Canadian County Health Department offers a variety of public health services to protect and promote health to our residents.
Central Oklahoma Community Action Agency - Cleveland County	1183 E. Main Norman OK 72071	(405) 701-2170	http://cocaa.org/norman/	Cleveland	Prescription Assistance (Emergency and Rx for OK Program)
City Rescue Mission	914 W. California Ave Oklahoma City	(405) 232-2709	https://cityrescue.org/get-help/	Oklahoma	Medical, dental, vision, veteran's benefits, on-site GED courses, job placement, shelter, addiction support
Cleveland County Health Department	250 12th Ave. N.E. Norman, OK 73071 424 S Eastern Moore, OK 73160	(405) 321-4048 (405) 794-1591	https://www.ok.gov/health/County_Health_Departmen	Cleveland	The Cleveland County Health Department offers a variety of public health services to protect and promote health to our residents.
Community Action Agency of Oklahoma and Canadian County	319 S.W. 25th St. Oklahoma City, OK 73109	(405) 232-0199	https://caaofokc.org/community_services_headstart/c	Oklahoma, Canadian	Prescription Assistance Program helps Oklahomans access prescriptions provided by pharmaceutical manufacturing companies.

Community Health Centers of Oklahoma	<p>Mary Mahoney Memorial Health Center 12716 NE 36th Spencer, OK 73084</p> <p>Perry A Klaassen Family Medical Center 1901 Springlake Dr Oklahoma City, OK 73111</p> <p>Healing Hands Health Care Services (For the Homeless) 411 NW 11th St Oklahoma City, OK 73103</p> <p>Mary Mahoney at Langston 300 MLK St Langston, OK 73050</p> <p>Community Health Shawnee Family Medical Center 130 N Broadway, Ste 300 Shawnee, OK 74801</p> <p>Dorothy M Smith Family Medical Center 105 E Santa Fe Carney, OK 74832</p> <p>Healthy Start Initiative 3017 N MLK Blvd Oklahoma City, OK 73111</p>	<p>(405) 769-3301 (405) 769-3301 (405) 272-0476 (405) 987-2897 (405) 395-0399 (405) 865-2020 (405) 427-3200</p>	<p>https://communityhealthok.org/services</p>	Oklahoma, Pottawatomie, Logan, Lincoln	Older adult services, health education, adolescent services, WIC, nutrition counseling, pediatric services, mental health care, women's healthcare, family support services, pharmacy, lab and x-ray services, dental clinic.
Crossings Community Clinic	10255 N Pennsylvania Oklahoma City, OK 73120	405-749-0800	https://crossings.church/clinic/	Oklahoma	The scope of Clinic services includes medical, dental, vision, and behavioral health care provided through the support of licensed professionals and other dedicated volunteers.
El Reno Indian Health Clinic	1801 Parkview Drive El Reno, OK 73036	(405) 234-8400	https://www.ihs.gov/oklahomacity/healthcarefacilities/el-reno-indian-health-center/	Canadian	Behavioral Health Laboratory Medical Nursing Pharmacy Public Health Nursing
Faith Clinic - Trinity Baptist Church	620 N. Cemetery Road Yukon, OK 73099	(405) 265-6198	http://www.trinityyukon.com/community/	Canadian	This is a free health clinic for the uninsured. We cannot accept patients that have insurance, Medicaid, Medicare, SoonerCare or other payer types.
Gateway Women's Center	2 South Sixth Street Yukon, OK 73099	(405) 354-4283	https://gatewaywomenscenter.com/		Pregnancy testing, STD/STI testing, Unplanned pregnancy support, Abortion information, Sonography/ultrasounds, Diagnostic imaging

Good Shepherd Ministries	222 NW 12 Street Oklahoma City, OK 73103	(405) 232-8631	http://goodshepherdokc.org/	Oklahoma	Good Shepherd Clinic provides consistent, quality medical and dental services for the vulnerable members in our community.
HOPE Center of Edmond	1251 N Broadway, Ste A&B Edmond, OK 73034	(405) 348-1340	https://hopecenterofedmond.com/assistance/	Oklahoma - 73034, 73013, 73003, 73007, 73025, 73012	
Hughes County Health Department	200 McDougal Drive Holdenville, OK 74848	(405) 379-3313	https://www.ok.gov/health/County_Health_Departments/Hughes_County_Health_Department/	Hughes	The health department works to prevent disease, promote health and protect communities by providing education on healthy behaviors, injury prevention, protecting the food we eat and assisting in improving access to care.
Lincoln County Health Department	101 Meadow Lane Chandler, Oklahoma 74834	(405) 258-2640	https://www.ok.gov/health/County_Health_Departments/Lincoln_County_Health_Department/	Lincoln	The Lincoln County Health Department offers a variety of public health services to protect and promote health to our residents.
Logan County Health Department	215 Fairgrounds Road, Suite A Guthrie, OK 73044	(405) 282-3485	https://www.ok.gov/health/County_Health_Departments/Logan_County_Health_Department/	Logan	The Logan County Health Department offers a variety of public health services to protect and promote health to our residents.
Needy Meds			https://www.needymeds.org/service-programs	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	NeedyMeds is a 501(c)(3) national non-profit information resource dedicated to helping people locate assistance programs to help them afford their medications and other healthcare costs.
Neighborhood Services Organization (NSO)	431 SW 11TH ST OKLAHOMA CITY, OK 73109	(405) 236-0452	http://nsookc.org/services/	Oklahoma	Dental, permanent housing, transitional housing, WIC clinic
OK Department of Human Services (DHS)	Various locations	(405) 521-3571	http://www.okdhs.org/services/health/Pages/default.aspx	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	Health-Related and Medical Services offer a variety of programs and services to children and adults.
OKC - County Health Department	Various OKC Locations		https://www.occhd.org/clinics	Oklahoma	Immunizations, Lab Services, Reproductive Health, Sexual Health, TB Clinic, WIC
Okfuskee County Health Department	125 North 2nd Street Okemah, OK 74859	(918)-623-1800	https://www.ok.gov/health/County_Health_Departments/	Okfuskee	The health department works to prevent disease, promote health and protect communities by providing education on healthy behaviors, injury prevention, protecting the food we eat and assisting in improving access to care.

Oklahoma City Indian Clinic	4913 W Reno Ave Oklahoma City, OK 73127	(405) 948-4900	http://okcic.com/services-specialties/	Oklahoma	Medical Physical Therapy Behavioral Health Pediatrics Pharmacy HIV/AIDS Awareness Dental Optometry
Oklahoma Health Care Authority	4345 N. Lincoln Blvd. Oklahoma City, OK 73105	(405) 522-7300	http://www.okhca.org/about.aspx?id=32	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	The Oklahoma Health Care Authority (OHCA) administers two health programs for the state. The first is SoonerCare, Oklahoma's Medicaid program.
Pottawatomie County Health Dep	1904 Gordon Cooper Drive Shawnee, OK 74801	(405) 273-2157	https://www.ok.gov/health/County_Health_Departmen	Pottawatomie	The health department works to prevent disease, promote health and protect communities by providing education on healthy behaviors, injury prevention, protecting the food we eat and assisting in improving access to care.
RX for Oklahoma	900 N. Stiles Ave. Oklahoma City, OK 73104	1-877-794-6552	https://okcommerce.gov/assistance/rx/	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	RX for Oklahoma is a service that helps Oklahomans with long-term prescription medication costs access assistance programs provided by pharmaceutical companies.
Skyline Urban Ministries	500 SE 15th Street Oklahoma City, OK 73129	(405) 632-2644	https://www.skylineurbanministry.org/	Oklahoma	Skyline Eye Clinic; With a focus on general well-being, Skyline's Faith Community nurses (staff and volunteers) take the vitals of patrons and encourage healthy living through classes, discussions and other activities.

<p>Urban League of Greater Oklahoma City</p>	<p>3900 N. Martin Luther King Ave. Oklahoma City, OK 73111</p>	<p>(405) 424-5243</p>	<p>https://www.urbanleagueok.org/programs/children-an</p>	<p>Oklahoma</p>	<p>The Screening for Life client health navigator assist with:</p> <p>Patient screening assessments and appointments (Including labs, diagnostic areas, and specialist physicians)</p> <p>Health counseling Resources and assistance from health providers Access to clinical and supportive care services (e.g. transportation, referrals) Community outreach for breast cancer awareness and education Follow-up communication for screenings and/or treatments</p>
<p>Variety Care</p>	<p>Various locations</p>	<p>(405) 632-6688</p>	<p>http://www.varietycare.org/locations.html</p>	<p>Oklahoma, Cleveland</p>	<p>Medical Children's / Pediatric Family Practice Same Day, Walk In Care</p> <p>Women's Health Well Woman Exams / Annuals Pregnancy & Newborn Care No Cost Pregnancy Testing Family Planning</p> <p>Dental Children's / Pediatric Dentistry Adults / General Dentistry Dental Procedures (fillings, extractions...) Orthodontics</p> <p>Pharmacy Prescriptions Discount Programs</p> <p>Vision / Optometry Eye Exams for All Ages Glasses & Sunglasses</p> <p>Social / Community Behavioral Health & Counseling</p>

Wewoka Indian Clinic	36640 Hwy 270 Wewoka, OK 74884	(405) 257-6282	https://www.ihs.gov/oklahomacity/healthcarefacilities/	Seminole	The clinic renders outpatient services in general medicine, medical imaging (including onsite mammography), audiology, pharmacy, optometry, dentistry, asthma clinic, counseling for emotional problems, and nutrition counseling.
Yukon Sharing Ministries	4 N 6th St Yukon, OK 73099	(405) 354-9456	https://www.foodpantries.org/li/yukon_sharing_ministry_inc_73085	Canadian - Yukon and Mustang	Yukon Sharing Ministry provides food, clothing, limited utility assistance, prescriptions, gasoline for a job search, limited rental assistance, and referral to other agencies. Emergency shelter is available.

Mental Health					
Organization	Location	Phone	Website	Counties Served	Description
A Chance to Change	2113 WEST BRITTON ROAD THE VILLAGE, OK, 73120	(405) 840-9000	https://achancetochange.org/	Oklahoma	Stress Management Depression Anxiety Family and Marital Issues Grief Counseling Trauma Counseling Pain Management Co-Occurring Disorders
Advantage Community Resource (ACR)	5929 North May Avenue, Suite 310 Oklahoma City, OK 73112	(405) 607-0317	http://acr360.org/	Oklahoma	Academic Advocacy, Assessment, Case Management, Co-occurring Treatment, Family Therapy, Group Therapy, Professional Development, Psychotherapy, Substance Abuse Counseling
Bethesda, Inc	1181 E. Main St. Norman, OK 73071	(405) 364-0333	https://www.bethesdaok.org/	Cleveland	Bethesda provides expert care for all children in Oklahoma who have suffered the trauma of childhood sexual abuse.
Calm Waters: Center for Children and Families	4334 NW Expressway, Suite 101 Oklahoma City, OK 73116	(405) 841-4800	https://www.calmwaters.org/programs/	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	Grief and divorce support groups for families, school based groups, parenting through divorce seminars, infant and pregnancy loss support groups.
Catholic Charities	1232 N Classen Blvd Oklahoma City, OK 73106	1-800-375-8514	https://catholiccharitiesok.org	Central and Western Oklahoma	
Center for Children and Families, Inc	210 S. Cockrel Norman, OK 73071	(405) 364-1420	https://www.ccfnorman.org/	Cleveland	The Counseling Program at CCFI specializes in working with infants and their caregivers and children and teens, ages 0-17. Our therapeutic philosophy is grounded in the fact that children need healthy relationships with adults to maximize their potential.
Central Oklahoma Community Mental Health Center	Norman, OK	(405) 360-5100	http://www.odmhsas.org/cocmhc/services/inde	Cleveland	Adult Outpatient Services Medication Clinic PACT (Program of Assertive Community Treatment) Team Green (Psychiatric Rehabilitation - PSR) Mental Health Court Drug Court Child and Family Services Family Frontier System of Care
Community Health Centers of Oklahoma	Mary Mahoney Memorial Health Center 12716 NE 36th Spencer, OK 73084 Perry A Klaassen Family Medical Center 1901 Springlake Dr Oklahoma City, OK 73111 Healing Hands Health Care Services (For the Homeless) 411 NW 11th St Oklahoma City, OK 73103 Mary Mahoney at Langston 300 MLK St Langston, OK 73050 Community Health Shawnee Family Medical Center 130 N Broadway, Ste 300 Shawnee, OK 74801 Dorothy M Smith Family Medical Center 105 E Santa Fe Carney, OK 74832 Healthy Start Initiative 3017 N MLK Blvd Oklahoma City, OK 73111	(405) 769-3301 (405) 769-3301 (405) 272-0476 (405) 987-2897 (405) 395-0399 (405) 865-2020 (405) 427-3200	https://communityhealthok.org/services	Oklahoma, Pottawatomie, Logan, Lincoln	Older adult services, health education, adolescent services, WIC, nutrition counseling, pediatric services, mental health care, women's healthcare, family support services, pharmacy, lab and x-ray services, dental clinic.
Crossings Community Clinic	10255 N Pennsylvania Oklahoma City, OK 73120	(405) 749-0800	https://crossings.church/clinic/	Oklahoma	The scope of Clinic services includes medical, dental, vision, and behavioral health care provided through the support of licensed professionals and other dedicated volunteers.

Crossroads Youth and Family Services	1650 W. Tecumseh Road Norman, OK 73069	(405) 321-0240	https://www.crossroadsyfs.org/child-youth-and	Cleveland	The Youth and Family Counseling Program at Crossroads YFS specializes in the person-centered outpatient behavioral health services that can help resolve the emotional challenges that children and families face.
Edmond Family Counseling	1251 N. Broadway, Edmond, OK 73034	(405) 341-3554	http://edmondfamilycounseling.org		
El Reno Indian Health Clinic	1801 Parkview Drive El Reno, OK 73036	(405) 234-8400	https://www.ihs.gov/oklahomacity/healthcarefa	Canadian	Behavioral Health Laboratory Medical Nursing Pharmacy Public Health Nursing
Gateway to Prevention and Recovery	220 N. Main St. Seminole, OK 74818	(405) 395-4537	https://gatewaytoprevention.org/	Seminole	Mental Health, Substance Abuse; Counseling
Gateway to Prevention and Recovery	1010 E 45th St Shawnee, OK 74804	(405) 273-1170	https://gatewaytoprevention.org/	Pottawatomie	Mental Health, Substance Abuse; Counseling
Gateway to Prevention and Recovery	710 Marvel Ave Chandler, OK 74834	(405) 240-5333	https://gatewaytoprevention.org/	Lincoln	Mental Health, Substance Abuse; Counseling
Griffin Memorial Hospital	900 E Main, Norman, OK	(405) 573-6623	https://ok.gov/odmhsas/Mental_Health/Griffin	Cleveland	Griffin Memorial Hospital (GMH) Through voluntary and involuntary admission GMH provides inpatient mental health, substance abuse, and co-occurring trauma informed treatment for adults, eighteen and older
iAspire	3721 Staton Dr Oklahoma City, OK 73111	(405) 243-0020	https://www.iaspire.co/home	Oklahoma	During scheduled sessions, a variety of areas can be addressed, including, but not limited to: trauma, anger, self-harm, anxiety, low self-esteem, bullying, depression, and abuse (sexual, emotional, physical, or neglect). If receiving case management, we can also assist with attaining food, housing, employment, proper legal representation, and other needed resources.
Lottie House Drop-in Center	1311 N Lottie Ave Oklahoma City, OK 73117	(405) 600-3074	https://mhaok.org/lottie-house	Oklahoma	Groups offer participants the opportunity to learn valuable life skills through focusing on topics, such as self-esteem, socialization, recovery from drugs and alcohol use, managing mental illness, accessing community resources, and living with Post Traumatic Stress Disorder (PTSD), among others.
NAMI Oklahoma	3812 N Santa Fe Ave, Suite 305 Oklahoma City, OK 73118	1-800-583-1264	https://www.namioklahoma.org/	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	NAMI Oklahoma, in partnership with its Affiliates improves the quality of life for individuals and families affected by mental illness through support, education and advocacy.
Norman Behavioral Health Group	3625 W. Main, Suite 100, Norman, OK 73072	(405) 579-7560	https://www.normanbehavioralhealthgroup.co	Cleveland	Psychological Counseling Behavioral Counseling Psychological Testing Individual Counseling Child/Adolescent Counseling Marriage/Family Counseling Group Counseling Parent/Child Conflict Crisis Counseling Grief Counseling School Issues Anger Management Stress Management Play Therapy Developmental Disabilities ADHD Depression Anxiety Christian Based Counseling
Norman Regional Hospital Behavioral Medicine Group	901 N. Porter Ave. Norman, OK 73071	(405) 307-1000	https://www.normanregional.com/services/beh	Cleveland	Inpatient psychiatric care, medical detoxification services, regional senior counseling center
Northcare	Various locations	(405) 858-2700	http://www.northcare.com/contact/	Oklahoma, Logan	24 hour Crisis Intervention Same Day, Walk-in Appointments Case Management Individual, Family and Group Therapy Peer Support Groups Wellness Classes Parenting Classes Trauma Recovery Groups

Oklahoma Citizen Advocates for Recovery and Treatment Association (OCARTA)	2808 NW 31ST ST OKLAHOMA CITY, OK. 73112	(405) 848-7555	http://ocarta.org/about-2	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	Our mission is to empower recovering people and their families through physical, emotional and spiritual growth to make significant contributions to society.
Oklahoma City Indian Clinic	4913 W Reno Ave Oklahoma City, OK 73127	(405) 948-4900	http://okcic.com/services-specialties/	Oklahoma	Medical Physical Therapy Behavioral Health Pediatrics Pharmacy HIV/AIDS Awareness Dental Optometry
Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS)	2000 N. Classen Blvd, Ste E600 Oklahoma City, OK 73106	(405) 248-9200	https://ok.gov/odmhsas/	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	Behavioral Health Case Management Children's Recovery Center DUI (ADSAC) Services E-Prevention Resource Center Gambling Addiction Oklahoma Drug and Mental Health Courts Peer Recovery Support Specialist Prevention in Practice Provider Certification Training Institute Statistics and Data Tribal State Relations
OU Physicians Child Study Center	1100 NE 13th Street Oklahoma City, OK 73117	405-271-5700	https://www.oumedicine.com/department-of-pediatrics/department-sections/devbehav/child-stud		If your child or young loved one faces developmental, educational, behavioral or medical needs, you may find help at The Child Study Center. We offer evaluations, consultations and treatment from a highly-skilled team of pediatric specialists, including board-certified:
Pivot, Inc	201 NE 50th Street Oklahoma City, OK 73105	405.235.7537	https://www.pivotok.org/what-we-do	Oklahoma	Pivot can also help with depression, poor nutrition, high risk behaviors, substance abuse, anxiety, unlawful actions and grief.
Red River Youth Academy	3400 Deskin Drive Norman, Oklahoma 73069	(405) 701-8530	http://www.redriverya.com/programs.htm	Cleveland	Red River Youth Academy in Norman, Oklahoma, serves boys ages 8-17 and girls 12-17 experiencing serious emotional/behavioral disorders.
Red Rock Behavioral Health	112 N. McKinley, Chandler, OK 74834	(405) 240-0890	https://www.red-rock.com/	Lincoln	Counseling; Alcohol & Drug, Mental, Emotional.
Red Rock Mental Health Clinic	4400 N Lincoln Blvd Oklahoma City, OK 73105	(405) 425-0341	https://www.red-rock.com/locations.php	Canadian, Oklahoma, Pottawatomie, Lincoln	Mental Health Court, outpatient therapy services, case management services, screening intake and referral services, psychiatric rehabilitation services, medication clinic services, services to homeless individuals, peer support services, emergency services, wellness activities and support, Health Team services. Medication Assisted Treatment Clinic. Children's services.
Red Rock Mental Health Clinic	1501 W. Commerce Yukon, OK 73099	(405) 354-1928	https://www.red-rock.com/locations.php	Canadian, Oklahoma, Pottawatomie, Lincoln	Mental Health Court, outpatient therapy services, case management services, screening intake and referral services, psychiatric rehabilitation services, medication clinic services, services to homeless individuals, peer support services, emergency services, wellness activities and support, Health Team services. Drug Court, outpatient therapy services, case management services, screening intake and referral services, psychiatric rehabilitation services
Red Rock Mental Health Clinic	7777 E. HWY 66 El Reno, OK 73036	(405) 422-8800	https://www.red-rock.com/locations.php	Canadian, Oklahoma, Pottawatomie, Lincoln	Outpatient therapy services, case management services, screening intake and referral services, psychiatric rehabilitation services, medication clinic services, services to homeless individuals, peer support services, emergency services, wellness activities and support, Health Team services
Red Rock Mental Health Clinic	112 N McKinley Chandler, OK 74834	(405) 258-3040	https://www.red-rock.com/locations.php	Canadian, Oklahoma, Pottawatomie, Lincoln	Outpatient therapy services, case management services, screening intake and referral services, psychiatric rehabilitation services, medication clinic services, services to homeless individuals, peer support services, emergency services, wellness activities and support, Health Team services
Red Rock Mental Health Clinic	2245 NW 39th Oklahoma City, OK 73112	(405) 528-2210	https://www.red-rock.com/locations.php	Canadian, Oklahoma, Pottawatomie, Lincoln	Outpatient therapy services, case management services, screening intake and referral services, psychiatric rehabilitation services, services to homeless individuals, peer support services, emergency services
Red Rock Mental Health Clinic	101 N Union Shawnee, OK 74801	(405) 275-7100	https://www.red-rock.com/locations.php	Canadian, Oklahoma, Pottawatomie, Lincoln	Outpatient therapy services, case management services, screening intake and referral services, psychiatric rehabilitation services, medication clinic services, services to homeless individuals, peer support services, emergency services, wellness activities and support, Health Team services
Seminole Mental Health and Substance Abuse	2010 Boren Blvd. Seminole, OK 74868	(405) 382-4507		Seminole	Counseling services; low income

Sunbeam Family Services	1100 NW 14TH STREET OKLAHOMA CITY 73106	(405) 528-7721	https://sunbeamfamilyservices.org/counseling/	Oklahoma	Sunbeam Family Services offers high-quality, affordable counseling services for people of all ages who need help with life's challenges such as grief or loss, depression and anxiety, managing anger and overcoming negative behaviors, addiction, family and blended family relationships, and children's issues related to school or home behaviors.
Thunderbird Clubhouse	1251 Triad Village Drive Norman, Oklahoma 73071	(405) 321-7331	https://www.thunderbirdclubhouse.org/	Cleveland	Community of individuals in recover from mental illness. Employment, Housing, Education, Social and Recreational Activities
Transition House, Inc	700 Asp, Ste. 2, Norman, OK 73069	(405) 360-7926	https://www.thouse.org/mission%20and%20pr	Cleveland	The mission of the Community Outreach Program is to provide former Transitional Living Program clients as well as other adults with serious mental illness or co-occurring disorders (mental illness and substance abuse) access to supportive services that help them advance and maintain their recovery through socialization and recreational opportunities, community living supportive services and counseling, and crisis intervention. The TLP of supervised apartment living (4 apartments with capacity for 12), with a maximum length of stay of one year, provides intensive support and promotes recovery from mental illness, and co-occurring disorders (recovery from mental illness and substance abuse/addiction).
Transitions - MWC	1212 S. Air Depot Suite 43 Midwest City, OK 73110	(405) 810 - 0054	http://www.transitionsokc.com/	Oklahoma	Provide comprehensive, quality mental health services to adults, adolescents and children who have mental health issues and who have been impacted by trauma and abuse. services to adults, adolescents and children with mental health issues and who have been impacted by abuse and trauma.
Transitions - OKC	6051 N. Brookline Suite 112 Oklahoma City, OK 73112	(405) 810 - 0054	http://www.transitionsokc.com/	Oklahoma	Provide comprehensive, quality mental health services to adults, adolescents and children who have mental health issues and who have been impacted by trauma and abuse. services to adults, adolescents and children with mental health issues and who have been impacted by abuse and trauma.
Transitions - Yukon	373 Yukon Parkway Suite A Yukon, OK 73069	(405) 810 - 0054	http://www.transitionsokc.com/	Canadian	Provide comprehensive, quality mental health services to adults, adolescents and children who have mental health issues and who have been impacted by trauma and abuse. services to adults, adolescents and children with mental health issues and who have been impacted by abuse and trauma.
Wewoka Indian Clinic	36640 Hwy 270 Wewoka, OK 74884	(405) 257-6282	https://www.ihs.gov/oklahomacity/healthcarefacilities/wewoka/	Seminole	The clinic renders outpatient services in general medicine, medical imaging (including onsite mammography), audiology, pharmacy, optometry, dentistry, asthma clinic, counseling for emotional problems, and nutrition counseling.
Youth & Family Resource Center, Inc.	326 W. 11th, Shawnee, OK 74801	(405) 275-3340	http://www.yfrcshawnee.org/	Pottawatomie	Child counseling and youth shelter
Youth and Family Services	7565 E. Highway 66. El Reno, OK 73036	(405) 262-6555	http://www.yfsok.org/	Canadian, Oklahoma	Youth & Family Services, Inc. (YFS) counseling provides person-centered counseling and mentoring for children ages 3 through 21.
Youth and Family Services	219 N. Wewoka Ave, Wewoka, OK 74884	(405) 257-5491		Seminole	Counseling

Older Workers Services					
Organization	Location	Phone	Website	Counties Served	Description

Organization	Location	Phone	Website	Counties Served	Description
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Refugee Services					
Organization	Location	Phone	Website	Counties Served	Description

Social Services					
Organization	Location	Phone	Website	Counties Served	Description
Big Brothers/Big Sisters	2000 N. Classen Blvd, Suite E100 Oklahoma Cit	(405) 943-8075	https://bbbsok.org	Oklahoma	Mentoring program to serve children kindergarten to 15 years of age.
Big Brothers/Big Sisters	502 E. Main Norman, OK 73071	(405) 364-3722	https://bbbsok.org	Cleveland	Mentoring program to serve children kindergarten to 15 years of age.
Big Brothers/Big Sisters	200 N. Beard Shawnee, OK 74801	(405) 275-3553	https://bbbsok.org	Pottawatomie	Mentoring program to serve children kindergarten to 15 years of age.
Catholic Charities	1232 N Classen Blvd Oklahoma City, OK 73106	1-800-375-8514	https://catholiccharitiesok.org	Central and Western Oklahoma	
Family Builders	2401 NW 23rd Street, Suite 5 Oklahoma City, OK 73107	(405) 232-8226	https://familybuildersok.org/what-we-do/	Oklahoma	Family Builders provides a wide variety of services to parents, families, individuals and community groups. Parenting programs, community education programs, batterers intervention programs, and co-parenting and divorce programs.
Infant Crisis Services, Inc	4224 N. Lincoln Blvd Oklahoma City, OK 73105	(405) 528-3663	https://www.infantcrisis.org/get-help/services/		Infant Crisis Services provides formula, baby and toddler food, diapers, blankets, clothing and other basic necessities by appointment. These services are available a maximum of five times to children under the age of four. Infant Crisis Services partners with Safe Kids Oklahoma and Church of the Servant on a bimonthly basis to provide new car seats to families in need.
Latino Community Development Agency	420 SW 10th Street Oklahoma City, OK 73109	(405) 236-0701	https://lcdaok.com	Latino Individuals	This program utilizes the Safe Care model which is an evidence-based, parent-training curriculum in which trained professionals work with at-risk families in their home environments to improve parents' skills in several domains (Safety, Health, Parent-Child Interaction, Managing Child Behavior and Healthy Relationships).
Metropolitan Fair Housing Council of Ok	312 Northeast 28th Street, Suite 112 Oklahoma City, OK 73105	(405) 232-3247	http://www.metrofairhousing.org/progs-services.html	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	Client services to alleged victims of housing discrimination. Fair Housing and fair lending education and outreach to consumers, public and private social service, community, faith-based organizations, attorneys and members of housing industry.
NE OKC Community and Cultural Center	3815 N Kelley Ave. Oklahoma City, Oklahoma 73111	(405) 401-3350		Oklahoma	Assists families, individuals, and children in need.
Neighborhood Services Organization (NS	431 SW 11TH ST OKLAHOMA CITY, OK 73109	(405) 236-0452	http://nsookc.org/services/	Oklahoma	Dental, permanent housing, transitional housing, WIC clinic
Parent Pro		1-877-271-7611	https://www.parentpro.org	Oklahoma, Cleveland, Logan, Okfuskee, Pottawatomie, Canadian, McLain, Grady, Seminole, Payne, Lincoln, Hughes	There are a variety of programs across Oklahoma. Each of these programs has unique features and specific enrollment criteria. parentPRO can simplify the enrollment process and connect expectant mothers or families from pregnancy through kindergarten to services in their area.
Parent Promise	4323 NW 63rd St., Suite 200 Oklahoma City, OK 73116	(405) 232-2500	https://parentpromise.org/programs/	Oklahoma	Start Right: The Start Right Program is based on the Parents as Teachers home-based family support model. The program provides free and voluntary services that teach positive parenting skills and connects families with resources that help strengthen the family structure. Parents as Teachers: At Parent Promise we use both the Parents as Teachers home-based family support program model and the unique, evidence-based parent education curriculum and tools to support parents in their role of preparing their child to enter school on grade level, ready to learn. Never Shake a Baby: The Never Shake a Baby program uses infant simulators to help parents and caregivers of all types understand how fragile a baby's brain is and the repercussions of shaking a baby in an attempt to stop them from crying. Parenting Resource Library: Our Parent Resource Library offers informational brochures, books and videos to all parents at no cost. Infant/Child Resource Closet: Our resource closet is available and open to our family clients experiencing financial stress and is stocked with baby essentials including donated clothing, toys, home safety items and more.
Salvation Army - Cleveland County	318 E. Hayes Norman, OK 73069	(405) 364-9910	http://salvationarmyokcac.org/clevelandcounty/social-services/	Cleveland	ID & Birth Certificate Assistance: For individuals who are homeless with no income, we assist them with obtaining an ID or retrieving their birth certificate. Individuals must either be staying in The Salvation Army Shelter or bring a referral from a partner agency stating the individual's homeless status.

Single Parent Network	3000 United Founders Blvd, Ste 124 Oklahoma City, OK	(405) 917-1817	https://supportforsingleparents.org/	Oklahoma	Programs include: Mentoring program, divorce education and co-parenting, life coaching, moms and sons leadership program, parenting restored classes, ReStart program, kid's club, support groups.
SWORD Ministry	541 Mercy Dr El Reno, OK 73036	(405) 262-5453	http://fbcelreno.com/ministries/care-ministry/sword-ministry	Cleveland	Help Single moms, Widows, Orphans, Retired, and Disabled with projects around the house. The projects could include: yard work, painting, cleaning, moving assistance, home repairs, etc. . .
The Bella Foundation	PO BOX 20035 OKLAHOMA CITY, OK 73156	1-866-318-7987	https://thebellafoundation.org/about-us	Oklahoma - Oklahoma City	The Bella Foundation is a non-profit 501(c)(3) organization based in Oklahoma City created to assist low-income, elderly or terminally ill pet owners with the cost of veterinary care when it cannot be afforded.
True Dads	3 E. Main Oklahoma City, OK 73104	(405) 418-3888	http://truedads.com/about/	Oklahoma - Oklahoma City	TRUE Dads is a free program in Oklahoma City that helps dads be the kind of father they want to be. With TRUE Dads, you will: Learn how to better support and effectively parent your child Learn skills for healthy relationships Equip yourself for job success
Upward Transitions	1134 W Main St Oklahoma City, OK 73106	(405) 232-5507	http://www.upwardtransitions.org/services/travelers-aid-airport-p	Oklahoma	Trained volunteers assist travelers, military personnel – including new recruits, and international students with information, referrals and emergency assistance at the airport.

Substance Abuse - Rehabilitation					
Organization	Location	Phone	Website	Counties Served	Description
A Chance to Change	2113 WEST BRITTON ROAD THE VILLAGE, OK, 73120	(405) 840-9000	https://achancetochange.org/	Oklahoma	Gambling addiction counseling Sex addiction counseling Tobacco Cessation Alcohol addiction counseling Drug addiction counseling Outpatient drug and alcohol treatment Drug and alcohol prevention programs Drug and alcohol education Early drug and alcohol intervention
Advantage Community Re	5929 North May Avenue, Suite 310 Oklahoma City, OK 73112	(405) 607-0317	http://acr360.org/	Oklahoma	Academic Advocacy, Assessment, Case Management, Co-occurring Treatment, Family Therapy, Group Therapy, Professional Development, Psychotherapy, Substance Abuse Counseling
Baptist Mission Center	2125 Exchange Ave Oklahoma City, OK 73108	(405) 235-6162	http://www.cbaokc.net/baptist_mission_center	Oklahoma	SAFE Addictions Recovery Program (1 yr. in residence program).
City Rescue Mission	914 W. California Ave Oklahoma City	(405) 232-2709	https://cityrescue.org/get-help/	Oklahoma	Medical, dental, vision, veteran's benefits, on-site GED courses, job placement, shelter, addiction support
Community Action Agenc	319 S.W. 25th St. Oklahoma City, OK 73109	(405) 232-0199	https://caaofokc.org/community_services_headstart/t	Oklahoma, Canadian	Turning Point offers an outpatient substance abuse treatment center that provides comprehensive services to support the recovery of individuals and families struggling with substance abuse and addiction. State Certified and Accredited.
Jesus House	1335 West Sheridan Avenue Oklahoma City, OK 73106	(405)232-7164	https://www.jesushouseokc.org/	Oklahoma	Jesus House is a recovery program for men and women experiencing homelessness, addiction and mental health issues. All resident-guests must be at least 18 years of age.
Jordan's Crossing	301 W I-240 Srvc Rd Oklahoma City, OK 73139	(405) 604-9644	https://www.red-rock.com/residential.php	Oklahoma	Jordan's Crossing is a residential substance abuse program for women with children and/or pregnant or women who are involved in the criminal justice system. Participants learn the skills to maintain sobriety and effectively parent their children outside the structure and support of residential treatment. Priority is given to women who are pregnant and/or using IV substances.
Oklahoma Citizen Advocates for Recovery and Treatment Association (OCARTA)	2808 NW 31ST ST OKLAHOMA CITY, OK. 73112	(405) 848-7555	http://ocarta.org/about-2	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	Our mission is to empower recovering people and their families through physical, emotional and spiritual growth to make significant contributions to society.
Pivot, Inc	201 NE 50th Street Oklahoma City, OK 73105	(405) 235-7537	https://www.pivotok.org/what-we-do	Oklahoma	Pivot can also help with depression, poor nutrition, high risk behaviors, substance abuse, anxiety, unlawful actions and grief.
The Recovery Center	1215 NW 25th St Oklahoma City, OK 73106	(405) 525-2525	https://www.trcok.com/	Oklahoma	Medically supervised detoxification, Ambulatory detoxification, Outpatient and Intensive outpatient services, case management services, Comprehensive substance abuse assessment, Aftercare Planning and referral are some of the distinguished services available at TRC.

Transportation					
Organization	Location	Phone	Website	Counties Served	Description
Catholic Charities	1232 N Classen Blvd Oklahoma City, OK 73106	1-800-375-8514	https://catholiccharitiesok.org	Central and Western Oklahoma	
Central Oklahoma Transit System	131 N. Bell Shawnee, OK 74801	(405) 273-3000	http://cocaa.org/cots/	Pottawatomie	transportation \$1 or \$2 charge one-way
Citizen Potawatomi Nation Transit System	405 Transporation Drive Shawnee, OK 74801	(405) 878-4833	https://www.potawatomi.org/services/transportation/	Pottawatomie	Provides rides free of charge with advance notice in Shawnee/Tecumseh area For tribal or non-tribal, Will transport out of town for medical only
Cleveland Area Rapid Transit (CART)	510 E. Chesapeake Street, Norman	(405) 325-2278	http://www.ou.edu/cart	Cleveland	Cleveland Area Rapid Transit (CART) transports more than 1 million passengers annually on the fixed-route bus system. CART buses run six Norman city routes and five University of Oklahoma campus routes on weekdays. CART also operates a commuter route, the Sooner Express, to Oklahoma City each Monday through Friday. CART operates a paratransit service, CARTaccess, for the elderly, disabled, and those unable to ride the fixed-route bus system.
Community Action Agency of Oklahoma	319 S.W. 25th St. Oklahoma City, OK 73109	(405) 232-0199	https://caaofokc.org/community_services_headstart/community-services	Oklahoma, Canadian	Bus Passes: Having transportation to medical appointments, social service agencies and job search is very important. Bus tokens are issued from the District Centers. Tokens are limited.
Compassionate Hands	119 South Sixth St. Yukon, OK 73099	405 354-9591	http://compassionatehandsyukon.com/transportation-care-a-van/	Canadian - Yukon School District, 73099	Provide services to the elderly and the disabled with regards to medical, nutrition, employment, social/recreational, shopping and limited personal needs. The van will take passengers to destinations in surrounding areas (30 mile radius one way).
Crosspointe Care Center	2601 24th Ave SE, Norman, OK 73071	(405) 329-0823	http://www.crosspointe.tv/	Cleveland	The Cars Ministry is designed to help keep people within our community keep their much needed vehicles running. If the needed repair is possible, we ask that you provide or pay for the parts. For more information, contact Mark at cars @ crosspointe.tv
EMBARK		(405) 235-RIDE (7433)	https://embarkok.com/use/programs/	Oklahoma - Oklahoma City	Guaranteed Ride Home GRH is designed to rescue commuters who are worried about how they'll get home when an emergency arises. Knowing there's a guaranteed ride home allows one to use commuting options like transit with peace of mind and confidence. Haul Pass Middle and high school students who are actively enrolled in school are eligible for reduced fare benefits. GetAroundOK - Carpooling Get Around is central Oklahoma's rideshare program. Ferry Transit - Oklahoma River Cruises Based on the Oklahoma River, our river transit provides access to Historic Stockyards City, the bustling Meridian Corridor and the lush Regatta Park/Boathouse District. Bike Share - Spokies Spokies is Oklahoma City's only bike share program, and the best way to cruise around downtown and through many of the city's most exciting neighborhoods.
First Capital Trolley	311 Airport Rd (PO BOX 1512) Guthrie, OK 73044	(405) 282-6000 1-888-876-5591	https://www.firstcapitaltrolley.com/	Oklahoma, Lincoln, Logan (Guthrie Langston, shuttle service)	Provides service for Lincoln and Payne counties (\$2 flat fee + .70 cents per mile) Must have 48 hour notice—Call before Noon

MyRide		844-656-9743	https://apps.ok.gov/okdrs/myride/app/	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottowatomie, Seminole	MyRide is a One-Click/One-Call Clearinghouse of Oklahoma's public transportation resources. MyRide cannot pay for a ride or schedule a ride, but it is a good place to start when you are looking for a ride.
SendaRide		1-800-731-1885	https://sendaride.com/about-us	Oklahoma - Oklahoma City	We provide non-emergency medical transportation for those who can transfer themselves to and from a vehicle. We accommodate collapsible wheelchairs and walkers, as well as oxygen tanks and service animals. We also serve many customers that are blind or hearing impaired. For safety reasons, our Care Partners do not do any transfers, lifting or carrying of clients or handle non-collapsible wheelchairs. All riders must be 16 years of age or older to ride without adult supervision.
Yukon Sharing Ministries	4 N 6th St Yukon, OK 73099	(405) 354-9456		Canadian - Yukon and Mustang	Yukon Sharing Ministry provides food, clothing, limited utility assistance, prescriptions, gasoline for a job search, limited rental assistance, and referral to other agencies. Emergency shelter is available.

Utilities - Phone - Rent

Organization	Location	Phone	Website	Counties Served	Description
Catholic Charities	1232 N Classen Blvd Oklahoma City, OK 73106	800-375-8514	https://catholiccharitiesok.org	Central and Western Oklahoma	
Central Oklahoma Community Action Agency - Cleveland County	1183 E. Main Norman OK 72071	(405) 701-2170	http://cocaa.org/norman/	Cleveland	Community & Resource Development provides direct help, or referrals, for families to meet basic needs for food, clothing, utilities, and housing costs. Community & Resource Development provides a food pantry, temporary housing, home buyer education, and family budget counseling. Personalized follow-up with each family ensures that needs are being met.
Central Oklahoma Community Action Agency of Seminole County	315 E. Broadway Ave., Seminole, OK 74868	(405) 382-1800		Seminole	basic needs for food, clothing, utilities, and housing costs.
Church of the Nazarene	323 S. Oak St. Holdenville, OK 74848	(405) 712-3500		Hughes	Budget planning, One time utility payment for the month, Winter Coat Closet.
Community Action Agency of Oklahoma and Canadian County	319 S.W. 25th St. Oklahoma City, OK 73109	(405) 232-0199	https://caaofokc.org/community_services_headstart	Oklahoma, Canadian	Utility assistance in Canadian County only and prescription assistance by referral. This program is designed to assist families that have experienced a family emergency that rendered them unable to pay their rent or mortgage. Applications are by appointments only. Call District Center closest to you for assistance. When the Oklahoma temperature reaches 100 degrees, this program provides fans to the elderly and low-income families. Fans are donated and given to assist these eligible families with cooling their homes. Rental/Mortgage Assistance: This program is designed to assist families that have experienced a family emergency that rendered them unable to pay their rent or mortgage. Applications are by appointments only. Call District Center closest to you for assistance.
Compassionate Hands	119 South Sixth St. Yukon, OK 73099	(405) 354-9591	http://compassionatehandsyukon.com/utility-assista	Canadian - Yukon	Utility Assistance We provide assistance with utility cutoffs. Clients must meet agency requirements and live in the Yukon School District. We are able to assist those in need once per year. Rental Assistance We assist clients, on a limited basis, facing rental eviction notices. Clients must meet agency requirements, live in the Yukon School District, and provide required documentation.
Cox Communications - Connect 2 Compete		1-855-222-3252	https://www.cox.com/aboutus/connect2compete/lo	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	To be considered for the Connect2Compete program, (discounted internet service) applicants must meet and verify the following requirements: Have at least one K-12 student living in the household Participate in one of the following: the National School Lunch Program (NSLP), SNAP, TANF or Public Housing

First Christian Church	614 Manvel Ave., Chandler , OK 74834	(405) 258-0483		Lincoln	food, utility expenses, transient assistance and Other emergency help.
HOPE Center of Edmond	1251 N Broadway, Ste A&B Edmond, OK 73034	(405) 348-1340	https://hopecenterofedmond.com/assistance/	Oklahoma - 73034, 73013, 73003, 73007, 73025, 73012	
Lifeline Program and Link-Up America		1-800-252-8854		Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	Discounted telephone installation and service fees.
Ministries Alliance	624 E. Main St. Holdenville, OK 74848	(405) 712-2332			\$50 one time per year utility. Boxed groceries once a month.
OK Department of Human Services (DHS)	Various locations		http://www.okdhs.org/services/liheap/Pages/UtilityS	Oklahoma, Cleveland, Canadian, Hughes, Lincoln, Logan, Okfuskee, Pottawatomie, Seminole	The Oklahoma Low Income Home Energy Assistance Program (LIHEAP) is a Federally funded program that provides financial assistance to approximately 182,000 Oklahoma low-income households each year to help them meeting the cost of home energy. All LIHEAP assistances are subject to available funding by the Federal government.
Piedmont Service Center, Inc.	415 Piedmont Rd N Piedmont, OK 73078	(405) 373-4022	http://piedmontservicecenter.org/	Canadian - Piedmont	Provide services to the community including food pantry, clothes closet and financial assistance for utilities and rent.
Salvation Army - Canadian County	1012 S. Rock Island El Reno, OK 73036	(405) 295-2343	http://salvationarmyokcac.org/canadiancounty/social	Canadian	Emergency Assistance program helps prevent homelessness by providing timely help with utilities, food and referrals for low-income, working families.
Salvation Army - Cleveland County	318 E. Hayes Norman, OK 73069	(405) 364-9910	http://salvationarmyokcac.org/clevelandcounty/social	Cleveland	Utility Assistance: Phone requests are accepted and screened for eligibility on the first Tuesday of each month beginning at 9:30 a.m. Qualified individuals then receive an appointment. The number of appointments depends on the type and amount of funding for that particular month. We assist with electric and gas bills but not water. If funds allow, we accept additional requests on the following Tuesday.
Salvation Army Chesapeake Energy Center of Hope	1001 N Pennsylvania Avenue Oklahoma City, OK 73107	(405) 246-1100	http://salvationarmyokcac.org/social-services/fans/	Oklahoma	Applicants interested in scheduling a utility appointment should call (405) 246-1100 from 10 a.m. to noon on Tuesdays or Thursdays to schedule a utility appointment for the following week. Summer Fan Program
Yukon Sharing Ministries	4 N 6th St Yukon, OK 73099	(405) 354-9456		Canadian - Yukon and Mustang	Yukon Sharing Ministry provides food, clothing, limited utility assistance, prescriptions, gasoline for a job search, limited rental assistance, and referral to other agencies. Emergency shelter is available.

Veterans Services

Organization	Location	Phone	Website	Counties Served	Description
Airman and Family Readiness Center - Tinker	6001 Arnold St Oklahoma City, OK 73145	(405)739-2747	https://www.tinker.af.mil/Links/Tinker-Living/Airman-and-Family-Readiness-Center/	Oklahoma	The A&FRC provides services in several areas: - Information, Referral and follow-up - Coordination and consultation with other base and civilian agencies to strengthen base policies and programs, all in effort to benefit Air Force Families. - Assistance for base leadership in their efforts to meet family needs.
Goodwill	316 S Blackwelder Avenue Oklahoma City, OK 73108	(405) 236-4451	https://www.okgoodwill.org/what-we-do/ssvf	Canadian, Logan, Seminole, Lincoln, Pottawatomie, Cleveland, Oklahoma	The Supportive Services for Veteran Families Program (SSVF) exists to provide temporary supportive services to very low-income Veteran families who are homeless or at risk of becoming homeless.

Other Workforce Services

Organization	Location	Phone	Website	Counties Served	Description
Yukon Sharing Ministries	4 N 6th St Yukon, OK 73099	(405) 354-9456		Canadian - Yukon and Mustang	Yukon Sharing Ministry provides food, clothing, limited utility assistance, prescriptions, gasoline for a job search, limited rental assistance, and referral to other agencies. Emergency shelter is available.
Urban League of Greater Okl	3900 N. Martin Luther King Ave. Oklahoma City, OK 73111	405-424-5243	https://www.urbanleagueok.org/programs/empl	Oklahoma	EMPLOY: A bi-weekly employment resource session featuring job readiness training and guest employers. UYEP WORKS: The Urban Youth Empowerment Program WORKS (UYEP WORKS) focuses on strategic partnerships with employers; effective hiring of strong, committed program staff; careful attention to the mental health and substance use service needs of participants; and high-quality mentoring and restorative justice project opportunities. Job Center: Information on upcoming job fairs and the Career & College Expo.
Pivot, Inc	201 NE 50th Street Oklahoma City, OK 73105	405.235.7537	https://www.pivotok.org/what-we-do	Oklahoma	Pivot believes regardless of where a child is from or the barriers they face, they are worthy of having success in education, finding a job and planning for a career in the field they choose. At Pivot, part of each young person's experience includes the opportunity to graduate from high school, further their education, gain vital life skills and achieve job readiness.
Goodwill	316 S Blackwelder Avenue Oklahoma City, OK 73108	405-278-7152	https://www.okgoodwill.org/what-we-do/find-a-	Oklahoma	At Goodwill of Central Oklahoma, we offer workshops to help the community gain competitive skills to find the jobs they want.
Northeast Resource Center, I	1415 NE 23rd Oklahoma City, OK 73111	(405) 996-8609	http://www.nerci.org/about-us/	Oklahoma	We assist our clients with: letter writing and resume writing through our Life Skill Classes introduce who the matching partners are and job opportunities they have, rates and requirements help complete the partners application forms (paper and/or online) set up the interviews between the partner and client update clients on progress practical advise to clients on keeping their job and promoting their careers
Thunderbird Clubhouse	1251 Triad Village Drive Norman, Oklahoma 73071	(405) 321-7331	https://www.thunderbirdclubhouse.org/	Cleveland	Community of individuals in recover from mental illness. Employment, Housing, Education, Social and Recreational Activities
Ministries Alliance	624 E. Main St. Holdenville, OK 74848	(405) 712-2332		Hughes	\$50 one time per year utility. Boxed groceries once a month.

Attachment VI – EMSI Data Set

Highest Ranked Occupations

Top 50 Occupations (5-Digit) in Nine Counties

Emsi Q1 2021 Data Set

March 2021

Central Oklahoma Workforce Innovation Board



3813 N. Santa Fe, Suite 135
Oklahoma City, Oklahoma 73118
405.622.2025

Parameters

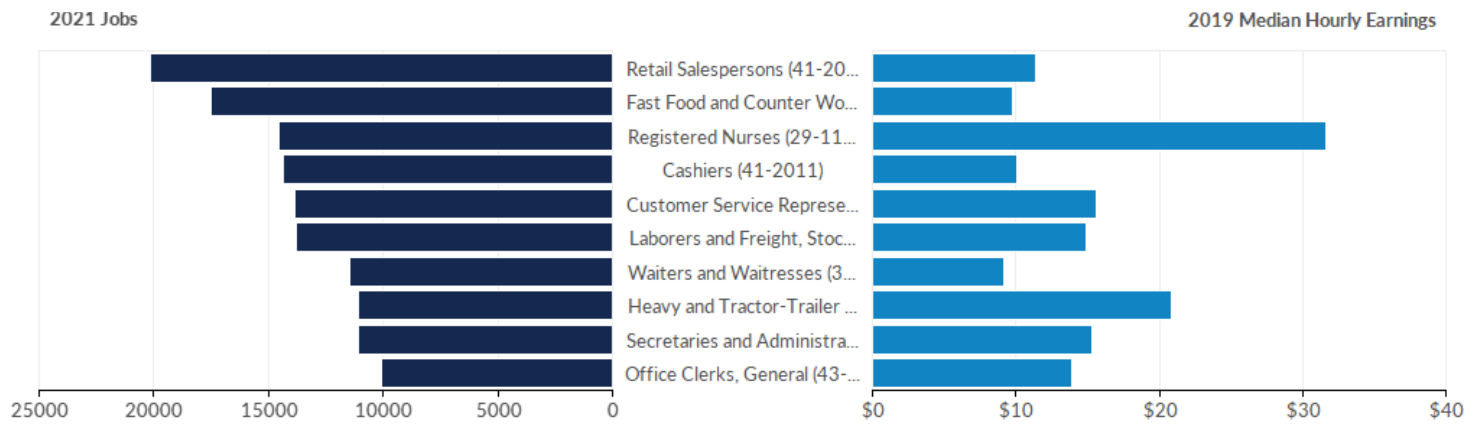
Regions:

Code	Description	Code	Description
40017	Canadian County, OK	40107	Okfuskee County, OK
40027	Cleveland County, OK	40109	Oklahoma County, OK
40063	Hughes County, OK	40125	Pottawatomie County, OK
40081	Lincoln County, OK	40133	Seminole County, OK
40083	Logan County, OK		

Timeframe: 2021 - 2026

Datarun: 2021.1 - QCEW Employees, Non-QCEW Employees, and Self-Employed

Largest Occupations













Occupation	2021 Jobs	2026 Jobs	Change in Jobs (2021-2026)	% Change	2019 Median Hourly Earnings
Retail Salespersons	20,152	20,122	-30	0%	\$11.38
Fast Food and Counter Workers	17,522	18,751	1,229	7%	\$9.73
Registered Nurses	14,564	15,158	594	4%	\$31.66
Cashiers	14,389	14,196	-193	-1%	\$10.11
Customer Service Representatives	13,880	13,699	-181	-1%	\$15.58
Laborers and Freight, Stock, and Material Movers, Hand	13,815	14,604	789	6%	\$14.89
Waiters and Waitresses	11,454	12,194	740	6%	\$9.16
Heavy and Tractor-Trailer Truck Drivers	11,074	11,246	172	2%	\$20.90
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	11,057	10,653	-404	-4%	\$15.28
Office Clerks, General	10,076	10,053	-23	0%	\$13.92
General and Operations Managers	9,708	10,051	343	4%	\$45.67
Postsecondary Teachers	8,986	8,847	-139	-2%	\$28.67
First-Line Supervisors of Office and Administrative Support Workers	8,734	8,640	-94	-1%	\$24.05
Bookkeeping, Accounting, and Auditing Clerks	8,432	8,379	-53	-1%	\$18.45
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	8,379	8,644	265	3%	\$11.57
Stockers and Order Fillers	8,238	8,527	289	4%	\$12.13

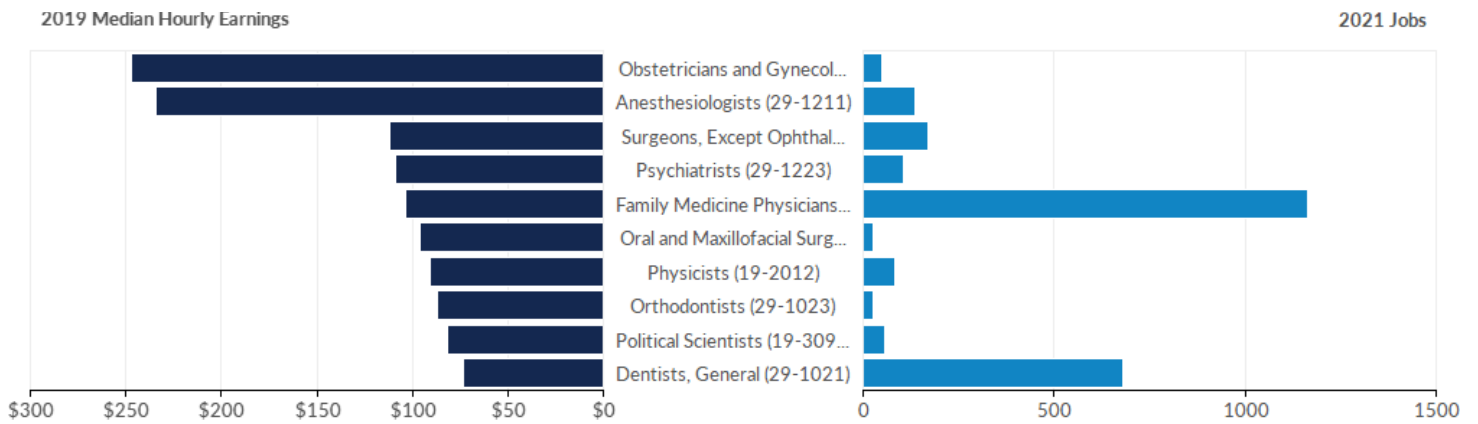
Maids and Housekeeping Cleaners	8,053	8,141	88	1%	\$10.34
Home Health and Personal Care Aides	7,351	8,204	853	12%	\$11.20
Cooks, Restaurant	7,321	8,377	1,056	14%	\$12.37
Accountants and Auditors	6,980	7,388	408	6%	\$31.38
First-Line Supervisors of Retail Sales Workers	6,906	6,869	-37	-1%	\$17.87
Nursing Assistants	6,813	7,016	203	3%	\$12.53
Maintenance and Repair Workers, General	6,109	6,308	199	3%	\$16.27
Elementary School Teachers, Except Special Education	6,056	6,365	309	5%	\$20.47
Cooks, Fast Food	5,801	5,551	-250	-4%	\$9.57
First-Line Supervisors of Food Preparation and Serving Workers	5,699	5,997	298	5%	\$14.12
Military-only occupations	5,625	5,569	-56	-1%	\$15.81
Construction Laborers	5,189	5,446	257	5%	\$15.35
Lawyers	5,122	5,091	-31	-1%	\$42.48
Childcare Workers	5,055	5,010	-45	-1%	\$9.37
Licensed Practical and Licensed Vocational Nurses	4,944	5,068	124	3%	\$20.76
Landscaping and Groundskeeping Workers	4,831	4,938	107	2%	\$13.15
Medical Assistants	4,608	4,921	313	7%	\$15.36
Medical Secretaries and Administrative Assistants	4,483	4,678	195	4%	\$15.96
First-Line Supervisors of Construction Trades and Extraction Workers	4,445	4,456	11	0%	\$30.89
Software Developers and Software Quality Assurance Analysts and Testers	4,330	4,587	257	6%	\$40.90
Security Guards	4,239	4,284	45	1%	\$14.77
Project Management Specialists and Business Operations Specialists, All Other	4,190	4,347	157	4%	\$35.30

Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	4,184	4,236	52	1%	\$22.35
Light Truck Drivers	4,134	4,414	280	7%	\$14.81
Secondary School Teachers, Except Special and Career/Technical Education	4,131	4,370	239	6%	\$20.83
Carpenters	4,105	4,105	0	0%	\$18.89
Teaching Assistants, Except Postsecondary	3,982	4,172	190	5%	\$9.37
Insurance Sales Agents	3,888	4,103	215	6%	\$20.39
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,878	4,086	208	5%	\$24.33
Miscellaneous Assemblers and Fabricators	3,779	3,528	-251	-7%	\$15.06
Executive Secretaries and Executive Administrative Assistants	3,739	3,379	-360	-10%	\$19.42
Preschool Teachers, Except Special Education	3,581	3,586	5	0%	\$11.93
Shipping, Receiving, and Inventory Clerks	3,580	3,547	-33	-1%	\$14.85
Automotive Service Technicians and Mechanics	3,556	3,604	48	1%	\$20.65

Top Posted Occupations

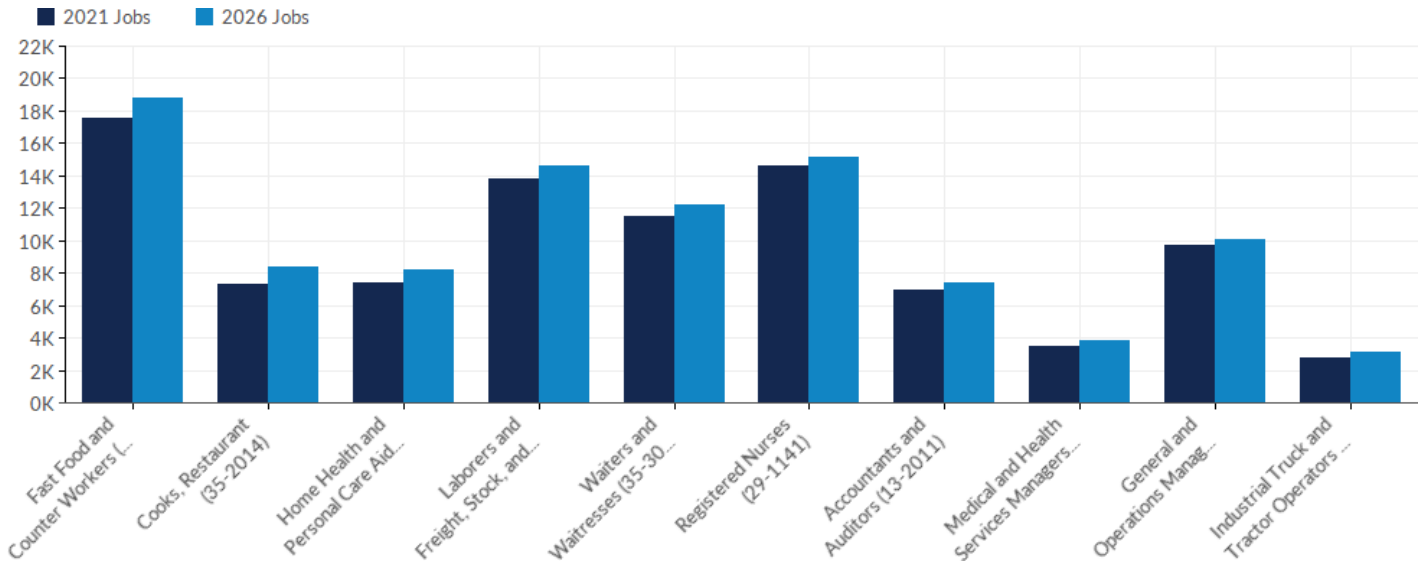
Occupation (SOC)	Total/Unique (Sep 2020 - Feb 2021)	Posting Intensity	Median Posting Duration
Heavy and Tractor-Trailer Truck Drivers	45,892 / 14,253	3 : 1 	31 days
Registered Nurses	71,046 / 9,156	8 : 1 	31 days
Retail Salespersons	35,685 / 4,132	9 : 1 	44 days
Customer Service Representatives	31,931 / 4,033	8 : 1 	31 days
First-Line Supervisors of Retail Sales Workers	28,222 / 3,723	8 : 1 	49 days
Software Developers and Software Quality Assurance Analysts and Testers	16,958 / 2,512	7 : 1 	23 days
Stockers and Order Fillers	22,032 / 2,435	9 : 1 	38 days
Light Truck Drivers	12,601 / 1,937	7 : 1 	33 days
Computer User Support Specialists	13,635 / 1,795	8 : 1 	33 days
First-Line Supervisors of Food Preparation and Serving Workers	13,495 / 1,718	8 : 1 	44 days

Highest Paying Occupations



Occupation	2021 Jobs	2026 Jobs	Change in Jobs (2021-2026)	% Change	2019 Median Hourly Earnings
Obstetricians and Gynecologists	50	51	1	2%	\$246.89
Anesthesiologists	137	139	2	1%	\$234.37
Surgeons, Except Ophthalmologists	171	171	0	0%	\$111.74
Psychiatrists	104	110	6	6%	\$108.78
Family Medicine Physicians	1,162	1,183	21	2%	\$103.17
Oral and Maxillofacial Surgeons	25	26	1	4%	\$96.04
Physicists	84	83	-1	-1%	\$90.48
Orthodontists	26	27	1	4%	\$86.68
Political Scientists	58	59	1	2%	\$81.38
Dentists, General	679	722	43	6%	\$73.30

Fastest Growing Occupations

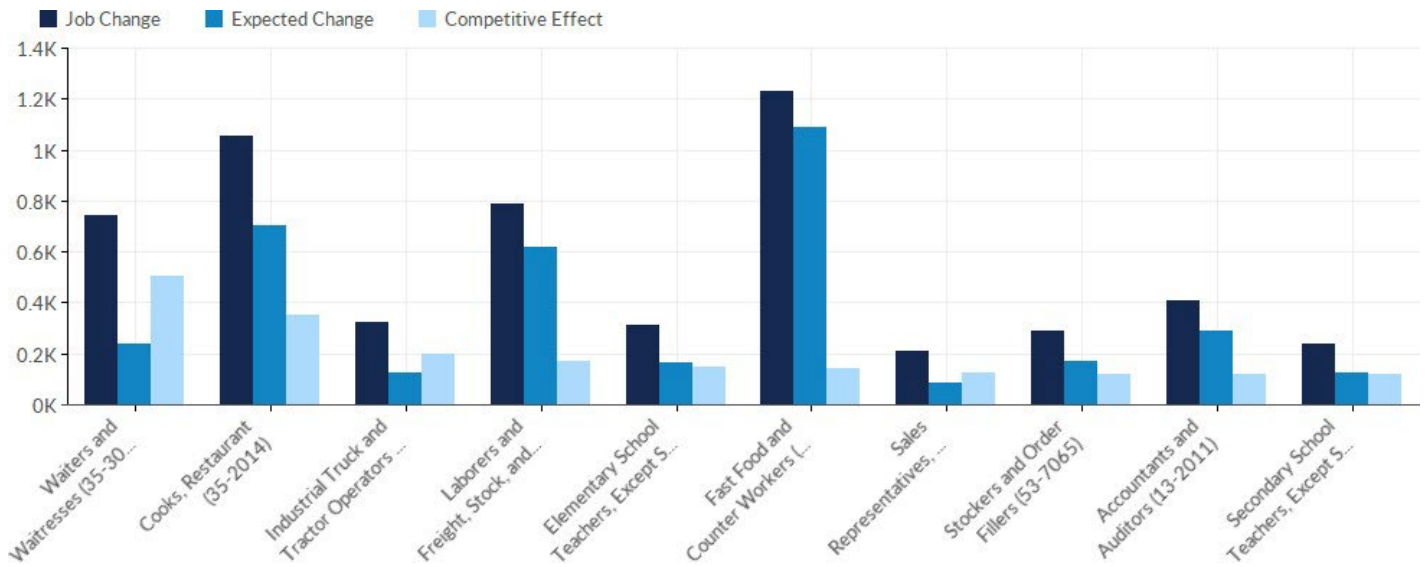


Occupation	2021 Jobs	2026 Jobs	Change in Jobs (2021-2026)	% Change	2019 Median Hourly Earnings
Fast Food and Counter Workers	17,522	18,751	1,229	7%	\$9.73
Cooks, Restaurant	7,321	8,377	1,056	14%	\$12.37
Home Health and Personal Care Aides	7,351	8,204	853	12%	\$11.20
Laborers and Freight, Stock, and Material Movers, Hand	13,815	14,604	789	6%	\$14.89
Waiters and Waitresses	11,454	12,194	740	6%	\$9.16
Registered Nurses	14,564	15,158	594	4%	\$31.66
Accountants and Auditors	6,980	7,388	408	6%	\$31.38
Medical and Health Services Managers	3,437	3,832	395	11%	\$39.86
General and Operations Managers	9,708	10,051	343	4%	\$45.67
Industrial Truck and Tractor Operators	2,773	3,095	322	12%	\$18.57
Medical Assistants	4,608	4,921	313	7%	\$15.36
Elementary School Teachers, Except Special Education	6,056	6,365	309	5%	\$20.47
First-Line Supervisors of Food Preparation and Serving Workers	5,400	5,997	298	5%	\$14.12
Stockers and Order Fillers	8,238	8,527	289	4%	\$12.13
Management Analysts	3,285	3,569	284	9%	\$36.84

Light Truck Drivers	4,134	4,414	280	7%	\$14.81
Electricians	3,167	3,437	270	9%	\$22.56
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	2,374	2,644	270	11%	\$11.15
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	8,379	8,644	265	3%	\$11.57
Construction Laborers	5,189	5,446	257	5%	\$15.35
Software Developers and Software Quality Assurance Analysts and Testers	4,330	4,587	257	6%	\$40.90
Market Research Analysts and Marketing Specialists	2,705	2,957	252	9%	\$26.89
Secondary School Teachers, Except Special and Career/Technical Education	4,131	4,370	239	6%	\$20.83
Financial Managers	3,030	3,262	232	8%	\$47.48
Insurance Sales Agents	3,888	4,103	215	6%	\$20.39
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,878	4,086	208	5%	\$24.33
Nursing Assistants	6,813	7,016	203	3%	\$12.53
Maintenance and Repair Workers, General	6,109	6,308	199	3%	\$16.27
Medical Secretaries and Administrative Assistants	4,483	4,678	195	4%	\$15.96
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	2,106	2,299	193	9%	\$9.39
Nurse Practitioners	987	1,178	191	19%	\$54.28
Teaching Assistants, Except Postsecondary	3,982	4,172	190	5%	\$9.37
Heavy and Tractor-Trailer Truck Drivers	11,074	11,246	172	2%	\$20.90
Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	3,444	3,604	160	5%	\$32.15
Animal Caretakers	1,287	1,445	158	12%	\$11.53

Project Management Specialists and Business Operations Specialists, All Other	4,190	4,347	157	4%	\$35.30
Substance Abuse, Behavioral Disorder, and Mental Health Counselors	1,411	1,558	147	10%	\$22.71
Middle School Teachers, Except Special and Career/Technical Education	2,998	3,142	144	5%	\$20.99
Dental Assistants	1,710	1,849	139	8%	\$18.08
Human Resources Specialists	3,550	3,687	137	4%	\$24.94
Exercise Trainers and Group Fitness Instructors	1,749	1,884	135	8%	\$15.85
First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	2,482	2,615	133	5%	\$24.77
Bartenders	2,495	2,619	124	5%	\$9.15
Licensed Practical and Licensed Vocational Nurses	4,944	5,068	124	3%	\$20.76
Child, Family, and School Social Workers	2,884	3,004	120	4%	\$17.23
Receptionists and Information Clerks	3,425	3,544	119	3%	\$13.74
Dining Room and Cafeteria Attendants and Bartender Helpers	1,756	1,873	117	7%	\$9.12
Self-Enrichment Teachers	1,530	1,645	115	8%	\$16.98
Industrial Machinery Mechanics	1,637	1,751	114	7%	\$23.79
Construction Managers	1,970	2,079	109	6%	\$31.34

Highest Performing Occupations



Occupation	Job Change	Occ Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2019 Median Hourly Earnings
Waiters and Waitresses	740	-165	400	235	505	\$9.16
Cooks, Restaurant	1,056	446	256	702	354	\$12.37
Industrial Truck and Tractor Operators	322	29	97	126	197	\$18.57
Laborers and Freight, Stock, and Material Movers, Hand	789	136	483	619	171	\$14.89
Elementary School Teachers, Except Special Education	309	-48	212	164	146	\$20.47
Fast Food and Counter Workers	1,229	475	612	1,087	142	\$9.73
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	208	-49	135	86	122	\$24.33
Stockers and Order Fillers	289	-119	288	169	121	\$12.13
Accountants and Auditors	408	45	244	289	119	\$31.38
Secondary School Teachers, Except Special and Career/Technical Education	239	-22	144	122	117	\$20.83
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	193	8	74	82	111	\$9.39

Farmers, Ranchers, and Other Agricultural Managers	83	-62	35	-27	110	\$18.59
Maids and Housekeeping Cleaners	88	-294	281	-13	101	\$10.34
Electricians	270	67	111	178	92	\$22.56
First-Line Supervisors of Food Preparation and Serving Workers	298	14	199	213	85	\$14.12
Cashiers	-193	-778	503	-275	83	\$10.11
Teaching Assistants, Except Postsecondary	190	-20	139	119	70	\$9.37
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	270	118	83	201	69	\$11.15
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	88	-5	26	21	67	\$12.71
Dental Assistants	139	14	60	74	64	\$18.08
Middle School Teachers, Except Special and Career/Technical Education	144	-24	105	81	63	\$20.99
Cement Masons and Concrete Finishers	80	-22	39	17	63	\$17.80
Bartenders	124	-26	87	61	63	\$9.15
Dental Hygienists	103	1	48	49	55	\$36.69
Dining Room and Cafeteria Attendants and Bartender Helpers	117	1	61	62	55	\$9.12
Packers and Packagers, Hand	55	-45	47	2	53	\$11.14
Dishwashers	63	-41	55	14	49	\$11.07
Management Analysts	284	121	115	236	47	\$36.84
Phlebotomists	102	41	23	64	38	\$15.15
Food Service Managers	103	0	64	64	38	\$23.20
Tax Preparers	52	-1	17	16	37	\$20.14
Paper Goods Machine Setters, Operators, and Tenders	34	-10	8	-2	36	\$19.12

Tire Builders	43	-5	12	7	36	\$35.07
Social and Human Service Assistants	93	37	21	58	35	\$13.99
Education Administrators, Kindergarten through Secondary	68	-4	38	34	34	\$35.23
Couriers and Messengers	100	43	24	67	32	\$13.91
Cooks, Short Order	18	-78	64	-14	32	\$10.10
Hairdressers, Hairstylists, and Cosmetologists	5	-138	114	-24	29	\$12.48
Substitute Teachers, Short-Term	90	-24	85	61	28	\$9.89
Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	21	-8	3	-5	27	\$22.35
Sewing Machine Operators	13	-25	12	-13	25	\$12.00
Cargo and Freight Agents	40	5	11	16	24	\$18.99
Childcare Workers	-45	-244	177	-67	23	\$9.37
Dentists, General	43	-3	24	21	22	\$73.30
Correctional Officers and Jailers	-16	-101	63	-38	22	\$16.48
Musicians and Singers	48	-9	35	26	22	\$15.31
Industrial Engineers	64	19	23	42	22	\$39.60
Editors	3	-36	18	-18	21	\$25.06
Light Truck Drivers	280	115	144	259	21	\$14.81
Ushers, Lobby Attendants, and Ticket Takers	29	-7	16	9	21	\$9.18

Appendix A - Data Sources and Calculations

Occupation Data

Emsi occupation employment data are based on final Emsi industry data and final Emsi staffing patterns. Wage estimates are based on Occupational Employment Statistics (QCEW and Non-QCEW Employees classes of worker) and the American Community Survey (Self-Employed and Extended Proprietors). Occupational wage estimates also affected by county-level Emsi earnings by industry.

Emsi Job Postings

Job postings are collected from various sources and processed/enriched to provide information such as standardized company name, occupation, skills, and geography.

State Data Sources

This report uses state data from the following agencies: Oklahoma Employment Security Commission

Attachment VII – Tinker Air Force Base Hiring Forecast

TINKER AIR FORCE BASE
FISCAL YEAR 2020/2021
HIRING FORECAST



Prepared by the Tinker Air Force Base
Civilian Personnel Officer

As of August 2019

Tinker AFB FY 20/21 Hiring Forecast

This document forecasts external hires in Air Force activities at Tinker Air Force Base (AFB) in Fiscal Years (FY) 2019 and 2020 (1 October 2019 through 30 September 2021). It does not include hiring in other federal agencies located at Tinker AFB, i.e., Defense Information Systems Agency, Defense Logistics Agency, Department of the Navy or private sector contractors performing work at Tinker AFB. It also does not project employment for Non-Appropriated Fund Activity (NAF) facilities at Tinker AFB including, bowling centers, golf courses, community centers, and arts and crafts activities.

The forecast was developed in coordination with functional offices/organizations by evaluating past hiring and accounting for future attrition and workload requirements. It will be used to be proactive in identifying future vacancies (i.e., targeted recruitment and advanced advertisement of positions to provide management with an ongoing pool of candidates).

The forecast is available to the public and is distributed to local Chambers of Commerce, local colleges and universities, Central Oklahoma Workforce Investment Board, Career Technology Centers, the Oklahoma Board of Regents and local veteran's associations to make available to potential candidates and provide necessary training/education for positions projected to be filled.

The forecast will be evaluated every 6 months for accuracy and revalidated as needed. Next evaluation will be conducted in December 2019 and a complete new forecast will be published annually.

Equal Opportunity Employer

The United States Government does not discriminate in employment on the basis of race, color, religion, sex, national origin, political affiliation, sexual orientation, gender identity, marital status, disability and genetic information, age, membership in an employee organization, or other non-merit factor.

Employment of People with Disabilities

Tinker Air Force Base offers a variety of jobs for People with Disabilities through the Schedule A appointment authority. More information regarding the program may be obtained by contacting the Affirmative Employment Program Manager at 405-736-7385 or the Schedule A Program Manager at 405-582-5463.

Employment of Veterans

Tinker Air Force Base has a long and outstanding record of employing veterans. There are laws providing Veterans' preference and special appointing authorities for veterans. Federal service provides a means for veterans to continue their noble service to this country.

Hiring Programs

- **Intern Programs (Pathways)**
 - Palace Acquire Program (PAQ) offers participants the opportunity to attain a permanent full-time position during a two-four year formal training plan designed to let participants experience both personal and professional growth while dealing effectively and ethically with change, complexity and problem solving.
 - Copper Cap Program is designed to prepare college graduates for careers as Air Force Civilian Service Contract Specialists.
 - Recent Graduates Program affords developmental experiences in the Federal Government intended to promote possible careers in the civil service to individuals who have recently graduated (within 2 years) from qualifying educational institutions or programs.
 - Student Internship Program provides students currently enrolled in high school, college, trade school or other qualifying educational institutions with paid opportunities to work in civil service agencies and explore Federal careers.

FY20/21 Forecast

- **Direct Hire Authority(DHA)**
 - DHA is an appointing authority that the Office of Personnel Management (OPM) can give to Federal agencies for filling vacancies when a critical hiring need or severe shortage of candidates exists.
- **Forecast includes both white collar (GS) and blue collar (WG) positions.**
 - Some occupations projected may have either a large number of vacancies or are historically hard to fill.
- **Journeyman vs. Developmental positions**
 - Journeyman (JNY) are those positions where an individual would need little to no assistance in carrying out the work being performed.
 - Developmental (DEV) are those positions where individuals need additional training and/or assistance to able to carry out the work being performed.
- **Maintenance Helper positions**
 - Positions are occasionally announced to fill positions where there is a lack of available required skill sets
- **Qualifications required**
 - Positions typically require 1 year or more of specialized (related) experience equivalent to the next lower level or higher of the position being filled
 - For white collar administrative and professional positions, a Bachelor’s degree or higher will meet the experience requirements for most Developmental (entry-level) positions
 - In addition, certain occupations have specific education requirements

FY20/21	Qtr 1		Qtr 2		Qtr 3		Qtr 4		Qtr 5		Qtr 6		Qtr 7		Qtr 8		Grand Total
	DEV	JNY	DEV	JNY	DEV	JNY	DEV	JNY	DEV	JNY	DEV	JNY	DEV	JNY	DEV	JNY	
High Demand Occupation (HDO) Series																	
GS-0081 FIREFIGHTER	0	0	3	1	0	0	0	0	3	1	0	0	0	0	0	0	8
GS-0083 POLICE OFFICER	6	0	5	0	6	0	5	0	6	0	5	0	6	0	5	0	44
GS-0189 RECREATION AID (LIFEGUARD)	0	0	0	0	16	0	0	0	0	0	0	0	16	0	0	0	32
GS-0343 PROGRAM/MGMT ANALYST	2	4	4	4	2	5	3	3	2	4	3	3	2	4	3	3	51
GS-0346 LOGISTICS MANAGEMENT	2	2	0	3	0	2	10	3	2	2	0	3	0	2	10	3	44
GS-0399 STUDENT TRAINEE ANALYST	3	0	1	0	0	0	19	0	3	0	1	0	0	0	19	0	46
GS-05XX FINANCIAL	0	2	0	2	1	4	0	3	0	2	1	2	0	4	0	3	24
GS-06XX MEDICAL	4	0	3	0	2	0	3	2	4	0	3	0	2	0	3	2	28
GS-08XX ENGINEERING	15	8	30	23	26	12	30	11	15	7	22	12	26	12	30	10	289
GS-0899 STUDENT TRAINEE ENGINEER	15	0	15	0	9	0	15	0	15	0	15	0	15	0	15	0	114
GS-09XX ATTORNEY	1	0	1	1	0	0	1	1	1	0	1	1	0	0	1	1	10
GS-1101 PROGRAM MANAGER	2	3	2	2	2	3	2	3	2	3	3	2	1	3	3	2	38
GS-1102 CONTRACT SPECIALIST	1	4	2	2	1	3	0	1	0	3	2	2	1	3	0	1	26
GS-1152 PRODUCTION CONTROLLER	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	8
GS-1515 OPERATION RESEARCH ANALYST	1	0	0	1	0	0	0	0	1	0	0	1	0	0	0	0	4
GS-1550 COMPUTER SCIENTIST	10	1	10	2	10	2	9	2	10	1	10	2	10	2	10	2	93
GS-2010 INVENTORY MANAGEMENT SPECIALIST	4	0	4	0	1	1	5	1	4	0	4	0	1	1	5	1	32
GS-2210 IT PROGRAM MANAGER	1	4	0	3	1	2	0	2	0	3	1	2	0	2	1	2	24
WG-2602 ELECTRONIC MEASUREMENT EQUIPMENT MECHANIC	1	0	2	1	1	0	1	0	1	0	2	1	1	0	1	0	12
WG-2610 AIRCRAFT ELECTRONIC INTEGRATED SYSTEM MECHANIC	0	2	0	0	0	2	0	0	0	2	0	0	0	2	0	0	8
WG-2892 AIRCRAFT ELECTRICIAN	16	5	16	5	16	5	16	5	16	5	16	5	16	5	16	5	168
WG-3414 MACHINIST	3	2	5	1	0	2	1	1	3	2	5	2	0	2	1	1	31
WG-3705 NONDESTRUCTIVE TESTER	5	0	5	2	3	3	2	0	5	0	5	2	3	2	2	0	39
WG-3806 SHEET METAL MECHANIC	59	18	58	18	59	19	58	18	59	18	59	18	58	18	59	18	614
WG-4102 PAINTING WORKER	3	1	2	1	2	0	2	1	2	1	3	1	2	0	2	0	23
WG-6904 TOOLS AND PARTS ATTENDANT	9	5	4	4	6	4	8	4	9	5	4	4	6	4	8	5	89
WG-6907 MATERIALS HANDLER	2	0	1	1	2	1	1	1	2	1	1	1	2	1	1	1	19
WG-6910 MATERIALS EXPEDITER	4	5	5	4	4	5	4	4	4	5	5	4	4	4	4	5	70
WG-7009 EQUIPMENT CLEANER	8	1	8	0	8	1	7	0	8	1	8	0	8	1	8	0	67
WG-8255 PNEUDRAULIC SYSTEMS MECHANIC	0	4	10	4	8	4	0	4	0	4	10	4	8	4	0	4	68
WG-8602 AIRCRAFT ENGINE WORKER/MECHANIC	5	3	5	4	6	0	6	3	5	3	5	4	6	0	6	3	64
WG-8852 AIRCRAFT MECHANIC	34	8	34	8	34	7	35	8	34	8	34	7	34	7	34	8	334
Total	216	83	235	98	226	88	243	82	216	82	228	84	228	84	247	81	2521

DEV – Developmental
 JNY – Journeyman
 5XX, 6XX, 8XX – covers multiple positions in Financial, Medical, and Engineering fields, respectively

- **Firefighters**

- A total of 8 Firefighter positions during FY20/FY21
- 6 of these positions are projected to be filled at the entry level (GS-05).
- GS-05 requires one year at the next lower grade level or a Bachelor's degree, or higher
- 2 of these positions are projected to be led at the journeyman level (GS-11/12) which require one year of experience performing similar duties at the next lower level
- Must be able to pass required medical requirements

- **Police Officers**

- A total of 44 Police Officers positions during FY20/FY21
- 44 of these positions are projected to be filled at the entry level (GS-05).
- GS-05 requires one year at the next lower grade level or a Bachelor's degree, or higher
- At this time we do not anticipate any positions being filled at the journeyman level (GS-11/12)
- Must be able to pass required medical requirements

- **Recreation Aids (Lifeguards)**

- A total of 32 Recreation Aid positions during FY20/FY21
- All of these positions are projected to be filled at the entry level (GS-02/03/04)
- Typically these positions are temporary NTE 90 days

- **Program Management/Logistics Managers**

- A total of 95 of the above positions during FY20/FY21
- 45 of these positions are projected to be filled at the entry level (GS-05/07/09) which require either one year of experience performing similar duties at the next lower level or a Bachelor's degree, or higher (business degrees preferred)
- 50 positions are projected to be filled at the journeyman level (GS-11/12) which require one year of experience performing similar duties at the next lower level

- **Miscellaneous Student Trainees**

- A total of 46 Miscellaneous Office Student Trainee positions (GS-03/04/05/06) projected during FY20/FY21
- All of these positions are projected to be filled at the entry level (GS-03/04/05/06/07/09). These positions may be filled by college students who work in these positions on a part time basis.

- **Finance Positions**

- A total of 24 Finance positions during FY20/FY21
- 2 of these positions are projected to be filled at the entry level (GS-05/07/09) which require either one year of experience performing similar duties at the next lower level or a Bachelor's degree, or higher (finance degrees preferred)
- 22 of these positions are projected to be filled at the journeyman level (GS-11/12) which require one year of experience performing similar duties at the next lower level
- Accountant positions require a degree in Accounting

- **Medical Positions**

- A total of 28 Medical positions over FY20/FY21 to include Dental Assistant, Dietitian Environmental Health, Nurses, Medical Officers/Physicians, Medical Records Technicians, Pharmacists, Pharmacy Technicians, Hygienists at both entry and journeyman level. Additional information on qualifications on technical and medical support positions may be found on the OPM website at <http://www.opm.gov/policy-data-oversight/classification-qualifications/general-schedule-qualification-standards/#url=Group-Standards>

- **Engineers (to include General, Mechanical, Materials, Aerospace, Environmental, Electrical, Industrial and Student Trainees)**
 - A total of 403 Engineering positions during FY20/FY21; of these positions, the most challenging to fill have predominately been the Electronics, Aerospace and Materials Engineers
 - 308 of these positions are projected to be filled at the entry level (GS-05/07/09) which require a Bachelor's degree, or higher, from a school of engineering with at least one curriculum accredited by the Accreditation Board for Engineering and Technology (ABET). Curriculum requirements may be found on the Office of Personnel Management (OPM) website at <http://www.opm.gov/qualifications/standards/IORs/GS0800/0800.htm>
 - 95 positions are projected to be filled at the journeyman level (GS-11/12) which require one year of experience performing similar duties at the next lower level and a Bachelor's degree, or higher, from an ABET school of engineering. Curriculum requirement may be found on the OPM website at <http://www.opm.gov/qualifications/standards/IORs/GS0800/0800.htm>.

- **Attorney/Paralegal/Legal Assistant Positions**
 - A total of 10 of the above positions during FY20/FY21
 - 6 of these positions are projected to be filled at the entry level (GS-05/07/09) which require either one year of experience performing similar duties at the next lower level, a Bachelor's degree, or higher
 - 4 of these positions are projected to be filled at the journeyman level (GS-11/12/13) which requires one year of experience performing similar duties at the next lower level
 - Attorney positions require current Bar Membership in good standing.

- **Contracting Specialist Positions**
 - A total of 26 Contracting Specialist positions over FY20/FY21
 - 7 of these positions are projected to be filled at the entry level (GS-05/07) which require either one year of experience performing similar duties at the next lower level, a Bachelor's degree, or higher
 - 19 positions are projected to be filled at the journeyman level (GS-11/12) which requires one year of experience performing similar duties at the next lower level
 - Contracting Specialist must possess at least 24 semester hours of Business

- **Production Controller**
 - A total of 8 of the above positions during FY20/FY21
 - All 8 positions are projected to be filled at the journeyman level (GS-11/12) which require one year of experience performing similar duties at the next lower level

- **Operation Research Analyst**
 - A total of 4 of the above positions during FY20/FY21
 - 2 of these positions are projected to be filled at the entry level (GS-05/07/09) which require either one year of experience performing similar duties at the next lower level or a Bachelor's degree, or higher (business degrees preferred)
 - 2 positions are projected to be filled at the journeyman level (GS-11/12) which require one year of experience performing similar duties at the next lower level

- **Computer Scientist**
 - A total of 93 Computer Scientist positions projected to be filled during FY20/FY21
 - 79 of these positions are projected to be filled at the entry level (GS-05/07/09) which require a Bachelor's degree, or higher, in computer science or 30 semester hours in a combination of statistics and mathematics that include differential and integral calculus.
 - 14 positions are projected to be filled at the journeyman level (GS-11/12) which require one year of experience performing similar duties at the next lower level

- **Inventory Management Specialist**

- A total of 32 of the above positions during FY20/FY21
- 28 of these positions are projected to be filled at the entry level (GS-05/07/09) which require either one year of experience performing similar duties at the next lower level or a Bachelor's degree, or higher (business degrees preferred)
- 4 positions are projected to be filled at the journeyman level (GS-11/12) which require one year of experience performing similar duties at the next lower level

- **IT Program Manager**

- A total of 24 IT Program Manager's positions projected to be filled during FY20/FY21.
- 4 of these positions are projected to be filled at the entry level (GS-03/04/05/07/09) which require a Bachelor's degree, or higher, in
- 20 of these positions are projected to be filled at the journeyman level (GS-11/12) which require one year of experience performing similar duties at the next lower level and a Bachelor's degree or higher, in Computer science, engineering, information science, information systems management, mathematics, operations research, statistics, or technology management.

- **Maintenance Positions**

- A total of 1606 maintenance positions over FY20/FY21 in the following fields:

• Electronic Measurement Equipment Mechanic	12
• Aircraft Electronic Integrated System Mechanic	8
• Aircraft Electrician	168
• Machinists	31
• Non-Destructive Testers	39
• Sheet Metal Mechanic	614
• Painting Worker	23
• Tools and Parts Attendant	89
• Materials Handler	19
• Materials Expediter	70
• Equipment Cleaner	67
• Pneudraulic Systems Mechanic	68
• Aircraft Engine Repair	64
• Aircraft Mechanic	334

- 1189 of these positions are projected to be filled at the entry levels (WG-05/07/08)
 - WG-05 requires no prior skills or knowledge of the position
 - WG-06/07/08 requires six months or more of experience performing similar duties at the next lower grade level or an Airframe and Powerplant license (A&P) if the position is a Sheet Metal Mechanic, Aircraft Engine Mechanic, Aircraft Mechanical Parts Worker or an Aircraft Mechanic
- 417 positions are projected to be filled at the journeyman level (WG-09/10) which require six months or more experience performing similar duties at the next lower level

- In addition to those listed above, it may become necessary to announce externally positions (open to the public) via Pathways (Current Student or Recent Graduate) at the trainee level:
 - Electronics Mechanic
 - Aircraft Electrician
 - Sheet Metal Mechanic (Aircraft)
 - Aircraft Mechanic
 - Machinist

Points of Contact:

Recruitment and Hiring Forecast

405-739-3875



U.S. AIR FORCE

Attachment VIII – Voices of the Oklahoma Aerospace Industry Leaders

Voices of the Oklahoma Aerospace

Industry Leaders

**Improving Oklahoma's Workforce and Ultimately our
Economy**

A Skills Gap Analysis

Executive Summary with Recommendations

**Anautics, Inc.
Sandy Scaffetta Johnson, Ph.D.
Billy D. Gaston, Ph.D.
January 2011**

**THIS PROJECT WAS FUNDED BY A U. S. DEPARTMENT OF LABOR BRAC IMPLEMENTATION GRANT
AND THE OKLAHOMA GOVERNOR'S COUNCIL FOR WORKFORCE AND ECONOMIC DEVELOPMENT**

TO ACCESS THE FULL STUDY ON LINE VISIT OUR WEBSITE WWW.TEAMAERO-OK.ORG

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AUTHORS AND CREDITS

ANAUTICS, INC.

Anautics is a woman-owned certified, HUBZone certified small business with 10 years experience providing innovative technology solutions and research and development efforts to industry and government organizations. Anautics has a proven record of accomplishment for implementing programs and projects across the United States and throughout Department of Defense. Our project base consists of efforts at Tinker AFB, Engineering Division, Oklahoma Department of Commerce/Oklahoma Aeronautics Commission, and Ft. Benning, GA. Anautics was chosen in 2007 and 2008 to present as a Showcase Company at the National SBIR Conference, We won the Journal Record Innovator of the Year in 2008 and the 2010 Tinker and the Primes Small Business Award. Anautics has conducted three Skills Gap Analysis Research efforts in the Oklahoma City Area.

RESEARCHERS

SANDY SCAFFETTA JOHNSON, PH.D. conducted research with adult learners for the Oklahoma City Public Schools and a Skills Gap Analysis Report for the Oklahoma Business and Education Coalition. She served on the Advisory Committee for Performance Pay for Teachers for the Oklahoma Speaker of the House and is currently conducting research on First Year Teacher Programs for State Representative Ann Coody. She has nine publications and has presented 25 research and professional development activities locally, statewide, nationally and internationally. While teaching in Anadarko High School, she was honored as the District Teacher of the Year and nominated for the Presidential Award for Excellence in Mathematics and Science Teaching. In business, she was one of 50 nominations across the State of Oklahoma for the Woman of the Year. She currently serves on the Board and the Executive Committee for the Oklahoma Commission for Teacher Preparation and on the Board for the Oklahoma Professional Educators. She is a member of the State Chamber of Commerce, the Greater Oklahoma City Chamber of Commerce, the Midwest City Chamber of Commerce, the OKC Rotary Club 29, and is an Honorary Commander for the 552d Air Wing Command at Tinker AFB.

BILLY D. GASTON, PH.D. has extensive technical skills that cover a broad spectrum ranging from software architecture to implementation. He provides expertise in process modeling, data modeling, architecture design, data structures, text mining, and record linkage algorithm research and design. His formal education background in Mathematics and Computer Science and his experience in education provide a breadth of knowledge and experience. Dr Gaston an extensive history in research, having written several publications and presented locally, statewide and nationally. Dr. Gaston worked a number of years at Tinker AFB in association with Oklahoma State University conducting research on weapon system health data and designing and implementing algorithms and applications to enhance and maintain aircraft maintenance and sustainment systems. Dr. Gaston is the Chief Technology Officer and Vice President at Anautics, Inc. where he brings a high level of expertise that supports the mission, initiatives and innovations.

REVIEWS OF THE EXECUTIVE SUMMARY AND THE FULL REPORT

Robert J. Conner, SES, President/CEO, Aerospace and Defense, LLC. Former Director of the Air Logistics Center, Tinker AFB.

"Workforce needs are a key focus for industry in Oklahoma. Jobs are vacant in Oklahoma aerospace companies today because of a shortage of qualified candidates. As a state, we need to do a better job of equipping students for the work place. The solid recommendations in this report must be acted on. The skills panels have provided a great deal of good information and can provide the foundation for action to come. But, without resources, that won't happen. The challenge for the leaders of industry; workforce and economic development activities; and our educational system is to focus the resources needed to make it happen."

(Ret) Col Edward Laverdure, MA, Principal, Velocity Ventures in Longmont CO.

"This ground-breaking study by Anautics led by Dr. Johnson examines the current challenges in maintaining and developing the Oklahoma aerospace industry workforce and serves as a clarion call for our state's business leaders, educators, parents and students to engage now by taking the necessary actions to close critical gaps between expectations and performance at all levels in the system and create an inspiring vision of America's technological leadership in 21st century aerospace, astronautics, propulsion, and supporting sciences. It is a new operational environment and we must chart a course for aerospace advancement independent of Federal requirements -- carpe diem."

Tom O'Neill - President, Crossbow Consulting Inc

Former Deputy Director of the Oklahoma Aerospace Institute

"This report lays the foundation for a long-needed aerospace work force requirements and delivery system. That system brings industry, education and government together to deliver the work force the industry needs to ensure Oklahoma can compete in the global arena today and in the future."

Ben T. Robinson, Brig General, USAF, (Ret) - VP, Oklahoma School of Science and Mathematics
President/Owner, Sentry One LLC

In my over 8 years with the Oklahoma aerospace industry covering time as a consultant with a national company, the Executive Director of Boeing Aerospace Operations in Oklahoma, with the Oklahoma Aerospace Institute, with Oklahoma Career Technology Center and now as the President/Owner of an aerospace consulting LLC, I have never read a more comprehensive, data based, industry driven, actionable report. The amount of research and data supporting this report is eye opening. The fact that so much of this report was produced from interviews with industry leaders gives it unprecedented credibility. The findings and recommendations are spot on. Right now we have many new leadership positions in the state such as our Governor, our Lt Governor, our Secretaries of Commerce, Education and Science and Technology and our Superintendent of Public Education. Each are stakeholders in this report and the aerospace industry. We must get behind this effort to keep it going and to provide the leadership and organization to make it worthwhile and enduring. Oklahoma has an opportunity to be an innovative, pace setter in building significant relationships among industry, education and Government. We want all to see that Oklahoma is open for aerospace business.

AEROSPACE SKILLS PANEL PARTICIPANTS

The following industry leaders, education provider leaders, government representatives and others participated at least once in our Skills Panel activities.

CENTRAL REGIONAL SKILLS PANEL

AEROSPACE INDUSTRY

AAR

Boeing

Chromalloy

Design Intelligence Inc

Defense Logistics Agency (DLA)

Frontier Electronic Systems Corp.

General Dynamics IT

Lear Siegler Services

LSI

Pratt & Whitney

Pro-Fab Inc

URS

Valco, Inc.

EDUCATION PROVIDERS

Autry Technology Center

Canadian Valley Technology Center

Francis Tuttle Technology Center

Gordon Cooper Technology Center

Metro Technology Center

Oklahoma Career Technology Systems

OSU - School of IE&M

Rose State College

SOSU

University of Oklahoma K-20 Center

GOVERNMENT

Central Oklahoma Workforce Investment Board

Federal Aviation Administration

North Central Workforce Investment Board

Oklahoma Bid Assistance Network

Oklahoma Center for the Advancement of Science and Technology

Oklahoma Department of Commerce

Oklahoma State Regents for Higher Education

OSU / Aging Sys Sustainment and Enabling Tech (ASSET)

OSU Center for Innovation and Economic Dev (CIED)

OSU Information Technology

Southwest Workforce Investment Board

Tinker AFB, OC – ALC

US Department of Labor/ETA/OA

Vance AFB

OTHER

CYR Consulting Inc

GDH Consulting

Greater OKC Chamber of Commerce

EASTERN REGIONAL SKILLS PANEL

AEROSPACE INDUSTRY

American Airlines
Cherokee Nation Industries
Cinch Connectors
Da-Pro Rubber, Inc.
Diehl Aero-Nautical Co
Executive AirShare
First Wave
Flight Safety International
Hill Industries
L-3 Aeromet
Lucas Finishing
Lufthansa Technik
Malone's CNC Machining, Inc.
Mint Turbines
Nordam Group
Precision Machine
Raytheon
Spirit AeroSystems, Inc.
Tulsair Beechcraft

GOVERNMENT

Eastern Workforce Investment Board
Indian Nation COG
McAlester Army Ammunition Plant
OBAN
Oklahoma Aeronautics Commission
Oklahoma Center for the Advancement of Science and Technology
Oklahoma Department of Commerce
Oklahoma Manufacturing Alliance
Tulsa Workforce Investment Board
Education Providers
Central Technology
OK Dept Career and Tech Education
OSU Center for Innovation and Economic Dev
OSU Information Technology
Tulsa Technology Center

OTHER

Horizon Business Concepts
Liberty Partners
Managing Creativity
Tulsa Metro Chamber of Commerce
Workforce Solutions

FUTURE SKILLS PANEL

AAR
Acorn Growth Companies
American Airlines
Ardmore Development Authority
ARINC
BizJet International
Capital Aviation
Design Intelligence Incorporated, LLC
Enviro Systems
Flight Safety International

General Aviation Modifications (GAMI)
Lufthansa Technik
FAA/Mike Monroney Aeronautical Center
Oklahoma Aeronautics Commission
Oklahoma Aerospace Alliance
Oklahoma Aerospace Institute
Oklahoma Department of Commerce
Spirit AeroSystems, Inc.
The Boeing Company
Tinker AFB, OC – ALC
University Multispectral Lab

INTRODUCTION

MISSION OF THE PROJECT

This Project was funded by a U. S. Department of Labor BRAC Implementation Grant and the Oklahoma Governor’s Council for Workforce and Economic Development. In March 2010, Anautics was awarded a portion of the grant to conduct an aerospace Skills Gap Analysis study, to establish and facilitate three aerospace skills panels for the purpose of understanding the state of Oklahoma’s aerospace industry workforce pipeline today, and to develop a process to collect, revise, and update data relative to the state’s Aerospace industry and skills gap research information. In order to understand the workforce pipeline, it was necessary for the results of the study to reveal answers to the following questions: how well does the pipeline function, how can the pipeline immediately be improved, and what long-term innovations can be implemented to maintain and grow the aerospace industry in Oklahoma. Throughout this study, the workforce “pipeline” terminology is used. This “pipeline” is defined as the pathway in education that eventually leads to employment in the aerospace industry at any entry-level position. This includes but is not limited to touch labor, information technology, engineering, program and business managers, and other aerospace related occupations.

This study features an industry led systematic examination of recruitment, employment, retention, and retirement within the aerospace workforce with emphasis on its present and future state. It is a vocal, documented instrument of the Oklahoma aerospace industry, providing insights into the aerospace industry in Oklahoma on four primary challenges facing the state. Those challenges are:

- ▶ the aging of the aerospace workforce,
- ▶ the stability of space-related programs,
- ▶ the skills required for major programs, and
- ▶ the status of the pipeline for future workers.

Of these four challenges, this report addresses all challenges listed above with the exception of space-related programs. This report also serves to capture the issues surrounding these ongoing challenges from Oklahoma aerospace leaders and highlights the needed urgency to address these issues for the sake of the Oklahoma aerospace industry and economy. Research indicates Oklahoma will struggle to train and retain its highly skilled workforce in the near future if decisive actions are not taken. The Skills Gap Analysis, the Skills Panels, and the Aerospace Workforce Website further the actions recommended in the “Strategic Plan for the Growth of Oklahoma’s Aerospace Industry” completed in 2009.

There were three major objectives of the Aerospace Workforce Project.

- A. Provide staff support for facilitation and staff support for the three skills panels
 1. Processes used to build and maintain the Panels
 2. Statistics on Panel participation
 3. Continued support of the Panels
 4. Training for the WIB Directors
- B. Delivery of a comprehensive aerospace Skills Gap Analysis Report
 1. Methods of collecting data

2. Review of data collected thus far
 3. Review of activities for future panel meetings
- C. Continuing Process to Update and Revise the Workforce Requirements Information within the Skills Gap Analysis Report

This study is intended to represent voices of the Oklahoma aerospace industry.

It is also intended to help increase worker productivity, increase the number of entry-level workers who eventually will need minimal on-the-job training, provide access to adequate numbers of qualified workers, increase the number of workers who have the necessary basic skills, increase worker morale, and increase worker loyalty to their RSP participants. This study should provide a decision-making instrument for the stakeholders in the Oklahoma Aerospace Industry.

METHODS OF COLLECTING DATA

Several methods were used for collecting data throughout the study. Primary research was collected and analyzed from:

- ▶ Regional Skills Panels Focus Group Questions
- ▶ Future Skills Panel Personal Interviews
- ▶ Future Skills Panel Focus Group Questions
- ▶ Online Supplemental Surveys for Panel Participants
- ▶ Online Questionnaires for non-Panel Aerospace Companies
- ▶ Focus Questions for Government Service Supervisors of Engineers and Touch Labor
- ▶ Other personal interviews

Secondary research was gathered from a summary of relevant existing research and literature. Current skills, knowledge, and abilities of the aerospace workforce were also identified throughout the study. A literature review is provided in each section highlighting existing research relevant to the section topic. Prioritization and importance of the processes involving recruiting, hiring, and retaining/retention were investigated and analyzed as well.

A final Joint Skills Panel meeting was held in January 2011 where participants from both the Central and Eastern panels reviewed sections of the Skills Gap Report that includes responses of the panels to validate the findings. The response was overwhelmingly supportive of the report and of the findings.

NOTE OF CAUTION

The results of this study are based in part on the Regional Skills Panels (RSP) which included the voices of at least 33 industry representatives, 24 aerospace-related government representatives, 15 aerospace-related education and training providers, 8 other aerospace-related companies that comprised the Regional Skills Panels. Additionally, 20 senior executive leaders participated in the study that comprised the Future Skills Panel. Online surveys consisted of distributing two surveys to over 350 aerospace companies or entities with only a less than 10% return.

OKLAHOMA AEROSPACE OVERVIEW

Over the past several years, Oklahoma's estimated \$12.4 billion aerospace industry has been established as a dominant economic catalyst for the state's economy. Research consistently gives the aerospace industry credit for providing Oklahomans with over 72,000 jobs, which have wages above the state average, and approximately 145,000 total jobs directly, indirectly and induced. The average wage is recorded at \$55,000, almost double the state average. Manufacturing, Repair and/or Overhaul (MRO), Original Equipment Manufacturer (OEM) and air transportation are three primary sectors of aerospace impacting Oklahoma. Other subsectors are supply chain management, engineering and modifications, manufacturing, emerging technologies such as unmanned aerial systems/vehicles, and Fixed Base Operators (FBOs). This Skills Gap Analysis will identify gaps that exist between the industry needs and core job skills, education programs, employment processes, and retiring workforce.

Because of its strong MRO presence, Oklahoma's aerospace workforce consists of a large number of jobs at the technician, trade, and engineering levels. The aerospace workforce encompasses all aspects of the government and commercial industries that include manufacturing, MRO, parts suppliers, research and education providers. To facilitate the large number of aerospace activities performed across Oklahoma, the industry strives to continue to build a credentialed workforce with specific licensures and certifications.

CURRENT ISSUES DISCUSSED IN THE SKILLS GAP ANALYSIS

- ▶ Oklahoma Aerospace Workforce Needs
- ▶ Oklahoma Aerospace Core Job Skills
- ▶ Oklahoma Aerospace Workforce Employment
- ▶ Oklahoma Aerospace Education Needs and Programs
- ▶ Oklahoma Aerospace Retiring Workforce
- ▶ Aerospace Workforce Best Practices

EXECUTIVE SUMMARY OF OKLAHOMA AEROSPACE WORKFORCE NEEDS

The findings for the Oklahoma Aerospace Workforce Needs begin with an employer perspective of qualifications of high school graduates who apply for jobs in the aerospace industry. It was determined that, in general, these young people are not workforce ready. Many have little to no background in the Science, Technology, Engineering, Mathematics (STEM) curricula, nor have they mastered basic mathematics and reading skills. There exists a direct correlation between the percent of applicants who are qualified for entry-level aerospace jobs and the American College Test (ACT) Profile Report for Oklahoma college-ready graduates. This suggests that many of the underlined issues find their source in Oklahoma's K-12 education system.

Industry workforce readiness demands higher academic expectations and more rigorous coursework in the STEM courses. There is a need for new hires to be able to communicate verbally and clearly in writing. They should also possess the ability to work in a team environment. As indicated in this report, many entry-level aerospace employees lack soft skills such as good work ethic, punctual attendance to

work, reliability, time management, and appropriate dress. Although some aerospace entry-level employees possess documentation for necessary aerospace certification or educational requirements, in practice many do not have depth of knowledge in order to perform an aerospace job unsupervised. Additionally, some aerospace employees will not be able to qualify for a security clearance because of poor choices in the past such as drug usage, drug abuse and domestic violence. While many applicants may pass the technical requirements for a position, they cannot pass readiness exams such as drug tests.

Recruitment and retention of the aerospace workforce are the lifeblood of the aerospace industry in order to prepare for a potential retiring workforce. As revealed in this report, recruitment and retention of the aerospace workforce presents challenges for the commercial industries because of the Obama administration's current policies that have led to an upsurge in Government hiring, (e.g. in-sourcing) at the expense of contractors. Moratoriums have been placed on state tax incentives even though these incentives are critical for encouragement and growth of high tech aerospace jobs in Oklahoma. Another issue found was industry's challenges in recruiting potential aerospace employees to Oklahoma because of a lack of knowledge and appreciation for the state's qualities. To address our future workforce supply needs, we need to market Oklahoma better as a great place to live and raise a family and to promote aerospace as an important economic industry in Oklahoma.

EXECUTIVE SUMMARY OF OKLAHOMA AEROSPACE CORE JOB SKILLS

From the needs assessment, the following issues were discussed at length during the Regional and Future Skills Panels. The aerospace industry, as a whole, needs to establish core job skills standards and certifications so there is consistency in job descriptions and job requirements. Subsets of the licensure for Airframe and Powerplant may be acceptable licensures that would promote more precise skill sets and less training time. Currently the FAA's A&P License is the only industry-accepted certificate. There clearly exists a need for additional "subsets" of certification. There also exists a need for better training in regulations of agencies such as: Federal Aviation Administration, European Aviation Safety Agency (EASA), Civil Aviation Administration of China (CAAC), and regulations such as: the International Traffic in Arms Regulation (ITAR), and Export Administration Regulations (EAR). In addition, networking capabilities among aerospace companies may alleviate the need for high impact/low number type of employees in medium to small companies. Currently in Oklahoma, there is need for more up-to-date training for specialized positions such as Metallurgical and Optical Engineers. Currently, employers are forced to hire out of state to find workforce qualified to fill these positions.

Scientists and engineers need to continue the research and development that is central to the economic growth of our country. Technologically proficient workers are needed who are capable of dealing with the demands of a science based, high technology workforce. More training for specialized skills needs to be developed. These skills account for about 70% of the employment needs. In-house programs need to be presented in order to upgrade mid-level managers to find individuals who can "learn and grow." Additionally, the education of voters and citizens is critical so they can make intelligent decisions about public policy and understand the world around them.

EXECUTIVE SUMMARY OF OKLAHOMA AEROSPACE WORKFORCE EMPLOYMENT

Discussions concerning workforce employment flushed out many gaps such as the need within the aerospace industry to obtain well-defined descriptions of what the phrase “fully qualified employee” dictates as far as workforce job skills and responsibilities. The need for training in soft skills, which was discussed at almost every skills panel meeting, translates that lack of responsibility, lack of respect, and lack of high expectations that appear to be the rule rather than the exception in the public school experience. This may be a cultural issue; however, it is everyone’s problem when it affects the job market and the economic development of Oklahoma. As a result of this study, the following gaps were identified between the aerospace industry expectations in applicant/entry-year employee performance and the reality of applicant/entry-year employee performance.

The following are gaps between the aerospace industry workforce job opportunities and capabilities, and the career training mechanisms that exist in the public schools:

- ▶ Significant gaps exist between the entry-level training needed and training provided by education institutions;
- ▶ A gap exists between the aerospace industry workforce job opportunities and capabilities and the career training mechanisms that exist in the public schools;
- ▶ A gap exists involving communications between the aerospace industry skill sets requirements and the training provided by education institutions; and
- ▶ A gap exists between aerospace industry training, job shortages and surpluses and programs available in education institutions. Better alignment of programs with labor shortages would shorten the work-ready timeline and possibly save companies some of their in-service training.

EXECUTIVE SUMMARY OF OKLAHOMA AEROSPACE EDUCATION NEEDS AND PROGRAMS

According to a National Task Force on Public Education 108 in 2005 out of 50 states and the District of Columbia, Oklahoma public schools ranked:

- ▶ 40th on 4th grade reading proficiency tests
- ▶ 43rd on 4th grade mathematics proficiency tests
- ▶ 32nd on 8th grade reading proficiency tests
- ▶ 42nd on 8th grade mathematics proficiency tests

Because of the low performance indicators of Oklahoma education, discussions in the Skills Panels proposed that the Oklahoma aerospace industry needs to develop effective youth mentoring programs through partnerships with industry and schools. Additionally, there is a need to develop more partnerships between industry and education; provide peer mentoring for teachers to help with student achievement; financially support the needs of the education communities; and to specifically allocate more funding for math and science specialists. There is also a necessary to encourage integration of the curriculum across various content areas and to model our education programs after other countries that have had academic success, utilizing those concepts that would work well in our education system.

Educators and administrators alike need to support the Oklahoma Aerospace Summit Education and Training Day; support extension of days in school year and other measures that improve educational rigor; help teachers better understand real world aerospace applications within current curriculum; provide opportunities over the summer for teachers to “shadow” industry members; provide summer academies for teachers, students, and counselors; and provide and promote internships for teachers in the summer; and to educate teachers in the importance of the STEM curriculum, both near-term and long-term. Furthermore, schools need to encourage a more hands-on, interactive, project-based approach to learning and encourage and initiate aerospace-related career and science fairs; and there is a need to discourage teaching to the state mandated tests. The participants also discussed a need to market the aerospace industry as a viable, exciting, and rewarding career that has many different levels of job categories and applications of science and mathematics.

EXECUTIVE SUMMARY OF OKLAHOMA AEROSPACE RETIRING WORKFORCE

It is predicted that 2011 will be a peak year in employment in Oklahoma and then employment numbers will begin to start tapering off partially as a result of the projected retiring workforce. Thus, there is a critical need for Oklahoma aerospace companies to immediately begin preparing for this projected loss and replacement. When the retiring workforce issue was addressed with Skills Panel participants, many areas of concern were discovered and/or validated. The aerospace companies and the industry need to prepare for the exodus of the Baby Boomer aerospace workforce and become more proactive in sponsoring retirement workshops to inform the retirees about their benefits. In addition, industry needs to increase awareness in the public of the employment opportunities that exist in aerospace and to provide assistance to the workforce to help understand how one can traverse from one industry occupation to another. Mechanisms need to be in place to capture the knowledge that will be lost once the retirement group is actually retired in order to retain the knowledge and make task transitions smooth for remaining employees. Finally, aerospace businesses need assistance in finding ways to network in order to support their workforce requirements across industries.

EXECUTIVE SUMMARY OF AEROSPACE BEST PRACTICES

To address effects of the economic pressures, states across the United States are creating new employment strategies and initiatives that:

- ▶ Continue to assess the current workforce pool and incoming workforce needs;
- ▶ Continue labor studies to identify workforce areas of need;
- ▶ Develop recruitment, retention, and training strategies;
- ▶ Recruit workers from non-aerospace industries;
- ▶ Provide workers with infrastructure, social services, quality of life (to retain them);
- ▶ Train and educate local workforce by providing more specific technical classes;
- ▶ Work with education providers to establish appropriate STEM curricula for P-20;
- ▶ Establish partnerships with key institutions to coordinate a workforce response;
- ▶ Respond to the unique needs of military and federal civilian spouses and their families;
- ▶ Streamline licensing transfer processes; and

- ▶ Offer training, educational access, and tuition assistance, particularly for veterans who may have served in areas parallel to job categories in aerospace.

EXECUTIVE SUMMARY OF RECOMMENDATIONS

Aerospace industries must address the challenge that it is not the responsibility of the Government to keep the aerospace industry going. It is the responsibility of the industry. Innovation and research drive this as expressed by Burt Rutan in a presentation titled *Rutan Sees the Future of Space*, February 2006, Monterey California, at an Inspiration and Innovation for the New Space Race meeting. He stated, “You don’t have innovation cycles if the government develops and the government uses it. You know, a good example, of course, is the DARPA net. Computers were used for artillery first, then IRS. But when we got it, now you have all the level of activity, all the benefit from it. Private sector has to do it.” According to Rutan, “We’re entering a second generation of no progress in terms of human flight in space. In fact, we’ve regressed. We stand a very big chance of losing our ability to inspire our youth to go out and continue this very important thing that we as a species have always done. We need to inspire them, because they need to lead us and help us survive in the future.” While this illustration specifically addresses space-related programs, it also directly applies to the aerospace industry. The excitement and fulfillment of aviation and aerospace efforts should be marketed in our schools and across industries to encourage the brightest and best young people to consider a career in aerospace.

The time to take action is now. According to a new study published by the Atlantic in December 2010, *Your Child Left Behind*, old excuses such as teachers’ salaries and classroom sizes, and diversity of the population cannot be used any longer to account for the low achieving performances of young people educated in our schools. This study compared our best students, those who had at least one parent with a college degree, affluent and white to the accomplishments of foreign students who took the PISA (Programme for International Student Assessment). US young people used in this comparison are not generally subject to language barriers or racial discrimination. As a result of the study findings, “these relatively privileged students do not compete favorably with average students in other well-off countries. On the percentage basis, New York state has fewer high performers among white kids than Poland has among kids overall. In Illinois, the percentage of kids with a college-educated parent who are highly skilled at math is lower than the percentage of such kids among all students in Iceland, France, Estonia, and Sweden.” Oklahoma ranks well below both of these states. According to an Organization for Economic Co-operation and Development (OECD) 2010 *Strong Performers and Successful Reformers in Education, Lessons from PISA for the United States*, there is a significant cost to the international achievement gap. Researchers used an economic model to relate cognitive skills as measured in PISA and other international tests to economic growth. Even small improvements translate to large Gross Domestic Product (GDP) gains. For example, raising our average PISA scores by 25 points over the next 20 years could translate to a gain of USD 41 trillion for the US present value of future improvements in GDP. Bringing all US students to a baseline level of proficiency for the OECD, could imply GDP increases for the US of USD 72 trillion. As the reader will find in this document and the full Skills Gap Analysis Report, aerospace employers need work-ready, college-ready entry year employees, and the industry leaders are ready to get involved in the education system for the advancement of the industry.

1: PROVIDE RECOMMENDATIONS TO HELP INDUSTRY BETTER IDENTIFY ITS ACTUAL NEEDS.

- ▶ Create a Governor-appointed position where the appointee will coordinate all state resources used to support attraction and growth of the aerospace industry. This person should be agreed upon by Common Education, Higher Education and CareerTech and be able to build collaborative efforts among the education providers, be accountable to the governor, be responsive to industry customers to oversee all the workforce issues related to aerospace business attraction projects for the benefit of the growth of the Oklahoma economy and the improvement of the quality of living in Oklahoma.
- ▶ Develop standard job descriptions, certifications, licensures to aid industry in better defining their existing workforce;
- ▶ Identify or establish an approved aerospace working group to include both industry and education providers that will serve as a formal platform to communicate actual needs across the industry;
- ▶ Provide Oklahoma industry ongoing access to the Aerospace Workforce Center website to report workforce information so that the state/industry will have a better picture of their workforce pipeline;
- ▶ Continue current Skills Panels, transforming them into working groups with action items to specifically address solutions for gaps revealed in this report;
- ▶ Investigate and encourage large company to small company mentoring programs to build and grow relationships and allow mentoring companies to help others identify weaknesses and provide them with guidance to meet their immediate needs using proven processes; and
- ▶ Enhance methods, tools, and techniques to ensure aerospace companies have access to information and training for workforce forecasting to assist them in identifying and addressing future needs.

2: PROVIDE ASSISTANCE FOR EDUCATIONAL STANDARDS FOR EDUCATIONAL FACILITIES AND EDUCATION CURRICULUM.

- ▶ Establish a standard communication platform between industry working groups and education working groups to ensure that providers are aware of what industry expects from incoming employees, primarily at the entry-level;
- ▶ Identify a collection of industry experts to better define their core job skills standards so that the education providers could better plan their program curricula to fit those standards; and
- ▶ Investigate partnerships between education providers and industry that would aid in providing up-to-date equipment to education facilities for workforce training.

3: PROVIDE RECOMMENDATIONS TO SHORTEN THE TIMELINE FROM WHEN AN EMPLOYER IDENTIFIES AN EMPLOYMENT NEED TO WHEN THAT EMPLOYER HAS A PRODUCTIVE WORKER.

- ▶ Create collaborations between industry and P-20 systems to establish internships, co-ops, tours, fairs;
- ▶ Identify introductory aerospace courses most needed by entry-level personnel and establish widespread curriculum among education providers (basic instruction in: Introduction to Soft skills, general manufacturing, familiarization with jets, six sigma, lean, ITAR, FAA regulations, aerospace standards);
- ▶ Leverage company scholarships for teachers and students to attend education entities or company sponsored summer academy;
- ▶ Establish programs to place industry personnel in schools to ensure students are aware of

aerospace industry opportunities and requirements so students know what is expected upon entering an aerospace career field;

- ▶ Highlight companies with successful employee mentoring programs;
- ▶ Establish core job skills standards and certifications to ensure consistency in job descriptions and job requirements enabling employers to know exactly what skill set they are hiring;
- ▶ Establish stable, consistent communications with education providers on aerospace workforce job category labor shortages and surpluses; and
- ▶ Better align programs with labor shortages in order to shorten the work-ready timeline and possibly save companies some of their in-service training.

4: PROVIDE RECOMMENDATIONS TO IMPROVE WORKER AGILITY (ABILITY TO MOVE FROM ONE AREA OR INDUSTRY TO ANOTHER) AND PROVIDE SUGGESTIONS FOR DEVELOPING A CROSS-INDUSTRY TRAINING CURRICULUM WHICH WOULD PROVIDE AEROSPACE WORKERS WITH GREATER AGILITY AND CAPABILITY WITHIN THE OVERALL WORKFORCE.

- ▶ Develop a working group which would determine what requirements are necessary to “improve” worker agility;
- ▶ Work with Tinker AFB and our other military installations to determine best practices they use to “broaden career paths” of employees and determine what is applicable to the industry;
- ▶ Develop additional certifications, standardized skill sets that would go across industries; this would involve utilizing working groups from: health care, energy, manufacturing, aerospace, agriculture, logistics, etc.;
- ▶ Develop a consortium of cross-industry personnel so each can better understand the functions of the other; and
- ▶ Encourage investigations of application of skills in the cross-industry meetings.

5: PROVIDE RECOMMENDATIONS ON HOW OKLAHOMA TRAINING AND EDUCATION ORGANIZATIONS CAN ASSIST INCUMBENT WORKERS WITH EMPLOYEE GROWTH AND DEVELOPMENT.

- ▶ Develop collaboration platform for industry officials and research college/universities to research solutions to existing industry problems, provide workers with access to research and emerging technology;
- ▶ Define and develop cross-industry training curriculum in order to accomplish tasks in Recommendation 4;
- ▶ Spearhead incentive programs to train or re-train existing workers;
- ▶ Provide better awareness of Workforce Investment Boards (WIBs) to industry and process to leverage their resources;
- ▶ Encourage participation in the MRO university;
- ▶ Establish methods to educate WIBs on industry area needs;
- ▶ Incorporate programs other states (e.g. Washington and Arizona) utilize to provide reimbursement for expenses used for eligible training;
- ▶ Coordinate efforts to speak to parent groups to help them understand why children need to prepare for the STEM curriculum as early as the elementary grades; and
- ▶ Coordinate job fairs for youth.

6: NEAR-TERM AND LONG-TERM WORKFORCE OPPORTUNITIES AND SOLUTIONS.

- ▶ Near Term
 - Begin a campaign in the public schools to educate young people on the aspects of the

- aerospace industry with a focus on middle school because of early intervention for STEM;
- Determine Best Practices in University programs to recruit engineering majors;
- Determine how to recruit more women and minorities into the aerospace programs;
- Develop a program to alleviate the causes of early voluntary attrition; and
- Build up the Aerospace Summit to facilitate more networking within and across industries.
- ▶ Long Term
 - Work at the state government levels to build rigor in middle school and high school curricula that includes the STEM curriculum;
 - Develop programs for state-wide internship programs for teacher/counselor during the summer months with aerospace industries;
 - Include K-12 administrators and counselors as part of working/focus groups;
 - Develop standards for work-ready/college ready requirements; and
 - Work closer with Common and Higher Education counselors and Colleges of Education.

7: PROVIDE RECOMMENDATIONS REGARDING A LONG-TERM STRUCTURE FOR AEROSPACE WORKFORCE.

- ▶ Develop certifications and/or licenses which might support or augment the existing A & P certification;
- ▶ Begin standardization of job categories/job titles/job descriptions;
- ▶ Develop career paths for ex-military (veterans) for quick insertion into the aerospace industry;
- ▶ Develop methods for aerospace industry representatives to network, share business capabilities and share work loads;
- ▶ Develop long term relationships with the Education sector through Summer Academies for teachers, principals, and counselors; and
- ▶ Develop academic aerospace-related camps for children during off-school days.

8: PROVIDE RECOMMENDATIONS REGARDING HOW TO COMMUNICATE WITHIN WORKFORCE WIBS, PANELS, THE INDUSTRY, THE CAREERTECH SYSTEM, COMMUNITY COLLEGES, UNIVERSITIES, INDUSTRY TRAINING OPERATIONS, THE MILITARY, ETC.

- ▶ Develop quarterly newsletters that highlights activities from entities;
- ▶ Establish working group with representatives from each organization to identify ways to leverage existing resources to aid shared training, equipment use and/or facility usage;
- ▶ Leverage established relationships to eliminate duplication of effort among agencies and establish a complete inventory analysis of what programs/activities/entities have been established in Oklahoma to ensure they are being adequately marketed and utilized by their intended audience; and
- ▶ Develop regular meetings with existing panel members, provide joint meetings annually.

9: IDENTIFY NEEDS THAT COULD BE MET WITH EXISTING ENTITIES, E.G. OAC AND ITS PROGRAMS OKLAHOMA AEROSPACE INSTITUTE (OAI) AND CENTER FOR AEROSPACE SUPPLIER QUALITY (CASQ) AS DIFFERENT FROM SUPPLIERS.

- ▶ Lead new certification efforts;
- ▶ Lead collaboration among the common state aerospace entities and industry organizations so that working groups can strategize as to how to best connect and network with aerospace companies in Oklahoma;
- ▶ Continue developing industry-led functionalities for the Aerospace Workforce Center website.

10: RECOMMENDATIONS FOR PREPARING FOR THE EXODUS OF A RETIRING WORKFORCE.

- ▶ Begin to develop ways to keep retiring workforce on staff a few hours a week for mentoring/training or to send to the classroom;
- ▶ Begin to educate our youth now on the type of jobs that are involved in the aerospace industry;
- ▶ Work with industry to investigate current processes that provide more on-the-job training where a young person can shadow a mentor (pre-retirement);
- ▶ Investigate Best Practices of Oklahoma aerospace companies as they plan and prepare for transitions as a result of a retiring workforce.

11. RECOMMENDATIONS TO CONTINUE THE WORKFORCE DATABASE TO CAPTURE THE AEROSPACE WORKFORCE

DATA.

- ▶ Continue development of the website with guidance from industry;
- ▶ Continue to train Human Resources to input data into the database at least quarterly to gain information on the current workforce by job category, the number of people “on the bench,” the number of employees expected to retire in the next three years, the estimated forecast in hiring during the next quarter, the estimates on cost of training;
- ▶ Develop training manuals for the aerospace companies as they learn to navigate the aerospace workforce database; and
- ▶ Continue developing networking capabilities among aerospace companies in Oklahoma.

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Attachment IX – Building Top-Tier Talent for the Greater Oklahoma City Region

Building Top-tier Talent for the Greater Oklahoma City Region



TALENT STRATEGY SUMMARY

Prepared for the Greater Oklahoma City Chamber of Commerce

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GREATER OKLAHOMA CITY CHAMBER OF COMMERCE

TALENT STRATEGY SUMMARY

Talent is a key driver of economic growth. Without the right talent, companies cannot grow, workers' incomes stagnate, and the best and brightest leave the community. For example, a 2015 survey of manufacturers reported that their talent gaps have very specific impacts on their abilities to:

- Meet customer/market demands (measures to increase revenues): 82% of respondents
- Implement new technologies and increase productivity (measures to reduce costs); 78%
- Provide effective customer service: 69%
- Innovate and develop new products: 62%

“Talent” means more than simply a worker’s education level or innate abilities; it implies a combination of education, applied and soft skills, and industry experience that make a worker productive and employable. The Oklahoma City Chamber of Commerce can play a substantial role in supporting talent development for the region. It calls for bringing companies together to strategize, for drawing promising practices from inside and outside the area, for developing marketing materials and for creating a sense of urgency among its members regarding talent.

Proactively addressing key talent issues for the Greater Oklahoma City region is essential; waiting for acute shortages to arise will result in costly and time-consuming solutions along with lost economic opportunities. The purpose of this Talent Strategy is to identify efforts which will enhance the region’s human capital.

Key Findings from The Needs Assessment

Technology and business trends such as Big Data and the Internet of Things are affecting the type of talent that is needed and the rate by which workers must retool their skills. New materials, embedded sensors and production processes such as 3-D printing are changing the face of manufacturing, biotech, healthcare and other industries. In addition, the growing use of remote and contract workers, the retirement of the baby boomers, and an average job tenure of about four years all result in multi-layered challenges in filling talent gaps.

Skills needed in high demand and mission critical jobs are in constant need of updating. This in turn requires education and training solutions that are competency-based and stackable and delivered through more flexible and on-demand modalities. To position the region as a place where talent and businesses can thrive will require identifying specific gaps in occupations and training infrastructure, then addressing those gaps through targeted actions that can benefit multiple industries and employers.

The needs assessment combined market trends, data analysis and employer input to ascertain a set of regional challenges that frame this Talent Strategy.

- Many talent gaps relate to **existing** workers, making incumbent worker training as essential, if not more so, as developing a pipeline of new workers. Companies strongly desire models to help them rapidly retool or upskill employees.

- The demand for IT workers and embedded IT skills in non-IT occupations is significant and growing. Employers confirmed the effect that big data is having, especially around cybersecurity and data analytics. Yet the local training infrastructure for IT/Software (e.g., on-demand training and coding academies) appears to be inadequate.
- The lack of IT training for existing workers means companies are forced to recruit positions such as systems architects, software developers and engineers from elsewhere; companies report that recruiting for these occupations can be very difficult.
- Virtually every company was anxious to have the Chamber tap into its marketing expertise to provide support for recruiting workers from other regions; especially for high demand technology and engineering positions.
- The advancement of automation and smart machines has rapidly increased the skill requirements for technicians, calling for a combination of mechanical, electrical, and computer skills. CareerTechs, however, do not appear to be able to enroll or produce enough skilled workers for these jobs, and very few companies that participated in our discussions had any structured training or apprenticeship-type programs to help alleviate the supply gap.
- Many skilled production positions (e.g., middle-skill jobs) are being held by older workers with a need to upskill younger workers to replace them. Therefore, training for skills such as being a supervisor was noted by a variety of companies, especially smaller firms.
- Companies also noted a lack of awareness in students and adults about careers in middle-skill jobs such as machinists, industrial maintenance workers, and skilled trades. Many felt schools and parents were actively guiding youth toward four-year degrees with little information or promotion of well-paying technical careers that require less than a Bachelor's degree. According to both companies and educators, career counseling has become nearly extinct in K-12 schools, making it difficult to interest students in middle-skill jobs.
- It appears that companies have limited experience in working together on talent solutions or with training and workforce providers. There is clearly a vacuum in brokering and aggregating industry needs toward shared solutions.

High Demand and Hard to Fill Occupations

The needs assessment also provided an analysis of occupational data that resulted in the identification of specific high demand and hard to fill occupational clusters that cut across industries or had projected growth sufficient to provide sound starting points for Chamber initiatives.

Top Ranked Professional Occupational Clusters	Top Ranked Middle-Skill Occupational Clusters	Top Ranked Health Care Occupational Clusters
<ul style="list-style-type: none"> • Systems Analysts/Architects, Cybersecurity Specialists • Software Developers and Engineers • Business Intelligence and Data Analysts • Operations & Compliance Specialists 	<ul style="list-style-type: none"> • Skilled Trades (Welders, commercial/ industrial electricians, plumbers) • Industrial Maintenance and Precision Repair Technicians • Technology-proficient Machinists • First-line Supervisors 	<ul style="list-style-type: none"> • Nurse Practitioners, Physician Assistants and Nurse Specialists • Rehabilitation Specialists (Physical, Occupational, Speech Therapists) • Mental and Community Health Workers • Diagnostic Technicians

A Talent Strategy Framework

Guiding Principles: The results of the Needs Assessment point to a set of conditions or guiding principles that underlie the Talent Strategy.

- The focus should be on employer--led or supported education and training efforts that augment and complement (rather than duplicate) traditional post--secondary and publicly funded job training programs.
- Priority should be given to occupations that are needed across industries and employers.
- Special attention should be paid to upskilling and retooling existing workers.
- It will be critical to leverage training resources from both public and private sectors and utilize partnerships of multiple training providers to provide the scale and flexibility needed for success.
- The Talent Strategy should position the Chamber as a broker and convener, rather than as an operator of programs.
- It will be essential to build capacity for groups of employers to work together.

INITIATIVES AT A GLANCE

EMPLOYER TRAINING COLLABORATIVE

A primary initiative of the talent strategy is working with groups of companies to broker the development of targeted education and training focused on existing workers, initially around IT/data analytics and key middle--skill jobs. Options include:

- **Short-term/rapid retooling efforts** to help workers keep up--to--speed on rapidly changing technologies or high demand skills such as data analytics and cybersecurity.
- **Upskilling and competency-based training** including badges and credentials that allow groups of employers to cost--effectively train employees to current competitive levels. This has strong applications to employers who share a need for specific occupations.
- **Work-based and apprentice--style education and training**, especially related to middle--skill occupations such as machinists, millwrights and industrial maintenance and repair where applied learning is essential.

TALENT PIPELINE AND SUPPORT INITIATIVES

In addition to brokering functions for specific training gaps, the talent strategy can further assist the development of skilled workers through specific activities such as:

- A focused initiative to build a **sustained pipeline of middle--skill/technician occupations** by coordinating industry engagement in efforts to help students and adults better understand and access careers in well--paying middle--skill jobs.
- **Support of talent recruitment** for specialized or high--demand jobs such as IT and software, bio/health sciences, and engineering. The Chamber would help develop and package information and marketing materials for targeted occupational clusters.
- Being a **voice and champion** for industry--based talent issues to raise awareness, promoting best practices and advocating for policies and resources required to scale successful models.

Employer Training Collaboratives: Retooling and Upskilling Existing Talent

Establish *Employer Training Collaboratives* where the Chamber provides a “brokering” function to assist companies in implementing training solutions that can be utilized by multiple businesses.

About 80% of the workforce needed in 2026 is already in the workplace today, and growing numbers of senior and mid-level workers are retiring every year. This is creating a talent gap in mission-critical jobs in areas such as IT, engineering, skilled production, and healthcare. Hiring new entrants will not be enough to meet this need, especially since most replacement jobs require experience. While a few companies have begun internal training programs to address these needs, others simply continue to steal workers from neighboring companies. Yet without opportunities to implement cost-effective training models, the overall skill level of the region’s workforce will decline in comparison to those regions that invest in talent, making it harder to grow and recruit businesses to the region.

The focus should be on occupations such as IT/software workers and middle-skill jobs such as machinists and industrial maintenance technicians that cut across industries and on issues where publicly funded job training or higher education have limited resources or capacity.

Employers have noted three levels of training that the Chamber can help broker:

Rapid retooling of skills that address short-term or immediate needs: These are training efforts that add to an individual’s existing competencies by rapidly retooling their skills. These are typically short-term training cycles (< 3 months) and delivered in a “bootcamp” or intensive model. Once developed, they are scalable and replicable across occupations or industries. Employers noted a need for:

- Training programs to update skills due to changing technologies or regulations (e.g., cyber security training for IT/Software workers, or applied data analytics for compliance officers).
- Efforts that help workers redeploy their skills from one industry to another (e.g., a software developer moving from a tech company to aviation) that can benefit from condensed training on industry specific aspects of an occupation—what some have referred to as “finishing school programs.”

Upskilling of workers to advance their positions within a company: Replacing retiring workers while also making room for an expanding workforce requires moving existing workers “up the ladder.” Developing shared models and aggregating demand can help upgrade skills of workers that otherwise would be too expensive or time-consuming for an individual company, especially smaller and mid-sized firms. Typically implemented over a 3 to 12-month period, they use standards and competencies that are recognized by participating companies. Two types of upskill training needs in particular have been noted by regional employers:

- Competency-based training including industry-recognized badges and credentialing models that verify worker skills (e.g., training machine operators in Lean/Six Sigma and providing a certification.) While the content may vary from industry to industry or occupation to occupation, the process used to develop and deliver the content is structured and transferable.
- Shared training models where groups of companies work together to develop content, yet which can be implemented in individual work places. Supervisory training was frequently mentioned as an example.

Deploying work-based models to address ongoing and chronic needs: These efforts help groups of companies establish and implement work-based models that can be used repeatedly. These solutions typically combine classroom and work-site training, and often include education partners from technical and community colleges. They are most often used for technician level jobs where applied learning is especially important. Examples of these programs include:

- Brokering the deployment of work-based training programs. For example, some manufacturing extension programs (MEPs) are working with companies to implement structured on-the-job training programs for their workers, formalizing the concepts presented and developing ways to test competencies within the companies.
- Examining cost-effective ways to develop apprentice-style models that are particularly effective for technician level jobs such as machinists, industrial maintenance workers, millwrights and others. These efforts are also being used in areas such as healthcare and IT/Software. For example, home health care organizations have developed non-apprenticeship programs for non-licensed staff (e.g., Hospital Unit Clerk is an apprenticeable occupation in Washington State).

Chamber's Role

The Chamber's role would be to bring together companies that are committed to increasing talent among their existing workers, exposing them to promising practices, helping groups of companies select training designs, and brokering the resources and partnerships with training providers that will achieve their goals. Specifically, the Chamber would:

- Convene representatives from a spectrum of companies that have common interests in occupations (e.g., software developers, data analytics specialists) for development of joint training strategies. We recommend starting with IT/data analytics and skilled production and maintenance occupations.
- Host promising practice forums around each topic, bringing in national models as well as local efforts. These forums would also narrow needs into a list of priority pilot projects. These events should highlight national training initiatives (for example, the U.S. Chamber of Commerce and the Manufacturing Institute) and feature specific models that have shown success elsewhere, such as the Oregon Bioscience Association which retooled generic IT/Software workers from other industries for comparable positions in the biotech sector.
- Outline a resource and implementation plan for a short list of one to two pilot projects, identifying key activities, timelines, and what will be needed from companies, outside resources and the Chamber.
- Facilitate the development of pilots, helping interested companies to identify and share internal training resources, and bringing training entities and resources to the table. If a grant is needed, the Chamber could coordinate its development.
- Assist with implementation, helping to aggregate demand from employers, develop materials, schedule training, and then evaluating results.
- Maintain and share a database of best practices gathered from research and forums that describes high impact programs and partnerships that deliver agile and scalable education and training options.

Expand the Pipeline of New Workers for Middle-Skill Jobs

Develop a focused and coordinated messaging campaign to interest students and adults in middle-skill jobs that pay livable wages.

Middle-skill jobs including machinists, computer support technicians, dental hygienists, accounting and audit clerks represent over 50% of all jobs in Oklahoma¹. Eight out of ten middle-skill jobs now require digital skills ranging from the use of spreadsheets to programming machinery. With K-12 career counselors almost non-existent, and many schools placing little emphasis on well-paying careers that require postsecondary education of less than a Bachelor's degree, it is no surprise that the number of students entering related CTE education programs (the pipeline) is not keeping pace with regional demand.

Industry is asking for middle-skill initiatives that increase information about and provide hands-on experiences for middle-skill careers. These efforts should be highly coordinated with work-based training efforts such as apprenticeships.

Get the word out about their middle-skill careers. The Chamber can utilize its communications and public information campaign experience to develop a marketing effort around middle-skill jobs that are in high demand by regional employers. Suggested activities include:

- Identify occupational clusters to pilot, conduct appropriate market research, and convene employers, students and others to refine key messaging around middle-skill jobs.
- Assemble an array of existing information around clusters of middle-skill jobs and illustrate how these jobs are connected to career opportunities with regional employers. Use this information to host teacher and school counselor training events and career forums.
- Partner with staffing agencies and employers to provide in-kind services to develop shared promotional materials. Work with employers to communicate middle-skill career information to their employees, most of whom are parents.
- Help education providers in the region to develop a directory of education and training programs related to middle-skill jobs. Include information on camps and afterschool programs available to students and adults.

Provide students with hands-on experiences and mentors to support existing company activities.

Many companies already participate in career fairs, site tours, and related events that serve to pique interest, but not maintain it. The Chamber could augment activities with scholarships and additional hands-on efforts.

- Develop a scholarship fund for student camps; partner with organizations that already provide various hands-on camps and afterschool programs to explore gaps and expand efforts in programs that promote middle-skills career pathways. For example, the Decatur-Morgan County Chamber in Georgia partners with a community college to offer a 4-day welding and electrical technology camp for 9-12th grade girls.

¹ National Skills Coalition, State Fact Sheets <http://www.nationalskillscoalition.org/resources/publications/file/middle-skill-fact-sheets-2014/NSC-Oklahoma-MiddleSkillFS-2014.pdf>

- As student interest and enrollment grows, examine the feasibility of a mentoring and internship initiative for students in selected CareerTech programs, providing both coaching by industry professionals and an internship experience.

Advance work-based learning and apprentice-style education models

Host a best practice forum on apprentice-style education and training models, especially exploring ways in which working adults with lower skills (who cannot to take time off work) can utilize “earn and learn” models to move into better paying careers. Promote the development of youth apprenticeship initiatives in key occupations such as the Wisconsin Youth Apprenticeship program which includes two-year work-based learning models in a wide variety of occupations, including IT and health care.

Support the Recruitment of Mission Critical Talent

Provide data and marketing materials to support recruitment of key occupations.

There will always be a set of occupations with specific needs or a demand bubble that will require recruitment from outside the region. For these jobs, especially those in fast growing sectors like IT/Software, having clear and crisp information on the advantages of relocating to and working in Greater OKC is important.

The Chamber already plays a pivotal role in marketing the region. It is positioned as the logical player in providing targeted talent recruitment support. In this initiative, the Chamber would:

- Verify the top occupations for which employers are recruiting from outside the region, targeting jobs that are hardest to fill and those that cross two or more industry sectors. The Talent Needs Assessment has identified an initial set of occupations, and an annual survey of investors and members can augment future lists.
- Understand from employers what recruitment tools and information work well and tap into the Chamber’s rich array of marketing materials and research data to enhance recruitment resources.
- Enhance the Chamber’s web content to provide the necessary links to employers.
- Develop a process by which industry groups, HR and recruitment staff learn about and effectively utilize the Chamber’s information. These could be brief workshops or webinars.
- Enhance the integration of talent recruitment information into the Chamber’s economic, marketing and membership divisions. Specifically call out talent recruitment as a value-added service available to member companies.

Future work might also lead to creating a recruitment webpage/site for specific clusters of occupations including tech-based jobs (IT, software, media), engineering jobs, and bio/health sciences. However, this is not recommended as a starting point.

Be the Voice and Champion for Talent Issues

Be the go-to resource and champion for issues related to building strong and competitive talent.

Individual talent programs will only be successful if members and community partners understand and experience their value. The Chamber's role as bridge and facilitator between employers and the array of education and workforce partners requires good information, compelling stories, and employers willing to work together to address key issues. In other words, it requires a consistent and strong **voice**. It also requires a coordinated effort to scale high-impact and cost-effective solutions which often involves a respected **champion** to change policies and funding allocations that support talent development. To carry out the goal of being a recognized industry voice for talent, the Chamber should focus on three key objectives:

Building the Case for Talent: Getting the word out that talent is an economic driver and an investment, not simply an expense.

- **Maintain a regional talent assessment** that acts as the base document for the Chamber's talent strategy. The Talent Assessment should include key economic and technology trends that are affecting the availability and qualifications of talent; data and information on high demand and hard to fill occupational clusters; and local and national best practices for addressing key gaps. Such information provides a foundation for other talent strategies including:
 - Identifying specific gaps in education and training models, especially for incumbent workers, and advocating for resources or policies to address key gaps.
 - Gathering groups of employers and working with education and training partners to explore possible training solutions as described in the Talent Training Collaborative section.
 - Connecting talent issues to economic development recruitment and expansion efforts.
- **Make presentations and publish opinion pieces** about talent trends and their impact on the Greater Oklahoma City Region, including the Chamber's new Super Blog. Connect to talent recruitment activities.

Championing specific policies and programs: The Chamber can help to influence the allocation of resources and the creation of policies that foster cost-effective, high-impact training models. This will likely occur once specific pilots have been implemented and specific policy and resource needs have been identified.

- Expand advocacy beyond K-12 education to include funding and policies that address the gap in incumbent worker training, work-based programs, and other cost-effective models.

Key Resource Organizations

There are many national business and industry organization that catalog best practices and develop programs that can be replicated in different regions. These serve as starting points to understand what has been successful elsewhere and to avoid reinventing the wheel so limited resources can be deployed on the actual training.

- US Chamber of Commerce sponsors a [Talent Pipeline Management](#) Initiative.
- [UpSkill America](#) is an industry led movement to promote training that advances the skills of US workers.
- The Aspen Institute [Economic Opportunities Program](#) focuses on strategies for helping low and moderate income workers upgrade skills for family wage jobs.
- The [Training Within Industry Institute](#) offers hands--on supervisory training for an array of companies.
- [The Manufacturing Institute](#) provides in--depth information on worker training, with a special emphasis on certification and badging.
- [I4CP](#) --the Institute for Corporate Productivity is a research firm providing information peer collaboration, tools and data for workforce and talent strategies.
- [National Skills Coalition](#) provides an array of information and fact sheets on middle--skill careers.
- [Burning Glass](#) offers an array of information and links to research about middle--skill jobs as well as other careers.
- The [National Network Connecting Learning and Work](#) (A Project of the National Network of Business and Industry Associations, the Business Roundtable and the ACT Foundation) catalogs successful work--based learning approaches.
- [Oklahoma Science & Engineering Foundation](#) is the State's sponsor of Lego Robotics and other STEM camps and programs.

Best Practice Examples

On--line, Competency--based Certification for IT/Software Skills

[Nanodegree](#) is an online, fast--track competency--based training for individuals interested in IT/Software positions. Developed by AT&T and Udacity, students master the fundamentals of programming and/or analytical skills necessary to qualify for an entry--level IT/Software position such as a web developer or iOS or Android application designer in as little as six months. The program uses content from open online (MOOC) courses for seven different occupations or topics: front--end developer, data analysts, full stack web developer, iOS developer, Android developer, introduction to programming, and beginning IOS app development. The program is project based with professional reviewers and mentors and is endorsed by the national Business Roundtable. The flexibility has allowed ATT&T to find more diversified workers including women, minorities and veterans. The cost is \$200 per month and graduates employed by AT&T are eligible for a 50% reimbursement. AT&T and Udacity also offer [scholarships](#) to underserved students.

BioPro and BioCatalyst

The goal of [BioPro](#), a program of the Oregon Bioscience Association, is to raise the knowledge and efficiency of existing Biotech workers through offering shared classes that are open to companies throughout the region. The training curriculum consists of a series of short term classes which are based on standardized, industry-accepted curriculum and FDA requirements related to the medical device and pharmaceutical industries. There are typically 7-9 classes for each certification. Employees can take individual classes and receive a badge for each class or take the entire series and receive an Oregon Bio certificate. Currently there are more than six different certification or tracks that address high demand occupations and new trends and regulations. Oregon Bio uses a formal steering committee made up of human resources and quality management experts from member companies to guide selection of courses and instructors.

The BioCatalyst program retools the skills of unemployed or career changing adults that have a base level of education or training that can be redeployed to the bioscience sector. The 80-hour, two-week bootcamp helps them to apply skills used in multiple industries (including Lean/Six Sigma Methodology, Process Improvement, Quality Assurance, and Failure Mode/Effects Analysis) to specific applications in the bio industry.

Manufacturing Certifications and Badging

The [Manufacturing Institute](#) is a program of the National Association of Manufacturers. It provides comprehensive materials and toolkits to deploy a training certification system for the manufacturing industry, particularly focused on middle-skill jobs. The system was developed by manufacturers and provides a way for companies to provide industry-recognized credentials to their employees as certain competencies are achieved. Each trainee is awarded a “badge” (think Boy Scouts) for each competency. Multiple badges add up to various certificates which can be configured to address the needs of individual companies. They offer resources for employers, educators and communities, along with an ROI calculator for training investments.

Hands-on career exploration in manufacturing and trades

Decatur-Morgan County Chamber of Commerce initiated the Partners-In-Education program, linking the business community to schools across 3 counties, as well as a technical-focused summer camp for young women. The program provides career mentoring from industry professionals to K-12 students at different grade levels. It also pioneered the [Summer Welding & Electrical Technology \(SWeETy\) Camp](#) for 9th to 12th grade girls. The Chamber partnered with nearby Calhoun Community College to establish this free camp, which provides hands-on experiences in welding and electricity. Students develop problem-solving skills and experience how to work in a team as they participate in instructor-led projects, field trips, and interact with role models during industry-sponsored lunches.

Apprentice Style Training for Manufacturing Technicians

[KY Federation for Advanced Manufacturing Education \(FAME\)](#) is an on-the-job education program that combines technical skills, personal behaviors and manufacturing core exercises. It also has a career exploration component to improve the image of manufacturing and promote manufacturing careers. Based on Toyota’s concern for replacing skilled workers, it developed an **apprentice-style program** in 2010 where students simultaneously worked at Toyota while pursuing an associates degree at Bluegrass Community and Technical College. Now over 100 companies participate in chapters across the state. Over five consecutive semesters, participants complete a 40-hour work week that consists of 16 hours of instruction and lab time at a community and technical college and 24 hours of hands-on apprentice style training with mentors at a participating company. Companies pay participants for work hours.

Graduates earn an associate's degree and industry-recognized certification as well as having 1,800 hours of on-the-job training and little to no school debt. This program reaches out beyond high school students and recruits veterans with technical backgrounds and current or displaced workers interested in advancing their skills.

Career exploration for adults

Adults, especially those in lower paying jobs, can rarely afford to take time off to explore career paths, and the thought of committing time and money to postsecondary education is risky. Rhode Island's [Career Pathways for the 21st Century](#) is a no-cost program that offers career exploration and skill improvement for adults interested in training for a career in one of the state's high-demand industry sectors, including health care, hospitality, information technology and more. The program provides career coaching, referrals to appropriate training, job search strategies, and development of long-term career and educational plans. It assists those needing additional math, reading and writing skills for the workplace. The program provides work experiences including job shadows, tours and informational interviews and internships, and participants receive case management services to ensure their selected pathway is likely to be achieved. Participants spend 20 hours each week in the program. This program is free and does not have income guidelines.

Mentoring and Career Exploration for High School Students

[ACE Mentor Program](#): The Architecture, Construction and Engineering (ACE) model has been implemented in multiple metro regions across the country. Teams of architects, engineers, and construction managers mentor groups of high school students through a series of afterschool sessions. In most cases this involves 15 two-hour sessions where students are involved in a simulated design and planning project, including presentations. During this project, students learn about careers of various team members, as well as develop problem-solving, team-building and inter-personnel skills. Internships and scholarships are also a part of the ACE program for students that choose to continue their interest in this field. The model can be applied to other industries. Across the nation almost 8,000 high school students participate. Of the almost 2,000 seniors who completed the program in 2015, 70% declared majors in an ACE field, and historically 75% of alumni have stuck to those majors during college.

Attachment X – COWIB’s Priority of Service Policy



CENTRAL OKLAHOMA WORKFORCE INNOVATION BOARD

A proud partner of the americanjobcenter network

Priority of Service

Pursuant to WIOA 134(c)(3)(E)

Approved and Published: February 2019

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PURPOSE: To implement local procedures for the oversight, monitoring, and review of participant data entered into OKJobMatch online case management system.

This policy and procedure are designed to ensure the timely, complete, and accurate entry of participant data. The requirements herein are applicable to the COWIB's service provider(s) using the OKJobMatch system.

The Central Oklahoma Workforce Innovation Board (COWIB) is the policy and guidance board for the Workforce Oklahoma system in Central Oklahoma. We are business leaders with a goal to establish a highly skilled, productive workforce in our 9-county area.

The Central Oklahoma Workforce Innovation Board (COWIB) complies 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, the basis of citizenship status or participation in a WIOA Title-1 financially assisted program or activity.

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CENTRAL OKLAHOMA WORKFORCE INNOVATION BOARD

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Priority of Service

Pursuant to WIOA 134(c)(3)(E)

Approved and Published: February 2019

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Purpose

This issuance provides guidance and procedures for the administration and oversight of Priority of Services. It is the intention of COWIB that this document conforms to the pertinent legislation, regulation, state issued policies, and the Board’s intent to provide quality customer services. Review of this policy and subsequent revisions may be necessitated as a result of changes or additions to current Federal or State guidance.

Authority

The authority for this policy is derived from the following:

- WIOA 134(c)(3)(E)
- CFR 680.600 through .660
- TEGL 19-16
- OWDI 19-2017 Change 1

Statutory Priority for Adult Funds

Section 134(c)(3)(E) of the Workforce Innovation and Opportunity Act (WIOA) establishes a priority of services requirement with respect to funds allocated to a local area for adult employment and training activities. According to OWDI 19-2017 Change 1, when using WIOA Adult funds to provide individualized career services and/or training services, Oklahoma Works One-Stop Center staff must give priority to public assistance recipients, other low income individuals (as defined in WIOA Section 3(36)), and individuals who are basic skills deficient (as defined in WIOA 3(5)). English language learners meet the criteria for “basic skills deficient” and must be included in the priority populations for the title I Adult program. Under WIOA, priority of service must be implemented regardless of the level of funds available to provide services in the local area.

Low-Income Individual (as defined in WIOA Section 3(36))

(A) In General. –The term “low-income individual” means an individual who—

- (i) Receives, or in the past 6 months has received, or is a member of a family that is receiving or in the past 6 months has received, assistance through the supplemental nutrition assistance program established under the Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.), the program of block grants to States for temporary assistance for needy families program under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), or the supplemental security income program established under title XVI of the Social Security Act (42 U.S.C. 1381 et seq.), or State or local income-based public assistance.
- (ii) Is in a family with total family income that does not exceed the higher of—
 - I. The poverty line; or

- II. 70 percent of the lower living standard income level;
 - (iii) Is a homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2(6))), or a homeless child or youth (as defined under section 425(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)));
 - (iv) Receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act (42 U.S.C. 1751 et sez.);
 - (v) Is a foster child on behalf of whom State or local government payments are made; or
 - (vi) Is an individual with a disability whose own income meets the income requirement of clause (ii), but who is a member of a family whose income does not meet this requirement.
- (B) Lower Living Standard Income Level. – The term “lower living standard income level” means that income level (adjusted for regional, metropolitan, urban, and rural differences and family size) determined annually by the Secretary of Labor based on the most recent lower living family budget issued by the Secretary.

Basic Skills Deficient (as defined in WIOA 3(5))

Basic Skills Deficient. –The term “basic skills deficient” means, with respect to an individual—

- (A) Who is a youth, that the individual has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or
- (B) Who is a youth or adult, that the individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society.

The priority established in the previous paragraph does not necessarily mean that these services may only be provided to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. COWIB has established a written policy and procedures to ensure priority for the populations described in the paragraph above, for participants served in the WIOA Adult program.

Under WIOA, there is no exclusion of payments for unemployment compensation, child support payments, and old-age survivors’ insurance benefits from the income calculations for determining if an individual is low-income. These exclusions, which were previously provided under WIA sec. 101(25), no longer apply.

Veterans and Adult Priority

Veterans and eligible spouses continue to receive priority of service for all DOL-funded employment training programs, which include WIOA programs. As for the DLW program, the only priority of service is the veteran’s priority of service. A veteran must, however, meet each program’s eligibility criteria to receive services under the respective employment and training program. For income-based eligibility determinations and for determining priority of service, military pay or allowances paid while on active

duty or paid by the Department of Veterans Affairs (VA) for vocational rehabilitation, disability payments, or related VA-funded programs are not to be considered as income, in accordance with 38 U.S.C. 4213 and 20 CFR § 683.230.

When past income is an eligibility determinant for any Federal employment or training program, including the title I Adult and DLW programs, any amounts received as military pay or allowances by any person who served on active duty and certain other specified benefits, must be disregarded in making an eligibility determination. This applies to the veteran and to other individuals for whom those amounts would normally be applied, e.g., the military spouse. Military earnings are not to be included when calculating income for veterans or transitioning service members for priority of service, in accordance with 38 U.S.C. 4213.

To further clarify, VA benefits for education and training services do not constitute “other grant assistance” under WIOA’s eligibility requirements. Therefore, eligibility for VA benefits for education or training services do not preclude a veteran or the veteran’s eligible spouse from receiving WIOA funded services, including training funds. Similarly, WIOA program operators may not require veterans or spouses to exhaust their entitlement to VA funded training benefits prior to allowing them to enroll in WIOA funded training.

Due to the statutorily required priority for Adult funds, priority must be provided in the following order:

- First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Adult formula funding. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient receive first priority for services provided with WIOA Adult formula funds for individualized career services and training services.
- Second, to non-covered persons (i.e., individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA Adult formula funds.
- Third, to veterans and eligible spouses who are not included in WIOA’s priority groups.
- Fourth, to priority populations established by the LWDB (for example, for non-covered persons who are not included in groups given priority for WIOA Adult formula funds, such as persons living within a designated Promise Zone).
- Last, to non-covered persons outside the groups given priority under WIOA.

(See Attachment 1 for the Priority Ranking Worksheet)

Priority Populations under WIOA

According to OWDI 19-2017 Change 1, across all titles, WIOA focuses on serving individuals with barriers to employment and seeks to ensure access to quality services for these populations. Priority and special populations for the Adult and DLW programs are addressed at 20 CFR §§ 680.600 through .660

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The term “individual with a barrier to employment” means a member of one or more of the following populations:

- Displaced homemakers;
- Low-Income individuals;
- Indians, Alaska Natives, and Native Hawaiians;
- Individuals with disabilities, including youth who are individuals with disabilities (as defined in sec. 3. Of the Americans with Disabilities Act of 1990 (42 USC 12102) and individuals who are in receipt of Social Security Disability Insurance);
- Older individuals (age 55 and older);
- Ex-offenders;
- Homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 1403e-2(6))), or homeless children and youths (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)));
- Youth who are in or have aged out of the foster care system;
- Individuals who are:
 - English language learners (29 USC 3272(7));
 - Individuals who have low levels of literacy (for example, an individual who is unable to compute or solve programs, or read, write, or speak English at a level necessary to function on the job, or in the individual’s family, or in society); and
 - Individuals facing substantial cultural barriers.
- Eligible migrant and seasonal farmworkers (as defined in WIOA 167(i)(1-3);
- Individuals within two years of exhausting lifetime TANF eligibility;
- Single parents (including single pregnant women); and
- Long-term unemployed individuals (unemployed for 27 or more consecutive weeks).

Local Policy

Identification of Covered Persons at the Point of Entry

At COWIB, we will identify covered persons at the point of entry to our programs and services. This identification process will be implemented each time a customer accesses our system – whether the contact is made by telephone, email, internet, or in person.

Procedure for Identifying Covered Persons.

Before any other service or screening process is implemented, the Career Navigator (or receptionist or other staff person working the Welcome Unit) should ask the customer:

“Are you a Veteran or the spouse or widow(er) of a veteran?”

If the customer replies positively, then follow-up questions must be asked to confirm that the individual meets the definition of “covered person” as given in the Jobs for Veterans Act.

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Confirm that the individual served in the active military, naval, or air service, and was discharged or released under conditions other than dishonorable.

Background Information: There are several types of discharge or release categories that apply to former military service members, including—

- Honorable;
- General;
- Other Than Honorable;
- Bad Conduct;
- Dishonorable;
- Entry Level Separation

In most cases, it is not necessary to determine the exact type of discharge the veteran received. If the customer confirms that s/he received any type of discharge or administrative separation other than a “Dishonorable” discharge, then s/he may be considered a “Veteran” for the purpose of these procedures.

Follow-Up for “Spouse” of a Veteran. If the customer is the spouse or widow(er) of a veteran, the Career Guide must confirm that the individual:

- i. Was the spouse of any veteran who died of a service-connected disability.
- ii. Is the spouse of any member of the Armed Forces serving on active duty who, at the time of application for assistance under this section, is listed, pursuant to section 556 or title 37 and regulations issued thereunder, by the Secretary concerned in one or more of the following categories and has been so listed for a total of more than 90 days: (I) missing in action, (II) captured in line of duty by a hostile force, or (III) forcibly detained or interned in line of duty by a foreign government or power.
- iii. Is married to any veteran who has a total disability resulting from a service-connected disability.
- iv. Is the surviving spouse of any veteran who died while a disability so evaluated was in existence.

Clearly, not every person who is married to a veteran can be considered a “covered” spouse for the purpose of these procedures. So, the Career Navigator must carefully ask the customer if s/he falls within any of the categories listed above.

If the customer confirms that s/he matches any of these four criteria, then the customer may be considered a “covered person” for the purpose of this procedure.

Explaining Priority of Service

If the customer identifies him/herself as a “covered person,” then the staff must promptly advise the individual that they are considered to be a Jobs For Veterans priority customer of the Workforce Oklahoma system.

A brief explanation of the meaning of “Jobs For Veterans priority customer” should be offered. The explanation should include the following points of information:

1. The participant is entitled to priority treatment over non-covered customers in the delivery of Services;
2. This explanation is being offered to the participant so that they may take the fullest advantage of their status as a priority customer;
3. There are additional eligibility requirements that must be met in order to access the full array of services offered by our system.

Delivering Services to Priority Customers

After a Jobs For Veterans Priority Customer has been identified at the point of entry, the staff member may proceed to offer the normal services that are usually available to Workforce Oklahoma customers.

Jobs For Veterans Priority Customers do not receive different services than non-covered customers. However, they are eligible to receive priority treatment in the manner that the services or resources are delivered.

In practical terms, “priority treatment” means:

1. The covered person will receive access to the service or resource earlier in time than non-covered persons; or
2. If the service or resource is limited, covered persons will receive access to the service or resource instead of or before any non-covered customers.

This Priority Treatment system for covered customers is not intended to completely replace the usual rule for delivering services – that is, “first come; first serve.” In fact, these Priority of Service Guidelines should not generally be used to “bump” non-covered customers who have been waiting longer than a covered person for a limited resource or service opportunity.

Even so, our local workforce system is committed to giving a meaningful advantage to Priority Customers who are seeking access to services. Our Priority Treatment system is an important acknowledgment of the sacrifices of the men and women who have served in the U.S. armed forces.

Priority of Service Guidelines for Training Services

Before any customer may receive any type of Training Service, there must be a determination of which Priority Group the customer belongs to. To make this determination, a Workforce Oklahoma staff professional must collect and review documentary evidence to verify the customer’s unique

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circumstances. A case file must be opened, and appropriate documentation must be saved in the customer's file.

After each customer's Priority group has been determined, Training Services may be offered according to the following guidelines:

A customer must meet a certain threshold of need before s/he may receive Training Services. Training Services may be offered to Adults and Dislocated Workers in accordance with WIOA §134(b)(3)(A)(i)—

- (I) Who, after an interview, evaluation, or assessment, and career planning, have been determined by staff as appropriate to—
 - (aa) Be unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through the career services described in paragraph (2)(A)(xii);
 - (bb) Be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
 - (cc) Have the skills and qualification to successfully participate in the selected program of training services.
- (II) Who select programs of training services that are directly linked to the employment opportunities in the local area or the planning region, or in another area to which the adults or dislocated workers are willing to commute or relocate;
- (III) Who meet the requirements of subparagraph (B); and
- (IV) Who are determined to be eligible in accordance with the priority system in effect under subparagraph (E).

According to TEGL 19-16 §11, In addition to providing career and training services to individuals who are unemployed, a significant number of job seekers are underemployed. Examples of underemployed individuals that the policies may include are:

- Individuals employed less than full-time who are seeking full-time employment;
- Individuals who are employed in a position that is inadequate with respect to their skills and training;
- Individuals who are employed who meet the definition of a low-income individual in WIOA sec. 3(36); and
- Individuals who are employed, but whose current job's earnings are not sufficient compared to their previous job's earnings from their previous employment.

Individuals who are underemployed and meet the definition of a low-income individual may receive career and training services under the Adult program on a priority basis per TEGL 19-16 §10. Individuals who meet the definition of an individual with a barrier to employment who are underemployed may also be served in the Adult program; however, unless they are a recipient of public assistance, a low-

income individual, or are basic skills deficient, they are not eligible for service on a priority basis. (Assignment to Priority 4.)

Procedures for the Delivery of Training Services

- Eligible participants must be ranked in terms of the Priority Group of each participant, with Priority Group “1” participants at the top of the list and Priority Group “4” participants at the bottom of the list.
- All Training Services should be assigned according to priority group. The COWIB Board exception to priority occurs when a participant is enrolled in OJT or Apprenticeship training. In these cases, the employer has interviewed and selected the participant they wish to proceed with. In these cases, the skills and aptitudes desired by the employer will outweigh the priority group ranking.
- If two or more equally-ranked participants are available for enrollment into a Training activity, the One-Stop Operator, in conjunction with the Service Provider, may implement a participant selection process consistent with COWIB Policy. At all time, the selection process must be designed to provide an equal opportunity for referral. An unbiased random selection process may be used.

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.

Addenda / Revisions

The COWIB Chief Executive Officer is authorized to issue additional instructions, guidance, forms, etc., to further implement these procedures.

Questions about these procedures may be directed to the COWIB’s Policy Analyst at (405) 622-2026

Priority Ranking Worksheet

For Adult Customers Seeking Individualized Career Services
And/or Training Services

Customer Name _____

Participant ID Number _____

Determination Date _____

Priority Rank (check one):

1. _____ JFV Covered & "WIOA Priority"
2. _____ "WIOA Priority" only
3. _____ "JFV", not in WIOA Priority Group
4. _____ Neither "JFV" nor "WIOA Priority"

DOCUMENTATION:

(1) JFV Covered. To document that this customer is a Veteran or a Covered Spouse under the Jobs for Veterans Act, a Workforce Oklahoma staff professional must validate the following statement with appropriate documentation:

The OSL record for this individual shows that YES
s/he is a Veteran or an "Other Eligible" person. NO

(2) "WIOA Priority" To verify that this person is a "WIOA Priority" customer, additional documentation must be reviewed and validated. Use the ECWIB's Memo on "Priority of Service and Special Populations" to document that the customer meets the definition of:

Public Assistance Recipient YES
OR **Low-Income Individual** NO
OR **Basic Skills Deficient** NO

CERTIFICATION:

I certify that this determination of Priority Rank is true and correct, to the best of my knowledge, based on information provided by the customer named above.

Career Navigator

Date

Additional Instructions.

Circle the correct Priority Rank number for this customer. Use this Priority Rank number when referring the customer to an individualized Career Service or a Training Service

For customers in Priority Rank 1 or Priority Rank 2, enter appropriate documentation in the participant record.

		WIOA Priority?	
		Yes	No
JFV Priority?	Yes	1	3
	No	2	4