

OKLAHOMA WORKS



January 2017

Strategic Delivery Plan

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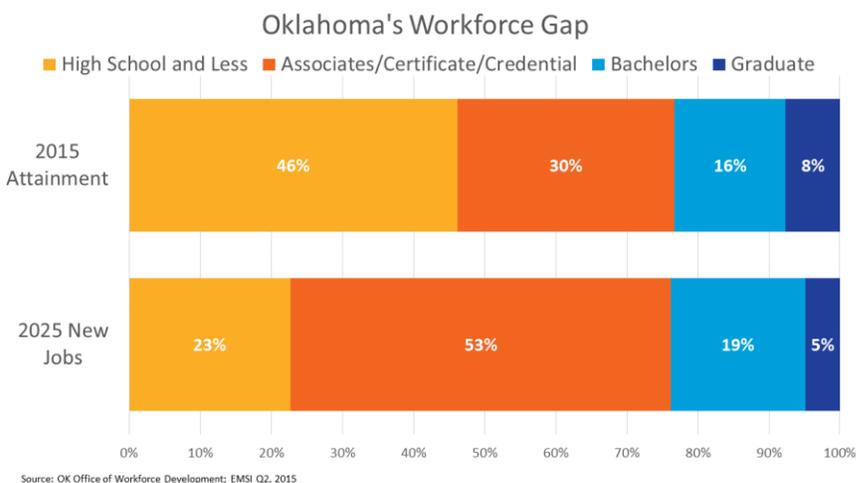
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EXECUTIVE SUMMARY

The Challenge

Oklahoma's economy has advanced over the past several years, and continues to diversify today. The state has been a leader in employment growth and has one of the lowest unemployment rates in the country. Despite these accomplishments, however, Oklahoma's workforce faces a substantial skills gap. As of 2015, 46 percent of Oklahomans have a high school diploma or less. Projections show in 2025 only 23 percent of the state's increasingly robust labor market will be accessible to those Oklahomans who have at most a high school diploma. In other words, there is a 23 percentage point skills gap between the credentials Oklahoma's current workforce possesses and what the state's future economy will require.

In order for Oklahoma to meet labor demands, for businesses to grow and prosper, and for Oklahoma citizens to start businesses or succeed in wealth-generating occupations, we must understand the new minimum for success moving forward will increasingly include a postsecondary degree or credential. Governor Mary Fallin created Oklahoma Works to address this crisis.



The Solution

Oklahoma Works is an initiative designed to increase the wealth of all Oklahomans through providing education and training for citizens to obtain quality employment. Governor Fallin's rationale is that coordinating strategic priorities and plans across education, training, and industry will increase the wealth of all Oklahomans by providing employment opportunities for workers and ready availability of highly skilled talent for business and industry. The initiative is built upon a coalition of businesses, educational institutions, state agencies, and other partners.

The goal of Oklahoma Works is to implement wealth-generating policies across the state through the alignment of private and public strategic priorities, helping all Oklahomans to achieve the American Dream. To accomplish the overarching goal of wealth generation for all Oklahomans and combat the skills gap, the Office of the Governor, state workforce partners, private business leaders, and numerous other contributors created this plan. Listed below are the four objectives of Oklahoma Works. These objectives seek to provide necessary support while removing education and workforce barriers impacting the citizens of Oklahoma.

❖ Objective 1: ALIGN AND CONNECT

Develop, align, and connect the education and training pipeline with the needs of the state's regional economies by coordinating strategic priorities and plans across the education and workforce system.

❖ Objective 2: DATA

Integrate and use workforce and economic development data to inform policy, track progress, and measure success.

❖ Objective 3: PARTNERSHIPS

Build partnerships between local industry and education at the regional level.

❖ Objective 4: RESOURCES

Optimize use of resources and incentives to achieve the Oklahoma Works goal.

WHAT IS OKLAHOMA WORKS?

Oklahoma Works is an initiative designed to increase the wealth of all Oklahomans through providing education and training for citizens to obtain quality employment. Our aspiration is to implement wealth-generating policies across the state through the alignment of private and public strategic priorities, helping all Oklahomans to achieve the American Dream.

Introduction

Oklahoma faces a substantial skills gap in its workforce. As we look to the year 2025, one of the state's greatest challenges will be increasing the number of Oklahomans with workforce credentials and college degrees. Current estimates show a 23 percentage point gap between our current workforce and the skilled workforce we will need by 2025. In order for Oklahoma businesses to meet labor demands, and for Oklahoma citizens to acquire and sustain wealth-generating occupations, we must understand that the new minimum for success moving forward will increasingly include a postsecondary degree or credential.

Oklahoma Works will coordinate strategic priorities and plans across education, training, and industry in support of Oklahoma's five wealth generating ecosystems—Aerospace and Defense, Agriculture and Biosciences, Energy, Information and Financial Services, and Transportation and Distribution. The initiative is built upon a coalition of state agencies, educational institutions, businesses, and other partners. Learn more at www.OklahomaWorks.gov.

Critical Support

Oklahoma is one of 14 states participating in the National Governors Association (NGA) Center for Best Practices Talent Pipeline Policy Academy. This cohort of states, announced in August 2014, receives financial support from NGA to help “further governors’ efforts to align education and training systems to the needs of state economies.” The Talent Pipeline Policy Academy and Oklahoma Works operate under the assumption that increasing the number of citizens with a postsecondary degree or relevant workforce certificate will simultaneously allow more people access to the middle class and beyond, provide companies with a better prepared workforce, and ultimately help states benefit from a stronger economy.

Oklahoma Works is also partially funded by the Workforce Innovation and Opportunity Act (WIOA), which requires the governor of each state to submit a state plan to the U.S. Secretary of Labor outlining a four-year workforce development strategy. WIOA creates a national network of federal, state, regional, and local agencies and organizations that provide a range of employment, education, training, and related services to help all jobseekers secure quality positions while also providing businesses with the skilled workers they need to compete in the global economy. Oklahoma's WIOA Unified State Plan, which includes detailed analyses of statewide workforce development activities and the needs of local employers, is fully aligned to this Oklahoma Works plan. An executive summary of Oklahoma's WIOA Unified State Plan is available in Appendix B.

The development of this plan was facilitated by the Statewide Performance Department at the Office of Management and Enterprise Services. The Statewide Performance team supports the objective and strategy leads and teams to track progress, report successes, and add capacity toward the efforts and implementation of Oklahoma Works.

Acknowledgements of all who contributed to, participated in and facilitated the development of this plan can be found in Appendix E.

Key Economic Networks (KENs)

- Chambers of Commerce
- Economic Development Organizations
- Education Institutions
- Private Vocational Schools
- Regional Businesses
- Regional Medical Providers
- Regional State Workforce Partners Staff
- Native American Tribes
- Workforce Development Boards
- Community-based Organizations

State Workforce Partners

- Board of Private Vocational Schools (OBPBS)
- Center for the Advancement of Science and Technology (OCAST)
- Department of Career and Technology Education (CareerTech)
- Department of Commerce
- Department of Corrections (DOC)
- Department of Health (Health)
- Department of Human Services (DHS)
- Department of Mental Health and Substance Abuse Services (ODMHSAS)
- Department of Rehabilitation Services (DRS)
- Department of Veterans Affairs
- Employment Security Commission (OESC)
- HealthCare Authority (OHCA)
- Office of Educational Quality and Accountability (OEQA)
- Office of Management and Enterprise Services (OMES)
- Office of Workforce Development
- State Chamber/Oklahoma Educated Workforce Initiative
- State Department of Education (SDE- K-12)
- State Regents for Higher Education (Regents, OSRHE)

Oklahoma Works Leaders and Stakeholders

Within Oklahoma, **The Governor's Council for Workforce and Economic Development (GCWED)** has been tasked with using data to inform policy, track progress, and measure success. A complete list of GCWED members may be found on page five. State workforce partners (departments and agencies impacting career readiness) developed metrics for targeted wealth generation across Oklahoma. GCWED selected targets from these metrics, which formed the foundation of the Governor's Council Dashboard. GCWED metrics are housed on OKStateStat.OK.gov and can also be found on the Oklahoma Works website at OklahomaWorks.gov. OKStateStat was launched in 2015 and serves as the performance framework for Oklahoma's new transparent Performance-Informed Budgeting system. This dashboard facilitates the use of data to inform policy, track progress, and consistently measure success statewide.

Oklahoma launched OklahomaWorks.gov to serve as the state's comprehensive platform and interactive tool for a broad audience, including job seekers, employers, workforce partners, and policy makers. The site includes information on job openings, labor market data, degree and credential requirements, and available education and training resources. Additionally, this site contains all Oklahoma Works metrics.

Key Economic Networks (KENs) are areas in which labor market data demonstrate geographic similarities with regard to occupations and commuting patterns. Within these areas, regional business leaders, educators, private organizations, and workforce partner staff collaborate to identify solutions to local challenges that when addressed regionally help to grow a skilled workforce and encourage wealth generation in the state. Each KEN region has a Champion, a regional business leader appointed by Governor Fallin, who coordinates local efforts to support Oklahoma Works.

As part of Oklahoma Works, **State Workforce Partners** collaborate to align and connect education and workforce resources to remove workforce barriers and better support the citizens of Oklahoma. Workforce partners also annually review funding sources and incentives provided by federal, state, and local sources and chart the effectiveness of funding used by the state's education, workforce, and economic development system. A complete list of State Workforce Partners may be found in the left margin of this page, and a flow chart and organizational chart for Oklahoma Works may be found in Appendix C and D, respectively.

The Governor's Council for Workforce and Economic Development (GCWED)

Council Members

- Katie Altshuler, Office of Governor Mary Fallin
- Cheryl Carlan, Michelin North America, Inc.
- Jimmy Curry, AFL-CIO
- Kelly Doyle, Center for Employment Opportunities
- Shelly Dunham, Okeene Municipal Hospital
- Chuck Gray, Frontier Electronic Systems Corp.
- Nathaniel Harding, Antioch Energy
- John Hawkins, Integrated Insurance Services
- Steve Hendrickson, Boeing Company
- Chris Hitch, Hitch Enterprises
- Ted Jenkins, Tulsa Electrical Joint Apprenticeship and Training Committee
- David Keith, McAlester Regional Health Center
- Dave Lamerton, Ditch Witch, A Charles Machine Works Co.
- Richard McPherson, Oklahoma Employment Security Commission
- Donnalla Miller, Princess Transport LLC
- Wesley Miller, Alva City Council
- Chuck Mills, Mills Machine Company, Inc.
- Steven Shepelwich, Federal Reserve Bank of KC-OKC Branch
- Natalie Shirley, Secretary of Education and Workforce Development
- John Smaligo, Jr., Tulsa County Commissioner
- Valerie Thompson, Urban League of Greater Oklahoma
- Marty Williams, Williams Farms

Ex-Officio Members

- Chris Benge, Native-American Liaison-Office of Governor Fallin/Secretary of State
- Terry Cline, Secretary of Health and Human Services
- Noel Tyler, Department of Rehabilitation Services
- Nico Gomez, Health Care Authority
- Joy Hofmeister, State Superintendent of Public Instruction
- Glen Johnson, Chancellor, State Regents for Higher Education
- Marcie Mack, Department of Career and Technology Education
- Joe Allbaugh, Director of Corrections
- Deby Snodgrass, Secretary of Commerce and Tourism
- Terri White, Commissioner of Mental Health and Substance Abuse Services

Asset Map

In order to achieve the ambitious goals of Oklahoma Works, the initiative’s full array of workforce partners must align efforts and take active roles in ensuring resources are used in ways that maximize, strengthen, and support the education to workforce pipeline for all Oklahomans. Underpinning all Oklahoma Works efforts is a comprehensive asset map, built and maintained by the Statewide Performance Department within the Office of Management and Enterprise Services, which helps to describe the current set of workforce resources and activities in Oklahoma. The map acts as a push to share and maximize resources in service of the Oklahoma Works goal. The current asset map showing the full breadth of statewide initiatives related to Oklahoma Works may be found at OklahomaWorks.gov.

When fully leveraged, the knowledge generated from the Oklahoma Works asset map will allow the state to provide workforce partners, regional networks, and citizens with knowledge of available resources at the state and local level. State leaders will also be able to effectively evaluate local and statewide socioeconomic and policy barriers and work toward solutions which will assist Oklahomans in obtaining the skills and education necessary for the career path they desire. This foundational work has the potential to significantly increase Oklahomans’ knowledge of resources available and subsequently reduce the current skills gap.

Wealth Generating Ecosystems

Workforce Ecosystems, or economic systems in major areas of employment throughout the state, are a systematic way of thinking about Oklahoma’s economy and to assist us in policy discussions on how to prioritize our local, and sometimes scarce, resources. After a comprehensive quantitative analysis of 72 variables and over 48,000 data points, state analysts determined which industries rank the highest in terms of wealth generation and growth potential. From this analysis, five ecosystems that drive wealth in Oklahoma were identified: Aerospace and Defense, Agriculture and Biosciences, Energy, Information and Financial Services, and Transportation and Distribution. Complementary ecosystems, which help to expand wealth in the economy include: Construction, Health Care, Education, and Creative Industries. These complementary ecosystems provide the infrastructure and services to support the driver systems in our state’s framework.

Ecosystem data aides in the marketing of wealth drivers to maximize business opportunities in Oklahoma. The Department of Commerce’s regional teams and local community and economic development professionals, work with local leaders to bridge the gaps between business and industry, ecosystem development, and the efforts of communities and local economic development entities. The regional approach serves as the “boots on the ground” intermediary to bring the ecosystem data to life; acting as the conduit of knowledge and resources in support of ecosystem stability and continued growth within geographic regions.

Wealth Generating Ecosystems



PLANNING FOR SUCCESS: OKLAHOMA WORKS ARCHITECTURE

Goal

The goal of Oklahoma Works is to implement wealth-generating policies across the state by coordinating the alignment of private and public strategic priorities so all Oklahomans can achieve the American Dream.

Launch Oklahoma Educational Attainment Goal

In addition, the Governor directed the Oklahoma Works Leadership Team (Team) through an Executive Order (Appendix F) to implement an Educational Attainment Goal for the State of Oklahoma called Launch Oklahoma. Launch Oklahoma is the overarching goal of the Oklahoma Works initiative and states that: Oklahoma will be well-served by establishing the goal of seventy (70) percent of our residents 25-64 years-old having education training beyond high school by the year 2025.

Rationale

If strategic priorities and plans across education, training, and industry are coordinated, then the wealth of all Oklahomans will increase due to better aligned employment opportunities for workers and increased availability of highly skilled talent for business and industry.

To achieve Governor Fallin's Oklahoma Works goal, the Office of the Governor, its state workforce partners, and multiple stakeholders have developed this plan, consisting of four objectives and underlying focus areas. The overarching Oklahoma Works goal falls under the leadership of Katie Altshuler, Policy Director, Office of Governor Mary Fallin. The blueprint of Oklahoma Works' Strategic Delivery Plan can be found in Appendix A.

Overall Measures of Success

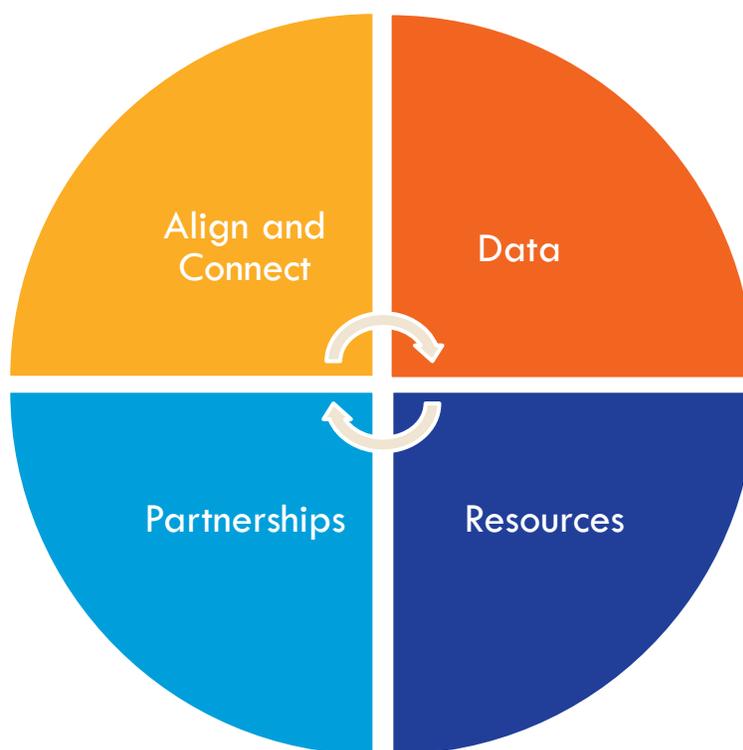
The success of Oklahoma Works will be measured through achieving the educational attainment goal known as Launch Oklahoma Goal, which states that:

Oklahoma will be well-served by establishing the goal of seventy (70) percent of our residents 25-64 years-old having education training beyond high school by the year 2025.

In additional, the workforce and education metrics below have been identified to track success and monitor progress for the Oklahoma Works initiative. These metrics are available on the www.OKStateStat.ok.gov and OklahomaWorks.gov dashboards, and include the following measures of success:

- Increase employment in the five wealth generating ecosystems (Aerospace and Defense, Agriculture and Biosciences, Energy, Information and Financial Services, and Transportation and Distribution)
- Increase the total labor force participation rate
- Increase the per capita personal income as a percentage of the national average
- Decrease the state income poverty rate
- Increase the percentage of high school graduates meeting college readiness benchmarks on ACT and SAT
- Increase the number of degrees and certificates obtained
- Increase the percentage of 4th grade students statewide who score proficient or above in reading
- Decrease the state youth unemployment rate

Oklahoma Works Objectives Overview



❖ Objective 1: ALIGN AND CONNECT

Develop, align, and connect the education and training pipeline with the needs of the state's regional economies by coordinating strategic priorities and plans across the education and workforce system.

Objective Lead: Erin Risley-Baird, Executive Director, Oklahoma Office of Workforce Development and Sarah Ashmore, Oklahoma Works Coordinator, Oklahoma Office of Workforce Development

A robust and well-defined education and training pipeline sits at Oklahoma Works' foundation. The development of this pipeline and alignment to regional economies and workers' needs will streamline overlapping efforts at the state level, encourage cross-agency collaboration, and effectively evaluate local and statewide socioeconomic and policy barriers. This objective will specifically focus on state and regional workforce challenges, including but not limited to career options services throughout the lifespan, postsecondary opportunities in high school, alignment of workforce readiness across programs to satisfy business' needs, and transportation services to ensure access to training and work.

❖ Objective 2: DATA

Integrate and use workforce and economic development data to inform policy, track progress, and measure success.

Objective Leads: Cindy Koss, Ed.D., Deputy Superintendent for Academic Affairs and Planning, Oklahoma State Department of Education and Marcie Mack, Ed.D., State Director, Oklahoma Department of Career and Technology Education

Effective collection and utilization of education, workforce, and economic data is essential to Oklahoma's ability to decrease the gap between labor supply and demand and generate wealth for all Oklahomans. While numerous data collection mechanisms exist statewide, it is Oklahoma Works' responsibility to bring this information together and, where applicable, address gaps and identify leading indicators and benchmarks for success.

❖ Objective 3: PARTNERSHIPS

Build partnerships between local industry and education at the regional level.

Objective Lead: Jennifer Monies, Executive Director, Oklahoma Educated Workforce Initiative, an affiliate of the State Chamber of Oklahoma

The Partnerships objective of Oklahoma Works aims to cultivate engagement and productive relationships among business leaders in the private sector, Oklahoma's education and training systems, and other workforce partners, specifically through Key Economic Networks (KENs) within the state. These strong relationships will facilitate essential knowledge sharing and encourage the alignment of statewide and regional business and industry needs with the skills taught throughout Oklahoma's education system. Each KEN region will work to develop and engage strong private sector relationships in order to help ensure that business and industry workforce needs are heard and met.

❖ Objective 4: RESOURCES

Optimize use of resources and incentives to achieve the Oklahoma Works goal.

Objective Lead: Jake Yunker, Deputy Policy Director, Office of Governor Mary Fallin

The State of Oklahoma is anticipating budget challenges, possibly for multiple years. The focus on resources will bring together workforce system partners to identify similar or duplicative services offered to clients, maximizing the impact of funds allocated to support workforce services within multiple state agencies. The Resources objective will also identify specific avenues for cross-agency solutions. Ultimately, agencies will be empowered to reallocate existing resources to provide a greater range of workforce services to Oklahomans. This effort will also examine opportunities to further leverage private investment in programs and services and to implement formal public-private partnerships.

Please see pages 10-24 for additional detail on each of the objectives.

Objective 1: Align and Connect

Develop, align, and connect the education and training pipeline with workers' needs and the needs of the state's regional economies by coordinating strategic priorities and plans across the education and workforce system.

Workforce Challenge	Strategy 1: Career Pathways
<p>Description</p>	<p>Improving Oklahomans' exposure to Career Pathways and career options, along with the education and training required for entry into and advancement within a career is necessary in order to increase the number of Oklahomans in the education-to-workforce pipeline and to maximize our precious state and local resources.</p> <p>By aligning workforce readiness training, Career Pathways and career options exposure among programs and with the needs of the state's businesses, more Oklahomans will be aware of viable paths to career entry and career building, exposed to careers at an earlier age, empowered with the information needed to best use valuable resources, and workforce ready faster. This effort includes increasing the number of employees with the workforce readiness skills identified by business and educators as being necessary to enter and succeed in the workforce. By aligning these efforts, state agencies will be able to prioritize resources to support those in pursuit of high-demand occupations, and businesses will have the skilled workforce they need to succeed.</p>
<p>Desired Success</p>	<ul style="list-style-type: none"> • Ensure Oklahomans are exposed to and explore Career Pathway options within Oklahoma's ecosystems at earlier ages. • Utilize current labor market information to identify and promote high-demand career options • Ensure Oklahoma students are exposed to high-demand industries and occupations in their region • Oklahomans demonstrate the knowledge, capacity and have appropriate employability skills to enter and succeed in the workforce and along a career pathway • Oklahoma entrepreneurs have the skills they need to innovate and succeed • Increase the number of Oklahomans exposed to employability skills training, workforce training and education • Ensure education coursework and/or training offered is aligned with employer-validated work readiness standards, competencies and skills • Oklahomans have access to multiple entry and exit points along career pathways and to the supportive services necessary to be successful in career entry and progression
<p>Lead</p>	<p>Co-Lead: Stephanie Cameron, State Director, OK2Grow and Dream It Do It; Community Affairs Director, APSCO Manufacturing</p> <p>Co- Lead: Becki Foster, Associate State Director, Oklahoma Department of Career and Technology Education</p> <p>Potential Strategy Team Members:</p> <ul style="list-style-type: none"> • Kelly Arrington • Dr. Debbie Blanke, Interim Vice Chancellor for Academic Affairs, Oklahoma State Regents for Higher Education • TBD

Objective 1: Align and Connect - Strategy 1: Career Pathways (continued)

Workflow and Milestones	2016	2017
	<ul style="list-style-type: none"> • Develop an operational definition of “employability skills” (punctuality, attendance, written and verbal communication, ethics, etc.) necessary for employment and citizenship in partnership with the business community • Agree upon a common definition and inventory of existing Career Pathways initiatives • Partner with K-12 education at regional levels for optimum student and educator exposure to existing and future career options and workforce readiness (ongoing) • Hold two STEM regional meetings focused on careers in ecosystems. (ongoing) 	<ul style="list-style-type: none"> • Finalize plan to fill gaps and more effectively align existing programs at the regional and state levels • Finalize plan to formalize and incorporate employability skills training and career pathways for youth and adults • Establish baseline metrics • Set goals to improve metrics • Develop an inventory of workforce partner programs that offer workforce readiness in the form of employability skills, and career options exposure programs and those pathways specific to Oklahoma’s critical occupations • Catalog careers and career progression, along with necessary credentials and skills, regionally and within state ecosystems • Identify best-practices within regions and the state regarding career pathways and career readiness programs • Utilize resources developed above to identify gaps, complementary workforce readiness and career pathways programs (points of entry, populations, etc.) • Utilize resources developed above to determine programs in which employability skills assessment and training, and career options exposure and preparation programs can be added • Charge the State Department of Education’s Red Tape Taskforce with finding barriers to implementing employability skill programs in schools
	2018	2019
	<ul style="list-style-type: none"> • Measure success • Revise and adjust to develop next steps 	<ul style="list-style-type: none"> • Continue work and measure success against new targets

Objective 1: Align and Connect - Strategy 1: Career Pathways (continued)

<p>Major Metrics</p>	<ul style="list-style-type: none"> • Increase labor participation rate • Employers survey indicates a significant increase in the perception of the development of in employability skills within emerging workforce • Increase number of internship programs offered • Increase number of Oklahomans enrolling in education and skills training • Reduce costs associated with the surplus of credentials and degrees that the economy does not support • Improve speed of progression through the talent pipeline • Earlier and consistent exposure to Career Pathways • Reduce the skills gap 	
<p>Resources Required</p>	<p>Agency or Resource</p> <ul style="list-style-type: none"> • All workforce partners that have programs involving career readiness and career pathways in critical occupations • KENs and KEN Champions • SDE and NSFY Grant • Governor’s Council Career Pathways Committee • Governor’s Council Youth Program Committee 	<p>Role</p> <ul style="list-style-type: none"> • All agencies that have a career readiness or career option exposure component will assist in the identification of who these services are for and how they are implemented • The OMES Statewide Performance Department will assist in the agency efforts of mapping out state assets on career readiness, career pathways and career options exposure and visually identifying gaps and duplication • KENs will provide regional information around best practices and inhibitors to workforce readiness, as well as develop relationships with local businesses to gather information in support of Oklahoma’s ecosystems, and with educators to ensure regular and productive business/education interaction • Workforce will provide data for plan development, implementation, and performance measurement • SDE help inform establishment of best practice within regions and the state regarding career pathways and career readiness programs • GCWED Committees will play guide/inform the work on career pathways (through the KENs and/or other stakeholders)

Workforce Challenge	Strategy 2 Postsecondary Attainment & Workforce Readiness
Description	<p>Increasing postsecondary educational opportunities for adults and students is vital to closing Oklahoma’s skills gap. Ensuring adults with some college credit are able to engage with adult completion programs and the supportive services needed to complete a degree or credential is a key component to increasing the state’s educational attainment.</p> <p>Additionally, increasing opportunities for students in high school—such as, but not limited to: AP courses and tests, dual enrollment (i.e. cooperative agreements and concurrent enrollment, among others) in colleges, universities, and technology centers while attending high school, and competency-based education platforms—is vital to ensuring 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 and with less debt upon completion.</p> <p>Businesses and educators across the state have also identified increasing the number of employees with workforce readiness credentials (employability skills as defined by the Business Roundtable) as a top priority to ensuring workforce success. By aligning workforce readiness services among state programs and agencies, Oklahoma will have the employability skills necessary to start businesses or succeed in wealth-generating occupations.</p>
Desired Success	<ul style="list-style-type: none"> • Oklahomans demonstrate appropriate employability skills to enter, progress and succeed in the workforce and along a career pathway • Employers have the trained and skilled workforce they need to be successful • More businesses will build and expand in Oklahoma, which will be a desirable location because of the state’s expanding skilled workforce • Oklahoma entrepreneurs have the skills they need to innovate and succeed • More Oklahomans will successfully complete employability skills training, workforce training, educational programs, apprenticeships and internships • Provide equity in access for underserved populations to participate in education and training programs in order to attain course credit, certificates or credentials • Increase the number of postsecondary degrees and certificates (or credentials) awarded to high school students so they can enter the workforce with needed skills or credentials or enter postsecondary institutions with a significant number of credit hours • Increasing postsecondary educational attainment for all Oklahomans
Lead	<p>Leads/Co-Leads: Dr. Jeanene Barnett, Executive Director of Curriculum and Instruction, Oklahoma State Department of Education Dr. Leigh Goodson, President, Tulsa Community College Dr. Debbie Blanke, Interim Vice Chancellor for Academic Affairs, Oklahoma State Regents for Higher Education Becki Foster</p>

Objective 1: Align and Connect - Strategy 2: Postsecondary Attainment & Workforce Readiness (continued)

Workflow and Milestones	2016	2017
	<ul style="list-style-type: none"> Identify state and national best practices (ongoing) Convene regional meetings for education administrators, counselors, teachers, postsecondary institutions, and the business community to discuss models of best practice and credentials and degrees of value in KEN regions (ongoing) Catalogue existing postsecondary credentialing opportunities in Oklahoma's high schools (ongoing) Charge the State Department of Education's Red Tape Taskforce with identifying challenges to facilitating postsecondary activities in high schools Appoint an OSDE representative to identify current challenges by partnering with Career Tech and the Oklahoma State Regents for Higher Education 	<ul style="list-style-type: none"> Identify potential pilot programs and establish state cohort for implementation Implement pilot programs and identify successes and challenges Convene meetings to discuss programs and implementation strategies Conduct extensive outreach, capacity building, and professional development to support implementation and monitor progress of implementation
	2018	2019
	<ul style="list-style-type: none"> Evaluate and produce operational guide to implementing postsecondary degree and credential programs Convene a committee to discuss the development of incentives for schools and postsecondary institutions to implement postsecondary programs in high schools 	<ul style="list-style-type: none"> Evaluate programs' effectiveness in the state and the use of incentives to encourage participation

Objective 1: Align and Connect - Strategy 2: Postsecondary Attainment & Workforce Readiness (continued)

<p>Major Metrics</p>	<ul style="list-style-type: none"> • Annual increase in the number of degrees and certificates earned in Oklahoma to 59,000 per year • Increase attainment of post-secondary degrees and credentials to 70% by 2025 among Oklahoma’s workforce aged 25-64 years • Increase in the number of high school diplomas or high school equivalency degrees earned • Increase in the number of schools offering AP credits, dual enrollment opportunities, and competency-based education opportunities • Increase in the number of students enrolling in postsecondary education after high school • Increase in the number of adults enrolling in degree and credentialing programs • Increase in the number of adults enrolling in registered apprenticeship programs • Reduce the need for remediation in postsecondary • Increase in the number of students taking and passing AP exams • Increase in the number of jobseekers completing the WorkKeys assessment • Increase the number of articulation agreements in the State. 					
<p>Resources Required</p>	<table border="1"> <thead> <tr> <th data-bbox="396 751 987 789">Agency or Resource</th> </tr> </thead> <tbody> <tr> <td data-bbox="396 789 987 1213"> <ul style="list-style-type: none"> • SDE (K-12), CareerTech, and Higher Ed • Superintendents, high school principals, counselors, and teachers • KENs and KEN Champions • Local chambers and business owners </td> </tr> </tbody> </table>	Agency or Resource	<ul style="list-style-type: none"> • SDE (K-12), CareerTech, and Higher Ed • Superintendents, high school principals, counselors, and teachers • KENs and KEN Champions • Local chambers and business owners 	<table border="1"> <thead> <tr> <th data-bbox="997 751 1521 789">Role</th> </tr> </thead> <tbody> <tr> <td data-bbox="997 789 1521 1213"> <ul style="list-style-type: none"> • Government agencies will enhance existing and create new agreements to award credit and credentials, as well as look at more effective cost management • School and regional business leaders will collectively identify community needs and determine common credentials and degrees of value in the community in addition to the state’s ecosystems </td> </tr> </tbody> </table>	Role	<ul style="list-style-type: none"> • Government agencies will enhance existing and create new agreements to award credit and credentials, as well as look at more effective cost management • School and regional business leaders will collectively identify community needs and determine common credentials and degrees of value in the community in addition to the state’s ecosystems
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<ul style="list-style-type: none"> • Government agencies will enhance existing and create new agreements to award credit and credentials, as well as look at more effective cost management • School and regional business leaders will collectively identify community needs and determine common credentials and degrees of value in the community in addition to the state’s ecosystems 						

Workforce Challenge	Strategy 3: Transportation Services	
Description	Transportation is a common challenge among rural and urban Oklahomans, and addressing this challenge is fundamental to connecting education, training, and work opportunities with those who need them most. By better aligning existing transportation services among state programs and the private and non-profit sectors, more Oklahomans will have access to education, training, work, and services that support entering and remaining in the workforce.	
Desired Success	<ul style="list-style-type: none"> • Ensures more Oklahomans can enter the workforce pipeline by traveling to and from services, education, training, and places of employment • Improves efficiency for riders traveling to and from services, education, training, and places of employment • Reduces costs for transportation providers 	
Lead	<p>Lead: Matt Holder, Deputy Superintendent of Finance and Federal Programs, Oklahoma State Department of Education</p> <p>Co-Lead: Max Thomas, Superintendent, Chisholm Trail Technology Center</p>	
Workflow and Milestones	2016 <ul style="list-style-type: none"> • Develop a detailed asset map of all workforce partner programs that offer transportation services, and existing tangible resources (vehicle type, accessibility of vehicle, schedules) • Develop a layered route map of workforce partner program services • Identify in-state and out-of-state best-practices (formal and informal, among public, private, and non-profit sectors) at the local/community level • Identify travel patterns to and from work, education, and training • Identify and engage major employers • Utilize above developed resources to identify gaps and complementary transportation services among programs (points of entry, populations, etc.) 	2017 <ul style="list-style-type: none"> • Finalize plan to maximize efficiency for both users and providers • Establish baseline metrics • Set goals to improve baseline metrics • Troubleshoot legal barriers at federal, state, and local levels • Develop MOUs, contracts, and cooperative agreements among agencies, programs, and the private and non-profit sectors
	2018 <ul style="list-style-type: none"> • Measure success • Revise targets to reflect more ambitious goals as strategy implementation progresses 	2019 <ul style="list-style-type: none"> • Continue work and measure success against new targets

Objective 1: Align and Connect - Strategy 4: Transportation Services (continued)

<p>Major Metrics</p>	<ul style="list-style-type: none"> • Increased labor participation rate • Increased number of Oklahomans enrolling in education and skills training • Reduction of transportation costs to providers • Better service to and satisfaction of Oklahomans • Reduction in the skills gap 	
<p>Resources Required</p>	<p>Agency or Resource</p> <ul style="list-style-type: none"> • All workforce partners that have programs involving transportation • KENs and KEN Champions 	<p>Role</p> <ul style="list-style-type: none"> • All agencies that have programs with a transportation component will assist in the identification of who the programs serve and how they are implemented • KENs and KEN Champions will provide localized best practices and assets, and establish relationships with major regional employers to include in transportation routes or services • The OMES Statewide Performance Department will assist in the agency efforts of mapping out state assets on transportation and identifying gaps and complementary services • Workforce will provide data for plan development, implementation, and performance measurement

Objective 2: Data

Integrate and use workforce and economic development data to inform policy, track progress, and measure success.

Objective 2	Strategy 1: Labor Supply and Demand Gap	
Description	Utilize statewide data to decrease the gap between labor supply and demand by defining determinants and benchmarks along all levels of education and training that lead to employability in identified ecosystems, evaluating and utilizing competencies and assessments, and identifying and working to minimize existing data gaps.	
Desired Success	<ul style="list-style-type: none"> • Utilize statewide data to inform and support other objectives in closing the skills gap • Improve data collection and dissemination • Achieve success benchmarks with regard to all sources of potential labor supply • Establish workable State Longitudinal Data System (SLDS) and Workforce Data Quality Initiative (WDQI) • Bring all determinants together and merging data across fields and agencies where applicable 	
Lead	<p>Matt Singleton, Chief Operations and Accountability Officer, Information Services, Office of Management and Enterprise Services</p> <p>Grant Butler, Strategic Initiatives Specialist, , Information Services, Office of Management and Enterprise Services</p>	
Workflow and Milestones	2015	2016
	<ul style="list-style-type: none"> • Create data MOUs with education, Governor’s Cabinet, and other agencies as needed for relevant data 	<ul style="list-style-type: none"> • Identify the determinants and benchmarks that lead to employability • Define and prioritize metrics • Complete data systems (SLDS/WDQI) • Cross link licensing/permitting data to employment data • Establish data governance and MOUs if needed
	2017	2018
	<ul style="list-style-type: none"> • Provide data collection, data analysis, and data use for the following: <ul style="list-style-type: none"> ○ Review and identify best practices to deliver on metrics ○ Disseminate best practices to stakeholders ○ Increase awareness of best practices • Begin to disseminate data updates annually • Define statewide data use opportunities not yet addressed 	<ul style="list-style-type: none"> • Evaluate and utilize data to realize opportunities identified in 2017 • Provide data updates • Review and update data sets • Provide and use data analysis <p>2019</p> <ul style="list-style-type: none"> • Evaluate and utilize data to realize opportunities identified in 2018 • Provide data updates • Review and update data sets • Provide and use data analysis

Objective 2: Data - Strategy 1: Labor Supply and Demand Gap (continued)

<p>Major Metrics</p>	<ul style="list-style-type: none"> • Increase the number of degrees, certificates, and credentials for critical occupations that support Oklahoman’s ecosystems • Percentage of benchmarks completed or gathered* (*Metrics will be available using dashboard of indicators by year and progress (green/yellow/red)) 	
<p>Resources Required</p>	<p>Agency or Resources</p> <ul style="list-style-type: none"> • SDE (K-12), CareerTech, Regents for Higher Education, other workforce partners • SLDS, WDQI • Other data systems • OMES 	<p>Roles</p> <ul style="list-style-type: none"> • Provide and manage data • Provide data systems • As needed • Provide security, act as neutral party to create central conduit

Objective 2	Strategy 2: OKJobMatch	
Description	Launch OKJobMatch as the one official public job and labor exchange system for the state. OKJobMatch will connect jobseekers with employers for Title I and Title II WIOA Resources, making it easier for employees to find jobs and for employers to find candidates faster and more effectively while improving the accuracy of data available to decision-makers. Implementation of the OKJobMatch workforce data system across WIOA one-stop partner programs will enhance service delivery and improve efficiencies in reporting on performance accountability measures.	
Desired Success	<ul style="list-style-type: none"> • Procure and implement new OKJobMatch system for Oklahoma Works customers, WIOA Partners and programs • Increase public awareness and usage of OKJobMatch by both customers and employers • Improve performance metrics due to more jobseekers accessing job search • Ensure data linkage between OKJobMatch and Oklahoma Works Labor Market Dashboard housed on OklahomaWorks.gov • Be the state-wide, business-friendly resource for Oklahoma employers to post available jobs • Resolve accessibility issues by creating a fully-functional and user-friendly mobile platform • Improve coordination of services across one-stop partner programs by utilizing local input in the design and implementation of OKJobMatch • Establish a seamless transition between OKJobMatch.com and OklahomaWorks.gov 	
Lead	Richard McPherson, Executive Director, Oklahoma Employment Security Commission Mike Widell, Deputy Secretary of Workforce, Office of Workforce Development	
Workflow and Milestones	2016	2017
	<ul style="list-style-type: none"> • Create Project Plan for procurement and implementation of OKJobMatch • Burning Glass to AJLA Conversion/Vendor management transition • Procure new web-based OKJobMatch system • Integrate look and feel of Oklahoma Works with OKJobMatch • Connect workforce dashboard data system to Oklahoma Works • Begin system implementation • Increase Unemployment Insurance system interfaces with OKJobMatch • Connect jobseekers with employers based on WIOA Title I and II resources 	<ul style="list-style-type: none"> • Complete OKJobMatch system training for WIOA one-stop partner programs staff • Complete system implementation • Launch OKJobMatch mobile device accessibility • Identify all public workforce job/labor exchange systems

Objective 2: Data - Strategy 2: OKJobMatch (continued)

Workflow and Milestones (continued)	2018 <ul style="list-style-type: none"> Mandatory WIOA one-stop partner programs commence connecting and serving clients in OKJobMatch (Adult Ed, DRS) Begin alignment and compilation of system, such that one public job/labor exchange system exists, including Higher Ed job matching tools 	2019 <ul style="list-style-type: none"> Non-mandatory WIOA one-stop partners commence connecting and serving clients in OKJobMatch (TANF, SCSEP, etc.) All Public systems on asset map are combined into one system
Major Metrics	<ul style="list-style-type: none"> Total usage, including mobile usage Increase the number of businesses posting jobs Increase number of jobseekers using the system Increase the number of successful matches Increase ecosystem employers using the system Increase ecosystem jobseekers using the system Increase satisfaction of users 	
Resources Required	Agency or Resources <ul style="list-style-type: none"> Office of Workforce Development Department of Rehabilitation Services OESC, CareerTech, SDE (K-12), Regents for Higher Education OMES ISD 	Roles <ul style="list-style-type: none"> Vendor vetting, data analysis Referring jobseekers, maintaining the system Referring jobseekers Data warehousing and management, vendor vetting

Objective 2	Strategy 3: Common Connectivity	
Description	Create a common connectivity portal which allows various service providers to identify when services apply to a particular citizen, increasing efficiency and effectiveness of services while decreasing repetitive and disparate entry points. This system would allow for common intake such that, if a citizen provides information to a provider of service and is in need of service, that citizen would be connected to all potential service providers based on eligibility indicators. Each service provider's system would connect to the common connectivity portal statewide.	
Desired Success	<ul style="list-style-type: none"> • Create a Common Connectivity portal for clients across workforce and education service providers and agencies • Coordinate services provided across multiple agencies • Improve agency coordination and collaboration for increased effectiveness for the client and efficiency for the system • Increase coordinated support, such that fewer individuals must return to service providers in order to receive support 	
Lead	Lead: Jeane Burruss: Workforce Systems Coordinator, Office of Workforce Development Co-Lead: Cheryl Gray, Chief of Staff for the Department of Rehabilitation Services	
Workflow and Milestones	2016	2017
	<ul style="list-style-type: none"> • Develop a workgroup to address the issue utilizing the System Review Team and local supporters/users <ul style="list-style-type: none"> ○ Consisting of System Review Team and local representation and support • Work groups plan and brainstorm system requirements and functions for a common connectivity portal • Develop a data governance structure for the new portal, including data leads from workforce and education partners and service providers • Conduct customer satisfaction survey before implementation 	<ul style="list-style-type: none"> • Develop project plan for procurement and/or development and implementation of a Common Connectivity portal • Procure Common Connectivity portal • Connect partner agencies to the Common Connectivity portal • Match clients across agencies and create common intake information
	2018	2019
	<ul style="list-style-type: none"> • Implement Common Connectivity portal statewide • Connect citizens to new portal • Connect system to OKJobMatch 	<ul style="list-style-type: none"> • All eligible citizens and agencies use the common connectivity portal to connect to services • Conduct customer satisfaction survey after implementation

Objective 2: Data - Strategy 3: Common Connectivity (continued)

<p>Major Metrics</p>	<ul style="list-style-type: none"> • Reach 100% partner participation by 2016 (~17 partners) • Increase customer satisfaction as measured by surveys before and after implementation • Increase number of customers served by the new common intake after implementation • Reduce gap in training/education needed to acquire employment • Improve delivery and accessibility of services to all citizens in portal 	
<p>Resources Required</p>	<p>Agency or Resources</p>	<p>Roles</p>
	<ul style="list-style-type: none"> • OMES-ISD • Office of Workforce Development • Agency Partners Work Group 	<ul style="list-style-type: none"> • Assist in security, design, procurement, implementation and data migration • Compile and analyze data to improve services, provide support, WDQI grant • Connect to Common Connectivity portal to better provide services to citizens

Objective 3: Partnerships

Build partnerships between local industry and education at the regional level (KENs).

Objective 3	Strategy 1: Regional Partnerships	
Description	Cultivate and maintain productive relationships between regional employers, educators, and other workforce partners to ensure an appropriately skilled workforce.	
Desired Success	<ul style="list-style-type: none"> • Strengthened relationships between regional business leaders, educators, and workforce partners will be the hallmark of this strategy's success • Alignment of Oklahoma's employer needs with education and training systems • Partner awareness and coordination of pipeline needs and workforce preparation activities 	
Lead	Sarah Ashmore, Oklahoma Works Coordinator, Oklahoma Office of Workforce Development	
Workflow and Milestones	2016	2017
	<ul style="list-style-type: none"> • Meeting held with KEN Champions to discuss next steps during first quarter • KENs maintain a minimum of quarterly meetings • KENs establish metrics within the first quarter in collaboration with education, local workforce partners, and private sector contacts • KENs list and approach regional economic and business development organizations to find private sector participants • KENs utilize EQA profile reports to help develop and maintain relationships with education, workforce partners, and private sector contacts • Formal partnerships formed (MOUs, letters of agreement, etc.) • Regional workforce needs assessment and asset mapping conducted by mid-year • Low-barrier program realignment performed by end of year based on needs assessment 	<ul style="list-style-type: none"> • KENs maintain a minimum of quarterly meetings • KENs are making progress toward metrics • Metrics are adjusted as needed • Progress toward program realignment based on workforce needs assessment • Increase business participation in student and teacher training through internships and externships • Incorporate more work-based learning opportunities to increase career exposure and readiness, including: job shadowing, mentorships, business in the classroom, externships, internships, and applied learning opportunities
Workflow and Milestones	2018	2019
	<ul style="list-style-type: none"> • KENs maintain regular meetings • Overall assessment of strategy progress • Reassess metrics to raise bar based on success 	<ul style="list-style-type: none"> • KENs maintain quarterly meetings • Work toward new metrics

Objective 3: Partnerships - Strategy 1: Regional Partnerships (continued)

<p>Major Metrics</p>	<ul style="list-style-type: none"> • Increased enrollment in programs that align with workforce needs • Completion of aligned programs • Closure of Oklahoma’s skills gap • Increased qualified employee pool • Fewer unfilled positions/reduced time to fill positions 	
<p>Resources Required</p>	<p>Agency or Resource</p> <ul style="list-style-type: none"> • Private industry • State Department of Education (K-12) • CareerTech and Higher Education • Private Vocational Schools • Local Workforce Boards • Chambers of Commerce • Economic development groups 	<p>Role</p> <ul style="list-style-type: none"> • Define need and assist in program development • Career awareness • Teaching employability and technical skills • Providing students with a stronger academic foundation, particularly in math, to support all ecosystems • Program development and alignment

Objective 4: Resources

Optimize use of resources and incentives to achieve the Oklahoma Works goal.

Objective 4	Strategy 1: Cross-Agency Resources	
Description	Identify and recommend creative, cross-agency, and cross-sector funding models that support similar workforce programs and include agency programs that potentially benefit from public-private partnerships. The strategy will build on Oklahoma's performance-informed budgeting efforts and encourage agencies to create and/or expand pay-for-performance funding strategies.	
Desired Success	<ul style="list-style-type: none"> • Agencies work together to maximize public funding (including federal, state, and local) and private resources to support cross-agency programs and achieve workforce objectives • Agencies will be able to strategically use allocated dollars to serve clients without duplicating services • Agencies submit cross-agency budget requests for consideration beginning with budget year 2018 • Agencies will expand existing performance-funding formula and identify pay-for-success models 	
Lead	Jake Yunker, Deputy Policy Director Office of the Governor	
Workflow and Milestones	2016	
	<ul style="list-style-type: none"> • Create document to identify existing partnerships and potential opportunities to collaborate in January 2016 • Present document to Workforce System Partners in January 2016 • Establish new and expand existing cross-agency project work groups (including the Oklahoma Works Workforce Partners, the WIOA System Partners, and other groups as needed) • Identify common initiatives • Establish common metrics 	2017
	2018	2019
	<ul style="list-style-type: none"> • Roll out policy goals • Coordinate project budget request 	<ul style="list-style-type: none"> • Cross-agency coordinated funding based on workforce priorities
Major Metrics	<ul style="list-style-type: none"> • Percentage of partners engaged in at least one cross-agency program • Number of people in Oklahoma successfully entering the workforce through coordinated projects (year over year comparisons) • Percentage increase of workforce salaries through expanded cross-agency services • Annual savings per agency participating in the cross-agency programs • Return on investment for each project or program • Qualitative assessment of programs working 	

Objective 4: Resources - Strategy 1: Cross-Agency Resources (continued)

Resources Required	Agency or Resource	Role
	<ul style="list-style-type: none">• Workforce system partners	<ul style="list-style-type: none">• Identify common initiatives and services that support workforce objectives• Serve on the cross-agency working group to identify duplicative or similar services by multiple agencies• Identify potential public-private partnerships to maximize delivery of workforce programs• Develop joint budget proposals for workforce initiatives and services

Objective 4	Strategy 2: Broadband and Digital Learning Capacity of K-12 Schools	
Description	Engage with school districts to provide adequate broadband and Wi-Fi to meet the 2018 Federal Standards for students to enable the delivery of meaningful digital curriculum and supplementary programs.	
Desired Success	<ul style="list-style-type: none"> • Provide fiber to every school in Oklahoma. • Establish goal of all districts meeting the 2018 Bandwidth Standard of 1 Mbps per student. • Provide Wi-Fi in every classroom. • Make broadband affordable with schools meeting a goal of \$3 per Mbps for broadband connections. 	
Lead	Dustin Crossfield, Director, Technology Services, OMES	
Workflow and Milestones	2016	2016
	<ul style="list-style-type: none"> • Hold press conference to announce the partnership with the National Governors Association, Education Superhighway and Schools in August 2016 • Complete analysis of fiber build cost to existing state fiber, contact schools and local broadband providers to discuss options and assist schools with completing plan and filing for E-Rate programs • Work with schools to determine needs to meet the 1 Mbps student bandwidth standard, work with local broadband providers to provide solutions, assist schools with completing plan and filing for E-Rate bid. 	<ul style="list-style-type: none"> • To ensure students have access to Wi-Fi in every classroom, OMES will establish several “canned” Wi-Fi solutions that can readily be purchased off state contract that has already been bid, work with schools to determine options and needs and assist schools with completing plan and filing for E-Rate bid. • Work with partners and stakeholders to message the program to schools. • Obtain stakeholder buy-in (providers and schools)
	2017	2018
	<ul style="list-style-type: none"> • Continue to implement program and assist with Federal E-Rate reimbursement proposals • Launch digital learning programs and capacity building workshops for schools • Produce report of outcome metrics for initiative 	<ul style="list-style-type: none"> • Continue work on program implementation • Produce report of outcome metrics for initiative
Major Metrics	<ul style="list-style-type: none"> • Percentage of schools in Oklahoma having fiber-based connections • Percentage of districts meeting the 2018 Bandwidth • Percentage of classrooms with Wi-Fi access • Percentage of districts achieving broadband affordability by having schools pay less than \$3 per Mbps for their broadband connections • Number of classes offered by digital delivery • Number of supplementary education programs offered by digital delivery 	

Objective 4: Resources - Strategy 2: Broadband and Digital Learning Capacity of K-12 Schools (continued)

Resources Required	Agency or Resource	Role
	<ul style="list-style-type: none"> • Office of Management and Enterprise Services • State Department of Education • Oklahoma Corporation Commission 	<ul style="list-style-type: none"> • Determine build costs and schools to target • Communicate to schools and providers about the opportunity • Work with grant and education partners to message the E-rate opportunity and technical assistance from OMES and the NGA-ESH grant • Work with schools on the technical plan, E-Rate reimbursement for and build plan

Objective 4	Strategy 3: Performance Funding Practices	
Description	Identify national best practices for performance funding programs and work with Workforce System agencies to employ performance funding strategies. The strategy will encourage agencies to implement meaningful initiatives to improve outcomes based on performance funding models.	
Desired Success	<ul style="list-style-type: none"> • Capture existing performance funding programs in Oklahoma • Identify national best practices occurring throughout the nation • Continue and/or institute performance funding programs within each agency 	
Lead	TBD Potentially Member of Budget Team: Matt Heggy	
Workflow and Milestones	2016	2017
	<ul style="list-style-type: none"> • Partner with agencies to identify current ongoing performance funding practices • Work with national policy associations, think tanks and non-profits to identify and curate state and national performance funding best practices • Facilitate presentation of findings during Workforce Partners meeting 	<ul style="list-style-type: none"> • Agencies determine performance funding programs and pilot implementation timeline • Workforce System agencies pilot performance funding programs • Agencies provide outcomes of pilot programs implemented • Maintain and update national performance funding best practices
	2018	2019
	<ul style="list-style-type: none"> • Workforce System agencies fully launch performance funding programs • Agencies provide initial outcomes of programs 	<ul style="list-style-type: none"> • Workforce System agencies continue to implement, revise delivery and report outcome metrics
Major Metrics	<ul style="list-style-type: none"> • Percentage of partners implementing at least one performance funding program • Qualitative assessment of outcomes based on the programs 	
Resources Required	Agency or Resource	Role
	<ul style="list-style-type: none"> • Technical assistance from national experts • Workforce System agencies 	<ul style="list-style-type: none"> • Identify performance funding best practices • Provide information on current performance funding programs within each agency • Identify potential performance funding programs to pilot/ implement in each agency • Work within agency to develop and implement performance funding programs

APPENDICES

Appendix A: Blueprint

Appendix B: WIOA Strategic Plan Summary

Appendix C: Oklahoma Works Partner Flow Chart

Appendix D: Oklahoma Works Organizational Chart

Appendix E: Acknowledgements

Appendix A: Blueprint



— A Blueprint for Generating Wealth and Workforce Success for Oklahomans —

Oklahoma's Challenge

Oklahoma's economy is more diversified than ever before in State history. Oklahoma is a national leader in employment growth and has one of the lowest unemployment rates in the country. Despite these accomplishments, Oklahoma's businesses face a substantial workforce gap. As of 2015, projections show a 23 percentage point gap in the postsecondary degrees and credentials Oklahoma's current workforce possesses and what the State's employers will need in 2025. The citizens of the State must understand the new minimum for success requires a postsecondary degree or credential.

The Solution

Governor Mary Fallin created Oklahoma Works to address this workforce crisis. Oklahoma Works is an initiative designed to increase the wealth of all Oklahomans by aligning education and training to produce a relevant workforce for Oklahoma's businesses. Oklahoma Works is composed of a coalition of businesses, educational institutions, state agencies, and other partners. This initiative is aligned with both the federal Workforce Innovation Opportunity Act (WIOA) and a 14-state National Governors Association (NGA) Policy Academy cohort.

In November of 2015, Oklahoma launched an inclusive planning effort to develop the state plan for Oklahoma Works, which serves as the guiding delivery document for and foundation of this initiative. This effort involved stakeholders from multiple agencies, and public and private sector representatives from all regions of the state. The resulting Oklahoma Works Strategic Delivery Plan was approved by Governor Fallin and key state leaders on December 8, 2015.

Oklahoma is committed to using the Oklahoma Works Strategic Delivery Plan as a catalyst for the creation of a talent pipeline ensuring all Oklahomans have the skills and education necessary to enter and advance in rewarding careers, and Oklahoma businesses have the talented workforce they need to succeed. Using Oklahoma Works' four objectives and associated strategies, we can achieve the goal of helping all Oklahomans achieve the American Dream.

In addition, in 2016 Governor Fallin directed the Oklahoma Works Leadership Team to implement an educational attainment goal, called Launch Oklahoma, which states that Oklahoma will be well-served by establishing the goal of seventy (70) percent of our residents 25-64 years-old having education training beyond high school by the year 2025.

Oklahoma Works: Key Objectives

Objective 1: ALIGN AND CONNECT

Develop, align, and connect the education and training pipeline with the needs of the state's regional economies by coordinating strategic priorities and plans across the education and workforce system.

Objective 2: DATA

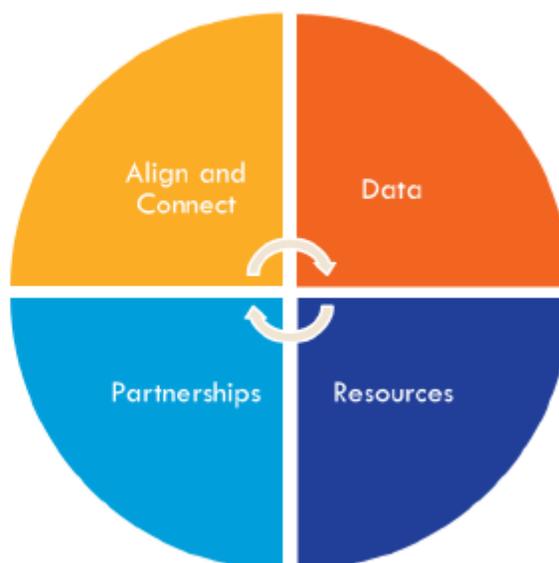
Integrate and use workforce and economic development data to inform policy, track progress, and measure success.

Objective 3: PARTNERSHIPS

Build partnerships between local industry and education at the regional level.

Objective 4: RESOURCES

Optimize the use of resources and incentives to achieve the Oklahoma Works goal.





Oklahoma Works: Strategic Actions

Objective 1: ALIGN AND CONNECT

- Career Pathways:** Improve Oklahomans' exposure to Career Pathways and career options along with the education and training required for entry into and advancement within a career in order to increase the number of Oklahomans in the education-to-workforce pipeline and to maximize state and local resources.
- Postsecondary Opportunities & Workforce Readiness:** Increase postsecondary opportunities in high school to ensure more students graduate high school with specialized knowledge or credentials to enter in-demand occupations, start businesses, or continue education with less time to completion, and align workforce readiness services across state programs and agencies, such that Oklahomans have the employability skills necessary to obtain wealth generating employment.
- Transportation Services:** Provide transportation to Oklahomans in rural and urban areas, in order to address the fundamental challenge of connecting education, training, and work opportunities with those citizens who need them most.

Objective 2: DATA

- Labor Supply and Demand Gap:** Utilize statewide data to decrease the skills gap by defining determinants and benchmarks along all levels of education and training that lead to employability in identified ecosystems, evaluating and utilizing competencies and assessments, and identifying and working to minimize existing data gaps.
- OKJobMatch:** Launch OKJobMatch as the one official job and labor exchange system for the state. OKJobMatch will connect jobseekers with employers, making it easier for job seekers to find jobs and for employers to find candidates, while improving the accuracy of data available to decision-makers.
- Common Connectivity:** Create a common intake portal which allows State service providers to better identify the eligibility of citizens, and refer them to appropriate providers, ensuring more Oklahomans can enter and remain in the workforce.

Objective 3: PARTNERSHIPS

- Regional Partnerships:** Cultivate and maintain productive relationships between regional employers, educators, and other workforce partners to ensure an appropriately skilled workforce.

Objective 4: RESOURCES

- Cross-Agency Resources:** Identify and recommend creative, cross-agency, and cross-sector funding models that support similar workforce programs and include agency programs that potentially benefit from public-private partnerships.
- Broadband and Digital Learning Capacity of K-12 Schools:** Engage with school districts through the Oklahoma Connect and Learn Initiative to enhance their ability to acquire adequate broadband and Wi-Fi to meet the 2018 Federal Standards to enable the delivery of meaningful digital curriculum and supplementary programs for students.
- Performance Funding Practices:** Identify national best practices for performance funding programs and encourage agencies to implement meaningful initiatives to improve outcomes based on performance funding models.

Oklahoma Works: Guiding Measures of Success

Launch Oklahoma—Educational Attainment Goal: Oklahoma will be well-served by establishing the goal of seventy (70) percent of our residents 25-64 years-old having education training beyond high school by the year 2025.

Additionally, the following measures have been identified as indicators of success for Oklahoma Works:

- Increase employment in the five wealth generating ecosystems (Aerospace and Defense, Agriculture and Biosciences, Energy, Information and Financial Services, and Transportation and Distribution)
- Increase the total labor force participation rate
- Increase the per capita personal income as a percentage of the national average
- Decrease the state income poverty rate
- Increase the percentage of high school graduates meeting college readiness benchmarks on ACT and SAT
- Increase the number of degrees and certificates obtained
- Increase the percentage of 4th grade students statewide who score proficient or above in reading
- Decrease the state youth unemployment rate

Appendix B: WIOA Strategic Plan Summary**Workforce Innovation and Opportunity Act
Unified State Plan for Oklahoma
EXECUTIVE SUMMARY**

Under the Workforce Innovation and Opportunity Act (WIOA), the Governor of each State must submit a Unified State Plan to the U.S. Secretary of Labor that outlines a four-year workforce development strategy for the State's workforce development system. The publicly-funded workforce system is a national network of Federal, State, regional, and local agencies and organizations that provide a range of employment, education, training, and related services and supports to help all jobseekers secure good jobs while providing businesses with the skilled workers they need to compete in the global economy. States must have approved Unified Plans in place to receive funding for core programs.

Oklahoma is submitting a Unified State Plan. The Unified State Plan is aligned with the goals and mission of the Oklahoma Works Strategic Plan. The final plan is available at www.oklahomaworks.gov.

The Unified State Plan includes a Strategic Planning Elements section that analyzes the State's current economic environment and identifies the State's overall vision for its workforce development system. The required elements allow the State to develop data-driven goals for preparing an educated and skilled workforce and to identify successful strategies for aligning workforce development programs to support economic growth.

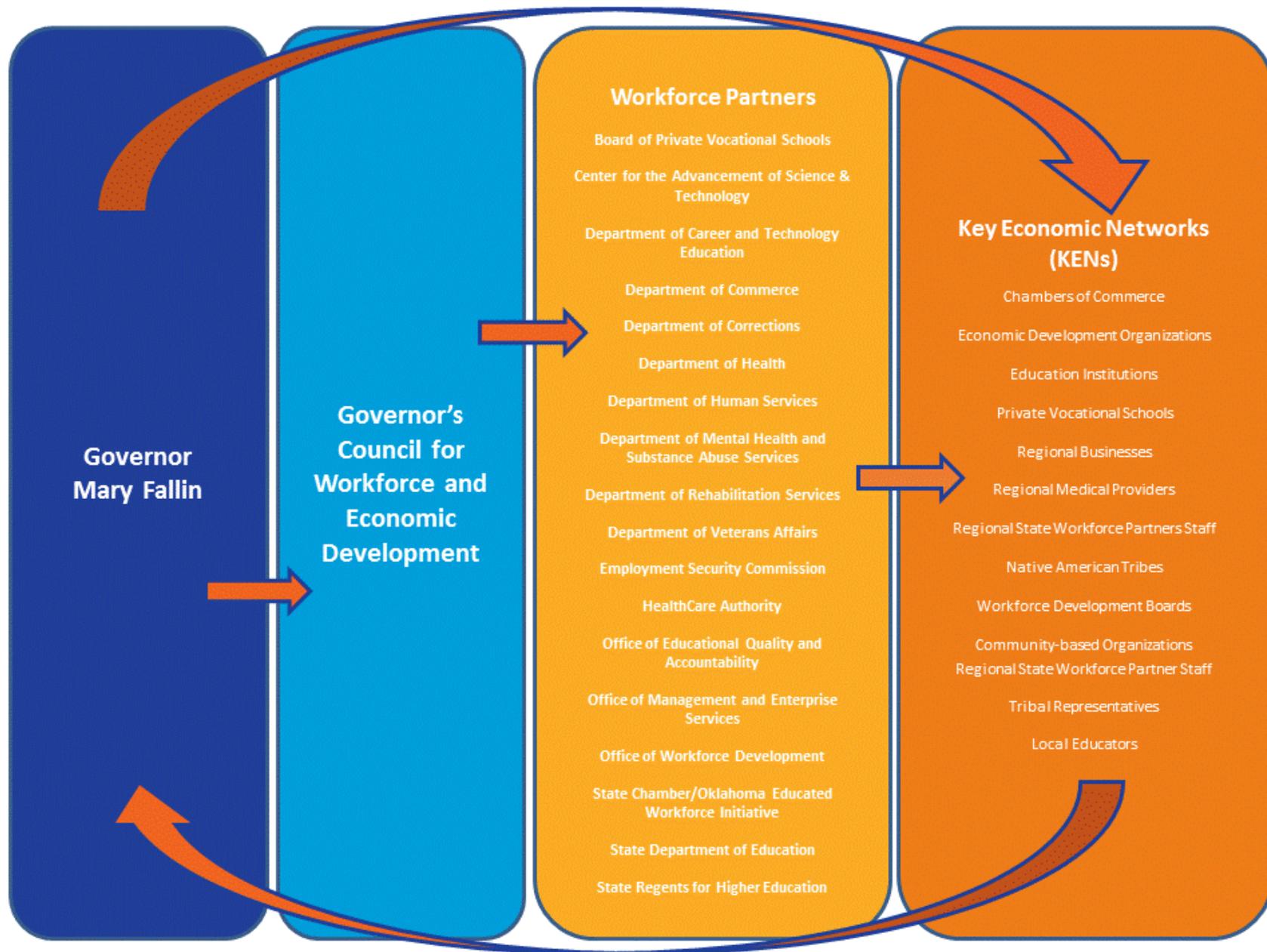
Included in the Unified State Plan is a four-year strategy for the core programs. The six core programs are—

- the Adult Program (Title I of WIOA),
- the Dislocated Worker Program (Title I),
- the Youth Program (Title I),
- the Adult Education and Family Literacy Act Program (Title II), and
- the Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by title III),
- the Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV).

The major content areas of the Unified State Plan include strategic and operational planning elements. WIOA separates the strategic and operational elements to facilitate cross-program strategic planning.

- The Strategic Planning Elements section includes analyses of the State's economic conditions, workforce characteristics, and workforce development activities. These analyses drive the required vision and goals for the State's workforce development system and alignment strategies for workforce development programs to support economic growth.
- The Operational Planning Elements section identifies the State's efforts to support the State's strategic vision and goals as identified in the Strategic Planning Elements section. This section ensures that the State has the necessary infrastructure, policies, and activities to meet its strategic goals, implement its alignment strategy, and support ongoing program development and coordination. Operational planning elements include State Strategy Implementation.

Appendix C: Oklahoma Works Partner Flow Chart



Appendix D: Oklahoma Works Organizational Chart



Organizational Chart

Governor Mary Fallin

Katie Altshuler
Goal Lead, Office of the Governor

Core Leadership Team
Mr. Steve Hendrickson, Boeing
State Superintendent Joy Hofmeister, OSDE
Chancellor Glen Johnson, OSRHE
State Director Marcie Mack, ODCTE
Secretary Natalie Shirley, Education & Workforce
Secretary Deby Snodgrass, Commerce

Align and Connect
Erin Risley-Baird
Office of Workforce Development
Sarah Ashmore
Office of Workforce Development

Data
Cindy Koss, OSDE
Marcie Mack, ODCTE

Partnerships
Jennifer Monies
Oklahoma Educated
Workforce Initiative

Resources
Jake Yunker
Office of the Governor

Career Pathways
Stephanie Cameron (Co-Lead), APSCO Manufacturing
Becki Foster (Co-Lead), ODCTE
STRATEGY TEAM

Labor Supply and Demand Gap
Matt Singleton (Lead), OMES
Grant Butler (Co-Lead), OMES
STRATEGY TEAM

Regional Partnerships
Sarah Ashmore, OOWD
STRATEGY TEAM

Cross-Agency Resources
Jake Yunker
Kyle Bellingar
STRATEGY TEAM

Postsecondary Attainment & Workforce Readiness
Jeanene Barnett, SDE
Leigh Goodson, TCC
Debbie Blanke, OSRHE
Becki Foster, ODCTE
STRATEGY TEAM

OKJobMatch
Richard McPherson (Lead), OESC
Mike Widell (Co-Lead), OOWD
STRATEGY TEAM

Broadband and Digital Learning Capacity of K-12 Schools
Dustin Crossfield, OMES
STRATEGY TEAM

Transportation Services
Governor's Oklahoma United We Ride Council

Common Connectivity
Jeane Burruss (Lead), OOWD
Cheryl Gray (Co-Lead), DRS
STRATEGY TEAM

Performance Funding Practices
Jake Yunker
TBD Budget, OMES
STRATEGY TEAM

Statewide Performance Department, OMES
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Rachael Nalliah
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Appendix E: Acknowledgements

OKLAHOMA WORKS PLAN ACKNOWLEDGEMENTS

This list is to honor and acknowledge those who were present in the meetings on November 3, December 1, December 8, and/or December 15, 2015 whose participation, input and guidance formed this plan.

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Appendix F: Executive Order--Launch Oklahoma Educational Attainment Goal



Mary Fallin
Governor

FILED

DEC 29 2016

OKLAHOMA SECRETARY
OF STATE

**EXECUTIVE DEPARTMENT
EXECUTIVE ORDER 2016-41**

I, Mary Fallin, Governor of the State of Oklahoma, pursuant to the power and authority vested in me by Sections 1 and 2 of Article VI of the Oklahoma Constitution hereby direct the Oklahoma Works Leadership Team (Team) to implement an Educational Attainment Goal for the State of Oklahoma.

Oklahoma will be well-served by establishing the goal of seventy (70) percent of our residents 25-64 years-old having education training beyond high school by the year 2025. The goal is called Launch Oklahoma. The Team shall develop and recommend a strategic plan to accomplish this goal. The strategic plan shall include, but is not limited to:

- Recommended strategies to increase post-secondary education and training attainment and decrease the skills gap;
- Metrics and benchmarks to demonstrate progress toward the seventy (70) percent goal. These metrics and benchmarks shall include, but are not limited to:
 - Progress toward reducing the socioeconomic, ethnic and racial achievement gaps in PK-12th grade and increasing equity in post-secondary enrollment; and
 - Progress toward increasing the percent of traditional-age students and adult learners who earn post-secondary degrees, certificates, or other credentials.
- Assessment of whether post-secondary degrees, certificates, and other credentials awarded by Oklahoma post-secondary institutions align with high-demand job needs and job-placement rates; and
- Other goals and objectives as requested by the Governor.

The final strategic plan shall be submitted to the Office of the Governor by November 1, 2017.

For the purposes of carrying out this work, the Secretary of Education & Workforce shall serve as the Chairperson of the Team. The members of the Team are the Chancellor of the Oklahoma State System of Higher Education or designee, the Director of the Oklahoma Department of Career & Technology Education or designee, the Executive Director of the Oklahoma Office of Workforce, the Deputy Superintendent for Academic Affairs & Planning for the State Department of Education, the Director of Research & Economic Analysis Services for the Oklahoma Department of Commerce, the Executive Director of the Oklahoma Educated Workforce Initiative, and shall be supported by the Governor's staff, the Oklahoma Works

Coordinator and the Statewide Performance Management Division of the Office of Management & Enterprise Services.

The Team shall meet at such times and places as the Chairperson deems appropriate. Members shall serve without compensation. Administrative support for the Task Force shall be provided by the Office of the Governor.

All Executive departments, officers, agencies and employees of this State shall cooperate with the Team in carrying out its duties and responsibilities, including providing any information, records and reports as may be requested by the Chairperson.

This Executive Order shall be distributed to the Secretary of State.

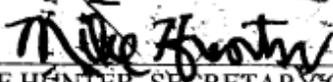
IN WITNESS WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Oklahoma to be affixed at Oklahoma City, Oklahoma, this 21st day of December, 2016.

BY THE GOVERNOR OF THE STATE OF OKLAHOMA



MARY FALLIN

ATTEST:



MIKE HUNTER, SECRETARY OF STATE

