



Green Country Workforce Development Board's 4-Year Local Plan

The Green Country Workforce Development Board is honored to serve the following 18 counties: Adair, Cherokee, Craig, Creek, Delaware, Mayes, McIntosh, Muskogee, Nowata, Okmulgee, Osage, Ottawa, Pawnee, Rogers, Sequoyah, Tulsa, Wagoner, and Washington.

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GCWDB is an Equal Opportunity Employer/ Program. Auxiliary aids and services are available upon request to individuals with disabilities.

*Green County Workforce Development Boards Innovation and Opportunity Act Title I program funding statement can be found at: [EO & FUNDING PAGE – Green Country Workforce Development Board](#):
<https://www.greencountryworks.org/>*

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The Green Country Workforce Development Board (GCWDB) is the policy and guidance board for the Workforce Oklahoma system in Oklahoma. We are business leaders with a commitment to lead a highly skilled, productive workforce in our 18-county area.

The Green Country Workforce Development Board (GCWDB) complies with WIOA's Equal Opportunity and Nondiscrimination provisions which prohibit discrimination on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, or, the basis of citizenship status or participation in a WIOA Title-1 financially assisted program or activity.

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Green County Workforce Development Boards Innovation and Opportunity Act Title I program funding statement can be found at

[EO & FUNDING PAGE – Green Country Workforce Development Board](#)

<https://www.greencountryworks.org/>

Executive Summary:

On July 1 of 2025 The Green Country Workforce Development Board (GCWDB), in agreement with the Local Elected Officials absorbed the Northeast Workforce Development Board, which was comprised of 7 Counties in the Northeast corner of Oklahoma.

GCWDB serves an 18-county region in Northeast Oklahoma, dedicated to building a resilient, skilled, and future-ready workforce that meets the evolving needs of local industries. The board envisions a dynamic, employer-driven workforce system that empowers individuals through education, training, and career development opportunities, ensuring economic growth and prosperity for both businesses and job seekers.

The local workforce system is a collaborative network of partners including employers, educational institutions, training providers, and community organizations working together to deliver accessible, high-quality services. These services include job placement, skills training, career counseling, and support services, tailored to the diverse needs of individuals and aligned with regional labor market demands.

GCWDB emphasizes equity, innovation, and responsiveness, focusing on high-growth sectors such as manufacturing, healthcare, information technology, and energy. Through strategic partnerships and data-driven planning, the board aims to bridge skills gaps, reduce unemployment, and enhance economic competitiveness across the 18-county area.

The newly consolidated region is poised to capitalize on the tremendous growth opportunity for both large and small businesses and the citizens residing in Northeast Oklahoma. This newly formed area includes the Port of Muskogee in Muskogee County, Port of Catoosa and Port of Inola in Rogers County, Mid America Industrial Park in Mayes County as well as the Tulsa Metro Area which encompasses business and citizens in Tulsa, Creek, Rogers and Wagoner counties. Green Country is committed to working with both State and Federal agencies, Tribal Entities such as the Cherokee Nation, Secondary and Post Secondary Educational Institutions, Business and Industry leaders, employers, policy makers, Local Economic Development Partners and Non-Profits to expand the opportunities and growth for self-sustaining, long-term employment for both our metro and rural communities.

This plan adheres to State of Oklahoma, Oklahoma Employment Securities Commission policy WSD85-2024 and is required under the Workforce Innovation and Opportunity Act (WIOA). Feedback and Comment from all workforce development partnerships is welcomed.

Sincerely,



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A. Local Workforce Development System Vision

1. Provide a description of the local board's strategic vision and goals to support economic growth and economic self-sufficiency, including:
 - a. Goals for preparing an educated and skilled workforce, including individuals with barriers to employment; and,

The GCWDB's stated mission and vision statements are as follows:

Our Mission: Green Country Workforce fuels economic development by creating relationships that benefit employers and job seekers by placing talent today, while preparing individuals for the jobs of tomorrow.

Our Vision: Growing economic prosperity for the Green Country Workforce Development Area by being the primary source that connects employers and job seekers.

In the GCWDB service area the strategic vision emphasizes moving customers into high demand self-sufficient employment, by focusing on:

1. **Economic growth aligned with regional needs**

The board envisions contributing to regional economic development by ensuring that employers in the region have access to a pipeline of skilled workers. This means anticipating the skill demands of growing industries (e.g. manufacturing, health care, logistics, energy, IT) and aligning training and education toward those sectors. GCWDB anticipates working with area industry partners such as the Mid-America Industrial Park and the Tulsa Port of Catoosa to develop an understanding of future skill needs. Additionally, the GCWDB goals include increasing the percentage of workforce participants obtaining a recognized credential (certificate, license, degree) in in-demand fields.

2. **Inclusion and equity**

The board is committed to serving individuals with barriers to employment (e.g. people with disabilities, long-term unemployed, ex-offenders, rural residents, low-income, veterans, individuals lacking credentials). The goal is to reduce disparities and ensure equitable access to training, support, and employment. The GCWDB will work with its partners to increase enrollment of underrepresented / barriered populations in training and credentialing programs. These efforts will expand opportunities to braid funding across partner programs and improve customer based outcomes.

3. **Career pathways & credential attainment**

The board will promote stackable, portable credentials and career pathways so that jobseekers can progressively advance (for example starting at entry-level training, then building into certifications, degrees, and specialized credentials). Work-based learning (apprenticeships, on-the-job training, internships, work experience) is a key strategy in accomplishing this.

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To achieve this, the GCWDB will expand the number of work-based learning placements (apprenticeships, OJT, internships) annually. We are currently piloting a registered apprenticeship program for Surgical Technicians with Northeastern Health Systems. If successful, this model will be expanded with other businesses within our 18-county area focused on in-demand occupations. Achieving this goal will strategically prepare us should “Make America Skilled Again” be implemented through executive order or a change in law. The proposed MASA budget has a large focus on expanding registered apprenticeships.

The GCWDB will work toward strengthening employer-education partnerships so that curricula and training programs reflect real-time employer needs. GCWDB will partner with entities such leveraging training contracts to provide training in specific employer needs.

4. Better alignment and integration across partners

To achieve the above, the board would aim to coordinate among education institutions (community colleges, technical schools), K-12, adult education, social services, economic development agencies, and employers. The goal is to avoid fragmentation and duplication and to make service delivery more seamless for jobseekers and employers. The GCWDB will promote co-enrollment with adult education & literacy programs to help individuals lacking basic skills progress into occupational training. In part, these efforts will be facilitated by working to consolidate into universal job centers within the service area. The GCWDB has also partnered with AEFL entities to provide staffing at their locations on a consistent basis.

5. Responsive to rural and underserved areas

Because the area is large and includes rural communities GCWDB is committed to expanding access in remote areas (e.g. through remote training, mobile services, satellite service sites) so that people in outlying counties are not left behind. The GCWDB continues to enhance remote/distance training capacity and virtual support to reach rural and underserved counties. These offerings include leveraging online resources to conduct virtual enrollments and meetings with customers; or meeting customers in more localized areas such as libraries and other community-based partner locations. The GCWDB continues to explore expanding its specialized Job Centers into more rural libraries, and currently offers services in the following rural counties: Ottawa, Craig, Nowata, Washington, Delaware, McIntosh, Muskogee, Cherokee, and Adair.

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

The GCWDB has negotiated Performance Indicators with its state oversight entity, the Oklahoma Employment Security Commission (OESC). These specific targets are described in section C11. In addition to its efforts to meet its own performance metrics, the GCWDB seeks to assist its partner entities in meeting their performance objectives.

To meet its performance goals, the GCWDB and its contracted Service Provider have increased the scrutiny of its performance and participant monitoring, implemented new reporting and tracking

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requirements, and improved the frequency and quality of communications between the entities. GCWDB has worked to improve the quality of its oversight with the objective of moving the system toward meeting all performance standards.

GCWDB's work with partners, as described throughout this plan, are designed to better integrate the Workforce System. Efforts such as braiding funds, co-enrollment and co-case management, and improved communication through Core Partner Meetings are expected to result in improved system performance.

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

GCWDB believes that a unified CRM platform across all agencies will lead to better performance, referrals, customer-based outcomes, and performance. As of September 2025, only WIOA Title I and Title III participants in the current state CRM system for WIOA. Moving to a unified system will better enable system partners to co-case manage customers, share data, braid funds, and extend the no wrong door point of entry for system customers and businesses.

As a starting point of its efforts to meet the GCWDB's strategic mission and vision the GCWDB, through its OSO, has implemented a monthly Core Partner meeting which includes the WIOA Core Partners. The objectives of this monthly meeting are to strategically align the system's work across a multitude of items: including hiring events, participation at other employer focused events, resolving intra agency challenges, customer referrals, improving customer experience through a review of customer feedback, continuously working toward improving system effectiveness, and improving system performance outcomes.

The GCWDB's OSO will also host monthly Partner meetings. These meetings serve the purpose of education and staff development, enhance and streamline collaboration efforts, and to bring multiple partners together to share information and knowledge about resources available to customers within the WDB's 18-county area. The OSO's contractual performance goals further align the GCWDB with this mission by emphasizing the engagement of new partners and cross training of AJC system partners; and developing new efficiencies for the AJC system. Some of the highlighted efficiencies include monthly system newsletters, bi-weekly hot jobs, monthly lunch & learns which are available to all partners.

The GCWDB continues to advocate for representation of the Oklahoma Works system, rather than individual agencies or entities across all forms of media, outreach, and partner engagement. GCWDB is committed to a no-wrong door approach to customer service and a unified Workforce System. In these efforts, the GCWDB is currently working to improve partner co-location in its area AJCs and cross training of staff. This includes the potential relocation of multiple AJCs over the next two-years with plans to receive and implement partner feedback on upcoming centers.

B. Local Workforce Development System Response to Regional Plan

According to Workforce System Directive (WSD #85-2024), Section B is only required for local areas that are part of a multi-area planning region. While local areas can use the regional plan as a reference, they are expected to provide additional context specific to their local needs and identify unique areas of focus. As a single planning region, the Green Country Workforce Development Board (GCWDB) is exempt from answering the questions outlined in this section of the policy.

C. Local Workforce Development System Description:

1. Describe the workforce development system in the local area by addressing each of the following.

- a. List and describe the programs that are included in the system.

The GCWDB's system includes the following programs:

- The WIOA Title I Adult Program, administered by the Green Country Workforce Development Board (GCWDB), is designed to help adults (18+) who face barriers to employment gain the skills, training, and support they need to find and retain good jobs. The focus is to increase employment, earnings, credentials, and skill obtainment for adults who are facing barriers such as low-income, unemployment or underemployment, receiving public assistance, low literacy, disability, homelessness or re-entry from incarceration. Basic and individualized career services are available for everyone. Training services are available through occupational skills training, work experience, on-the-job training and apprenticeships.
- The WIOA Title I Dislocated Worker Program, administered by the GCWDB, assists individuals in reentering the workforce through training and employment services due to having lost their jobs through no fault of their own such as layoffs or plant closures.
- The WIOA Title I Youth program, administered by the GCWDB, is designed to help both out-of-school and in-school youth who face barriers to employment. These services support youth in preparing for post-secondary education and job opportunities, earning educational or skills-based credentials, and obtaining employment that offers long-term career growth and advancement.
- The WIOA Title II Adult Education and Family Literacy Act assists adults to improve basic skills, earn a high school diploma or equivalency, and prepare for postsecondary education, training, or employment.
- The WIOA Title III Wagner-Peyser program is facilitated through the Oklahoma Employment Security Commission and provides universal employment services to anyone seeking work with no eligibility restrictions and assists employers in finding qualified candidates.
- The WIOA Title IV Vocational Rehabilitation (VR) program assists individuals with disabilities prepare for, obtain, retain, or advance in competitive integrated employment.
- The WIOA Title V supports the Senior Community Service Employment Program (SCSEP). Assists low-income, unemployed individuals aged 55 and older gain job skills through paid, part-time community service work, with the goal of transitioning into unsubsidized employment.
- Oklahoma Department of Human Services is designed to assist individuals of all ages through various programs and resources such as: Supplemental Nutrition Assistance Program, Child Care, Temporary Assistance for Needy Families, Low-income Energy Assistance Program, state sponsored health care, Women, Infant, Children program as well as school and lunch programs.
- Career Tech centers in the Workforce Development Area (WDA) play a key role in delivering training and education services by serving as training providers, partners in workforce development, and access points for career advancement.

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- Colleges and Universities are available throughout the WDA as training providers, education partners, and economic development contributors offering industry aligned training programs, supporting career pathways and credential attainment and working together with GCWDB and employers to align regional labor market needs.
- Tulsa Job Corps. and Talking Leaves Job Corps. assists young people ages 16–24 by providing free education, vocational training, and career development to youth who are low-income, out-of-school, or face challenges like homelessness, parenting, or lack of basic skills.
- Cherokee Nation Career Services offers comprehensive programs covering adult learning, youth pathways, on-the-job training, and disability services that are all tailored to the needs of tribal citizens in Northeast Oklahoma.
- Oklahoma Department of Veterans Affairs is Oklahoma's state-level agency is dedicated to ensuring veterans are honored, cared for, and supported through a wide range of services such as veterans' benefits assistance, long-term care services, veteran advocacy, education and employment and mental health and wellness. It is the bridge between federal VA benefits and local community support.

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

Center Name	Location	Partner/Program Physically Present
Comprehensive One-Stop Centers		
Bartlesville American Job Center	210 NE Washington Blvd. Bartlesville, OK 74006	Title I, Title II, Title III, Title IV and ODVA
Tahlequah American Job Center	1295 Skills Center Circle Tahlequah, OK 74464	Title I, Title II, Title III, Title IV and ODVA
Affiliate Centers		
Muskogee American Job Center	717 S 32nd St, Muskogee, OK 74401	Title I and Title III
Okmulgee American Job Center	1601 S Wood Dr, Okmulgee, OK 74447	Title I and Title III
Pryor American Job Center	403 E Graham Ave. Pryor, OK 74361	Title I and Title III
Sapulpa American Job Center	1700 S Main St, Sapulpa, OK 74066	Title I and Title III
Specialized Centers		
Tulsa Port Authority	5238 OK Highway 167, Catoosa, OK 74015	Title I and Title III
Department of Human Services	2114 Denver Harner Dr. Miami, OK 74354	Title I and Title III Select Oklahoma DHS

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Under One Roof	107 McKinley St, Eufaula, OK 74432	Title I
Cherokee Nation Tag Office	100 E Choctaw Ave, Sallisaw, OK 74955	Title I and Cherokee Nation
Wagoner County Building	202 N Casaver Ave, Wagoner, OK 74467	Title I

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

WIOA Partner/Program	Roles and Resources
WIOA Title I (Adult, DW, Youth programs)	Delivered directly by Green Country Workforce service provider through services like career counseling, ITAs, training referrals, placement assistance, and youth-specific programs. They form the backbone of One-Stop operations.
Employment Service (Title III Wagner Peyser)	Provides labor exchange services including job matching, labor market info, resume and interview help, and assistance for UI claimants available at all American Job Center locations.
Adult Education & Literacy (Title II)	Community partners (like Career Tech and colleges) offer GED, ESL, Integrated Education & Training (IET), and basic skills in coordination with One-Stop centers
Vocational Rehabilitation (Title IV)	State and tribal VR agencies (e.g., Oklahoma Department of Rehabilitation Services, Cherokee Nation VR) co-locate or refer into One-Stop centers, providing assistive tech, counseling, job coaching, training, and placement support
Senior Community Service Employment Program (SCSEP, Title V)	SCSEP services (if available) are typically accessed through referrals at One Stops, serving older adults via paid community service assignments.

See attachment A & B for Job Seeker and Business Services service matrices.

In conclusion job seekers access a unified, multi-agency system for career counseling, education referrals, job placement, supportive services, language assistance, and credentials all through the one-stop system in our American Job Centers (AJCs). Youth and special populations are supported through dedicated programs (Job Corps, youth providers), and supportive partners addressing barriers like language, transportation, childcare, or legal status. Employers benefit from streamlined recruitment, wage subsidy programs, assessment tools, tax incentives, and inclusion-focused partner programs.

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2. Identify your key strategies for aligning the core programs (WIOA Title I, II, III, and IV programs) as well as all required partner programs within the local one-stop system of comprehensive and affiliate offices by addressing each of the following 17 items. (Include a copy of any completed Process Maps and how they are used to align services and avoid duplication of services).
 - a. Assess the types and availability of adult and dislocated worker employment and training activities in the local area.

Area	Adult Program	Dislocated Worker Program
Career Services	Universal access: counseling, workshops, job referrals	Same, with tailored layoff support via Rapid Response
Training Services	ITAs, OJT, Work Experience, Incumbent Worker Training	Same, with focus on rapid re-employment
Assessment & Preparation	WorkKeys, credential testing, Career Tech programs	Same
Support in Layoff Events	—	Rapid Response: UI filing, retraining, workshops
Geographic Access	Wide coverage via regional centers and access points	Same
Post Exit Follow Up	Regular contact and support for retention	Same

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

The Green Country Workforce Development Board (GCWDB) maintains strong communication with the Oklahoma Employment Security Commission (OESC) State Rapid Response Coordinator to ensure immediate notification of Worker Adjustment and Retraining Notification (WARN) filings or other indicators of potential layoffs or closures. Upon notification, GCWDB engages employers to confirm event details, explore layoff aversion strategies such as incumbent worker training, and determine the scope of services required.

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GCWDB coordinates with OESC and WIOA core partners to deliver Rapid Response sessions that provide impacted workers with information on Unemployment Insurance, health insurance continuation, workforce services, training opportunities, reemployment resources, and supportive services. The GCWDB also convenes core partners including Adult Education and Family Literacy (AEFL), the Department of Rehabilitation Services (DRS), and other community stakeholders, to ensure access to comprehensive, non-duplicative services tailored to the needs of affected workers. As part of this coordination, GCWDB when necessary, provides resources in alternative formats to increase accessibility to customers; such alternative language or braille documents upon request by customers, partners, or impacted employers.

Participant outcomes and employer feedback are collected and shared with OESC to support continuous improvement of services. Through early engagement, coordinated service delivery, and strong partner collaboration, GCWDB ensures that Rapid Response activities are efficient, minimize the impact of dislocation events, accelerate reemployment, and promote long-term workforce stability across the region.

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

The Green Country Workforce Development Board (GCWDB) recognizes that effective alignment between education and workforce systems is critical to preparing job seekers especially youth, adults with barriers, and dislocated workers for the evolving labor market. To ensure integrated, non-duplicative, and high-impact services, GCWDB encourages the following coordination strategies:

Existing Partnerships with Secondary and Post-secondary Institutions:

- Career Techs & Community Colleges are WIOA training partners and active participants in pathway development. They are on the Eligible Training Provider List (ETPL) and offer WIOA-funded credential programs aligned with local demand.
- High Schools and Career Academies collaborate on dual enrollment, career awareness, and youth work experiences for in-school youth.
- GCWDB engages adult education providers (Title II) to jointly deliver Integrated Education and Training (IET) and career readiness services.

Existing Challenges:

- To avoid duplication, it is imperative that cross-agency case management and shared intake using common data systems and referrals is readily available and utilized by all WIOA system partners. Having a shared database would further ensure that coordination of supportive services and wraparound needs can be shared by multiple agencies, supporting co-enrollments.

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The CRM systems are not shared by all core partners, creating challenges with data sharing, total system performance management, creation of cross agency referrals, and shared customer case management. While these challenges exist, the GCWDB actively engages with partners through its Core Partner meetings and other avenues to improve partner relationships and customer outcomes.

Planned Improvements for PYs 2026-2027:

- Strengthening cross-agency outcome measurement
- Require more formal coordination agreements between workforce boards and education providers
- Emphasize performance accountability tied to credential attainment and employment outcomes
- Shift AJCs toward functionally aligned teams focused on customer needs, rather than agency silos
- GCWDB and educational partners co-develop career pathways that stack credentials and include Work-based learning (internships, apprenticeships, OJT) and Entry-to-advanced occupational skills training
- Expand opportunities for shared case management and braiding funds
- GCWDB will proactively adopt Memoranda of Understanding (MOUs) that defines:
 - Roles in service delivery
 - Shared metrics
 - Cost-sharing structures
 - Communication protocols
 - Expand co-location

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

The Green Country Workforce Development Board (GCWDB) provides strategic oversight and governance to ensure all partners within the workforce system, including those delivering Wagner-Peyser Act services, are effectively aligned. Through its partnership with the One-Stop Operator, GCWDB ensures that services are delivered in a seamless, customer-focused manner that minimizes duplication and enhances collaboration among core and required partners.

Examples of the WDB's coordination with WIOA Title III Wagner-Peyser programs include:

- **Core 4 Meetings:** GCWDB and the One-Stop Operator have monthly meetings with the core partners: Title I (Adult, Dislocated Worker, and Youth), Title II (Adult Education and Family Literacy), Title III (Wagner-Peyser), and Title IV (Vocational Rehabilitation). These monthly meetings focus on aligning goals, performance metrics, and service strategies.

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- Cross-Training: Staff across programs are cross-trained to understand each partner's programs. Frequent lunch and learns are also conducted to allow front line staff additional training on WIOA system partners. These ongoing trainings enable frontline personnel to make informed referrals, provide consistent information, and reduce redundancy.
- A shared CRM system allows for Title I and Title III partners to more effectively co-case-manage customers, reducing duplicative efforts and improving shared performance outcomes and customer service delivery.

GCWDB has a strong partnership with the Oklahoma Employment Security Commission within our 18-county area. Title I and Title III staff are collocated in all GCWDB comprehensive and affiliate job centers. Having this collocation allows for constant communication and collaboration on aligning system goals and promoting programs and services. These opportunities for communication and collaboration are expected to lead to improved service delivery for customers and performance outcomes for the system.

- e. Describe how the local board will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II, including how the local board will carry out the review of local applications submitted under Title II.

Title II of the Workforce Innovation and Opportunity Act outlines the creation of a partnership among the Federal Government, States, and localities to voluntarily provide adult education and literacy activities in order to achieve certain goals, including: "Assist adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency...." The administration of policy for adult education and literacy activities in Oklahoma is the responsibility of the Oklahoma Department of Career and Technology Education (ODCTE), which distributes funds to local areas in the state in accordance with the methodology described in the State's Unified Plan, as required by Title II of the Workforce Innovation and Opportunity Act. Eligible providers may receive grants or contracts from ODCTE to develop, implement, and improve adult education and literacy activities in the state through a competitive application process. The review of applications and awarding of grants or contracts is conducted periodically.

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

- (e) CONSIDERATIONS. — In awarding grants or contracts under this section, the eligible agency shall consider —
 - (1) the degree to which the eligible provider would be responsive to—
 - (A) regional needs as identified in the Local and Regional Plan under section 108; and

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(B) serving individuals in the community who were identified in such plan as most in need of adult education and literacy activities, including individuals—
(i) who have low levels of literacy skills; or
(ii) who are English language learners....

(4) the extent to which the eligible provider demonstrates alignment between proposed activities and services and the strategy and goals of the Local and Regional Plan under section 108, as well as the activities and services of the One-Stop partners...

(10) whether the eligible provider's activities coordinate with other available education, training, and social service resources in the community, such as by establishing strong links with elementary schools and secondary schools, postsecondary educational institutions, institutions of higher education, local workforce investment boards, One-Stop centers, job training programs, and social service agencies, business, industry, labor organizations, community-based organizations, nonprofit organizations, and intermediaries, for the development of career pathways;

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

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

The law envisions that there will be appropriate coordination between the local workforce system and local eligible providers of adult education and literacy activities. To drive this coordination, Section 107(d)(11) of the WIOA law provides that the GCWDB will review the applications submitted to ODCTE to "determine whether such applications are consistent with the Local and Regional Plan." Additionally, the GCWDB will make recommendations to ODCTE to "promote alignment" with the Local and Regional Plan.

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

- Provide access through the One-Stop delivery system to such program or activities carried out by the entity, prioritizing applications that make their applicable career services available at the One-Stop centers (in addition to any other appropriate locations), as described in WIOA Section 121(b)(1)(A)(i).
- Use a portion of the funds available for adult education and literacy activities to maintain the One-Stop delivery system, including funds to support the infrastructure costs of One-Stop centers in the Green Country WDA, as described in WIOA Section 121(b)(1)(A)(ii).
- Participate, as may be directed by the ODCTE, in the Memorandum of Understanding for the local workforce system in the Green Country WDA, as described in WIOA Section 121(b)(1)(A)(iii).
- Participate in the operation of the local One-Stop system consistent with WIOA Section 121(b)(1)(A)(iv). Eligible providers may do this, for example, by participating in periodic meetings of the GCWDB's One-Stop Partners group.
- Promote concurrent enrollment in programs and activities under title I – including, as appropriate, WIOA Formula Grant programs, WIOA Native American programs, WIOA Farmworker program, etc.

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

The GCWDB acknowledges and values the investment required to ensure that youth, especially those with barriers to employment, are prepared to enter the workforce on a path of sustainable success. The GCWDB demonstrates our commitment to this investment through the following planned actions and activities:

The GCWDB has recently promoted a staff member into the position of Youth Services Coordinator. Their role includes the formation of GCWDB's Advisory Workgroup. Through the Youth Advisory Workgroup, GCWDB will craft and mold service delivery strategies for exceptional provision of youth services in the GCWDA. The council will regularly report updates, progress, and challenges to the GCWDB with goals of active engagement from the Board's key stakeholders.

Their role includes the following:

- Outreach and networking with community partners and organizations that specialize in the provision of youth services and training.
- Braiding services with youth partners and providers to increase the success rate of participants and contractual performance.

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- Collaboration with training providers, worksites, and employers to ensure that opportunities for youth participants are available and utilized to enhance professional and occupational development.
- Promoting activities that provide available opportunities for youth to receive measurable skills gain, credentials, and/or employment with a desirable, in-demand occupation.

A goal of the Youth Advisory Workgroup will be improving partnerships with local community based organizations, tribal entities, and core-partners to increase awareness of and access to programming for youth. While the GCWDB does not currently have active initiatives focusing on youth with disabilities, the Youth Services Coordinator will prioritize the group of potential customers through developing and improving partner relationships.

The GCWDB ensures that the youth 14-elements are made available to all youth customers through direct access with offerings including supportive services, Work-Based learning initiatives, and post-secondary training resources; or through referral to specialized partners, for services such as tutoring, mentoring, or entrepreneurial training. The GCWDB, through its Youth Services Coordinator and Council will continuously explore opportunities to improve the availability of the youth programs 14-elements.

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

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

The Green Country Workforce Development Board (GCWDB) facilitates the development of career pathways by convening and coordinating employers, education providers, core partners, and community stakeholders to align workforce strategies with regional economic needs. Career pathways are designed to provide individuals with clear, stackable steps that lead to sustainable employment in in-demand occupations that lead to self-sufficient wages while meeting the current and future needs of employers.

GCWDB actively works with WIOA core partners, including the Oklahoma Employment Security Commission (OESC), Adult Education and Family Literacy (AEFL) and Department of Rehabilitation Services (DRS) to ensure pathways integrate academic instruction, occupational training, career readiness, and supportive services. This collaborative approach ensures that participants, including youth, adults, and dislocated workers, can access career opportunities regardless of starting skill level or barriers to employment. When possible, GCWDB will work with system partners to co-enroll customers into multiple partner programs. This co-enrollment will allow for shared case-management in areas of specialty, braiding of funds, and reducing duplication of services.

In addition to its core partners, the GCWDB actively seeks out partnerships with other community entities to improve available resources for workforce system customers. Potential partners are engaged by the One-Stop Operator, board staff or other partners and are

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encouraged to be active in the system through our quarterly partner meetings. These valued partnerships bring new customers and resources into the system and improve the potential outcome metrics.

While the GCWDB has funding to provide some supportive assistance to system customers, more holistically, the GCWDB leverages these partnerships to expand supportive service offerings to system customers. Leveraging specialized resources of community-based partners for resources such as transportation, work tools, childcare, etc.; will allow the GCWDB to reach more customers. However, when customers are unable to access these resources through other partners, GCWDB will work to provide supportive services in alignment with its board approved policies.

GCWDB's focus on career pathways, integrating partnerships, and specialized resources will lead to improved outcomes for customers and the systems' performance objectives; including improved credential attainment rates and higher wages at program exit.

- b. Facilitate the development of career pathways*. Provide a list of the career pathways, and for each include:
 - The phase of development (conceptual, in initial implementation, being sustained, or, expanding)
 - Workforce Demand (need) – Describe the business workforce need being addressed by the strategy. Indicate the industry(s) and occupations being represented, how the need was determined, and the occupational skills to be addressed.
 - Relevance – Indicate the connection between the demand and the priority(ies) for the region.
 - Strategy – Identify the sector partners and the role of each.
 - Funding – Describe available resources that will support the strategy.
 - Unfunded Critical Elements – Identify any critical elements for the identified strategy that must be done for the success of the strategy that cannot be met 10 with available resources. This may include: the expansion of an existing strategy, in any phase, from one LWDA to others in the region; the need to procure new training vendors; planning sessions involving multiple partners; training of One Stop staff; and development of regional data collection systems.

Career pathways are defined in WIOA Section 3 as:

CAREER PATHWAY. — The term “career pathway” means a combination of rigorous and high-quality education, training, and other services that—

- a. aligns with the skill needs of industries in the economy of the State or regional economy involved;
- b. prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including apprenticeships registered under the Act of August 16, 1937 (commonly known as the “National Apprenticeship Act”; 50 Stat. 664, chapter 663; 29 U.S.C. 50 et seq.) (referred to individually in this Act as an “apprenticeship”, except in section 171);

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- c. includes counseling to support an individual in achieving the individual's education and career goals;
- d. includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- e. organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- f. enables an individual to attain a secondary school diploma or its recognized equivalent, and at least 1 recognized postsecondary credential; and
- g. helps an individual enter or advance within a specific occupation or occupational cluster.

GCWDB's strategies for developing Career Pathways includes:

- **Sector-Based Engagement:** Establishing and supporting sector partnerships to identify workforce needs in priority industries such as childcare, local government, and public safety.
- **Work-Based Learning Opportunities:** Partnering with employers to create internships, job shadowing, pre-apprenticeships, and apprenticeships that provide hands-on experience.
- **Alignment with Education Systems:** Working with K-12, Career Tech, higher education, and training providers to embed career exploration, technical instruction, and credential attainment into programs.
- **Employer Collaboration:** Ensuring business input drives the design of pathways to reflect real-time labor market information and occupational demand.
- **Supportive Services Integration:** Leveraging WIOA resources and partner programs to remove barriers such as childcare, transportation, and accessibility needs.
- **Continuous Improvement:** Collecting feedback from employers, participants, and partners to adapt and strengthen pathways as industry needs evolve.

Through these strategies, GCWDB ensures that career pathways are not only responsive to employer demand but also equitable, accessible, and aligned with state and regional workforce priorities. While the GCWDB does not have any current sector strategy or career pathway work, listed below is an example of our planned Childcare career pathway development efforts. The GCWDB will work toward implementing this pathway work before the start of PY 2026.

1. Childcare Pathway

- **Phase of Development – Conceptual**
- **Workforce Demand (need)** – Need was determined through employer feedback, provider capacity and licensing trends, local childcare capacity studies, and input from DHS and Head Start partners. Occupational skills to be developed include early childhood development fundamentals, curriculum implementation, classroom and behavior management, health & safety best practices, and state regulatory/compliance knowledge.
- **Relevance (connection to regional priorities):** Expanding childcare capacity directly supports regional priorities to increase labor force participation, reduce barriers to employment for parents, and stabilize the workforce for employers across all sectors. The pathway aligns with goals to develop a resilient regional economy and to remove childcare as a barrier to employment and training.

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- **Strategy –**
 - i. **Green Country Workforce Development Board (GCWDB):** Convene partners, coordinate employer engagement, align funding, and manage program design
 - ii. **Childcare Providers (centers & homes):** Provide placement sites, define skill requirements, and participate in apprenticeships and internships
 - iii. **Oklahoma Department of Human Services (DHS):** Provide licensing guidance, quality improvement support, and technical assistance on regulatory requirements
 - iv. **Head Start / Early Head Start Programs:** Offer training expertise, mentorship, and best practice models for early childhood education.
 - v. **WIOA Core Partners/American Job Centers** - Conduct recruitment and outreach, identify opportunities for co-enrollment with other partner agencies, and referral to training; administer WIOA-funded supports.
 - vi. **Oklahoma Department of Commerce (ODOC) & Local Economic Development Partners:** Connect childcare expansion to broader economic development strategies, identify incentive opportunities, and assist with employer engagement.
 - vii. **Local Chambers of Commerce & Employer Networks:** Promote the career pathway to local businesses, support employer-based solutions (e.g., onsite childcare, employer subsidies), and encourage employer participation in work-based learning.
 - viii. **Educational Institutions & Training Providers (CareerTech, community colleges):** Deliver credentialing, certifications, and stackable training aligned to competency standards.
- **Funding –**
 - i. WIOA (Adult, Dislocated Worker, Youth) funds for training and supportive services
 - ii. DHS grants or state childcare workforce initiatives
 - iii. ODOC and local economic development grants or incentive programs
- **Unfunded Critical Elements** - GCWDB anticipates critical elements will be identified as the planning process progresses

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

The Green Country Workforce Development Board recognizes co-enrollment as a critical strategy for maximizing resources, reducing service duplication, and improving outcomes for job seekers and employers. When individuals are simultaneously enrolled in multiple core programs it ensures that participants receive a comprehensive package of services tailored to their unique needs, particularly those with significant barriers to employment.

While co-enrollment is a priority and a central focus in ongoing collaboration with core partners (Titles I-IV), one of the most significant challenges facing true co-enrollment is the lack of a shared customer data system. Without a unified system to track, monitor, and manage shared participants, partners face obstacles in coordinating services, aligning case management, and accurately reporting co-enrollment outcomes. This fragmentation can result in inefficiencies and missed opportunities to fully leverage available programs.

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To advance the vision of integrated service delivery, the Green Country Workforce Board continues to advocate for greater data integration and collaborative infrastructure across partners. Addressing this gap is essential to achieving the full potential of co-enrollment and ensuring equitable, streamlined access to workforce services across the region.

We are encouraged by the efforts of the Oklahoma Workforce Commission in creating the Oklahoma Integrated Workforce Dashboard. We also look forward to the continued advancements to our current state system, EmployOK, that will allow us to have a more streamlined approach to receiving and sharing customer information.

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

The GCWDB plans to improve customer access to post-secondary credentials in the following ways:

- The GCWDB has prioritized customers credential attainment efforts through the functions of its monitoring team's oversight of the contracted provider and its increased focus in its negotiated contract,
- GCWDB will highlight available training resources and opportunities when meeting with community-based organizations, partners, and partner employers, and
- Facilitate increased opportunities for referrals and co-enrollments, especially with core partner programs.

The GCWDB's focus on advancing customers into stackable industry recognized credentials through services that include funding for Occupational Skills Training and Supportive Services allows the GCWDB to impact customers' opportunities for success.

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

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

The Green Country Workforce Development Board (GCWDB) actively engages employers through targeted outreach, WIOA core partner collaboration, one-on-one consultations, employer roundtables, and support to chambers of commerce and economic development partners. GCWDB gathers and shares information to design tailored solutions, identify training investments, service delivery strategies and determine scope of services required to meet regional business needs.

GCWDB Business Services maintains strong relationships with local Chambers of Commerce and Economic Development Organizations and is committed to expanding this engagement across the full 18-county Green Country region. To strengthen these partnerships, GCWDB has increased its visibility and support by presenting workforce development topics at chamber meetings, serving as guest

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speakers at chamber-hosted events, and facilitating roundtable discussions that connect employers with workforce system partners. These efforts ensure alignment between business needs, workforce initiatives, and regional economic development priorities.

GCWBD is committed to professionalism, collaboration and transparency when engaging with employers. Historically the most successful employer relationships are accomplished through mutually beneficial partnerships and collaboration among WIOA core partners. Accordingly, we are committed to engaging with any employer willing to collaborate in creating employment opportunities within in-demand occupations and industry sectors, regardless of the size of their business.

- Provide better coordination between workforce development programs and economic development.

To achieve efficient and successful coordination, GCWDB focuses on the following:

Single Point of Contact - To support meaningful and efficient engagement, GCWDB establishes a single point of contact for employers and is mindful of the frequency of outreach to avoid overburdening them. To maintain the single points of contact, the monthly Core 4 Partner meetings have business-facing representatives from each partner agency on the agenda to provide updates regarding employer initiatives, future events, current business needs etc. This ensures no duplication or overlap of services, and each core partner is fully supported in meeting needs of businesses in the local area.

Streamline Employer Engagement – GCWDB prioritizes streamlined employer engagement to maximize impact and avoid employer engagement fatigue. It is essential that all core partners clearly understand each agency's goals, performance measures, and desired outcomes. By aligning strategies and coordinating outreach efforts with economic development partners, we can identify opportunities to meet mutual measures/goals without requiring employers to attend multiple events or duplicate their participation. This approach strengthens employers' confidence in the workforce system and ensures that employer involvement is meaningful and sustainable.

Coordinated Approach – GCWDB shares a unified message representing Oklahoma Works when communicating with employers to ensure consistency, clarity, and understanding of the workforce system. By presenting a coordinated perspective, WIOA business services demonstrates that the workforce system is aligned, responsive, and fully supportive of business needs. This strategy fosters successful collaboration among WIOA core partners and minimizes the occurrence of isolated or redundant initiatives. As a result, employers experience streamlined engagement, clearer communication, and easier access to workforce programs and resources, while the workforce system is better able to meet regional business and economic development goals.

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

Over the course of the four-year Local Plan, GCWDB intends to develop additional sector partnerships to address emerging workforce needs while continuing to support established partnerships within the



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region. By combining efforts and fostering collaboration among workforce and economic development partners, GCWDB ensures that Oklahoma's economy remains competitive at both the state and national levels.

GCWDB plans to support 2 sector partnerships, with work beginning prior to PY 2026:

1. Childcare Sector Partnership

- **Phase of development** - Conceptual phase
- **Workforce Demand (need) -**
 - i. The childcare sector in Oklahoma is experiencing a critical workforce shortage, significantly impacting parents' ability to participate in the labor force and employers' capacity to fill positions. This shortage is a growing barrier to increasing labor force participation in the state. As a result, impacts are felt across all sectors.
 - ii. Industries represented are Childcare services, encompassing both center-based and home-based providers.
 - iii. Need was determined by average wages being insufficient with the cost of childcare, resulting in decline of labor participation rate and the GCWDB region having 10 of the 34 counties determined to be childcare deserts. This was announced in 2022 by Oklahoma Human Services. (Adair, Creek, Delaware, Okmulgee, Osage, Pawnee, Rogers, Sequoyah, Tulsa, Wagoner counties)
 - iv. Occupational skills to be developed will be in early childhood education, health & safety and classroom management
 - v. The partnership targets the creation and support of approximately 50–75 new childcare positions over the next 4 years, aiming to stabilize and expand the workforce.
- **Relevance** - The childcare sector partnership directly addresses a critical workforce need in the region that aligns with the Green Country Workforce Development Board's regional priorities. The shortage of qualified childcare workers limits labor force participation, particularly among parents, and creates barriers for employers in multiple industries who struggle to fill positions due to childcare challenges. By focusing on this sector, the partnership supports regional priorities to increase employment, improve workforce retention, and strengthen the local economy. Expanding and stabilizing the childcare workforce enables parents to participate fully in the labor market, supports businesses in meeting staffing needs, and addresses one of the most pressing workforce development challenges in the region. This alignment ensures that workforce strategies are both responsive to employer needs and consistent with the broader goals of promoting economic growth and sustainable employment in the area.
- **Strategy** - The Childcare sector partnership brings together a network of employers, workforce development partners, and community organizations to collaboratively address the workforce shortage in childcare. Key sector partners and their roles include:
 - i. **Childcare Providers (Centers and Home-Based):** Provide input on workforce needs, participate in recruitment efforts, and host work-based learning or training opportunities.
 - ii. **Head Start Programs:** Provide early childhood education expertise, training opportunities, and workforce development support for childcare professionals.

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- iii. **Career Tech:** Support skill development through training programs, early childhood education certifications, and professional development initiatives. This includes registered apprenticeships and career tech apprenticeships
- iv. **Oklahoma Department of Human Services (DHS):** Supports childcare licensing, compliance, and workforce capacity initiatives.
- v. **Local Government and Economic Development Partners:** Assist in promoting partnership, consortium agreements and identifying potential building locations
- vi. **WIOA Core Partners:** Connect employers with workforce resources, assist with recruitment, and provide access to training programs and funding opportunities
- **Funding** – The Childcare sector partnership leverages a combination of federal, state, and local resources to support workforce development initiatives and expand the childcare workforce. Key funding sources include:
 - i. **Workforce Innovation and Opportunity Act (WIOA) Funds:** Support training programs, skill development, and work-based learning opportunities for childcare workers, On the Job Training, Registered Apprenticeship, Career Tech Apprenticeship
 - ii. **Oklahoma Department of Human Services (DHS) Grants:** Provide resources for childcare workforce development, licensing support, and professional development programs.
 - iii. **Employer Contributions and In-Kind Support:** Childcare providers and other stakeholders may contribute resources, including training space, mentoring, and program materials
 - iv. **Employer childcare tax credits** - Effective January 1, 2026, eligible Oklahoma employers can receive a 30% tax credit, capped at \$30,000 annually, for certain childcare-related expenses.
 - v. **Childcare worker refundable tax credit** - A separate \$1,000 refundable tax credit is available to qualified childcare workers for tax years 2025 through 2029.
 - vi. **Oklahoma Strong Start Program** - Oklahoma offers the Strong Start Program, a pilot program that provides free childcare benefits to eligible employees of licensed childcare facilities. The initiative is designed to help address the shortage of early childhood educators by making it easier for them to stay in the workforce.
- **Unfunded Critical Elements** - GCWDB anticipates critical elements will be identified as the planning process progresses.

2. Local Government & Public Safety Sector Partnership

- **Phase of development** - Conceptual phase
- **Workforce Demand (need)** - Local governments and public safety agencies across the region are facing a critical workforce challenge due to an aging workforce, high retirement rates, and an increasing demand for services. These factors have created a widening skills gap in areas such as emergency response, public administration, law enforcement, and municipal operations. Without targeted workforce strategies, local governments will struggle to fill essential positions, which may impact service delivery and community safety
- **Relevance** – Strengthening the talent pipeline for local government and public safety occupations is directly aligned with the region's priorities of building a resilient workforce, addressing skills shortages, and preparing youth for in-demand careers. By exposing youth

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to these career pathways early, the region can address long-term succession planning needs while creating meaningful employment opportunities.

- **Strategy** - The sector partnership will focus on designing work-based learning (WBL) opportunities such as paid internships, job shadowing, and pre-apprenticeship models to connect youth and young adults to careers in local government and public safety. Key sector partners and their roles include:
 - i. **Local Governments (Cities and Counties)**: Provide WBL opportunities and identify workforce needs
 - ii. **GCWDB & Core Partners (OESC, AEFL, DRS)**: Support career readiness, funding for training, Work base learning funds, and participant services
 - iii. **Public Safety Agencies (Police, Fire, EMS)**: Offer hands-on training, mentorship, and exposure to public safety careers
 - iv. **Oklahoma Department of Commerce (ODOC)**: Align workforce and economic development priorities, provide technical assistance, and leverage state resources to expand impact.
 - v. **Local Chambers of Commerce & Economic Development Partners**: Promote the initiative to businesses, highlight the economic value of investing in local government career pathways, and support employer engagement.
 - vi. **Community-Based Organizations & Youth Programs**: Assist with outreach, mentoring, and wraparound supports.
- **Funding**: The strategy will leverage WIOA youth funds, state and federal workforce development resources. Support may be sought through public safety training grants, foundation funding, and in-kind resources such as facilities, staff time, and equipment
- **Unfunded Critical Elements** - GCWDB anticipates additional critical elements will be identified as the planning process progresses. Despite leveraging WIOA funds, local government contributions, and state-level resources, several critical elements necessary for the long-term success of the Local Government & Public Safety Career Pathways sector partnership remain unfunded or limited funding. These unfunded elements represent areas where additional investment is required to fully realize the goals of the partnership and ensure a strong, sustainable pipeline of talent into local government and public safety careers.
 - i. **Paid Work-Based Learning Opportunities**: Sustainable funding to provide stipends or wages for youth participants in internships, job shadowing, or pre-apprenticeship programs.
 - ii. **Specialized Training Equipment & Facilities**: Access to industry-specific training equipment (e.g., public safety simulators, municipal technology tools) and dedicated space to deliver hands-on training.
 - iii. **Long-Term Retention Incentives**: Funding to develop retention supports such as mentorship programs, professional development, or wage enhancement strategies for new hires.
 - iv. **Transportation & Supportive Services**: Resources to help participants access training sites, work-based learning opportunities, and supportive services that may not be covered by existing programs.

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

Green Country Workforce Development Board implements a comprehensive range of initiatives to meet the evolving needs of regional employers and support a demand-driven workforce system. Strategies include:

- **Incumbent Worker Training (IWT):** GCWDB leverages WIOA funds to upskill existing employees, enabling businesses to remain competitive while supporting career advancement and progress toward self-sufficient wages. Training initiatives are developed collaboratively with employers to address skill gaps unique to their operations and industry demands. In alignment with WIOA's layoff aversion strategies, GCWDB's business services team works closely with employers to identify potential risk factors for dislocation and implement proactive solutions such as retraining, process improvements, or the integration of new technologies. These efforts strengthen business stability, promote job retention, and contribute to long-term regional economic growth.
- **On-the-Job Training (OJT):** The GCWDB provides wage reimbursements to employers who hire and train eligible participants, helping offset training costs while ensuring participants gain hands-on experience tailored to the employer's needs. This program supports the evolving demands of regional industries by connecting employers with individuals seeking new careers or opportunities within the same industry. Utilizing OJT allows employers to build upon participants' existing transferable skills, enhancing workforce readiness and increasing productivity, while providing participants with meaningful experience that leads to long-term employment, career advancement and accelerated progress toward self-sufficient wages.
- **Customized Training:** Collaboration with employers and training providers to develop customized training programs that address specific skill requirements for targeted positions. These programs are designed to meet unique business needs, ensuring that participants acquire the precise competencies required for immediate employment or advancement. Employers commit to hiring participants upon successful completion of training, which strengthens the talent pipeline and fosters alignment between workforce development services and regional economic priorities.
- **Work-Based Learning:** GCWDB's business services team promotes work-based learning opportunities including internships, registered apprenticeships and job shadowing to connect participants with real-world experience while providing employers access to emerging talent. These initiatives help participants develop the technical and soft skills necessary for success in in-demand occupations, while enabling employers to evaluate and train potential long-term employees within the context of their business operations. In addition, GCWDB aims to expand mentorship opportunities between the retiring workforce and incoming generations, supporting

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the transfer of critical knowledge, preventing the loss of expertise, and ensuring business continuity. Through this strategy, GCWDB is a vital part of the “passing the torch” to the next generation of Oklahoma workers.

- **Industry and Sector Strategies:** GCWDB supports employers, education providers, economic development partners, and other stakeholders coming together to identify workforce needs, align resources, and develop solutions targeted at high-demand industries. Through sector-based strategies, the Board ensures that training programs and services are responsive to employer demand, fosters collaboration across organizations, and supports the growth of industries critical to the regional economy.
- **Career Pathways Initiatives:** Developing and promoting structured pathways that align education, training, and employment opportunities with industry demand, ensuring participants can advance within in-demand occupations and progress toward self-sufficient wages.
- **Business Intermediaries and Partnerships:** Utilizing chambers of commerce, economic development entities, industry associations, and other intermediaries to expand outreach, build trust with employers, and strengthen connections between businesses and the workforce system.

Through these combined strategies, the Board ensures services are responsive, collaborative, and aligned with both employer demand and participant career growth. This integrated approach supports regional economic competitiveness while advancing WIOA's vision of a demand-driven workforce system.

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

Currently both OESC and the newly formed Oklahoma Workforce Commission are formulating and drafting new plans to take Oklahoma into the future of workforce development beginning 2026.

Oklahoma is entering a transformative era with the creation of the new Workforce Commission. This central authority will oversee workforce and talent development across the state, with the goal of establishing a more integrated and efficient workforce system that promotes economic growth and expands the pool of skilled labor. The state's vision is to align resources, education, training, and job opportunities to strengthen the workforce, addressing the key success factors identified in Governor Stitt's Workforce Transformation Task Force Report: Authority, Accountability, Coordination, Information, Agility, and Durability. GCWDB is committed to supporting and achieving the vision and objectives set forth by the Governor, State Legislators, and the Workforce Commission. GCWD will continue to explore opportunities for further consolidation, efficiencies and partnerships for the benefit of the Citizens of Oklahoma.

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

The GCWDB will actively engage with its local economic development partners to engage with and support activities that lead to in-demand and self-sufficient wages for the jobs that are needed both now and in the future. These partners include entities such as local Chambers of Commerce, industrial parks, industry associations, and regional community-based organizations.

The GCWDB will support these entities through efforts in some of the following ways:

- Sharing data and technical expertise,
- Coordinating sector strategy work so that training leads to jobs that are in-demand in the region's communities,
- Developing better understanding of business needs, and coordinating specific tailored training and employment fulfillment strategies,
- Facilitating bringing additional partners or stakeholders to the table in efforts to fulfill needs as appropriate, and
- Educating regional economic development partners on the vast array of resources available to them through the workforce development system.
- Rebuilding partnerships and collaborations that were fractured with the 2021 merger of the Tulsa and Eastern Workforce Boards

GCWDB recognized the need to bring more entrepreneurial skills training opportunities to the system. In its efforts, the GCWDB will partner with community-based organizations in the area to identify training and funding opportunities to support future entrepreneurs. The GCWDB will also work within its core partner system to develop workshops or classes with emphasis on starting and sustaining a customer's own business, information on micro- and small-business loan programs, among other resources.

It is notable that entrepreneurial skills training is listed as an allowable activity in several WIOA Title I programs. In Section 129, entrepreneurial skills training is given as one of the elements of the WIOA Youth program; In Section 134(a)(3)(A), the WIOA law provides that statewide funds may be used to carry out microenterprise and entrepreneurial training and support programs; In Section 134(c)(3)(D), entrepreneurial training is listed as a type of training services that may be supported with the GCWDB's local Adult / DLW funds; and in Section 166 of WIOA ("Native American Programs"), training on entrepreneurial skills is included as one of the comprehensive workforce development activities that are authorized by the law.

During the 4-year period of our Local and Regional Plan, GCWDB's goals for supporting Entrepreneurial Skills Training include:

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1. Determine the scope and scale of Entrepreneurial Skills Training available through our One- Stop partners and others, including:
 - a. The TANF program of the Oklahoma Department of Human Services;
 - b. Programs available through the Oklahoma Small Business Development Center;
 - c. The programs of the Oklahoma Cooperative Extension Services;
 - d. The Northeast Oklahoma Regional Alliance (NORA).
2. GCWDB's Service Provider will establish relevant connections to offer Entrepreneurial Skills Training to eligible participants in the Adult, Dislocated Worker, and Youth programs.
3. GCWDB will establish suitable Memorandums of Understanding (MOUs) with providers of Entrepreneurial Skills Training.

6. Describe how:

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

GCWDB has a dedicated Eligible Training Provider List (*ETPL*) Coordinator whose commitment to the local workforce development board is to:

- Ensure compliance with local, state, and federal policies & procedures, as it relates to the requirements for local area training providers & programs to be considered for ETPL approval.
- Green Country Workforce operates in compliance with its published policies and procedures, its contractual commitments, federal and state regulations and the provisions of the federal Workforce Innovation and Opportunity Act (WIOA).
- Provide guidance, support, and resources to training providers who may or may not meet the ETPL requirements at the time but strive to develop and/or enhance occupational skills training offered to students, including WIOA participants. Participants that have a positive experience and receive quality training from local area training providers are more likely to earn measurable skills gain and/or attain credentials that will allow them to have more employment opportunities within their desired career pathway.
- Report and manage the delivery of training-related services with partnering agencies, contracted service providers and community organizations. Being involved in community-based organizations, as a representative and spokesperson for the GCWDB, the ETPL Coordinator can promote workforce development opportunities through WIOA training and services.
- Build relationships with training providers, partners, and participants that encourage an open line of communication where the needs of local employers, employees, and jobseekers can be addressed honestly through a common network. When needs are addressed, this provides an opportunity for a solution to be presented. This allows the ETPL Coordinator to understand what needs to be implemented, removed, or modified to improve training provider performance and employment outcomes.

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

The GCWDB is committed to ensuring all customers physical and programmatic access to services. The GCWDB will demonstrate these commitments in the following ways:

Each GCWDB Comprehensive and Affiliate center has received a site review from our partners at the Department of Rehabilitation Services. Where possible, the GCWDB has made efforts, in partnership with the sites' landlords to address any noted deficiencies in the DRS report. In addition to these efforts, the GCWDB's EO officer will conduct annual 504 monitoring at all Comprehensive, Affiliate, and Satellite centers to identify any new issues with site accessibility. When issues are identified, the GCWDB's EO officer will bring those challenges to the appropriate GCWDB board staff, One-Stop Operator, and any other necessary entities to address and correct those challenges.

The GCWDB has purchased accessibility equipment for its centers. In partnership with DRS, this equipment is currently being audited to determine its efficacy. If new equipment is determined to be needed, the GCWDB will work with partners to acquire equipment needed to ensure customer access to services. The GCWDB has recently made commitments to improving programmatic accessibility in other ways. For example, the GCWDB will provide large-print documents at board meetings and upon request to incoming system customers and partners; GCWDB's partners at DRS has also committed to providing braille printed books to describe our accessibility equipment, and can be accessed to provide braille documents as needed for customers. The GCWDB will procure a review and audit of its website during PY 2025 to ensure its accessibility to customers.

The GCWDB OSO will work with system partners to provide continuous training that addresses the requirements of Section 188. This training will include topics such as: the use of accessibility devices, the use of language line and TTY services, and prohibited discrimination, amongst others. In the development of this training, the GCWDB OSO will leverage local experts such as Oklahoma ABLE Tech or DRS when appropriate. These training opportunities will enhance access for individuals with disabilities and support universal access for all customers.

The GCWDB EO Officer's contact information is available on its website and at multiple locations throughout the American Job Centers, ensuring that customers have access to report any complaints regarding the provision of services. Customer complaints of any kind are addressed promptly by the EO officer and are follow-up on to ensure customer concerns are mitigated or resolved.

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

The GCWDB's Board approved supportive service policy allows for the provision of a variety of supportive services. These services are made available to customers who have active WIOA Title I enrollments and who are actively participating in career or training services as outlined in the customers' IEP or ISS. These include, but are not limited to the following:

- Transportation assistance through mileage reimbursement, limited vehicle repairs and maintenance, limited payment assistance, and vehicle registration assistance,
- Housing assistance, such as limited rental assistance,
- Limited assistance with child or dependent care,
- Uniforms or work attire,
- Training or employment related uniforms, attire, or tools,
- Other supportive services on an ad-hoc approval basis.

As there are other community resources that have specialized funding to provide some of the resources in the board's supportive service policy; the GCWDB's policy requires that in the provision of these services, staff coordinate with other Non-WIOA funded entities first. Leveraging outside resources, or braiding funds with core partners assists in ensuring that resources are not duplicated. While there are no formal agreements with partner entities for the provision of supportive services, GCWDB's One Stop Operator and Service provider will frequently work with partners to ensure we have accurate and current knowledge of their resources and referral processes.

GCWDB will work toward the creation of a robust partner resource directory throughout PY 2025. In addition to the creation of this resource, GCWDB will leverage existing resources such as our Core Partner meetings, relationships with partners, and 211.org to identify resources necessary for customers' success.

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

The GCWDB is in the process of developing its MOU/IFA for PY 2025. It will, as part of this process develop cooperative agreements with its partners that adhere to these requirements. This task is expected to be completed by December 2025.

9. Identify the local:

- a. a. Fiscal Agent -

The GCWDB's fiscal agent is the Central Oklahoma Workforce Innovation Board (COWIB). The selection of COWIB as the fiscal agent was approved by GCWDB's LEO Board.

- b. One-Stop Operator

In the fall of 2024, GCWDB conducted competitive procurement to identify a One-Stop operator for the Green Country Workforce Development Board area. A contract was awarded to the Kaiser Group, Inc. dba Dynamic Workforce Solutions in November 2024.

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

Dynamic Workforce Solutions is the contracted Service Provider for WIOA Title I Adult & Dislocated Worker services. DWFS began the third year of their contract in July 2025. This contract will be required to go out for RFP prior to the start of July 2026.

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

Dynamic Workforce Solutions is the contracted Service Provider for WIOA Title I Youth services. DWFS began the third year of their contract in July 2025. This contract will be required to go out for RFP prior to the start of July 2026.

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

The GCWDB utilizes the Request for Proposal (RFP) process for the competitive procurement of WIOA Title I Adult, Dislocated Worker services and for the procurement of its One-Stop Operator. In the process, the GCWDB works with its fiscal agent to create and release an RFP to its bidders list. The RFP is also disseminated to other WDBs so that it may be distributed to their bidders lists, and posted to the public at large as required in state and fiscal agent guidance.

When proposals are received, they are logged by the GCWDB Executive Director or their designee. The GCWDB Chair works with the GCWDB executive director to create an ad-hoc RFP review committee which reviews and scores any received RFP's. This committee then makes a recommendation to the full board for the awarding of contracts; the Workforce Board formally votes to award the contract. After approval of the full board, a notice of award is sent to the Service Provider; and GCWDB's Executive Director and designees begin the process of contract negotiations. Copies of all documents released, received, or related to the RFP process are kept in a digital procurement file by the GCWDB staff.

In its process, GCWDB follows the RFP issuance requirements outlined in the state's Contracting and Procurement policies, as well as the requirements of the fiscal agent.

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

The GCWDB has completed performance negotiations with the Oklahoma Employment Security Commission (OESC) for PY 2024 and PY 2025. The negotiated performance targets were formally released in [OESC's Workforce System Memo #111-GC](#) which was published on 08/22/2024. GC Performance targets are as follows:

Performance Indicator	PY 2024	PY 2025
WIOA Title I Adult		
Employment Rate – 2 nd Quarter after Exit	75.0%	75.0%
Employment Rate – 4 th Quarter after Exit	74.0%	74.0%
Median Earnings – 2 nd Quarter after Exit	\$7,677	\$7,677
Credential Attainment Rate	75.0%	75.0%
Measurable Skills Gains	62.5%	73.0%
WIOA Title I Dislocated Worker		
Employment Rate – 2 nd Quarter after Exit	76.0%	76.0%
Employment Rate – 4 th Quarter after Exit	75.0%	75.0%
Median Earnings – 2 nd Quarter after Exit	\$10,000	\$10,000
Credential Attainment Rate	82.5%	82.5%
Measurable Skills Gains	71.0%	71.0%

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WIOA Title I Youth		
Employment Rate – 2 nd Quarter after Exit	76.5%	76.5%
Employment Rate – 4 th Quarter after Exit	79.0%	79.0%
Median Earnings – 2 nd Quarter after Exit	\$6,162	\$6,162
Credential Attainment Rate	66.0%	66.0%
Measurable Skills Gains	69.0%	73.0%

In January 2025, the CRM system utilized for WIOA Title I and Title III underwent a change in providers at the state level. An unintended consequence of this change is the lack of performance reports that the GCWDB staff would normally leverage to review and manage performance. Therefore, GCWDB currently does not have reporting that would demonstrate its performance outcomes for PY 2024. OESC issued [WSOM 02-2025](#) allowing a grace period for Workforce Development Boards as it relates to performance due to the system transition.

Although challenges currently exist with performance reporting, the GCWDB negotiated with its Title I contracted provider goals which, if met, are expected to lead to the state performance measures being met. GCWDB staff have also implemented performance validation methods that closely monitor its Title I provider's performance outcomes, further leading to opportunities to meet the board's performance goals.

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

Historically Green Country has been challenged with meeting the Negotiated Performance Goals. As previously noted in the plan Green Country has implemented intense monitoring and performance tracking as part of The Service Provision and One Stop Operator Contracts. GCWDB has made modifications to the organizational chart to align skillsets of individuals to ensure compliance and performance. GCWDB consistently tracks the progress of the contracted service provision including length to enrollments, length to training, successful completions etc.

In 2024 Green Country was successful in obtaining board certification in accordance with the Governor's Council on Workforce Economic Development (GCWED), certification criteria including:

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

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GCWDB consistently monitors and assesses and promotes board member and local elected official engagement. In its efforts to improve engagement:

- the GCWDB contracted provider reports spending by county to enable LEOs to understand the system's impact on their constituents. This reporting is also shared with WDB members.
- Additional increased scrutiny has been added to reports presented to the LEO's and WDB. This includes reports by WDB staff to the entities.
- Through intentional performance negotiations with both the contracted service provider and the one stop operator, contractual performance measures align with the overall goals and mission of providing robust opportunities for self-sustaining employment of the citizens that we serve.

GCWDB has made changes to the organizational structure to align skillsets and abilities to effectively manage the region.

GCWDB will continue to reengage and repair fractured community and institutional partnerships and relationships within the 18-county area.

GCWDB will continue to consistently assess the available budget to maximize direct client expenditures and eliminate unnecessary expenses. GCWDB has re-evaluated leasing agreements to help streamline efficiency and promote continued and new partnerships within the American Job Centers and satellite offices.

With the Absorption of the former Northeast Workforce Board, the 18-county area has a tremendous amount of growth opportunity which aligns commuter patterns and economic hubs throughout Northeastern Oklahoma.

GCWDB will continue to explore consolidation and partnership opportunities to streamline processes so that a workforce development model and be administered in a quick and efficient manner in order to meet the needs of the employers and citizens.

Clear, concise expectations have been set for the Contracted Service Provision and One Stop Operator with constant communication for the goals, negotiated performance measures and vision of the GCWDB and State of Oklahoma can be met or exceeded.

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

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The GCWDB's Individual Training Account (ITA) policy outlines the processes and limits for customers' use of ITA's and contracts for Occupational Skills Training services. ITAs are allowable for Adults, Dislocated Workers and Out-of-School youth who, after interview and assessment are determined unlikely to obtain or retain employment leading to economic self-sufficiency.

Customer choice is a main theme in the process of determine what type of training and where the training a customer attends will occur. While customers, based on their assessments, may be provided guidance or counseling on their training choice in relation to their assessment results, the ultimate decision of what training program to attend is the customers'. However, customers must choose a training program that is approved on the GCWDB's Eligible Training Provider list, and a program that leads to a GCWDB demand occupation. Occupation pathways are allowable in the GCWDB training process, enabling customers to scale the career ladder into more economically viable occupations.

While GCWDB does not currently have any contracts with training providers for the provision of training services, the GCWDB would follow the process outlined in [OESC's WSD 80-2024](#) for the procurement of training contracts.

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

One-Stop centers across the Green Country region are fully committed to implementing a truly integrated, technology-enabled intake and case management system that aligns with the goals of the Workforce Innovation and Opportunity Act (WIOA). Partners recognize the critical importance of leveraging technology to streamline customer service, reduce redundancy, improve data sharing, and enhance overall system efficiency.

Currently, the State's designated platform, Employ OK, serves as the primary system for WIOA Title I and Wagner-Peyser (Title III) programs. However, the system in its current form is not fully designed to support true integration across all WIOA titles and required partner programs. Moreover, not all partner agencies utilize Employ OK, due to either limitations in system capabilities or internal agency requirements tied to federal or state mandates.

Despite these barriers, One-Stop partners remain eager and proactive in seeking a more unified approach to intake and case management. Key indicators of this commitment include:

- Active Participation in Cross-Agency Workgroups: Partners are engaged in ongoing conversations to explore interim solutions for integration and data sharing, including collaborative planning around intake forms, shared assessments, and referral protocols.

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- Commitment to Shared Goals: All partners consistently align around WIOA's vision of a customer-centered, streamlined service delivery system. There is a shared understanding that a unified platform is essential to realizing that vision.

The One-Stop system is aligned in its vision for a future state where a single, user-friendly, and secure platform supports:

- Integrated intake and assessment
- Shared case management across all WIOA titles and partners
- Real-time data sharing and performance tracking
- Customer-facing tools that enhance access and engagement

To move in this direction, partners are advocating for:

- State-level investment in a more comprehensive system or enhancements to Employ OK to support full integration.
- Interim strategies, such as standardized intake forms and shared referral tools, to bridge the gap until a fully integrated system is available.
- Ongoing training and change management, ensuring that staff are prepared to adopt and effectively use new tools as they become available.

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

On May 27, 2025 the Green Country Workforce Development Board approved and published the [Priority of Service Policy](#). To ensure priority of service, our policy reads as follows:

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

- **Priority 1:** Veterans and eligible spouses who are included in the groups given statutory priority for WIOA Adult formula funds. This means that veterans and eligible spouses who are recipients of public assistance, low-income individuals, individuals who are basic skills deficient or English Language learners receive first priority for services provided with WIOA Adult formula funds for individualized career services and training services.
- **Priority 2:** Individuals who are not veterans or eligible spouses who are included in the groups given priority for WIOA Adult formula funds - recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient or English language learners.

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- **Priority 3:** Veterans and eligible spouses who are not low income or receiving public assistance, and those who are not basic skills deficient or English language learners that have a barrier to employment.
- **Priority 4:** GCWDB has locally established the following as Priority 4 population:
 - a) An individual who receives, or in the past six months has received, or is a member of a family that is receiving or in the past 6 months has received, benefits through DHS Medicaid (Sooner Care) or
 - b) Any Adult/DLW Applicant pursuing an Apprenticeship, OJT, or Incumbent Worker Training who is currently making less than the Self-Sufficient Wage of \$22.00, and an adult must have a qualifying barrier to employment.

Verification of Medicaid Benefits and/ or Participation in a RAP (Registered Apprenticeship Programs), OJT or IWT must be verified and uploaded into the virtual case management system.

- **Priority 5:** Non-covered persons outside the groups are given priority for WIOA funding. This priority includes individuals who are considered to be particularly vulnerable due to specific barriers to employment, as listed in WIOA 3(24).

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

In accordance with Section 108(d) of the Workforce Innovation and Opportunity Act (WIOA), the Green Country Workforce Development Board (GCWDB) implemented a transparent and inclusive public comment process to ensure broad stakeholder engagement in the development and finalization of the Local Workforce Development Plan.

1. Stakeholder Engagement in Plan Development

Prior to the public comment period, the GCWDB initiated a collaborative planning process to ensure that key stakeholders, including representatives from business, education, labor, economic development, and community-based organizations, had meaningful opportunities to contribute to the development of the local plan. This process included:

- Stakeholder Work Sessions: The Board held a series of facilitated planning sessions to gather input on priorities, workforce needs, service strategies, and alignment with regional economic goals.

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- Targeted Outreach: Representatives from chambers of commerce, industry associations, local school districts, higher education institutions, labor unions, and apprenticeship sponsors were invited to participate in early discussions.
- One-Stop Partner Coordination: Ongoing meetings with One-Stop partners ensured that service alignment and integration strategies were developed collaboratively.

Feedback gathered through these activities informed the initial drafting of the local plan, ensuring that the voices of key stakeholders were included from the beginning.

2. 30-Day Public Comment Period

Once a draft of the Local Plan was completed, the GCWDB initiated a 30-day public comment period, as required by WIOA Section 108(d). The process included the following components:

- Public Posting: The full draft plan was posted on the GCWDB website and social media avenues.
- Public Notification: A formal public notice was issued through multiple channels, including:
 - Email announcements to stakeholders and partner organizations
 - Social media posts on the Board's official platforms
 - Local Elected Officials and GCWDB Board Members
 - Direct outreach to key stakeholder groups, including business councils, education providers, and labor organizations
- Opportunity for Written and Oral Comments: Community members and stakeholders were invited to submit comments via email, mail, or in person to GCWDB Chief Executive Officer, Michael Branan.

3. Incorporation of Feedback

At the conclusion of the 30-day comment period:

All submitted comments will be compiled and reviewed by the GCWDB staff and leadership.

- Substantive comments, particularly those related to service alignment, industry partnerships, or labor-market responsiveness, will be evaluated and incorporated where appropriate.
- A summary of public comments and the Board's response to each will be included as an appendix to the final plan, demonstrating how input was considered.

Assurances

The Green Country Workforce Development Board agrees to the following assurances:

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

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Attachment A - Job Seeker Resources Matrix

Program/Agency/Organization	Contact Last	Contact First	Email	Telephone
WIOA Title I - WIOA Adult & Dislocated Worker Formula				
Green Country Workforce Development Board	Branan	Michael	mbranan@greencountryworks.org	405-622-2026
Dynamic Workforce Solutions	Summar	Tom	tsummar@dwfs.us	918-508-9926
Dynamic Workforce Solutions	Frederick	Melissa	mfrederick@greencountryworks.org	580-339-0677
WIOA Title I - WIOA Youth Formula				
Green Country Workforce Development Board	Branan	Michael	mbranan@greencountryworks.org	405-622-2026
Dynamic Workforce Solutions	Summar	Tom	tsummar@dwfs.us	918-508-9926
Dynamic Workforce Solutions	Frederick	Melissa	mfrederick@greencountryworks.org	580-339-0677
Job Corps				
Guthrie Job Corps	Townsend	Saunja	townsend.saunja@jobcorps.org	405-282-9518
Talking Leaves Job Corps	Zimmer	Jill	zimmer.jill@jobcorps.org	918-207-3301
Tulsa Job Corps	Pope	Adrienne	Pope.Adrienne@jobcorps.org	918-585-1201
Tribal Nation Entities				
Alabama-Quassarte Tribal Town				
Cherokee Nation	Kelley	Diane	diane-Kelley@cherokee.org	918-453-5555
Delaware Tribe of Indians				
Eastern Shawnee Tribe of Oklahoma				
Inter Tribal Council of				
Miami Tribe of Oklahoma				
Modoc Nation				
Muscogee Creek Nation of Oklahoma	Toppah	Allen	altoppah@muscogeenation.com	918-732-7600
Osage Nation	Kemble	Andrea	financial-assist@osagenation-nsn.gov	
Ottawa Tribe of Oklahoma				
Pawnee Nation	Stevens	Louise	ls0201@pawneenation.org	
Peoria Tribe of Indians of Oklahoma				
Quapaw Nation				
Seneca-Cayuga Nation				
Thlophlocco Tribal Town				
Wyandotte Nation				

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Attachment A - Job Seeker Resources Matrix

Wagner-Peyser Act				
Oklahoma Employment Security Commission	Davis	Ryan	ryan.davis@oesc.ok.gov	405-426-8850
WIOA Title II - Adult Education & Literacy				
Meridian Technology Center	Autry	Mona	mautry@meridiantech.edu	405-377-3333
OSU- Institute of Technology (Okmulgee)	Colombin	Fran	frances.colombin@okstate.edu	918-293-4917
Union Adult Education Center	McCready	Amy	mccready.amy@unionps.org	918-357-7040
Sallisaw Public Schools	Sizemore	Beverly	bsizemore@sallisawps.org	918-776-0976
YWCA Tulsa	Sturgeon	Carlie	csturgeon@ywca.org	918-858-2406
Pioneer Technology Center	Wehrenberg	Jennifer	jenniferw@pioneerotech.org	580-718-4264
Central Technology Center	Carroll	Joni	joni.carroll@centraltech.edu	918- 527-5400
Bartlesville Public Schools	Kuntz	Aaron	KuntzAM@bps-ok.org	918- 366-3311 ext. 1180
Tahlequah Public Schools	Bush	Philip	bushp@tahlequahschools.org	918-458-4170
McAlester Public Schools	McMahan	Holly	hmcmahan@mpsbuffs.org	918-423-6229
Women in Recovery (Tulsa)	Burns	Lani	lburns@fcsok.org	
NEO A&M College (Miami)	Martin	Cheryl	cheryl.martin@neo.edu	
Department of Corrections	Ely	Jeana	jeana.ely@doc.ok.gov	
Title IV of the Rehabilitation Act				
Dept of Rehabilitation Services	Guillen	Yasmin	yavilaguillen@okdrs.gov	918-551-4953
Dept of Rehabilitation Services	Reed	Marsha	mkreed@okdrs.gov	918-781-4168
Dept of Rehabilitation Services	Davila	Vicki	vdavila@okdrs.gov	918-600-5742
Dept of Rehabilitation Services	Akhter	Sumpa	sumpa.akhter@okdrs.gov	918-313-9159
Title V of the Older American Act (SCSEP)				
AARP Senior Employment Foundation	Sanders	Marge	msanders@aarp.org	918-302-1068
AARP Senior Employment Foundation	Gazaway	Traci	tgazaway@aarp.org	
AARP Senior Employment Foundation	Patterson	Quitha	qpatterson@aarp.org	
National Indian Council on Aging	Maly	Leslie	lmaly@nicoa.org	505-292-2001
National Indian Council on Aging	Tohee	Billie	billietohee@nicoa.org	505-292-2001
Carl D. Perkins Act				



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Attachment A - Job Seeker Resources Matrix

Northern Oklahoma College In consortium with: Central Technology Center	Bay	Denise	denise.bay@noc.edu	580-628-6201
Northern Oklahoma College In consortium with: Central Technology Center	Edgington	Dr. Rick	rick.edgington@noc.edu	580-628-6201
Geen Country Technology Center In consortium with: Kiamichi Technology Center	Spring	Jessica	jspring@gctcok.edu	
Connors State College In consortium with: Indian Capital Technology Center, Northeastern Oklahoma A&M, Carl Albert, Eastern Oklahoma State College	McElyea	Brandy	Brandy.McElyea@connorstate.edu	918-463-6343
	Jackson	G. Todd	tjackson@rsu.edu	918-343-7699
Tulsa Community College	Brown	Jeffrey	jeffrey.brown6@tulsacc.edu	918-595-7922
Tulsa Community College	Waxman	Barbara	Barbara.Waxman@tulsacc.edu	
Tulsa Technology Center	Stitton	Kerry	Kerry.Stitton@tulsatech.edu	
Trade Act of 1974				
None in this area, TAA is no longer funded.				
Veterans Program (Title 38, U.S.C.)				
Oklahoma Employment Security Commission	Davis	Ryan	ryan.davis@oesc.ok.gov	405-426-8850
Community Services Block Grant				
There are no CSBG programs doing ETA activities in the area.	Baldridge	Christie	executivedirector@dfcf.org	918-756-2826
Housing & Urban Development				
Housing Authority of the Cherokee Nation	Enlow	Todd	Todd-Enlow@cherokee.org	918-456-5482
Housing Authority of the City of Drumright	Toni	Osterhout	ok010drumrightpha@sbcglobal.net	918-352-2451
Delaware Housing Authority of the Cherokee Nation	Biggoose	Cecilia	jobs@delawaretribe.org	918-337-6572
Housing Authority of the City of Muskogee	Goodman	Tara	housing@muskogeehousing.org	918-687-6301

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Okmulgee Public Housing Authority	Miller	Maria	info@okmulgeelpha.org	918 -756-3481
Housing Authority of Osage County	McNeil	Christi	osagecountyhousing@gmail.com	918.287.2270
Osage Nation Housing Authority	Wallace	Brandon	Housing@osagenation-nsn.	918-287-5310
Housing Authority of the City of Pawnee	Jestes	Linda	linda.jestes@pawneenationhousing.org	918-762-3454
Housing Authority of the City of Tulsa	Phillips	Tuesday	tuesday.phillips@tulsahousing.org	918- 581-5773
State Unemployment Compensation				
Oklahoma Employment Security Commission	Davis	Ryan	ryan.davis@oesc.ok.gov	405-426-8850
Temporary Assistance for Needy Families - Title 4, Social Security Act				
OK Department of Human Services	Archer	Rhonda	rhonda.archer@okdhs.org	405-522-5050
OK Department of Human Services	Testa	Mallory	mallory.testa@okdhs.org	405 -974-0332
OK Department of Human Services	Helems	Joanna	joanna.helems@okdhs.org	405-522-5050
OK Department of Human Services	Weddington	Andera	andrea.weddington@okdhs.org	918-869-1245
OK Department of Human Services	Perrin	Kristina	kristina.perrin@okdhs.org	918-208-5702
OK Department of Human Services	Roberson	Tina	Tina.Roberson@okdhs.org	405-982-2863
American Job Center Managers				
Oklahoma Employment Security Commission	Walls	Brian	brian.walls@oesc.ok.gov	918-682-3364
Oklahoma Employment Security Commission	Ernst	Cheryl	Cheryl.Ernst@oesc.ok.gov	918-332-4800
Oklahoma Employment Security Commission	Hill	Cheyenne	cheyenne.hill@oesc.ok.gov	918-825-2582
Oklahoma Employment Security Commission	Ellis	Heather	heather.ellis@oesc.ok.gov	918-456-8846
Oklahoma Employment Security Commission	Ritz	Tracey	tracey.ritz@oesc.ok.gov	918-224-9430
Oklahoma Employment Security Commission	Leneave	Tara	tara.leneave@oesc.ok.gov	918-304-3160
Business Services				
Green Country Workforce Development Board	Cutshaw	Amber	acutshaw@greencountryworks.org	
Board Friends				

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A New Leaf	Ogle	Mary	mogle@anewleaf.org	
A New Leaf	Schlichter	Kate	kate.schlichter@anewleaf.org	
A New Leaf	Haley	Dawn	dawn.haley@anewleaf.org	
A New Leaf	Chatman	Nuceka	nuceka.chatman@anewleaf.org	
A New Leaf	Lewis	Tammie	tammie.lewis@anewleaf.org	
AARP	Sanders	Marge	msanders@aarp.org	
Aetna	Mason	Larisha	MasonL@aetna.com	
Air Hygiene	Schroeder	Michael	mschroeder@airhygiene.com	
Ascension	Pasco	Lauren	lauren.pasco@ascension.org	
AVB Bank	Magee	Staci	smagee@avb.bank	
Bama Companies	Spencer	Amy	aspencer@bama.com	
BPS	Pollin	Joni	pollinj@bps-ok.org	
BRLivingLegacy	Dennis	Marquess	marquess@brlivinglegacy.org	
Broken Arrow Public Schools	Taylor	Lindsay	ltaylor@baschools.org	
Bruce Oakley	Taylor	Fred	ftaylor@bruceoakley.com	
CCEOK	Salgado	Georgina	gsalgado@cceok.org	
Connors State College	McElyea	Brandy	brandy.mcelyea@connorsstate.edu	
Covington Aircraft	Y.	Rebecca	Rebeccay@covingtonaircraft.com	
Creoks	Thompson	Madison	Madison.Thompson@creoks.org	
Creoks	Crowell	Samantha	samantha.crowell@creoks.org	
David Roberts Consulting	McGee	Toni	toni@davidrobertsconsulting.com	
Deep Fork Community Action	Cole	Terrl	programdirector@dfcaf.org	
Deep Fork Community Action	Baldridge	Christie	executivedirector@dfcf.org	
Deep Fork Community Action	Cooper	Jean	housingconsultant@dfcaf.org	
DOL	Parker	Jessica	Parker.Jessica@dol.gov	
Dress For Success	Skorvaga	Katherine	Director@tulsadressforsuccess.org	
DVIS	Turner	Rose	rturner@dvis.org	
Eastern Oklahoma Development District	Harding	Scott	sharding@eoddok.org	
Eastern Oklahoma Development District	Bowen	Janet	Info@eoddok.org	
EOL	Linz	Christina	clinz@eols.org	
ESTOO	Lowery	Michael	michael.lowery@estoo.net	
Exodus House Tulsa	Long	Frankie	exodushousetulsa@cjamm.org	
Express Pros	Ralston	Lora	lora.ralston@expresspros.com	
Family and Children's Services Tulsa	Knuckles	Amy	aknuckles@fcsok.org	
Federal Reserve Bank of Kansas	Shepelwich	Steven	Steven.Shepelwich@kc.frb.org	
First United Bank	Kim	Kim	fubinfo@firstunitedbank.com	
Family and Children's Services Tulsa	Collier	Janine	jcollier@fsctulsa.org	

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Family and Children's Services Tulsa	Smith	Karen	ksmith@fsctulsa.org	
Family and Children's Services Tulsa	Lowe	Victoria	vlowe@fsctulsa.org	
Family and Children's Services Tulsa	Patrick	Quenton	qpatrick@fsctulsa.org	
GC Behavioral Health Services	Tapia	Jennifer	hr@gcbhs.org	
Goodwill Industries	McNatt	Ronda	rmcnatt@okgoodwill.org	
Goodwill Industries	Conyer	Kimberly	kconyer@okgoodwill.org	
Gordon Cooper Technology Center	Hess	Margaret	mhess@gctcok.edu	
Grand Gateway	Price	H.	hprice@grandgateway.org	
Grand Mental Health	Royal	Alyssa	aroyal@grandmh.com	
Grand Mental Health	Jones	Karla	karjones@grandmh.com	
Grand Mental Health	Shepard	Kelsey	kelsey-shepard@grandnation.org	
Grand Mental Health	Baker	Shannon	shannon-baker@grandnation.org	
Grand Mental Health	Winn	Jana	jwinn@grandmh.com	
Grand Mental Health	Rodiles	Edgar	erodiles@grandmh.com	
Henryetta Chamber	Mooney	Genny	henryettachamber@att.net	
Indian Capital Technology Center	Stoutermire	Jeri	jerri.stoutermire@ictech.edu	
Integrity Staffing	Raunikar	Sheena	sr@integritystaffingok.com	
Job Corps	Casey	Heather	casey.heather@jobcorps.org	
Job Corps	Wolf	James	wolf.james@jobcorps.org	
Job Corps	Secondi	Shanda	secondi.shanda@jobcorps.org	
Job Corps	Zimmer	Jill	zimmer.jill@jobcorps.org	
Legal Aid	Purget	Angela	angela.purget@laok.org	
MAIP	Greer	Brittany	bgreer@maip.com	
MPSBuffs	Bowen	Jennifer	jb Bowen@mpsbuffs.org	
Muskogee Bridges	McKenzie	Treasure	treasure@muskogeebridges.org	
NACT Head Start	Blackshire	Marketa	mblackshire@nacths.com	
Northeastern Oklahoma A&M College	Schwenke	Shannon	shannon.schwenke@neo.edu	
Northeastern Oklahoma A&M College	Martin	Cheryle	cheryle.martin@neo.edu	
Northeastern Health System	Bently	Jenny	jbently@nhs-ok.org	
NSUOK	Bottoms	Josie	bottom02@nsuok.edu	
Oklahoma Dept of Veterans Affairs	Garza	Alfonso	alfonso.garza@odva.ok.gov	
Oklahoma Dept of Veterans Affairs	Merit	Mike	michael.merit@odva.ok.gov	
Oklahoma Dept of Veterans Affairs	McIntire	Candice	candice.mcintire@odva.ok.gov	
Oklahoma Dept of Veterans Affairs	Coon	Randall	Randall Coon ODVA	
Oklahoma Dept of Veterans Affairs	Rouell	Les	lesley.rouell@odva.ok.gov	
Oklahoma Dept of Veterans Affairs	Chalk	Angela	Angela.Chalk@odva.ok.gov	
Oklahoma Dept of Veterans Affairs	Gibson	Brian	Brian.Gibson@odva.ok.gov	



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OIDS	Guinn	Jill	jill.guinn@oids.ok.gov	
OJA	Zelnick	David	David.Zelnick@oja.ok.gov	
OK CareerTech	Walker	Gerrod	gerrod.walker@careertech.ok.gov	
OK CareerTech	McCollum	Tiffany	Tiffany.McCollum@careertech.ok.gov	
OK Commerce	Steakley	Ethan	Ethan.Steakley@okcommerce.gov	
OK Commerce	Vanderpool	Clare	Clare.Vanderpool@okcommerce.gov	
OK Commerce	Woods	John	John.Woods@okcommerce.gov	
OK Department of Human Services	delacruz	Emma	Emma.delacruz@OKDRS.gov	
OK Department of Human Services	Wray	Shana	shana.wray@okdrs.gov	
OK Department of Human Services	Guillory	Shalea	shalea.guillory@okdrs.gov	
OK Department of Human Services	Akhter	Sumpa	Sumpa.Akhter@okdrs.gov	
OK Dept of Corrections	Walker	Julie	julie.walker@doc.ok.gov	
OK Health Dept.	Wilson	Misty	misty.wilson@health.ok.gov	
OK House of Representatives	Boatman	Jeff	jeff.boatman@okhouse.gov	
OK Senate	Stephens	Blake	blake.stephens@oksenate.gov	
OK State Dept. of Education	Corn	Missy	Missy.Corn@sde.ok.gov	
Oklahoma Dept. of Transportation	Hook	Olivia	OHook@odot.org	
Oklmulgee County Commissioner	Walker	David	R.David.Walker@okmulgeecounty.gov	
Oklmulgee County Criminal Justice Authority	Keim	Jon	jkeim@occjajail.org	
Oklahoma State University	Emrich	Sarah	sarah.m.emrich@okstate.edu	
Oklahoma State University	Dinsmore	Brandon	brandon.dinsmore@okstate.edu	
Oklahoma State University	Siems	Sara	sara.siems@okstate.edu	
OSU Extension	Jones	Stacey	stacey.jones11@okstate.edu	
OSU Rural Health	Thomas	Paul	paul.w.thomas@okstate.edu	
Pryor Schools	Fleming	Glinna	flemingg@pryorschools.org	
REIOK	Harrington	James	jharrington@reiok.org	
ROCMND	Osburn	Deidre	deidreosburn@rocmnd.org	
RSU	Hayes	Tosha	thayes@rsu.edu	
RSU	Heimdale	Catherine	cheimdale@rsu.edu	
Safenet Services	Moore	Jody	jody@safenetservices.org	
Safenet Services	Moore	Jody	Jody@safenetservices.org	
Shelbourne Co.	Carey	Ty	tcarey@shelbourneco.com	
Shelbourne Co.	Larsen	David	dlarsen@shelbourneco.com	
South Tulsa Community House	Edwards	Talesha	talesha@southtulsacommunityhouse.org	



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South Tulsa Community House	Wakeley	Robert	robert@southtulsacommunityhouse.org	
Tahlequah Public Schools	Younts	Sherry	younts@tahlequahschools.org	
Tahlequah Public Schools	Bush	Phillip	bushp@tahlequahschools.org	
Talking Leaves	Lack	Debra	lack.debra@jobcorps.org	
TAUW	Mitchell	Wes	wmitchell@tauw.org	
TCSO	Johns	Darin	djogns@tcso.org	
Transfrvr	Elkington	Reed	reed@transfrvr.com	
Tulsa Chamber	Wilson	Alaina	alainawilson@tulsachamber.com	
Tulsa Day Center	Sander	Josh	jsanders@tulsadaycenter.org	
Tulsa Day Center	Haltom	Mack	mhaltom@tulsadaycenter.org	
Tulsa Dream Center	Booker	Emily	ebooker@tulsadreamcenter.org	
Tulsa Housing Authority	Hensley	Ginny	ginny.hensley@tulsahousing.org	
Tulsa Housing Authority	Mikish	Tracy	Tracy.Mikish@tulsahousing.org	
Tulsa Ports	Yarbrough	David	david@tulsaports.com	
Union Public Schools	Francois	Lorissa	Francois.lorissa@unionps.org	
Urban Strategies	Buzzard-Hamilton	Haley	Haley.Buzzard@usi-inc.org	
Valornet	Cunningham	Donna	optionsinc@valornet.com	
WorkReady Oklahoma	Hurley-Forbes	Jessica	jessica.Hurley-Forbes@workreadyOklahoma.com	
WorkReady Oklahoma	Philips	Shane	shane.phillips@workreadyoklahoma.com	
WorkReady Oklahoma	Hahn	Steve	Steve@WRO-Tulsa.com	
WriteSea	Mitchell	Brandon	brandon@writesea.com	
YWCA Tulsa	Loera-Scribner	Elizabeth	ELoeraScribner@ywcatulsa.org	

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Attachment B – GCWDB Business Services Matrix

GCWDB- Business Service Matrix

Available Services	Description	Target Audience	Provider / Partner	Business Benefits
Recruitment & Hiring Support	Job postings (EmployOK, Hot Jobs List), candidate screening, job fairs, and customized hiring events	Businesses with open positions, new businesses to Oklahoma	GCWDB, WIOA Core partners	Reduced hiring costs, access to pre-screened candidates
Work-Based Learning Programs	Work Experience (WEX), On-the-Job Training (OJT), Registered Apprenticeships	Businesses seeking to train new workers and/or upskill entry level employees	GCWDB, Training Providers, Career Tech	Wage reimbursements, reduces recruitment risks, access pipeline of skilled workers, Strengthens industry competitiveness, nationally recognized credentials
Incumbent Worker Training	Upskilling current employees through customized training programs	Businesses wanting to retain and advance staff	GCWDB, Training Providers, Industry Partners	Increased productivity, reduced turnover costs, create internal pipelines for promotions, provide skills to adapt to changing business needs
Labor Market Information	Industry trends, wage data, talent availability, and economic forecasts	Businesses and industry leaders	GCWDB, OESC, Chambers of Commerce	Data-driven hiring decisions, competitive advantage, improved training & development alignment
Business Retention & Expansion	One-on-one consultations, needs assessments, connection to resources	Businesses in In-Demand industries	GCWDB, OESC, DRS, Career Tech, Chambers of Commerce	Tailored support to remain competitive within the industry, access to available funding, support with navigating workforce system to avoid employer engagement fatigue
Rapid Response Services	Layoff aversion, downsizing assistance, and transition planning	Businesses facing workforce reductions and/or closures	GCWDB, OESC, WIOA Core Partners	Minimize disruption, supports rapid reemployment in the region
Incentives & Tax Credits	Information on hiring incentives, training grants, and tax credits	Businesses exploring cost savings	GCWDB, OESC, Career Tech	Reduced costs of hiring and training, exploring untapped talent pipelines, mitigate hiring risks
Customized Employer Solutions	Specialized workshops, One-on-one consultations HR support, and partnership initiatives	Businesses with unique workforce needs	GCWDB, WIOA Core Partners	Tailored solutions aligned with business needs, Innovative strategies, braining funds to maximize impact and outcomes