



WIA Annual Report

Program Year 2005 - Oklahoma



WIA Alumni Celebration



From left to right: Norma Noble, Deputy Secretary of Commerce for Workforce Development, Honoree Steve Crawford, and Joseph Juarez, Regional Administrator, U.S. Department of Labor

Steven Crawford found himself in a bad position. The husband and father of six children had worked in concrete construction for a number of years and had trained to finish concrete. When he was offered a union job finishing concrete in Oklahoma City, he jumped at the chance. It was a step up for him, and he was excited about the opportunity. Unfortunately it didn't take him long after starting his new job to realize that he wasn't going to receive either the pay or the hours he needed to support his family. He needed something else and fast. In an effort to find more gainful employment, Steven visited his local Workforce Oklahoma center. He discussed

his situation with a counselor and decided to apply for help with occupational training. All of his work on construction sites had left Steven with an itch to build homes. He was eventually placed in on-the-job training with Central Oklahoma Habitat for Humanity. Besides the training opportunity, Workforce Oklahoma also provided Steven with transportation assistance, uniforms and tools. Steven has been with Habitat for Humanity for two years and has risen to the post of Assistant Superintendent. **“Now I have a job I can advance in,”** he says. **“I don't think I'd be where I am today without Workforce Oklahoma. I really appreciate the opportunity.”**

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“Oklahoma will have a competitive advantage through integrated workforce and economic development objectives.”



The Oklahoma Vision

As we move into Oklahoma’s second century, we are in the midst of exciting times! Our governor, Brad Henry, has a vision for jobs and economic growth in our state that is unparalleled. Governor Henry’s Economic Development Generating Excellence (EDGE) program convened 23 expert panels and over 3,000 individuals from around the state to determine what was needed to move Oklahoma to the next level in economic development – to define the Oklahoma Advantage. These expert panels included industry specific groups, selected for their expertise. As a result of the EDGE effort, several initiatives emerged that have since been given legislative approval and funding. **An initial investment of \$150 million has been put into a research endowment fund with the goal to make Oklahoma the research capital of the plains.**

The ACE (Achieving Classroom Excellence) was also passed and will help produce a more highly skilled workforce that will attract higher paying industries. In addition, the State Workforce Board was reconstituted as the Governor’s Council for Workforce and Economic Development (GCWED), and a Deputy Secretary of Commerce was appointed to oversee Workforce initiatives. The Governor’s Council for Workforce and Economic Development (GCWED) serves as the official state workforce investment board to study and recommend economic development strategies and initiatives. The Governor’s Council is a cohesive panel of approximately 50 leaders of business and government who were specifically selected based on their industry leadership to guide Oklahoma toward the goals and visions necessary for positive change and economic growth. With these strategic initiatives and appointments, the Governor set in motion a process for developing a workforce system in support of economic development at both the state and regional levels.

The formation of the Council has put unprecedented emphasis on the collaboration and alignment of workforce and economic development efforts. The Workforce Solutions Staff Team (WSST) provides support to the Governor’s Council and is composed of executive level staff from eight state agencies and local workforce boards. They are responsible for ensuring that agency goals and resources are aligned toward common statewide objectives. The Office of Workforce Solutions in the Oklahoma Department of Commerce provides staff support to the GCWED and coordinates the WSST.

The broad vision for the State of Oklahoma is one that was developed by the Governor’s Council and utilizes four guiding principles:

1. Oklahoma will always know its status relative to changing employer and workforce conditions due to globalization, new science, technology, and demographics.
2. Oklahoma will always have a competitive labor pool that addresses the quality and quantity needs of current and anticipated industry sectors and employer groups.
3. Oklahoma will always command a strong base of public awareness and support for workforce and economic development issues and initiatives, including education.
4. Oklahoma will always work through collaborative systems of policy governance, benchmarking, evaluation, and rewards.

Oklahoma is moving rapidly to a model where the **system planning/oversight** function is critical to carrying out the State Council's new vision for a demand driven, industry cluster-focused system. The Governor's Council is responsible for this activity statewide. The success of this model locally depends on some entity serving as an objective, unbiased broker within the community, not tied to one service model or one service entity.

Oklahoma is relying on WIBs to fill that role. Other stakeholders in the community must see the WIBs as strategic bodies that can do broad-based planning; credibly convene diverse players with multiple and at times competing agendas; and create a workforce investment system that extends well beyond Title I of WIA. To accomplish this, WIBs must be in a position to do business that is beyond just conducting meetings and fulfilling the minimal WIA responsibilities of a WIB. They must be able to study local issues, develop strategies and coalitions to address those issues, evaluate progress, garner resources to support initiatives, align service delivery to meet the strategic objectives of the state and the local area, and to make hard decisions when there is not progress against the plans.

In Oklahoma's Strategic Two-Year State of the Workforce Investment Plan Governor Brad Henry's ultimate goal is to "provide quality access to quality services that will create a quality workforce and ultimately link Oklahomans to quality jobs. It will create a workforce development system that supports economic development and provides more efficient comprehensive services to business." To accomplish this goal, one of the major initiatives of the Plan is "Local Workforce Investment Boards must serve as a broker in coordinating all workforce-related services within a regional area in collaboration with economic development." This requires that each local WIB progress from the role of managing local workforce programs to the new role of community issues management. This also mandates WIBs to catch the state vision for workforce and economic development, as well as develop themselves to constantly move the system forward.

The Plan also states: "The goal is to have WIBs that are seen as the authority on workforce and economic development issues. Too often, WIBs are seen as simply "WIA Oversight Committees" and are much too involved in programmatic minutia. The State wants to assist local WIBs to become truly system oriented by aligning services and resources and developing exciting and innovative collaborative efforts with all entities involved in economic and workforce development issues." The local WIBs must become a board of directors for system development, a convener of partners, a broker of services, and become focused on system development.

The desired state in each region is to have economic development, education, the WIBs and the One Stop system all moving towards the same goals to solve community workforce development issues. It is the responsibility of the local WIB to create that alignment. This requires highly effective WIBs.

WIB certification is a process that will create effective WIBs by:

- ensuring WIBs have proper membership, including
 - key industry representation
 - geographic representation
 - key community leadership
- positioning the WIB to
 - convene and engage partners
 - facilitate community workforce development issue discussions
 - broker services and connect the dots
- WIBs will be able to empower themselves to
 - find solutions
 - provide a system of quality access to services
 - leave no worker behind and increase per capita income
 - enhance regional economic development

All 12 Workforce Boards completed the required orientation, strategic planning and staff development planning process during the past year. This documentation is currently in the process of being evaluated and certification letters and awards issued.



Building a Competitive Workforce

The number and quality of skilled employees is the critical factor for businesses in deciding whether to expand existing operations or locate new operations in our state. **To create a competitive advantage in a global economy, Oklahoma must have an aggressive and forward-thinking approach that integrates workforce and economic development efforts.** Governor Brad Henry realigned the state's agency workforce development resources in PY 2005. This effort included transferring oversight of federal workforce funds to the Department of Commerce to ensure that the workforce system is supporting the economic development efforts of the state.

During Program Year 2005, the Governor's Council for Workforce and Economic Development researched the cooperative roles that the business and education sectors could play in meeting workforce development needs. **Based on its findings, the Council developed a plan of strategic, demand-driven recommendations for a more collaborative relationship between business and education to guarantee the development and availability of a skilled Oklahoma workforce.** These recommendations include:

- Analyzing industry clusters that are critical to the Oklahoma economy – those industries were identified as Healthcare, Advanced Manufacturing, Aerospace, Agriculture/Food Processing, and Transportation/Distribution/Logistics
- Identifying new areas where new employment skills are needed
- Developing a seamless education system that focuses on career paths leading to high-priority, high-demand jobs
- Developing an assessment system that certifies skill levels of prospective employees
- Better job training coordination between the public and private sectors, and
- Improved collaboration among critical state agencies

"Workforce programs have typically been viewed as social programs with an economic benefit. The new Workforce Investment system is an economic program with social benefits."

–Emily DeRocco,
Assistant Secretary
for Employment
and Training, U.S.
Department of
Labor

"The system advocated by the Council is driven by employers, supported by multiple state agencies and programs and has the momentum required to establish Oklahoma as a national leader in workforce and economic development."

–Steve Hendrickson,
Chair, Governor's
Council for
Workforce
and Economic
Development
Director,
Government
Relations, The
Boeing Company,
Tulsa

Sector-Based Strategies

After a year-long research effort, the Governor's Council adopted a sector-based strategy for developing our workforce. As part of its implementation of sector strategies, in-depth reports were commissioned on each of the major industry sectors that are critical to Oklahoma's wealth generating ability, or to its infrastructure. Those industries that were identified were Healthcare, Advanced Manufacturing, Aerospace, Agriculture/Food Processing, and Transportation/Distribution/Logistics. The first of these reports was "Oklahoma's Healthcare Industry Workforce: 2006 Report." It was completed in the spring and has been distributed to the Governor, State Legislature, media, and hundreds of key decision makers around the state. The report details acute shortages in a number of healthcare occupations and projected shortages to 2012. The GCWED projects that by the year 2012, we will have shortages of 3,135 registered nurses, 600 medical and lab technicians, 171 occupational therapists, 432 physical therapists, and 303 surgical technicians. The report contains recommendations for alleviating the shortages and how an overall sector strategy is critical for Oklahoma's healthcare industry. Although just released in the spring of 2006, as a result of this report, the legislature immediately increased spending for healthcare occupational training by almost \$5,000,000 dollars. Legislation also created the Healthcare Workforce Resource Center to coordinate, facilitate and communicate statewide efforts to meet the supply and demand needs for Oklahoma's healthcare workforce. Studies on Oklahoma's manufacturing and aerospace sectors are currently underway. To view Oklahoma's Health Care Industry Workforce: 2006 Report, visit the Oklahoma Department of Commerce web site.



Governor Brad Henry

Economic Development Strategies

Governor Brad Henry has signed legislation that provides a high wage incentive for existing Oklahoma companies that bring higher paying lines of business to the state. The incentives allow up to six percent incentive payment on payroll for new direct jobs that exceed 150% of the company's current average wage.

During this same program year, the Governor's Council for Workforce and Economic Development researched Oklahoma's workforce development needs, particularly the cooperative roles that the business and education sectors could play in meeting those needs. The Council developed recommendations for a more collaborative relationship between business and education to guarantee the development and availability of a skilled workforce.

As a means to improve the accessibility and availability of workforce data to new and existing businesses, the Governor's Council initiated a new page on the Oklahoma Department of Commerce's Web site. This new site offers visitors more than 1,000 pages of useful information and more than 1,700 downloadable documents. Since the new site was launched, unique visitors have increased more than 100%, with more than 900 utilizing the site each day. The Oklahoma Department of Commerce's Web site has been recognized for the second straight year by the International Academy of Digital Arts and Sciences, referred to by the *New York Times* as the "Academy Awards of Web site recognition" and can be found at www.OKCommerce.gov

Governor Brad Henry also signed House Bill 1716 to encourage the filmmaking industry to create more Oklahoma projects. The law creates a 25% income tax credit when the proceeds from an Oklahoma film or music project are reinvested in another state-based film or music project.

In April and May 2005 the Governor's Council for Workforce and Economic Development and the Oklahoma Department of Commerce hosted a series of Rural Economic Development Summits, one in each quadrant of the state. More than 550 people attended the summits, which allowed rural Oklahomans to hear from a field of experts concerning best practices in rural economic development and created regional partnerships, which led to planning sessions on community issues, priorities and barriers.

Innovative Training Strategies

Abstract of Oklahoma Fatherhood Initiative

The Oklahoma Department of Human Services, with the support of the Central Oklahoma Workforce Investment Board and other public and private organizations, has developed the Oklahoma Fatherhood Initiative (OFI). This dynamic project assists 250 fathers to achieve economic stability for their families by providing extensive job search assistance, comprehensive assessment, case management, occupational skills training, life skills training, and supportive services. Fathers of children born at the University of Oklahoma Children's Medical Center in Oklahoma City under the Medicaid program will be eligible for participation in the project, along with fathers referred by the Child Support Enforcement Division and Family Support Division of DHS. Fathers of children with disabilities will receive priority under the OFI project.

Partnering with the DHS FamilyStart program, OFI will place case managers at the OU Children's Medical Center to inform fathers about the various components of OFI. In partnership with numerous educational institutions, fathers can receive training in a number of demand occupations in targeted industries in the Central Oklahoma area. These jobs may be in the areas of construction, healthcare, aerospace, advanced manufacturing, transportation, oil and gas, and others. **The jobs will lead to self-sufficiency for the fathers and their families and will create productive, tax paying citizens with stable families that no longer require public assistance.** Participants in the project may also earn their Career Readiness Certificate which demonstrates to employers some of the basic skills needed to successfully perform on the job.



1+1 Nursing Education Program

The healthcare sector initiative, 1+1 Nursing Education Program, was created through a partnering effort of Oklahoma's largest non-profit healthcare provider, three community colleges, and two Career Technology Centers. This pilot project addresses the acute shortage of registered nurses statewide. Many qualified applicants have to be turned away from RN training programs every year because of capacity issues. There are not enough nursing instructors, facilities, or clinical space to train a sufficient number of Registered Nurses (RNs) to meet Oklahoma's demand. In Oklahoma, the Career Technology system is the primary trainer of Licensed Practical Nurses (LPNs), while the community college system trains the vast majority of ADN RNs. Oklahoma ranks fourth in the nation for the number of LPNs trained, but ranks 46th in the number of RNs. The 1+1 Nursing Education Program takes those individuals who wish to be RNs and places them in the CareerTech LPN program for their first year of training. Once the student successfully completes the first year, he/she is guaranteed acceptance into the second year of training at the community college. This approach expands capacity and allows more students to obtain RN certification.

Aviation Intern Recruitment

Another industry, aerospace, poses a unique problem in that it is one of Oklahoma's largest and most wealth-generating industries. Until recently, there were few opportunities for entry-level positions that did not require extensive training, however, the industry has a significant need for sheet metal workers. This need inspired a creative solution that benefited both our aerospace industry as well as provide well paying jobs to Oklahomans. The Aviation Intern Recruitment (AIR) allows a worker to get a foothold in the aerospace industry and then pursue training opportunities to receive an airframe and power plant FAA license. Working in cooperation with aerospace companies, Career Technology, the strategic partner in the lead, identifies skills and performance levels needed by our aerospace sector then provides customized formal training courses in sheet metal fabrication at the Career Technology Center as well as on the worksite. This initiative offers opportunity for expansion, statewide, and serves as a regional model. Successful graduates gain employment with one of Oklahoma's numerous aerospace companies after only a six-week training period. Some of these companies would then pay tuition costs for the employee to attend further training to receive their A&P license. This strategy of taking entry-level employees and then placing them on a career path to a higher position is becoming more prevalent among employers in the state's targeted industry sectors.



The state is working to refine the Aviation Intern Recruitment strategy and duplicating this effort among more employers as one way to help alleviate worker shortages in these industry sectors and is already in the process of taking the sheet metal project for aerospace and expanding it to the advanced manufacturing sector. This “crossover” strategy better aligns resources, eliminates duplicative processes, and saves valuable resources while benefiting two of Oklahoma’s most important industry sectors. By repeating this and similar strategies, Oklahoma will assist industries to train and retrain underemployed individuals.

Advanced manufacturing sector strategies include the efforts of various manufacturing councils around the state such as the Northeast Oklahoma Manufacturing Council and the Central Oklahoma Manufacturing Association. These organizations are made up of industry and education providers that focus on sector strategies for the advanced manufacturing industry. One key initiative involves the development of the “worker pipeline”. These groups are focusing on improving the image of manufacturing occupations with K-12 students, particularly those in high challenge schools across the state. Another initiative involves the training of young offenders in advanced manufacturing occupations. These young offenders are placed on a community college campus for six weeks where they are trained in life skills and manufacturing processes. They then serve a 240-hour internship with advanced manufacturing employers. These employers are hiring the individuals after the internship and providing mentoring and other supportive services. This same concept is being explored for children aging-out of foster care with the emphasis on work and also attaining their Associate in Applied Science degree in advance manufacturing from one of the premier technical colleges in the nation. [The 1+1 Nursing Education program, Aviation Intern Recruitment and manufacturing initiatives are working as a direct result of the Governor’s Council’s focus on sector-based strategies for developing Oklahoma’s key industries.](#)

Getting low-income workers trained, or retrained, and connected with these targeted industries is a high priority for Oklahoma. Through the Governor’s Council and Workforce Solutions Staff Team, state agencies, employers, and education are developing strategies to get low-income workers connected to opportunities in the industry sectors. [Through programs like these initiatives with healthcare, aerospace and manufacturing, we are linking Oklahomans and jobs in key industries, creating well paying jobs in industries that face skilled worker shortages.](#)

Success Through Collaboration

Beginning in July 2006, Employment Service and WIA Title I – Adult, Dislocated Workers, and Youth Programs, have been working diligently to move the network of Workforce Oklahoma Centers into integrated service delivery models.

Like the definition of integrate, “to make into a whole by bringing all parts together”, Employment Service administration and local WIA Board Staff have been making great strides toward making something new (a compound) instead of making a mixture (blending of two ingredients) of services offered through our comprehensive Workforce Centers across the state. The Oklahoma Employment Security Commission and Local Workforce Investment Board Staff have been working toward the design and implementation of an integrated service delivery approach for the centers, focusing their efforts on resolving some of the long-standing issues inherent in silo and often fragmented systems. In so doing, they have looked to the new requirements of the Governor’s Council and focused on a broader range of services to meet the employment related needs of businesses.

By delivering these services in an integrated, business-led manner, it conveys to the customer that he or she is important and deserving of high-quality services. The deliveries of the services are provided through an integrated “team” approach, not only designed to provide cohesive services but also to deliver them in a quicker, more professional manner. A customer flow model has been developed to accomplish this.

The model is comprised of a three-unit concept. Different centers have varied names but the services are the same. “Welcoming Unit” is staffed by team members who provide initial skills and needs assessment for the individual and assist with career counseling and planning. The “Skill Development Unit” is staffed by team members who provide a comprehensive skill assessment, opportunity to develop their current skills, obtain Career Readiness Certificate, and possible training. The “Staffing Solution Team” is made up of team members who provide job search workshops, assist in enhancing interviewing skills, and help businesses locate workers. They also assist customers who have been assessed as being “job-ready” in finding employment and assist those who are working to retain those jobs through supportive services.

Local Workforce Investment Boards have appointed center managers for these integrated centers. These individuals are responsible for monitoring the progress of the integrated center, mapping unit processes and assisting the units in their integration efforts. The results of this model will be a highly-skilled Oklahoma workforce.

"The quality of the local workforce has enabled us to expand our business plan and increase the number of Oklahoma City employees we need to serve our customers,"

–Ro Para, Senior Vice President and General Manager, Dell Americas.

"Oklahoma is a good choice for a customer contact center because of its available labor pool and proximity to institutions of higher education and employment training programs. Oklahoma has a very competitive package based on employment and training. As a customer-direct company, we need well-trained people to grow our business. The synergy around employee training made the decision easy for us."

Bringing Dell to Oklahoma

The spring of 2004 brought a boom to the Oklahoma economy. After months of discussion with Governor Brad Henry and the state's workforce and economic development partnership, Dell announced plans to locate a new customer contact center facility in Oklahoma City. Teams from City of Oklahoma City, Oklahoma State Regents for Higher Education, Oklahoma Employment Security Commission, Department of Commerce, CareerTech, and the Oklahoma City Chamber of Commerce were involved in this successful effort to bring Fortune Magazine's Most Admired Company in America home to Oklahoma. **Since the first meeting, 1200 Oklahomans have been hired to work at the new center on the Oklahoma River – with more employees being added every day.**

"The quality of the local workforce has enabled us to expand our business plan and increase the number of Oklahoma City employees we need to serve our customers," reports Ro Para, Senior Vice President and General Manager, Dell Americas.

Dell is an economic development success story, where workforce development played a central role at every stage – from the initial incentives package, through a comprehensive portfolio of recruiting, testing and screening services, to a high-caliber workforce that is so exceptional that it's setting records within the company. **In all ways, the Dell story is about workforce development and the success that can be achieved when a collaborative program works.** As we look to future economic development opportunities, we can see that Dell has had an even larger impact on the way Oklahoma does business. By causing all workforce development partners to rethink the way we deliver services, Dell has become a model on which to build.

"The partnership with the state of Oklahoma in development and delivery of world-class training for our employees, allowing them to learn and grow, including our partnership with Oklahoma Employment Security Commission to recruit employees and with the Oklahoma Department of Career and Technology Education to help train the employees."

–Kathy Oden-Hall, Communications Manager with the OKC Dell facility

CareerTech and Higher Education Collaboration

Oklahoma's Higher Education and CareerTech systems have formed a groundbreaking collaborative relationship that expands the opportunity for the awarding of college-credit through approved technology center courses. This approach combines the strengths of both systems into "Cooperative Alliances". **These Alliances significantly benefit both high school students and adults by allowing them to be enrolled in technology center courses and college courses at the same time.** The students accrue college credit each semester and the credit is placed on a permanent college transcript, all while attending a CareerTech program.

These Alliances are student-centered and encourage students to obtain the technical and transferable skills that will allow them to succeed in today's dynamic, knowledge-based, technology-driven global economy.

Cooperative Alliances have been formed between pairs of technology centers and colleges or universities offering technical Associate of Applied Science (AAS) degrees. The decision to form a Cooperative Alliance by a pair of institutions is voluntary by both partners. Each Alliance has been formally codified in a charter that commits the partner institutions to their respective responsibilities of delivering a world-class education.

The State Regents for Higher Education and the State Board of Career and Technology Education review and approve the formal charter for each Cooperative Alliance. High school students do not pay tuition but instead pay an \$8 per credit hour fee. Adult students pay technology center tuition and appropriate college fees.

The Alliances are focused on clearing the path to the completion of AAS degrees for more of Oklahoma's working population. By combining forces, the Alliances create significant taxpayer value by leveraging the combined facilities, instructors and resources of colleges and technology centers. Each program is rigorously reviewed through a formal approval and quality assurance process.

Currently, there are 26 Technology Centers and 16 Community Colleges across the state of Oklahoma that participate in the Alliance program.

Southwest Oklahoma Impact Coalition

The Southwest Oklahoma Impact Coalition (SOIC) was formed as a voluntary association consisting of Southwestern Oklahoma State University, Western Oklahoma State College, Cameron University, University of Arts and Sciences of Oklahoma, Redlands Community College, Association of South Central Oklahoma Governments, and South Western Oklahoma Development Authority. The mission of the Coalition is to reinforce and help grow wealth in the southwest quadrant of Oklahoma by maximizing and coordinating workforce and economic development opportunities through a collaborative process.

SOIC has partnered with the Department of Commerce in conducting the E-Synchronist survey of manufacturing businesses in southwest Oklahoma. A Frontline Team works to initiate activities that will address opportunities the group has identified through the assistance tracking component of the E-Synchronist information database. In addition, the Coalition has reviewed the results of these interviews and newly conducted interviews with convention, retail, tourism and service businesses from the area and assigned topics for follow up and action at a scheduled January conference to be held at Quartz Mountain Resort.

Strategic goals of SOIC include the development of a regional resource database and interface, recruitment and engagement of partner "stakeholders" in southwestern Oklahoma, and a regional business plan for workforce and economic development in the 20 county area.



Regional Collaboration - Oklahoma and Texas

The Texoma Regional Consortium (TRC) started as a two-state study on improving economic growth. The two (2) workforce investment areas of the Southern Workforce Board, headquartered in Durant, Oklahoma, and the Texoma Workforce Board, headquartered in Denison, Texas, have put together a consortium of economic, community, civic, city, county, tribal and workforce local leaders to review the assets, strengths, weaknesses and challenges for bringing together an economy to benefit the entire thirteen (13) county region. Representatives from both sides of the Red River have formed a steering team and held numerous data-gathering and planning meetings.

The TRC was initially funded by a competitive grant awarded through the Texas Workforce Commission and has since raised additional funds through the local Chambers of Commerce, economic development entities, industrial authorities, Oklahoma Department of Commerce, Texoma Workforce Board, Southern Workforce Board (Oklahoma) and other members.

The TRC Steering Team contracted with Corporation for a Skilled Workforce (CSW) to compile local and regional data, reports, workforce and economic strategic plans, and other activities. During April 2006, CSW and members of the Southern and Texoma Workforce Boards held business interviews and focus groups from the region's key industries to gain a full understanding of the communities, the economic and workforce challenges, infrastructure, innovation, educational opportunities and shortages and other issues of concern to business and industry.

The TRC Steering Team, with the assistance of CSW, reviewed the findings and presented them at an Economic Summit on July 26, 2006, at Tanglewood Resort, Pottsboro, Texas to develop strategies for capitalizing on the future. When it comes to local job creation and economic growth, it's not about Texas versus Oklahoma in this region any longer. After six months of study, the Texoma Regional Consortium's 13-county, two-state region's Economic Summit revealed where the jobs are and what areas need to be developed, described the assets of the region and what parts need improvement, demonstrated infrastructure positives and negatives, and left the members with a task of preparing to prioritize the work for the next two years.

The TRC members agree that they face significant economic challenges in the Southern Oklahoma/Texoma Texas region. Since January 2001, our national economy has lost more than 2.7 million jobs, including tens of thousands in this region. Healthcare costs are spiraling upward. The traditionally robust manufacturing sector is under incredible cost pressure and intense international

The challenges as TRC may be great, but so is the ability to meet them. It's a matter of capitalizing on the region's strengths – excellent schools, universities, and technical colleges, a high quality of life, natural beauty, a legacy of innovation, a commitment to quality, and -- above all - - a hardworking, highly educated Consortium with partnerships that are second to none.

competition. And too many of the region's young, talented workers are finding better job opportunities outside this region with many relocating to the Dallas and Oklahoma City urban areas.

The Texoma Regional Consortium (TRC) is developing a Strategic Plan that builds strategies to create good paying jobs and a "high end" economy. **Creating a great business climate where government is conscientious to the needs of the businesses and citizens of the communities – keeping standards high to protect our quality of life, but making it easier to do business.** The TRC envisions a high wage economy, one where our companies can be the most productive in the world. It envisions investing in education, training and a sound infrastructure. The TRC is not just about creating jobs. It is about creating good jobs that support families in safe and friendly communities that have enhanced educational systems, cultural diversities and experiences, improved air, rail and road systems, accessible and supported health facilities, expanded services to business and industry, innovation and entrepreneurial opportunities, and just a great place to live, work and do business.

About the Texoma Regional Consortium Area

The 13 counties of the Texoma Regional Consortium - Cooke, Fannin and Grayson in Texas and Atoka, Bryan, Carter, Coal, Garvin, Johnston, Love, Marshall, Murray and Pontotoc in Oklahoma – are currently home to over 400,000 people. It encompasses an area of several thousand square miles and is approximately the size of Connecticut and Rhode Island combined. The region straddles the Texas - Oklahoma region north of the Dallas/Fort Worth metro-plex and south of Oklahoma City/Norman area. Lake Texoma, an 89,000 acre reservoir managed by the Army Corps of Engineers, lies at the center of the region and provides one of the region's major tourist draws.

The region also hosts the headquarters for the Chickasaw and Choctaw Tribal Nations. These two Native American tribes are probably most well known for managing several large casinos and resorts in the region, but they also represent large diversified enterprises spanning from healthcare to legal services that employ thousands of area residents. The Texoma region is also known for its significant oil and gas reserves, large manufacturing activities, and its location along two major north/south transportation corridors - Interstate 35 and US 75.

Regional Industries

To gain a detailed understanding of the regional economy, the Corporation for a Skilled Workforce (CSW) conducted an economic cluster analysis to understand how complimentary industries interact with one another. The goal of the cluster analysis is to find which individual industries are related to one another as part of a “value-chain” that together could potentially produce products in the Texoma Region. Understanding how cluster-related industries interact can possibly identify opportunities for economic growth.

The cluster analysis involved examining secondary data to identify the patterns of economic activity and combining that information with numerous business interviews to better understand the processes that were driving and creating these economic patterns. From this analysis, the TRC Steering Team identified 11 clusters that appear capable of generating significant employment in the region. These clusters include: Finance and Insurance, Motor Vehicles, Aviation, Plastic Products, Packaged Food Products, Warehousing and Distribution, Computer & Electronic Equipment, Hotels and Passenger Transportation Services, Basic Health Services, Ranching and Equine, and Petroleum and Gas.

Strategic Themes: Identifying Challenges and Opportunities

After numerous interviews with area businesses as well as other local stakeholders, the consultants identified a number of key strategic themes to be addressed on which the Texoma Region might build its economic future. These are:

- Knowledge Capacity
- Innovation
- Global Image and Competitive Location
- Connectivity
- Urban and Outdoor Amenities
- Community Support
- Regional Leadership

For each of these themes, the consultants organized some of the most important assets on which to build potential strategies as well as some of the key challenges facing leaders in enhancing the region’s economic prosperity.

Southeastern Oklahoma and Western Arkansas

Southeastern Oklahoma and western Arkansas share more than just a common border. Throughout the region, the labor force crosses the state line every day. Manufacturing jobs in both states employ Arkansans and Oklahomans. Furthermore, if economic growth will occur in this area, the labor force numbers on both sides of the state boundary lines are essential to attract new industry.

Regional economic development for this bi-state area will promote the maximizing of the region's resources for economic development while providing a collective voice that will speak with greater strength.

To work toward this vision for regional economic development, the LeFlore County Coalition for Economic Development, with input from the Fort Smith Chamber of Commerce, sponsored formal strategic planning for stakeholders within the following counties in Oklahoma: LeFlore, Sequoyah, Haskell, Latimer, and McCurtain; and in western Arkansas: Sebastian, Crawford, Polk, and Scott.

The vision of the coalition was to develop a two-state region with a thriving, growing economy driven by collaborative leaders with a strategy for continued success.

Using the SWOT methodology, a report was generated. Within that report the following goals were identified:

1. Unite all regional leaders and communities for cooperative economic development;
2. Create an organization to implement a regional economic development program to focus on retention and expansion of existing businesses and industry, tourism, and entrepreneurial development.
3. To lay the groundwork for increased number of prospect visits and tourists; increased number of locations and expansions; the creation of new or retained jobs; capital investment; and increased growth in the regional economy as shown by population growth and/or wage growth.

Since that strategic planning effort occurred, the Fort Smith Chamber has become the Fort Smith Regional Chamber of Commerce with a challenge to create jobs to replace those jobs that the area's manufacturing concerns are losing. This initiative has been named "TOGETHER...JOBS FOR THE RIVER VALLEY." To date through Arkansas backing, the initiative has raised, either in cash or pledges, over \$4 million.

To meet the challenges identified from SWOT analysis and to promote regional economic development in southeastern Oklahoma and western Arkansas region, Carl Albert State College, The Southeast Workforce Investment Board and its Business Service team, with support from the Governor's Council and the Oklahoma Department of Commerce, identified and implemented the following strategies:

1. Create a regional structure for communication and cooperation that will lead, inform, and engage all stakeholders in marketing the region with one vision and one voice.
2. Increase the level of trust and understanding of strengths among the regional stakeholders to work toward the leveraging of economic development resources.
3. Support existing business and industry through needs assessment, planning for comprehensive career development, and support for a Geographic Information System to inventory all infrastructure to enhance the competitiveness of the region.

Implementation of these strategies has led to the following results:

- Five informal networking events have been held throughout the economic region to include focus group data gathering and assessment surveys.
- A comprehensive mailing list and an electronic database of regional economic stakeholders have been compiled.
- GIS software and licenses to aid in the inventory of existing infrastructure in southeast Oklahoma has been acquired.
- Software to be used on the Southeast Business Services Team web site to assess and survey regional economic stakeholders has been acquired.
- An "On the Border" Economic Summit in southeastern Oklahoma was sponsored and held at Carl Albert State College. The program included government leaders, economic development guest speakers, and local regional economic development champions.
- A committee with representation from public education, Kiamichi Technology Centers, higher education, lifelong education, and key southeastern Oklahoma and western Arkansas business and industry clusters has been formed. This committee will map existing career ladders and lattices, and recommend a comprehensive system of career development for regional economic development.
- Carl Albert State College, with partnership from the CASC Public Relations Director, will have produced 1000 DVD copies of a 30-minute marketing video that will promote regional economic development for the "Together....Jobs for the River Valley initiative."

Oklahoma and Louisiana: The Aftermath of Hurricane Katrina

On August 29, 2005, Hurricane Katrina made landfall on the Gulf Coast, destroying lives, leveling homes and leaving thousands with nothing but the clothes on their backs. Approximately 100,000 citizens fled during the mandatory evacuation order. For others, the enormity of the devastation ensued and many had to be rescued. As rescue efforts developed, many evacuees were bused to parts unknown to them. Twenty-three busloads of evacuees came to Camp Gruber in Muskogee, Oklahoma.

Camp Gruber was set up as temporary community. The barracks were designated by age and sex and a cafeteria-style eating area was put in place. A post office and phone bank were quickly provided so that the evacuees could conduct their business. A laundromat was also made available to the evacuees.

Workforce Oklahoma set up an on-site center at Camp Gruber to help the evacuees register with WIA, FEMA, the Red Cross, conduct job and family searches, and file for unemployment services. The staff successfully assisted many of the residents in finding their families!

Area Career Techs donated computers and helped install them.

A computer lab quickly came together that was Internet accessible for the evacuees' use.

Workforce Oklahoma and many other agencies, including local faith-based and community organizations, hit the ground running, ready to assist them. The outpour of kindness was incredible! Volunteers and donations of food and clothing came from everywhere. Approximately 2000 evacuees passed through Camp Gruber before settling in other areas. Many others were rescued by the faith-based community and other good Samaritans. Their stories of the hurricane were simply horrific!

Several businesses and temporary employment services offered jobs to the evacuees. Many became employed. One of the biggest obstacles to employment was limited public transportation. The faith-based community was a tremendous help in providing transportation assistance to the evacuees.

As the evacuees' stay at Camp Gruber began to wind down, many of them relocated to other areas. Some returned to the Gulf Coast or to their families in other states. Many remained in Oklahoma and settled in the Oklahoma City and Tulsa areas. Over 1100 families with FEMA numbers were identified as residing in Oklahoma. The average family size was three.

The Central Oklahoma Workforce Investment Board and the Eastern Workforce Investment Board applied for and received a National Emergency Disaster Grant to provide assistance to the

Katrina evacuees. Over 1300 evacuees have received assistance from the partners of Workforce Oklahoma. Many evacuees are receiving assistance with assessment, referrals, temporary jobs, unsubsidized employment, child and dependant care, transportation, and work-related clothing and tools. Some are also receiving training services. Other agencies are providing housing, counseling, and medical assistance to the evacuees. Hurricane Rita evacuees are also receiving assistance through an emergency grant received from the Oklahoma Employment Security Commission.

Job fairs were held in the Oklahoma City and Tulsa areas. Other outreach efforts included: newspaper advertisements, mass mailings to the evacuees and faith-based organizations, distribution of Hurricane Katrina posters and flyers, word of mouth, and Web sites. Many evacuees were rescued by faith-based organizations and other good Samaritans and were unaware of additional services that were available.

Community forums were held to continue the outreach efforts. Many agencies including: Workforce Oklahoma, Department of Human Services, Department of Rehabilitation Services, Veteran Services, FEMA, Oklahoma Housing Finance Agency, The American Red Cross, Ministerial Alliance, Metropolitan Tulsa Urban League, Department of Housing and Urban Development, and numerous others participated in the forums to assist the evacuees.

A reunion and awards ceremony entitled "The Year of Renewal" was held on the anniversary of Katrina to celebrate and honor the Katrina survivors.

A suggestion was made to take on a new identity and remove the title of "survivor" and change it to "achiever." Many evacuees received success awards—all of which were Workforce Oklahoma customers—and several agencies and other good Samaritans were recognized for their contributions to the Katrina relief efforts. The Katrina Survivors Coalition wrote and recited a special thank you for everyone that helped them in their journey:

As we traveled along this journey from Louisiana, Mississippi, Alabama, Superdome, Memorial Convention Center, Camp Gruber, and many stops on the way...there were so many kind people, organizations and supporters who were extremely concerned about our welfare. We say "thank you" to everyone. We have had many silent helping hands and we say "thank you" again.

One of the evacuees stated that the one thing she remembers about Camp Gruber was "getting off that bus with all the love and welcome I felt from everyone."

Another evacuee Jason George, a former high school physical science teacher and coach, is currently employed in the Eastern





“most of the evacuees have nothing to go back to and there are no options”

– Jason George

Workforce Area as a WIA youth case manager. Jason is also an inactive Staff Sergeant in the U.S. Marine Corps. Jason and his fiancé left St. Bernard’s Parish with three sets of clothes, their dog, and important documents before the hurricane hit. They ended up in Ft. Gibson, Oklahoma with his fiancé’s relatives. Jason was looking for a job and was told about Workforce Oklahoma. He came to the Workforce Oklahoma office in Muskogee, registered for WIA services, applied for and accepted a case management position. Jason stated that “the Workforce Oklahoma staff was very receptive.” He also stated that “the experience was outstanding, not only because I work here, but because there were so many different resources and correct information was provided which created excellent opportunities!”

Jason emphasized that one of the biggest misconceptions is that not everybody that stayed to endure the hurricane, was poor. Many thought the hurricane would blow over and life would be back to normal in a few days. He also stated that the biggest frustration is that “most of the evacuees have nothing to go back to and there are no options.”

One year later, many evacuees are still coping with Katrina and Rita’s devastation. Workforce Oklahoma is dedicated in our commitment to continue to serve the evacuees for the duration and help them to regain some semblance of their lives. We feel that it is not only our duty, but an honor!



Agencies Partner to Link Workforce and Economic Development

As part of their continuing efforts to link workforce and economic development, eight agencies signed an agreement on October 5, 2005 designed to reduce duplication, make the most of agency resources, and better serve the needs of Oklahoma's businesses and residents.

Under the agreement, the Oklahoma Department of Commerce, Oklahoma Employment Security Commission, Oklahoma Department of Rehabilitation Services, Oklahoma State Board of Education, Oklahoma State Regents for Higher Education, Oklahoma Department of Career and Technology Education, Oklahoma Department of Human Services, and Oklahoma Office of Handicapped Concerns pledge to create a system linking education, employment, and economic development to create a competitive, demand-driven workforce. While Oklahoma agencies have a history of cooperation, this partnership agreement is intended to create a stronger collaborative process that will raise the bar to a new level of achievement.

By using an integrated approach that links education, economic development, and employment, the agencies signing the partnership agreement plan to:

- Ensure collaborative efforts are strengthened and expanded
- Link programs and resources to provide enhanced services to Oklahoma's employers and job seekers
- Reduce duplication
- Develop strategies to train and educate Oklahoma's workforce, preparing it for the demands of the 21st century and the global economy.

The agencies signing the agreement are already active participants on the Governor's Council for Workforce and Economic Development (GCWED) and the Workforce Solutions Staff Team (WSST). Because of this, the partnership agreement further strengthens the framework established by the GCWED and the WSST for creating a demand-driven workforce.

As more agencies sign the agreement and align efforts with private sector businesses from key industries, which also serve on the GCWED, many benefits can be achieved, including:

- Increase per capita income
- Increase the number of Oklahomans obtaining two-year and four-year degrees
- Improve training opportunities for working Oklahomans
- Jointly provide better, more comprehensive career decision making data so that Oklahomans can make informed career choices
- Better prepare Oklahoma high school graduates for post-secondary education and/or the workforce
- Provide better and more comprehensive data to business as they make decisions regarding expanding in or locating to Oklahoma.

With the growing Hispanic population in the state, English as a Second Language (ESL) is now the fastest growing component of Adult Education.

Strides in Adult Literacy Impact Our Economic Development

Great strides continue to be made in educating adults—making more Oklahomans employable and qualified for job training and advancement. In fact, over 21,000 adults across the state benefited from these efforts last year.

The State Department of Education has helped Oklahomans through the federally funded Adult Education and Literacy program, now part of the Workforce Investment Act, since the 1960's. Today, a network of 39 Adult Learning Centers provide instruction in the basic skills and English language skills necessary:

1. for employment and self-sufficiency;
2. for supporting the educational development of their children; and
3. for completing a secondary level of education and earning a GED Diploma.

Adult Education plays an important role in the state's workforce and economic development initiatives. To compete in a global economy, business and industry need workers with essential work readiness skills, including math, reading, communication, problem solving, critical thinking, and teamwork.

Since 1996, Adult Education has been partnering with employers to provide work-based education for their entry-level workers. Widening Opportunities in the Workplace (WOW) teaches basic skills in the context of the job. WOW programs are offered at the job site and are customized for employers, including those who have limited-English speaking workers. Employers who have benefited from WOW include manufacturers, hospitals, cities, distribution and call centers, and meat processing plants.

More recently, Adult Education is partnering with Workforce Oklahoma Centers, Career Technology Centers, and employers for a work-readiness credentialing program called OKWorks. OKWorks helps equip unemployed and under-employed Oklahomans with the skills employers have identified as necessary for successful entry-level employment.

In Muskogee, OKWorks is a collaboration of the Muskogee Workforce Oklahoma Center, the Muskogee Adult Learning Center (ALC), and seven local employers. The Muskogee ALC provides the instructional component, while the Workforce Oklahoma Center recruits participants and serves as a liaison with employers.

In Ardmore, the OKWorks program has been customized to help prepare the workforce needed by four distribution centers. Other partners include the Ardmore ALC, which provides instruction; Southern Oklahoma Technology Center, which provides safety training; the Manufacturer's Alliance, which recruits employers; and the Ardmore Workforce Oklahoma Center, which recruits participants.

It All Started with "Vision 2025"

Several years ago Tulsa created a vision for the future of its region. Part of that vision included funding regional economic development and capital improvements considered critical to its future. Health Care and education were at the top of voters' minds in 2003 as they approved a 13-year sales tax increase for Tulsa County. Included in Tulsa's vision was \$8 million to construct a 34,000 square-foot Health Sciences and Biotechnology Learning Center.

As with most regions, the future of healthcare is at the top of everyone's list, but the Oklahoma Department of Commerce has added biotechnology to its radar as an additional target opportunity for state economic development. Realizing biotechnology as one of the most research-intensive industries in the world, Workforce Tulsa also followed suit by identifying biotech as one of its seven priority segments for area growth with a priority on providing the emerging industry with a skilled workforce.

Workforce Tulsa knows that for every one researcher, an average of five biotech lab technicians are needed to support the billions of dollars spent on research and development every year. An excellent avenue to create a pipeline of lab technicians for researchers was to collaborate with Tulsa Community College during the building and rollout of their Vision 2025 funded new Health Sciences and Biotechnology Learning Center due to be completed in December 2006.

The collaboration didn't stop there, however. **Knowing the importance of creating an awareness for the emerging biotech industry, support came from Tulsa Community College, Oklahoma State Regents for Higher Education, Oklahoma Department of Commerce, Tulsa Metro Chamber, WINS Workforce Solutions for Business, and Workforce Oklahoma.** Together representatives from Workforce Tulsa, Tulsa Community College and the Tulsa Metro Chamber began formulating ideas for Tulsa's first biotech forum. Bring in futurist, Ed Barlow, and the focus of the biotech forum was expanded to include all of the 'new sciences' of life, bio, and nanotechnologies.

While the planning efforts for a forum continued, Workforce Tulsa worked with Tulsa Community College (TCC) and youth from Workforce Oklahoma's In-School and Out-of-School Youth programs to expose them to the field of biotechnology at a workshop prepared specifically for them. Some of the first marketing efforts for the new biotech program were targeted toward high school age students and dropouts. These youth were able to perform experiments relating to disease transmission and gel electrophoresis where they extracted DNA from strawberries. It will be interesting to see if one of these workshop participants becomes one of Tulsa's first biotech graduates.

March 31, 2006 marked the date of the first Molecular Forum in



Tulsa held at the Van Trease Performing Arts Center for Education at Tulsa Community College. In addition to a keynote speaker, two different panel discussions were held. The first panel consisted of leading edge industry specialists and researchers ranging from a venture capitalist to the president of a company that provides services to the food industry relative to the manufacture and delivery of safe, high-quality food products. The second panel was experts from the educational field who were focused on developing the necessary human capital that will support job growth in this emerging industry.

To wrap-up, panelists, sponsors and forum attendees participated in a think-tank session to formulate ways to leverage community organizations and resources to take advantage of the opportunities within the molecular field. As information was shared, it became evident that the majority of college and university researchers were working in silos and wanted a vehicle established in order to share information.

Today an Advisory Committee has been established to bring together representatives from Life Sciences, Biotechnology, Nanotechnology, Information Technology and Advanced Materials. Among other things, the role of this group is to help establish the specific skills a program graduate should possess to function in an occupation, publicize the certificates and degrees offered in the areas of molecular science, recruit students, and place graduates into jobs. In other words, this committee will help Tulsa prepare for its future by leveraging the communities' research, organizational, workforce, educational and financial resources.

Oklahoma Launches Skills Assessment and Certification Program

Within today's global economy, finding and keeping a job requires higher skill levels than ever before. Employers want workers with documented skills based on the "real world" of any work place from a welding shop to a hospital.

The Governor's Council for Workforce and Economic Development (GCWED) and many of its partner agencies are currently rolling out a system of assessment and certification designed to meet the needs of both employees and employers.

The program involves the following:

- Build a career-ready certificate program with a portable credential documenting that potential or incumbent employees possess certain fundamental skills required by employers here and across the country.

"WorkKeys is the one thing in the employee selection process that allows us to compare apples to apples. It creates a bottom line that is easy for us to understand."

-Jeanna Berry,
Human Resource
Director, Metzeler

- Use nationally recognized assessments to measure skills and provide a common language between educators, businesses, and community members.
- Use the assessment system to validate the skills and skill levels of job seekers and compare them to the skills needed for jobs in today's economy.

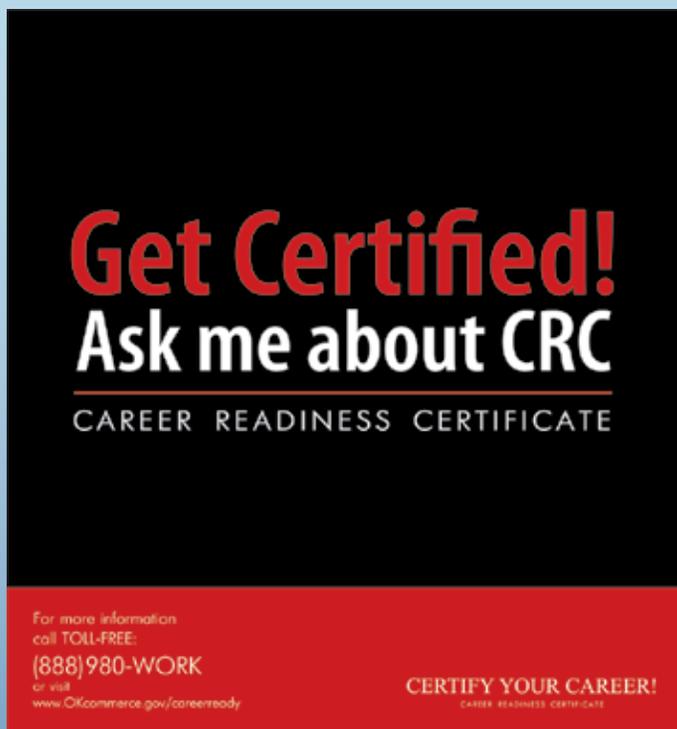
To date, the initiative involves the assessment of 17,000 potential and incumbent employees and more than 70 pre-assessment, assessment, and training sites across the state.

How it works: WorkKeys Assessment and Oklahoma Career Readiness Certificate

Designed by ACT, the company that developed the ACT assessment college entrance exam, WorkKeys measures communication, problem-solving, and interpersonal skills valuable to any occupation—skilled or professional—and at any level of education.

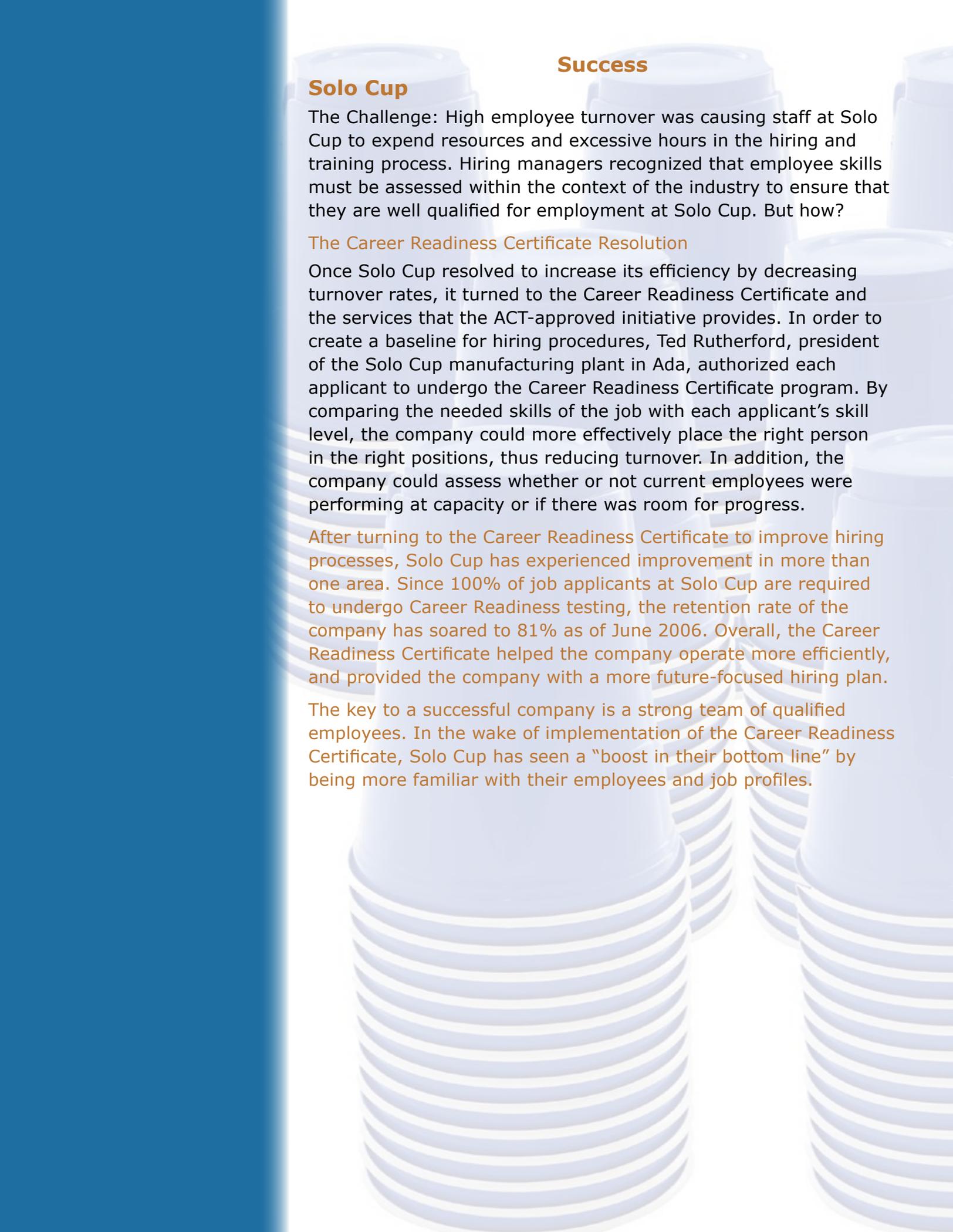
When fully implemented, assessment sites will be set up across the state on college campuses, One-Stop sites, CareerTech Centers, etc. Individuals' assessments and scores will be recorded and housed in a secure database. Depending on their scores, potential or existing employees will be awarded a gold, silver or bronze Oklahoma Career Readiness Certificate.

These portable skills credentials, which are easily recognized, can be used to facilitate job placement, retention, and advancement in our mobile society.



“The skills assessment plays an integral part in our hiring process, and it guarantees our investments in the training of our employees.”

-Jeanna Berry,
Human Resource
Director, Metzeler



Success

Solo Cup

The Challenge: High employee turnover was causing staff at Solo Cup to expend resources and excessive hours in the hiring and training process. Hiring managers recognized that employee skills must be assessed within the context of the industry to ensure that they are well qualified for employment at Solo Cup. But how?

The Career Readiness Certificate Resolution

Once Solo Cup resolved to increase its efficiency by decreasing turnover rates, it turned to the Career Readiness Certificate and the services that the ACT-approved initiative provides. In order to create a baseline for hiring procedures, Ted Rutherford, president of the Solo Cup manufacturing plant in Ada, authorized each applicant to undergo the Career Readiness Certificate program. By comparing the needed skills of the job with each applicant's skill level, the company could more effectively place the right person in the right positions, thus reducing turnover. In addition, the company could assess whether or not current employees were performing at capacity or if there was room for progress.

After turning to the Career Readiness Certificate to improve hiring processes, Solo Cup has experienced improvement in more than one area. Since 100% of job applicants at Solo Cup are required to undergo Career Readiness testing, the retention rate of the company has soared to 81% as of June 2006. Overall, the Career Readiness Certificate helped the company operate more efficiently, and provided the company with a more future-focused hiring plan.

The key to a successful company is a strong team of qualified employees. In the wake of implementation of the Career Readiness Certificate, Solo Cup has seen a "boost in their bottom line" by being more familiar with their employees and job profiles.

About Solo Cup

Headquartered in Highland Park, Illinois, Solo Cup Company is a \$2.3 billion publicly reporting company with a large manufacturing plant in Ada, Oklahoma. Exclusively focused on the manufacture of disposable tableware and packaging for the consumer/retail, foodservice, packaging, and international markets, the Ada manufacturing plant produces 33 million units of plastic, paper, and foam disposables every 24 hour period.

Employees

- Total Employees: 400+
- Over the past 2 two years, 100% of Solo Cup employees who have been hired had a score of at least 3 on their Career Readiness Certificates.

One Year Results

- Reduced turnover
- Employee retention rate increased to 81% in June of 2006
- Reduced employee training time
- Fewer production errors
- Taking the guesswork out of hiring decisions
- Established legal defensibility in the selection process
- Maximized efficiency from training practices
- Improved effectiveness of training dollars

Services Used

- Career Readiness Testing
- KeyTrain

Metzeler Automotive Profiling Systems

With 140 years of experience and tradition, Metzeler serves as the leading producer of extruded rubber seals for the world's automotive industry. Metzeler operates out of 30 plants worldwide, one of which is located in Frederick, OK.

Employees

- Total Employees: More than 10,000 worldwide, with 430 employees in Frederick, Oklahoma

Results

- Increased organizational efficiency
- Reduced turnover
- Boosted employee retention
- Fewer production errors
- Taking the guesswork out of hiring decisions
- Established legal defensibility in the selection process
- Maximized efficiency from training practices
- Improved effectiveness of training dollars

Services Used

- Career Readiness Testing
- KeyTrain

The Challenge: In the midst of an effort to support business expansion in rural Southwest Oklahoma, it is crucial that applicants are carefully selected based on their skill sets in order to form a reliable and capable workforce.

In order to support a business expansion in rural Southwest Oklahoma, Metzeler needed to expand its maintenance workforce. Identifying applicants whose skill levels match the requirements of the job description was essential to the company's success since these specific positions required participation in a costly 10-month training program. Metzeler needed a cost-effective and reliable skills assessment mechanism to identify the most capable applicants, which would subsequently reduce excessive training time and wasted resources.

The Needs: Applicants who have the desire to enter the industry and who possess an understanding of their skill set as it applies to the job definition.

The Career Readiness Certificate Solution - "Hiring the Right Person for the Right Job": After Metzeler resolved to participate in the WorkKeys initiative to locate quality employees, the ACT-



approved curriculum aided in their incoming employee selection, based on their needs as a company. Since the company invests a great deal of time and resources for each employee's training, the uniform skills assessment program ensured that the employees' skills matched the needed skills on the job. **By hiring the right employee for the right job, Metzeler was able to reduce turnover and unnecessary training in order to promote a progressive and efficient organization.**

The Career Readiness Certificate initiative allowed for Metzeler to take the guesswork out of the hiring process, and provided a more reliable platform for hiring new employees. With the use of the skills assessments, Metzeler was able to recruit and hire a higher caliber of employee than ever before.

WestOak Industries, Inc.

Located in Erick, Oklahoma, WestOak Industries prides itself as serving as the premier manufacturer of printed circuit boards for industrial applications, including the transportation, food, agriculture, sanitation, and oil and gas industries. Serving as a full service facility for its customers since 1973, WestOak Industries' production focuses on circuit board hole assembly, surface mount area manufacturing, testing, inventory, inspection and engineering.

Employees

- Total Employees: 40-49
- Since the beginning of WestOak's participation with Career Readiness, the skill levels of all employees have been assessed, and all applicants are tested as part of the interview process.

Results

- Reduced turnover
- Employee retention rate increased
- Reduced employee training time
- Fewer production errors
- Taking the guesswork out of hiring decisions
- Established legal defensibility in the selection process
- Maximized efficiency from training practices
- Improved effectiveness of training dollars
- Assisted in adhering to ISO 9000 standards and ensured quality business practices

Services Used

- Career Readiness Testing
- KeyTrain

Pioneer Technology Center

Located in Ponca City, Oklahoma, Pioneer Technology Center provides education and training for both high school students and adults, in high-demand occupations. Each year, more than 8,000 students enroll in a variety of programs and services, including technical training and certifications.

Results

- Taking the guesswork out of hiring decisions for businesses looking for skilled workers
- Preparing students and providing a method for setting basic skill requirements for jobs
- Assessing a student's skills relative to a job and improving a student's basic workplace skills to successfully qualify and retain a high-skilled, high-wage career.
- Career Readiness Certificates are providing a common, objective language for discussing workplace skills.
- Teachers and counselors are helping students evaluate their priorities and their goals relative to where their current skill levels are. Additionally, they are helping them to gain the necessary skills required for a career.

Services Used

- Career Readiness Testing
- KeyTrain
- WorkKeys

The Challenge: Finding applicants who possess the needed skills to perform a job, or the demonstrated ability to learn those skills, and progress in business and industry.

The Needs: Assessing a student's skills relative to a job, and improving a student's basic workplace skills to successfully qualify and retain a high-skilled, high-wage career.

The Solution: Comprehensive skills assessment and supplementary training if considered necessary.

Present and Future Outlook for the CRC: After Pioneer Technology Center's commitment to Career Readiness Certificates, there has been a dramatic improvement in the caliber of students and clients that have completed their career education and training program. The upward trend is expected to continue, and the community will enjoy the benefits of a highly trained and skilled worker. The worker will also have a portable credential(s) that shows they possess the certain fundamental skills needed in the workplace.

The Challenge: After a long struggle to determine the most efficient way to evaluate the skill level of students, Pioneer Technology Center decided to ask for help from an outside source. Pioneer Technology Center sought out a more uniformed system

"Finally we have an assessment tool that allows the potential employee, the educator/trainer and employer, to all be on the same page."

-Tim Burg, Ponca City Development Authority

for evaluating the skill levels of its employees and students, as well as finding a way to establish which skills were needed for certain job descriptions in and around the North Central Region of Oklahoma. Failing to prepare a student or client for a particular skill level, may result in high turnover and increased entry-level training, which adversely affects the growth of business and industry.

The Career Readiness Certificate Resolution: **“Helping students improve their basic workplace skills that will help them successfully qualify and retain a high-skilled, high-wage career.”**

The Career Readiness Certificate, along with WorkKeys and the KeyTrain curriculum, are helping area businesses meet workforce challenges by better preparing students and by providing a method for setting basic skill requirements for jobs, for assessing a student's skills relative to a job, and for improving a student's basic workplace skills to successfully qualify and retain a high-skilled, high-wage career.

Career Readiness Certificates provides a common, objective language for discussing workplace skills. For example, a level five in Applied Mathematics means the same thing to a business as it does to other schools throughout the state or even the country. These skills levels have also been correlated to the skills required for specific professions and to many state educational standards. Using this system, teachers and counselors can help students evaluate their priorities and their goals relative to where their current skill levels are and help them to gain the skill required for a career.

The Career Readiness Certificate is also helping build strong partnerships with business and industry by targeting and identifying their needs. WorkKeys is an important tool in increasing the skills of our workforce by assessing the basic skills of employees and closing identified skill gaps through the KeyTrain curriculum. This in turn allows employees an opportunity to attain the skills they need and hopefully advance to a higher paying job. Additionally, it creates a pipeline of future workers for area businesses.

“We now can literally validate that each student has indeed sufficiently mastered a specific skill and knowledgeable levels desired for their specific career or employment goals.”

-Tim Burg, Ponca City Development Authority

“In today’s business world of those who are either innovating or dying, Career Readiness is extremely relevant in meeting the needs of business, as it allows us to assess, adapt, and respond quicker than anyone else.”

-Tim Burg, Ponca City Development Authority

Oklahoma's Career Management System

OK3E.com is a collaborative effort that represents the merging of state and local leadership into one system committed to embracing and installing a demand-driven culture. OK3E.com is a Web space intended to bridge employment, economic development and education. Developed through the Governor's Council for Workforce and Economic Development, OK3E.com will help create a competitive advantage in a global economy. Oklahoma must have an aggressive and forward-thinking plan that integrates workforce and economic development efforts. This site has been designed to build success of all of our partners, citizens, planners and businesses.

The OK3E.com Integrated Web space offers the public workforce system, employers, economic development professionals, and education professionals an innovative knowledge network designed to create and support a demand-driven community, one that responds directly to business needs and prepares workers for good jobs in the fastest growing careers.

OK3E.com builds partnerships and links critical processes together:

Economic Development

Economic development is a critical link in a demand-driven workforce development system. Through better partnerships with educators and workforce development professionals, economic development professionals can help attract high growth/high-demand and economically vital labor and industries, and improve the quality of the community while developing state and local economies.

Educators

Members of the educational system are committed to helping employers prepare qualified workers for jobs in demand in emerging high growth/high-demand and economically vital industries. Partnering with the workforce and economic development is an integral part of this process, linking educators to valuable resources and tools that help meet the needs of employers, and build a local workforce that is in high demand.



Employers & Associations

[OK3e.com](#) will be a key vehicle for employers to access human capital. By partnering with Workforce Investment Boards, employers can access no/low cost services to obtain, train, and retain high-skilled workers, understand labor market information and trends, and meet the demands of growing businesses.

Workforce Investment System

Access to timely tools and information is critical for supporting operations in Workforce Career Centers, building effective partnerships, and outreach efforts by the workforce system.

[OK3e.com](#) will offer a multitude of resources that assist in the integration of demand-driven principles, provide partnership and skills building tools, and help position services favorably with high growth industry employers.

[OK3E.com](#) offers numerous benefits including:

- A tool for front line staff from any entity working with citizens regarding career planning or job counseling.
- A tool to help students and citizens make informed decisions regarding their career or educational choices.
- A tool to help educate citizens regarding career pathways within industry sectors in Oklahoma.
- A tool to foster life-long learning and continual skills development of the workforce of all ages.
- A tool to help citizens determine what skills are needed by business and allow them to pursue getting those skills in order to be successful in the workplace. Increasing the skills of Oklahomans will ultimately lead to increased per capita income in the state.
- A tool for individual citizens to access career planning assistance. This will aid in keeping qualified workers in Oklahoma and bringing qualified workers to Oklahoma.
- A tool to benefit businesses and employers by linking them with a wide array of helpful resources.

The web site is still in the planning phase, but will be operational soon.

Oklahoma's Business Services Teams Move Ahead of the Curve

The Oklahoma Department of Commerce, the Oklahoma Employment Security Commission and the Governor's Council for Workforce and Economic Development are proud to submit their collaborative, innovative approach to form Business Services Teams (BST) - broadening and strengthening the link between economic development and workforce solutions creating a demand-driven workforce system.

Business Services Teams are designed to:

- Develop a comprehensive system that responds to the needs of business by providing a single access process that brokers business services across the spectrum of partnering entities.
- Listen to the needs of business and develop a comprehensive package of business solutions that are responsive to the immediate and long-term demands of business.

Strategy:

- Form Business Services Teams over the entire state of Oklahoma to strengthen the link between workforce and economic development.

Goals:

- Form BSTs in each of the Workforce Investment Act Areas urgently and efficiently
- Provide professional training to all BST members
- Hire a BST coordinator/coach
- Provide follow-up services to each BST
- Focus on rural Oklahoma utilizing rural quadrant specialists
- Design an intranet for BSTs to share best practices

Measures:

- Create BSTs in all WIB areas of the state between June 1, 2004 and December 1, 2004.
- 80% of the BSTs will have a team charter in place by November 1, 2004
- Formal training for BSTs will be completed by November 15, 2004
- Each BST will have had at least one followup consulting session by November 1, 2004.
- Design intranet by November 18, 2004

Successes:

- 100% of BSTs formed
- Formal training completed
- 83% of the BSTs have a team charter
- 100% of BSTs have had one consulting session
- One urban/regional collaboration begun
- BST coordinator hired
- Intranet designed for BSTs

Marketing Strategies

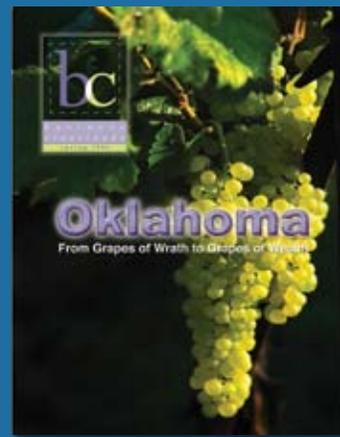
As a part of Oklahoma's Business Services Teams' outreach efforts, the Public Awareness and Outreach Team (PAOT) has produced several products as a part of our marketing strategy. One such product is a quarterly newsletter, *Business Crossroads*. Printed quarterly, it is filled with information that is relative to today's businesses. This marketing tool for the Business Services Teams reaches thousands of business customers from the panhandle to southeastern Oklahoma.

The *Business Crossroads* articles have included adult literacy, Business Services Teams, Worker's Compensation Reform, email privacy, training options for companies, business incubators, discrimination issues, Lean manufacturing, WorkKeys, as well as articles about workforce readiness. We also receive articles from attorneys who specialize in Employment Law and provide timely information on personnel issues.

Business Crossroads is distributed to 4,500 Oklahoma businesses by insertion into the Journal Record, Oklahoma's leading business newspaper. An additional 4,000 copies are delivered to business customers by the Business Services Teams and staff. They are also available online at www.workforceok.org, as well as on the Oklahoma Department of Commerce web site, www.OKCommerce.gov.

Other marketing initiatives of the PAOT have included:

- "What Employers Want" posters that have proven to be important tools in the classroom from high schools through colleges as well as in Oklahoma businesses.
- Acronyms and definitions of terms of the partners under the Workforce Investment Act – the common language of one partner is a foreign language to another. Hundreds of acronyms and terms are listed and available online at www.OKCommerce.gov under the "Workforce" heading.
- A video for new and existing local workforce board members that define their role as leaders in their regions of Oklahoma to guide and lead the economic and workforce development in each of our 12 areas.
- A web site for partners to request additional forms, marketing tools, ideas to share.
- Professionally designed and produced displays depicting Oklahoma's key industry sectors. Each Local Workforce Board received a banner display and large floor displays, as well as tabletop displays, were purchased for the use of any partner. These materials are vital to Business Services Teams as well as all partners for conferences, meetings, job fairs, etc.
- Provided marketing strategies to several local areas to assist in promoting their local systems which can be replicated.



WIA Alumni Celebration



From left to right: Norma Noble, Deputy Secretary of Commerce for Workforce Development, honoree Teresa Espinosa, and Joseph Juarez, Regional Administrator, U.S. Department of Labor

As the single mother of an eight-year-old son, the last thing Teresa Espinosa needed was to lose her only source of income. With a mortgage, car payments, and a child prone to seizures, every penny counted. Unfortunately after 11 years with her employer, Teresa lost her job. Before she left, Teresa was told about Workforce Oklahoma. Teresa visited her local workforce center, and after meeting with a Workforce Oklahoma counselor, she realized that she was being offered more than a way to find a new job. This was a chance to find a new career. Teresa and her counselor discussed different fields, and Teresa decided to pursue a career as

an electrician. She enrolled at Moore Norman Technology Center for her training. Workforce Oklahoma helped provide Teresa with uniforms, tools, and utility payments in addition to job placement services. Teresa has been working as an electrician for the past six months. Teresa and her family truly appreciate what Workforce Oklahoma has done for them. When asked what the most important thing she received from Workforce Oklahoma was, Teresa replied, **“The dedication and determination everyone at Workforce Oklahoma have put into helping me find my career. They weren’t just trying to place me in another job, but a career I could move up in and retire from.”**

For additional information contact: **Terry Watson, Associate Director of the Office of Workforce Development, Oklahoma Department of Commerce, 405.815.5206 or Terry_Watson@odoc.state.ok.us**

Allocation Affects on Outcomes

The Governor's Council for Workforce and Economic Development charged the Oklahoma Workforce System with full service integration across Labor Exchange and WIA programs to develop a skilled workforce in the State of Oklahoma. The Program Year 2005 budget cuts experienced by Oklahoma greatly affected the number of participants served by the Adult, Dislocated Worker and Youth Programs. During Program Year 2005, the emphasis of program dollars was focused on training services. The percentage of adult clients who received only core and intensive services decreased. However, the percentage of adult clients receiving training services remained the same as Program Year 2004, reflecting the emphasis on the development of a skilled workforce for Oklahoma. Workforce Centers across the state are now doing an initial skills assessment with clients who seek staff-assisted services in an effort to identify those who need skills-upgrading to become self-sufficient.

STATE OF OKLAHOMA
DOL WIA FINANCIAL STATEMENT
For the Period Ending June 30, 2006

PROGRAM ACTIVITY	AVAILABLE	EXPENDED	PERCENT	BALANCE REMAINING
Adult	\$9,608,771.00	\$6,825,173.00	71.03%	\$2,783,598.00
Dislocated Worker	\$7,067,879.00	\$4,004,544.00	56.66%	\$3,063,335.00
Youth	\$9,997,639.00			
Out-of-School		\$3,136,952.00		
In-School		\$3,327,576.00		
Summer Emp (Non-Add)		\$793,611.00		
Total Youth		\$6,464,528.00	64.66%	\$3,533,111.00
Local Administration	\$2,875,458.00	\$1,792,362.00	62.33%	\$1,083,096.00
Rapid Response	\$4,459,948.00	\$1,385,201.00	31.06%	\$3,074,747.00
Statewide Activities	\$6,915,484.00	\$3,929,576.00	56.82%	\$2,985,908.00
Grand Total	\$40,925,179.00	\$24,401,384.00	59.62%	\$16,523,795.00

Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$6,825,173.00
Local Dislocated Workers	\$4,004,544.00
Local Youth	\$6,464,528.00
Local Administration	\$1,792,362.00
Rapid Response (up to 25%)	\$1,385,201.00
Statewide Required Activities (up to 15%)	\$2,525,808.00
Statewide Allowable Activities	
(1) State administration of WIA Programs.	\$669,572.00
(2) Carrying out other activities necessary to assist local areas to carry out required or optional local employment and training activities.	\$591,022.00
(3) Capacity building and technical assistance to local areas.	\$143,174.00
Total of All Federal Spending Listed Above	\$24,401,384.00

Workforce Investment Act Customer Satisfaction Results for Program Year 2005

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	81%	82%	835	1513	2237	55%
Employers	79%	79%	1958	3180	4794	62%

Adult Program Results At-A-Glance			
Program Year 2005			
	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	83%	83%	874
			1055
Employment Retention Rate	85%	86%	1069
			1243
Average Earnings	\$3,950	\$4,343	5259101
			1211
Employment and Credential Rate	74%	78%	770
			993

Outcome for Adult Special Populations								
Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
	Entered Employment Rate	83%	62	87%	62	82%	31	79%
75			71		38		42	
Employment Retention Rate	78%	54	77%	49	89%	25	83%	29
		69		64		28		35
Average Earnings	\$3,799	254543	\$2,785	167112	\$5,771	161598	\$3,844	134529
		67		60		28		35
Employment and Credential Rate	83%	35	77%	47	71%	22	77%	24
		42		61		31		31

Other Outcome Information for the Adult Program				
Program Year 2005				
Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	86%	577	79%
674			382	
Employment Retention Rate	87%	648	86%	430
		749		503
Earnings Change in Six Months	\$5,282	3755649	\$3,007	1503452
		711		500

Dislocated Worker Program Results At-A-Glance			
Program Year 2005			
	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	88%	86%	641
			747
Employment Retention Rate	90%	92%	847
			919
Average Earnings	-1350%	\$1,332	1165536
			875
Employment and Credential Rate	75%	74	471
			639

Outcome for Dislocated Worker Special Populations								
Program Year 2005								
Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	89%	57	69%	11	74%	50	92%	11
		64		16		68		12
Employment Retention Rate	91%	60	91%	10	95%	68	83%	10
		66		11		72		12
Average Earnings	\$1,332	\$82,593.00	\$6,417	64167	-\$849	-60281	\$8,558	\$85,575.00
		\$62.00		10		71		\$10.00
Employment and Credential Rate	77%	44	42%	5	58%	32	88%	7
		57		12		55		8

Other Outcome Information for the Dislocated Worker Program				
Program Year 2005				
Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	85%	498	89%	144
		587		162
Employment Retention Rate	92%	629	92%	218
		682		237
Average Earnings	\$1,862	1204419	-\$171	-38883
		347		228

Youth (14-21) Program Results			
Program Year 2005			
	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	NA*	63%	590
			943
			478
Attainment of a Degree or Certificate	NA*	49%	976
Literacy and Numeracy Gains	NA*	Data Not Captured	

* Performance Level has not been negotiated

Older Youth Results At-A-Glance			
Program Year 2005			
	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	80%	79%	166
			211
			170
Employment Retention Rate	88%	90%	190
			722596
			182
Six Months Earnings Increase	\$4,000	\$3,970	164
			288
Credential Rate	61%	57%	

Outcome for Older Youth Special Populations								
Program Year 2005								
Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate	77%	17	50%	1	81%	17	75%	123
		22		2		21		165
Employment Retention Rate	75%	6	100%	1	100%	15	87%	124
		8		1		15		142
Six Months Earnings Increase	\$2,359	18873	\$6,623	6623	\$5,755	86322	\$3,428	476455
		8		1		15		139
Employment and Credential Rate	52%	12	50%	1	57%	16	50%	109
		23		2		28		219

Younger Youth Results At-A-Glance			
Program Year 2005			
	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	85%	81%	1509
			1856
Diploma or Equivalent Attainment Rate	72%	71%	260
			369
Retention Rate	65%	74%	322
			435

Outcome for Younger Youth Special Populations						
Program Year 2005						
Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate	75%	86	88%	210	73%	272
		115		238		374
Diploma or Equivalent Attainment Rate	74%	14	80%	20	42%	46
		19		25		109
Retention rate	84%	10	91%	19	67%	96
		12		21		144

Other Reported Information										
Program Year 2005										
	12 Month Employment Retention Rate		12 Month Earnings Change (Adults and Older Youth) or 12 Months Earnings Replacement (Dislocated Worker)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	86%	1082	\$3,969	4834570	4	36	\$4,538	3802689	66%	380
		1263		1218		874		838		575
Dislocated Workers	92%	913	112%	12080416	4	24	\$5,573	3399680	58%	289
		992		10744309		642		610		495
Older Youth	78%	141	\$3,758	642582	6	10	\$2,597	418057		
		182		171		166		161		

Participation Levels		
Program Year 2005		
Program	Total Participants Served	Total Exiters
Total Adults	66470	71096
Total Self Service	62196	68728
WIA Adult Program	65250	70400
WIA Dislocated Workers	1617	842
Total Youth (14-21)	2141	1111
Younger Youth (14-18)	1621	814
Older Youth (19-21)	529	297
Out-of-School Youth	797	446
In-School Youth	1347	665

Local Performance				
Program Year 2005				
Central	Total Participants Served	Adults	13440	
		Dislocated Workers	210	
		Older Youth	116	
		Younger Youth	247	
ETA# 40075	Total Exiters	Adults	15198	
		Dislocated Workers	147	
		Older Youth	71	
		Younger Youth	172	
Performance Measures		Negotiated Performance Level	Actual Performance Level	
Program Year 2005				
Entered Employment Rate	Adults	83%	81%	
	Dislocated Workers	88%	82%	
	Older Youth	71%	65%	
Retention Rate	Adults	85%	87%	
	Dislocated Workers	90%	94%	
	Older Youth	83%	82%	
	Younger Youth	55%	85%	
Average Earnings (Adult/DLW) Six Month Earning Increase (Older Youth)	Adults	\$3,950	\$3,602	
	Dislocated Workers	-\$1,350	-\$1,215	
	Older Youth	\$3,000	\$1,796	
Credential / Diploma Rate	Adults	74%	73%	
	Dislocated Workers	75%	66%	
	Older Youth	52%	20%	
	Younger Youth	72%	46%	
Skill Attainment Rate	Younger Youth	85%	58%	
Placement In Employment/Education	Youth (14-21)	NA*	61%	
Attainment of Degree or Certificate	Youth (14-21)	NA*	36%	
Literacy or Numeracy Gain	Youth (14-21)	NA*	NA	
Overall Status of Local Performance		Not Met	Met	Exceeded
		11		4

*Performance level has not been negotiated

Local Performance				
Program Year 2005				
Cleveland	Total Participants Served	Adults	2781	
		Dislocated Workers	29	
		Older Youth	11	
		Younger Youth	62	
ETA# 40025	Total Exiters	Adults	3275	
		Dislocated Workers	17	
		Older Youth	7	
		Younger Youth	35	
Performance Measures		Negotiated Performance Level	Actual Performance Level	
Program Year 2005				
Entered Employment Rate	Adults	83%	85%	
	Dislocated Workers	88%	91%	
	Older Youth	80%	100%	
Retention Rate	Adults	85%	82%	
	Dislocated Workers	90%	94%	
	Older Youth	88%	100%	
	Younger Youth	65%	80%	
Average Earnings (Adult/DLW) Six Month Earning Increase (Older Youth)	Adults	\$3,950	\$9,877	
	Dislocated Workers	-\$1,350	\$4,134	
	Older Youth	\$4,000	\$7,335	
Credential / Diploma Rate	Adults	74%	86%	
	Dislocated Workers	75%	83%	
	Older Youth	61%	78%	
	Younger Youth	72%	89%	
Skill Attainment Rate	Younger Youth	85%	87%	
Placement In Employment/Education	Youth (14-21)	NA*	31%	
Attainment of Degree or Certificate	Youth (14-21)	NA*	37%	
Literacy or Numeracy Gain	Youth (14-21)	NA*	NA	
Overall Status of Local Performance		Not Met	Met	Exceeded
		1		14

*Performance level has not been negotiated

Local Performance				
Program Year 2005				
East Central	Total Participants Served	Adults	3144	
		Dislocated Workers	45	
		Older Youth	23	
		Younger Youth	155	
ETA# 40040	Total Exiters	Adults	2744	
		Dislocated Workers	28	
		Older Youth	9	
		Younger Youth	34	
Performance Measures		Negotiated Performance Level	Actual Performance Level	
Program Year 2005				
Entered Employment Rate	Adults	83%	84%	
	Dislocated Workers	88%	71%	
	Older Youth	80%	50%	
Retention Rate	Adults	85%	83%	
	Dislocated Workers	90%	87%	
	Older Youth	88%	83%	
	Younger Youth	65%	68%	
Average Earnings (Adult/DLW) Six Month Earning Increase (Older Youth)	Adults	\$3,950	\$4,812	
	Dislocated Workers	-\$1,350	\$1,518	
	Older Youth	\$4,000	\$5,284	
Credential / Diploma Rate	Adults	74%	75%	
	Dislocated Workers	75%	71%	
	Older Youth	61%	30%	
	Younger Youth	72%	57%	
Skill Attainment Rate	Younger Youth	85%	90%	
Placement In Employment/Education	Youth (14-21)	NA*	29%	
Attainment of Degree or Certificate	Youth (14-21)	NA*	28%	
Literacy or Numeracy Gain	Youth (14-21)	NA*	50%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		8		7

*Performance level has not been negotiated

Local Performance				
Program Year 2005				
Eastern	Total Participants Served	Adults	8949	
		Dislocated Workers	576	
		Older Youth	85	
		Younger Youth	354	
ETA# 40050	Total Exiters	Adults	8558	
		Dislocated Workers	214	
		Older Youth	31	
		Younger Youth	100	
Performance Measures		Negotiated Performance Level	Actual Performance Level	
Program Year 2005				
Entered Employment Rate	Adults	83%	82%	
	Dislocated Workers	88%	93%	
	Older Youth	80%	81%	
Retention Rate	Adults	85%	87%	
	Dislocated Workers	90%	94%	
	Older Youth	88%	92%	
	Younger Youth	65%	71%	
Average Earnings (Adult/DLW) Six Month Earning Increase (Older Youth)	Adults	\$3,950	\$3,334	
	Dislocated Workers	-\$1,350	\$3,003	
	Older Youth	\$4,000	\$4,857	
Credential / Diploma Rate	Adults	74%	78%	
	Dislocated Workers	75%	78%	
	Older Youth	61%	50%	
	Younger Youth	72%	73%	
Skill Attainment Rate	Younger Youth	85%	87%	
Placement In Employment/Education	Youth (14-21)	NA*	82%	
Attainment of Degree or Certificate	Youth (14-21)	NA*	73%	
Literacy or Numeracy Gain	Youth (14-21)	NA*	NA	
Overall Status of Local Performance		Not Met	Met	Exceeded
		3		12

*Performance level has not been negotiated

Local Performance				
Program Year 2005				
North Central	Total Participants Served	Adults	3847	
		Dislocated Workers	22	
		Older Youth	22	
		Younger Youth	66	
ETA# 40050	Total Exiters	Adults	4032	
		Dislocated Workers	15	
		Older Youth	14	
		Younger Youth	45	
Performance Measures		Negotiated Performance Level	Actual Performance Level	
Program Year 2005				
Entered Employment Rate	Adults	83%	81%	
	Dislocated Workers	88%	91%	
	Older Youth	80%	89%	
Retention Rate	Adults	85%	84%	
	Dislocated Workers	90%	81%	
	Older Youth	88%	100%	
	Younger Youth	65%	79%	
Average Earnings (Adult/DLW) Six Month Earning Increase (Older Youth)	Adults	\$3,950	\$3,315	
	Dislocated Workers	-\$1,350	-\$1,277	
	Older Youth	\$4,000	\$2,842	
Credential / Diploma Rate	Adults	74%	84%	
	Dislocated Workers	75%	75%	
	Older Youth	61%	50%	
	Younger Youth	72%	30%	
Skill Attainment Rate	Younger Youth	85%	80%	
Placement In Employment/Education	Youth (14-21)	NA*	50%	
Attainment of Degree or Certificate	Youth (14-21)	NA*	29%	
Literacy or Numeracy Gain	Youth (14-21)	NA*	NA	
Overall Status of Local Performance		Not Met	Met	Exceeded
		8	1	6

*Performance level has not been negotiated

Local Performance				
Program Year 2005				
Northeast	Total Participants Served	Adults	8039	
		Dislocated Workers	74	
		Older Youth	30	
		Younger Youth	63	
ETA# 40050	Total Exiters	Adults	8343	
		Dislocated Workers	40	
		Older Youth	17	
		Younger Youth	52	
Performance Measures		Negotiated Performance Level	Actual Performance Level	
Program Year 2005				
Entered Employment Rate	Adults	83%	86%	
	Dislocated Workers	88%	88%	
	Older Youth	80%	83%	
Retention Rate	Adults	85%	86%	
	Dislocated Workers	90%	93%	
	Older Youth	88%	85%	
	Younger Youth	65%	71%	
Average Earnings (Adult/DLW) Six Month Earning Increase (per Youth)	Adults	\$3,950	\$5,618	
	Dislocated Workers	-\$1,350	\$5,001	
	Older Youth	\$4,000	\$3,874	
Credential / Diploma Rate	Adults	74%	77%	
	Dislocated Workers	75%	69%	
	Older Youth	61%	77%	
	Younger Youth	72%	74%	
Skill Attainment Rate	Younger Youth	85%	86%	
Placement In Employment/Education	Youth (14-21)	NA*	93%	
Attainment of Degree or Certificate	Youth (14-21)	NA*	42%	
Literacy or Numeracy Gain	Youth (14-21)	NA*	NA	
Overall Status of Local Performance		Not Met	Met	Exceeded
		3	1	11

*Performance level has not been negotiated

Local Performance				
Program Year 2005				
Northwest	Total Participants Served	Adults	476	
		Dislocated Workers	15	
		Older Youth	6	
		Younger Youth	34	
ETA# 40005	Total Exiters	Adults	518	
		Dislocated Workers	15	
		Older Youth	8	
		Younger Youth	28	
Performance Measures		Negotiated Performance Level	Actual Performance Level	
Program Year 2005				
Entered Employment Rate	Adults	83%	86%	
	Dislocated Workers	88%	94%	
	Older Youth	80%	67%	
Retention Rate	Adults	85%	90%	
	Dislocated Workers	90%	100%	
	Older Youth	88%	80%	
	Younger Youth	65%	72%	
Average Earnings (Adult/DLW) Six Month Earning Increase (Older Youth)	Adults	\$3,950	\$7,281	
	Dislocated Workers	-\$1,350	\$4,528	
	Older Youth	\$4,000	\$6,648	
Credential / Diploma Rate	Adults	74%	85%	
	Dislocated Workers	75%	85%	
	Older Youth	61%	62%	
	Younger Youth	72%	71%	
Skill Attainment Rate	Younger Youth	85%	88%	
Placement In Employment/Education	Youth (14-21)	NA*	47%	
Attainment of Degree or Certificate	Youth (14-21)	NA*	36%	
Literacy or Numeracy Gain	Youth (14-21)	NA*	NA	
Overall Status of Local Performance		Not Met	Met	Exceeded
		3		12

*Performance level has not been negotiated

Local Performance				
Program Year 2005				
South Central	Total Participants Served	Adults	4859	
		Dislocated Workers	282	
		Older Youth	18	
		Younger Youth	73	
ETA# 40020	Total Exiters	Adults	5337	
		Dislocated Workers	114	
		Older Youth	26	
		Younger Youth	91	
Performance Measures		Negotiated Performance Level	Actual Performance Level	
Program Year 2005				
Entered Employment Rate	Adults	83%	79%	
	Dislocated Workers	88%	90%	
	Older Youth	80%	81%	
Retention Rate	Adults	85%	89%	
	Dislocated Workers	90%	96%	
	Older Youth	88%	93%	
	Younger Youth	65%	68%	
Average Earnings (Adult/DLW) Six Month Earning Increase (Older Youth)	Adults	\$3,950	\$5,548	
	Dislocated Workers	-\$1,350	\$3,642	
	Older Youth	\$4,000	\$3,577	
Credential / Diploma Rate	Adults	74%	76%	
	Dislocated Workers	75%	78%	
	Older Youth	61%	63%	
	Younger Youth	72%	71%	
Skill Attainment Rate	Younger Youth	85%	83%	
Placement In Employment/Education	Youth (14-21)	NA*	57%	
Attainment of Degree or Certificate	Youth (14-21)	NA*	42%	
Literacy or Numeracy Gain	Youth (14-21)	NA*	NA	
Overall Status of Local Performance		Not Met	Met	Exceeded
		4		11

*Performance level has not been negotiated

Local Performance				
Program Year 2005				
Southeast	Total Participants Served	Adults	5091	
		Dislocated Workers	118	
		Older Youth	75	
		Younger Youth	100	
ETA# 40060	Total Exiters	Adults	5497	
		Dislocated Workers	75	
		Older Youth	40	
		Younger Youth	44	
Performance Measures		Negotiated Performance Level	Actual Performance Level	
Program Year 2005				
Entered Employment Rate	Adults	83%	82%	
	Dislocated Workers	88%	90%	
	Older Youth	80%	94%	
Retention Rate	Adults	85%	88%	
	Dislocated Workers	90%	92%	
	Older Youth	88%	83%	
	Younger Youth	65%	72%	
Average Earnings (Adult/DLW) Six Month Earning Increase (Older Youth)	Adults	\$3,950	\$6,294	
	Dislocated Workers	-\$1,350	\$2,140	
	Older Youth	\$4,000	\$3,784	
Credential / Diploma Rate	Adults	74%	77%	
	Dislocated Workers	75%	77%	
	Older Youth	61%	80%	
	Younger Youth	72%	93%	
Skill Attainment Rate	Younger Youth	85%	94%	
Placement In Employment/Education	Youth (14-21)	NA*	85%	
Attainment of Degree or Certificate	Youth (14-21)	NA*	86%	
Literacy or Numeracy Gain	Youth (14-21)	NA*	20%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		3		12

*Performance level has not been negotiated

Local Performance				
Program Year 2005				
Southern	Total Participants Served	Adults	4928	
		Dislocated Workers	76	
		Older Youth	31	
		Younger Youth	126	
ETA# 40045	Total Exiters	Adults	5350	
		Dislocated Workers	77	
		Older Youth	17	
		Younger Youth	53	
Performance Measures		Negotiated Performance Level	Actual Performance Level	
Program Year 2005				
Entered Employment Rate	Adults	83%	94%	
	Dislocated Workers	88%	93%	
	Older Youth	80%	100%	
Retention Rate	Adults	85%	88%	
	Dislocated Workers	90%	93%	
	Older Youth	88%	100%	
	Younger Youth	65%	76%	
Average Earnings (Adult/DLW) Six Month Earning Increase (Older Youth)	Adults	\$3,950	\$6,964	
	Dislocated Workers	-\$1,350	\$4,310	
	Older Youth	\$4,000	\$3,493	
Credential / Diploma Rate	Adults	74%	87%	
	Dislocated Workers	75%	91%	
	Older Youth	61%	73%	
	Younger Youth	72%	96%	
Skill Attainment Rate	Younger Youth	85%	88%	
Placement In Employment/Education	Youth (14-21)	NA*	71%	
Attainment of Degree or Certificate	Youth (14-21)	NA*	59%	
Literacy or Numeracy Gain	Youth (14-21)	NA*	NA	
Overall Status of Local Performance		Not Met	Met	Exceeded
				15

*Performance level has not been negotiated

Local Performance				
Program Year 2005				
Southwest	Total Participants Served	Adults	1445	
		Dislocated Workers	15	
		Older Youth	10	
		Younger Youth	35	
ETA# 40015	Total Exiters	Adults	1497	
		Dislocated Workers	10	
		Older Youth	2	
		Younger Youth	10	
Performance Measures		Negotiated Performance Level	Actual Performance Level	
Program Year 2005				
Entered Employment Rate	Adults	83%	76%	
	Dislocated Workers	88%	91%	
	Older Youth	80%	67%	
Retention Rate	Adults	85%	73%	
	Dislocated Workers	90%	90%	
	Older Youth	88%	100%	
	Younger Youth	65%	86%	
Average Earnings (Adult/DLW) Six Month Earning Increase (Older Youth)	Adults	\$3,950	\$5,705	
	Dislocated Workers	-\$1,350	\$6,005	
	Older Youth	\$4,000	\$4,329	
Credential / Diploma Rate	Adults	74%	64%	
	Dislocated Workers	75%	56%	
	Older Youth	61%	71%	
	Younger Youth	72%	80%	
Skill Attainment Rate	Younger Youth	85%	90%	
Placement In Employment/Education	Youth (14-21)	NA*	75%	
Attainment of Degree or Certificate	Youth (14-21)	NA*	82%	
Literacy or Numeracy Gain	Youth (14-21)	NA*	NA	
Overall Status of Local Performance		Not Met	Met	Exceeded
		5	1	9

*Performance level has not been negotiated

Local Performance				
Program Year 2005				
Tulsa	Total Participants Served	Adults	8466	
		Dislocated Workers	123	
		Older Youth	98	
		Younger Youth	305	
ETA# 40035	Total Exiters	Adults	10091	
		Dislocated Workers	88	
		Older Youth	52	
		Younger Youth	147	
Performance Measures		Negotiated Performance Level	Actual Performance Level	
Program Year 2005				
Entered Employment Rate	Adults	83%	90%	
	Dislocated Workers	88%	81%	
	Older Youth	80%	73%	
Retention Rate	Adults	85%	81%	
	Dislocated Workers	90%	88%	
	Older Youth	88%	100%	
	Younger Youth	65%	69%	
Average Earnings (Adult/DLW) Six Month Earning Increase (Older Youth)	Adults	\$3,950	\$2,330	
	Dislocated Workers	-\$1,350	\$2,838	
	Older Youth	\$4,000	\$4,815	
Credential / Diploma Rate	Adults	74%	80%	
	Dislocated Workers	75%	70%	
	Older Youth	61%	44%	
	Younger Youth	72%	58%	
Skill Attainment Rate	Younger Youth	85%	83%	
Placement In Employment/Education	Youth (14-21)	NA*	64%	
Attainment of Degree or Certificate	Youth (14-21)	NA*	46%	
Literacy or Numeracy Gain	Youth (14-21)	NA*	NA	
Overall Status of Local Performance		Not Met	Met	Exceeded
		9		6

*Performance level has not been negotiated