
REPORT OF

THE WORKFORCE TRANSFORMATION TASK FORCE

APRIL 15, 2023



LETTER FROM THE CO-CHAIRS

The Honorable Governor J. Kevin Stitt,
Speaker Charles McCall, and
President Pro Tempore Greg Treat:

We are pleased to present the findings and recommendations of the Oklahoma Workforce Transformation Task Force. We are proud to have served with such a knowledgeable and engaged group of Task Force members, and we appreciate their dedication of time and their service to the state we all love and call home. The discussion and examination of the issues by these leaders was thorough, motivated solely by a desire to improve Oklahoma's workforce, and unafraid of challenging the status quo. The result is a plan that we believe will make Oklahoma's workforce and talent development system the envy of the nation.

Oklahoma is not unique in the staggering workforce challenges it is facing, but without significant realignment of coordination and collaboration of stakeholders involved; we will fall further behind. The Task Force hopes that this report will serve as a clarion call to state leaders. Oklahoma can close its current labor shortages and develop its talent pipeline for the jobs of the future. Oklahoma can become the first state in the country to properly coordinate and execute a cohesive workforce development strategy that simultaneously serves the individual needs of its citizens and the needs of the broader economy.

Seizing this opportunity requires a paradigm change in the way our state's workforce development system is structured and operates, but that change is well within our reach, and well underway with the recommendations outlined in this report. The consequences of failing to take bold action in the face of this national challenge are stark.

Despite the significant challenge ahead of us, we are confident Oklahoma will succeed in this effort. Our work as a Task Force and the work completed by others in recent years have revealed that Oklahoma is ready to meet the moment. Stakeholders are aligned around the need for improved efficiency and coordination and are ready to engage. The recommendations in this report were designed in the mold of national best practices, after carefully considering the strengths and weaknesses of other analogous efforts.

In sum, Oklahoma has all the elements needed to succeed in this effort, and with this report, now has a plan to get there.

Sincerely,



Chad Warmington
President and CEO
State Chamber of Oklahoma



Chad Mariska
Oklahoma Secretary of Commerce

EXECUTIVE SUMMARY

Oklahoma has a workforce shortage problem. Left unaddressed, economic trends suggest the problem will grow worse, not better. A successful state workforce development system is the key to a strong and growing economy and empowers individuals to achieve their full potential. To be successful, Oklahoma must address both goals concurrently and in coordination with many stakeholders through a results-driven strategy.

The Oklahoma Workforce Transformation Task Force has reviewed the challenges in workforce development and found that, as a participant in the system described it, “everyone in state government does workforce development, but no one owns it.” This sentiment succinctly summarizes the central finding of the Task Force, and its recommendations focus on addressing this core deficiency.

The Task Force recommends the creation of a single state entity which has responsibility for Oklahoma’s workforce development strategy. This workforce development “owner” should be a public-private partnership pursuing a results-oriented approach, and serving as a trusted central point of coordination and collaboration across the many stakeholders involved in workforce development in the state. The entity described in this report should work to ensure the state’s workforce development efforts are aligned with the dual goals of **economic development** and **individual empowerment**.

Key Principles and Attributes of Oklahoma’s new Workforce Delivery System:

- ▶ The need to have a public oversight component to the entity. There is not a need to create a new state agency, but rather a public oversight board which can receive public funds and provide accountability to the taxpayers.
- ▶ Appointed jointly by the Executive and Legislative branches to ensure durability of entity.
- ▶ Public Funds, public accountability, and ability to accept private funds.
- ▶ Private Sector vision and direction. As a body driven by innovation, the membership of the Workforce Commission should be comprised of business leaders.
- ▶ Public-Private partnership.
- ▶ Need for an Implementation Office. An agile structure focused on implementing the vision and consistently measuring success, modeled after Oklahoma Energy Resources Board.
- ▶ Coordination focused on the entire workforce ecosystem.
- ▶ Data driven. Independent and objective data to drive workforce transformation.
- ▶ The ability to invest in innovation. Leveraging funds to drive outcomes.
- ▶ A rapid response component. Ability to assist employers with workforce needs plan.
- ▶ Establish performance-based funding measures for investments.
- ▶ Providing information and recommendations to policy makers.
- ▶ Strategic annual report. Each year the entity should report to policy makers not only on expenditures, but also on progress. It is anticipated the entity will publish a list of targeted workforce outcomes each year, invest in achieving those outcomes, and report on progress.
- ▶ Coordination of WIOA funds through the entity driving the state’s workforce strategy.
- ▶ Realignment of Oklahoma Employment Security Commission (OESC) and Oklahoma Office of Workforce Development (OOWD) into the new entity.

I. INTRODUCTION

Workforce Transformation Task Force Executive Order

Recognizing that an effective workforce strategy is “foundational to the health and vitality of the Oklahoma economy and to the well-being and prosperity of all Oklahomans” Governor Kevin Stitt issued Executive Order 2023-02, creating the Workforce Transformation Task Force. This report is submitted, pursuant to the directives of the executive order, to the Governor, the Speaker of the Oklahoma House of Representatives, and the President Pro Tempore of the Oklahoma Senate.

The purpose of the Task Force is to design a new workforce delivery system in Oklahoma and guide the state’s transition from the current system to the new system. A new system can maximize economic effectiveness, save taxpayer dollars, and ensure that Oklahoma continues to be competitive through the utilization of best workforce development practices. An effective system will maximize funding, coordinate the many stakeholders in Oklahoma’s workforce development ecosystem, and be responsive to the needs of employers.

The Task Force is comprised of ten individuals and draws from both the private and public sectors. Each member of the Task Force brings unique expertise in areas that are integral to the creation of a new system for administering workforce initiatives. Task Force members come from a variety of professional backgrounds, ensuring that stakeholders across key industries are able to provide essential input regarding the demands of employers and the labor force.

1. Co-Chair Chad Mariska, Oklahoma Secretary of Commerce
2. Co-Chair Chad Warmington, President and CEO of the Oklahoma State Chamber of Commerce
3. Adam Pugh, State Senator (R-Edmond)
4. Brian Hill, State Representative (R-Mustang)
5. Rick Nagel, Managing Partner of Acorn Growth Companies and University of Oklahoma Regent
6. Tim Pehrson, President and CEO of INTEGRIS Health
7. Karen Pennington, Executive Director of Madison Strategies Group
8. Elizabeth Pollard, Oklahoma Secretary of Science and Innovation
9. Ryan Walters, Oklahoma State Superintendent of Public Instruction
10. Jeff Stava, COO of Tulsa Community Foundation and CPO of the George Kaiser Family Foundation

In completing its work, the Task Force is charged with:

- Evaluating the operations of the state’s current workforce delivery system, as well as those of other states, and developing recommendations to enhance the coordination, efficiency, and effectiveness of workforce development efforts within and among stakeholder state agencies and local entities;
- Determining the best structure, operating procedures, and chain of command of the new workforce delivery system;
- Overseeing the transition of all existing workforce programs, including but not limited to those funded by or operating pursuant to the federal Workforce Innovation and Opportunity Act, to the purview of a new public-private partnership entity;
- Recommending a reporting structure that ensures accountability for public funds and program results;
- Identifying best practices as determined by an evaluation of the systems of the various states;
- Designing a workforce delivery system structure adequate to developing the quantity and quality of the labor force required to meet the needs of employers currently and in the future; and
- Maximizing federal and other funding, including but not limited to funds available under the federal Workforce Innovation and Opportunity Act.

The Executive Order Deliverables document enclosed with this report summarizes the research and analysis relied on by the Task Force that is directly responsive to each of the above charges of EO 2023-02. This research and analysis undergirds the overall report that follows.

Information and Research reviewed:

The Task Force was able to build upon previously conducted evaluations of the current state of Oklahoma’s workforce delivery system, research of best practices from other states, and research undergirding the state’s recent investments in workforce projects.

The Oklahoma Office of Workforce Development has previously proposed several ideas for administrative changes to maximize the delivery of Workforce Innovation and Opportunity Act (WIOA) funds. Local workforce investment boards have proposed several changes to improve the effectiveness of the delivery system. The state receives WIOA funding which flows through to a number of agencies and entities in the workforce delivery ecosystem.

A nationally prominent consulting firm spent considerable time in Oklahoma in 2022 evaluating the state’s workforce challenges, interviewing stakeholders, and developing initiatives to address key strategic challenges. Their examination identified several critical items that greatly aided the Task Force’s work. The 2022 review identified a significant labor shortage of more than 36,000 workers and growing, impacting both rural and metropolitan areas, and virtually all industry sectors in the state. Critically, the research identified the fragmentation, misalignment, and lack of accountability in Oklahoma’s current workforce delivery system as the top priority that needed to be remedied in order to address current and future workforce needs. Best practices in governance and delivery structure from a number of states were reviewed and evaluated for potential alignment with Oklahoma needs.

During the appropriation of federal American Rescue Plan Act funds, the Legislature determined workforce shortages were one of the highest needs facing the state. From health care workers to restaurant staff, truck drivers to behavioral health providers, virtually every industry appeared to be impacted. The Legislature heard testimony relating to a number of industry sectors, and all expressed the need for better workforce development.

To meet this challenge, legislators sought information from state agency and other stakeholders that would enable them to prioritize workforce development investments into initiatives which were most critical to the state’s short and long-term strategic objectives. Legislators quickly found, however, that **Oklahoma does not have well-defined strategic objectives for workforce development**. Rather, the answers to legislators’ central questions—what are the state’s goals and needs, and how should resources be prioritized—depended entirely on which agency or stakeholder was being asked the question. Many stakeholders did some type of workforce development, but none was in charge. There was not a single, authoritative source the Legislature could rely on to prioritize its investments in what everyone involved recognized was a critical challenge for the state. Furthermore, there was no such “owner” of the problem that could be held accountable for results in a way that would enable the Legislature to determine return on investment.

All of these related, yet independent, efforts pointed to the same solution—the need for a single entity that “owns” responsibility for Oklahoma’s workforce development efforts.

THE NEED FOR CHANGE

Workforce ecosystem challenges are foundational to Oklahoma’s labor shortage (36k and growing), which holds back economic growth and prosperity. Stated simply, ***if we do not solve our workforce challenges, we will not reach our full economic potential as a state***. More importantly, ***Oklahomans will not enjoy the success and opportunity that a top flight workforce and talent development system enables***.

Oklahoma has the talent, employers, and conditions necessary to be a top performer in workforce development nationally. Its people deserve a coordinated workforce system that enables jobseekers to find careers and employers to staff needed talent. ***Oklahoma can become a state which talent and companies flock to because of its outstanding workforce development conditions, rather than the workforce conditions being something that must be overcome in persuading others to locate here***.

II. IMPORTANCE OF THE WORKFORCE DELIVERY SYSTEM AND OKLAHOMA'S STRATEGIC POSITION RELATIVE TO OTHER STATES

An effective state workforce development system promotes twin aims: (1) identifying and producing the workforce necessary to meet the needs of employers and **grow the state's economy**, and (2) creating **pathways and opportunities** for the **individuals** being served by the system so that they may unlock their full potential.

Economic Growth. Workforce development is an integral part of a state's broader economic development strategy, seeking to address the needs of employers by producing a steady pipeline of talented, well-trained individuals in the labor force. Since businesses require capable and well-trained employees in order to flourish, a state's **workforce is the very foundation of a state's economy**. Developing a capable and well-trained workforce requires a system that understands the needs of employers, and one that is in a position to quickly respond to those needs with targeted investments.

Individual Advancement. A state's workforce development system is only as successful as how well—or poorly—it serves individuals on their educational and career journey. A high-functioning workforce development system creates pathways through which **people have the opportunity to unlock their full potential**.

Ultimately, these twin aims are mutually reinforcing. By improving access to and the quality of continued education and training, a state's workforce development system meets the economy's workforce demands while also increasing the earning capacities and quality of life for the individuals it serves. The recommendations contained in this report, therefore, are designed to simultaneously advance both of these complimentary goals.

Oklahoma's Competitive Position: a National Race for Talent

Oklahoma is not alone in recognizing the need to improve workforce development; indeed, national headlines are filled with references to alarming labor challenges in virtually every state and industry sector. The pandemic accelerated, or at least accentuated, pre-existing workforce dynamics and challenges, raising the issue to the front of policymakers' and business leaders' attention, but many of the challenges now being felt acutely were set in motion many years ago.

Despite this common national challenge, not all states are similarly situated in responding to changing workforce demands. The hard truth is that, in many critical outcomes metrics, Oklahoma lags other states. Oklahoma currently ranks near the bottom of the fifty states in many categories critical to producing the workforce and talent pool needed to prosper. For example, Oklahoma ranks 50th out of 50 in STEM and STEM-related degrees or credentials held by working-age adults, 43rd in overall K-12 education outcomes, 45th in bachelor's degree attainment, and 35th in labor force participation rate¹.

Of course, many of the factors that contribute to Oklahoma's outcomes in key workforce metrics are outside of the scope of this report, but the misaligned structure of the systems Oklahoma tasks with workforce and talent development are a key contributor. Oklahoma is siloed in its governance and its workforce delivery system. Silos continue to exist between the K-12, career technology, and higher education systems. Even the state's federal WIOA funds and programming—explicitly designed in federal law to operate in a manner that is coordinated according to a statewide strategy—are distributed between several different state agencies with little to no coordination, a feature that, unfortunately, is unique to Oklahoma among state WIOA programs.

Without structural changes that bring alignment to the existing system, Oklahoma will fall behind as other states race ahead and labor market conditions only become more challenging.

The need is urgent. National economic trends create an increased need for innovation across a wide range of industries. Competition among states in economic development and business recruitment is fiercer than ever, and these recruitment battles are often won or lost based on states' workforce conditions. Across the country,

¹ Sources: Census Bureau Data, NAEP Scores, ACT/SAT College Readiness Benchmarks, BEA Data

states are going to great lengths to create attractive business environments that entice prospective employers. Unsurprisingly, the states that have a talent pool able to accommodate the demands of employers are much better poised to excel in this competitive environment. As a result, it is imperative to facilitate a workforce development strategy that is innovative, flexible, and quick to address the needs of employers. To maximize its ability to compete, Oklahoma must maintain a workforce delivery system that has the ability to pivot quickly in response to changing needs and aligns its K-12, career-tech, higher education, worker training, and continuing education programs to its broader economic development strategy. A steady, coordinated flow of information and funds between those stakeholders, therefore, is critical to ensure that education and training efforts are focused on areas of need and reach the individuals in need of access to the system.

Oklahoma has a Labor Shortage, and Economic Trends Indicate the Problem Will Grow

Oklahoma has a statewide shortage of workers. Recent research suggests that in 2021, for example, there were 36,000 more job postings in the state than there were people searching for employment. While data shows that rural Oklahoma is not necessarily immune to economic difficulties, the workforce shortage undoubtedly has a disproportionate impact on the urban areas of the state. Oklahoma City was the most impacted area in the 2021 data, while Tulsa followed closely behind. More recent data tell a similar story.



The problem is particularly dire among certain key occupations, such as nursing, truck driving, and software development². The healthcare industry, for example, is one of the largest employers in Oklahoma, yet has one of the highest levels of unfilled positions. Many of the unfilled positions in the healthcare industry require advanced degrees, specific skills, certifications and/or credentials. Additionally, demand for those positions is expected to grow, not diminish, in the future.

Still, the workforce shortage is not confined to job openings that require a particular level of education³. When broken down across education level, there were 21,000 openings for people with a bachelor's degree or higher, 1,000 for associate degree or some college, and 14,000 for high school or less. These statistics highlight some of the important challenges facing Oklahoma in the context of workforce development, and seemingly indicate that education and training efforts are not being directed toward the industries with the greatest need. Significantly, **research indicates that many of the same occupations currently facing critical shortages are the same occupations experiencing the fastest growth in demand, meaning that the shortages seen today will grow worse, not better, in coming years⁴.**

As the pandemic demonstrated, the nature of work and workforce can change dramatically. A workforce delivery system needs to be nimble and able to quickly transform to changing economic conditions and needs. Additionally, workforce needs are going to continue to evolve as technology advances and jobs of the future evolve. Forecasting and anticipating future needs and developing a consistent innovative talent pipeline will be key components of a workforce delivery system.

²See Appendix, Ex. 1

³See Appendix, Ex. 2

⁴See Appendix, Ex. 3

III. OKLAHOMA'S CURRENT WORKFORCE DELIVERY SYSTEM

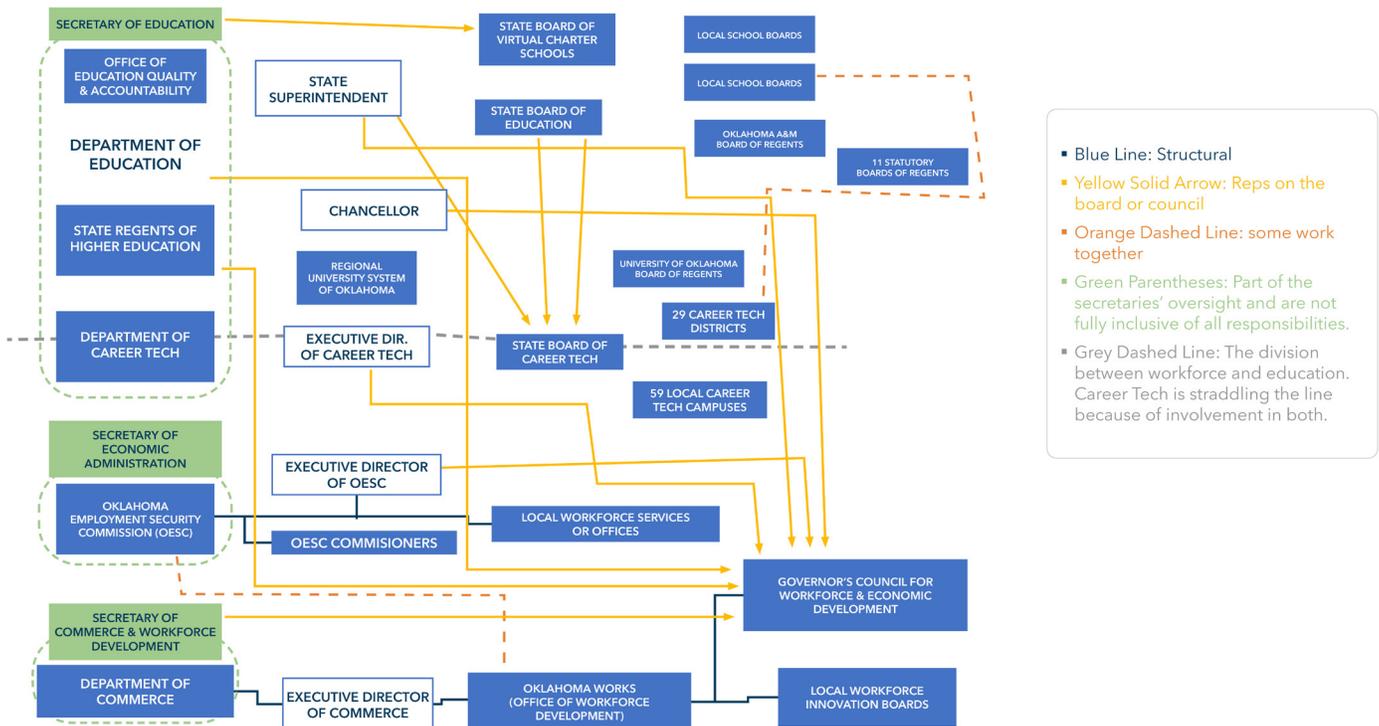
Oklahoma suffers from an overarching problem when it comes to workforce development: *everyone does workforce development, but no one is in charge.*

In other words, coordination of workforce development initiatives in Oklahoma is virtually non-existent. Furthermore, the lack of coordination in turn contributes to a variety of associated problems, including inefficiencies and a lack of accountability. Governor Stitt's Executive Order refers to the fragmentation of responsibilities and funding among state agencies as a hinderance to Oklahoma's workforce delivery system. Organizationally, the workforce development system in Oklahoma consists of various entities with separate governance structures, funding sources, and lines of authority, resulting in a broader "system"—if it can even be called that—uncoordinated in mission and disconnected with respect to the flow of workforce-related funds. As a result, accountability cannot be directed toward a single entity or individual under the current system, which effectively eliminates any accountability for outcomes at all.

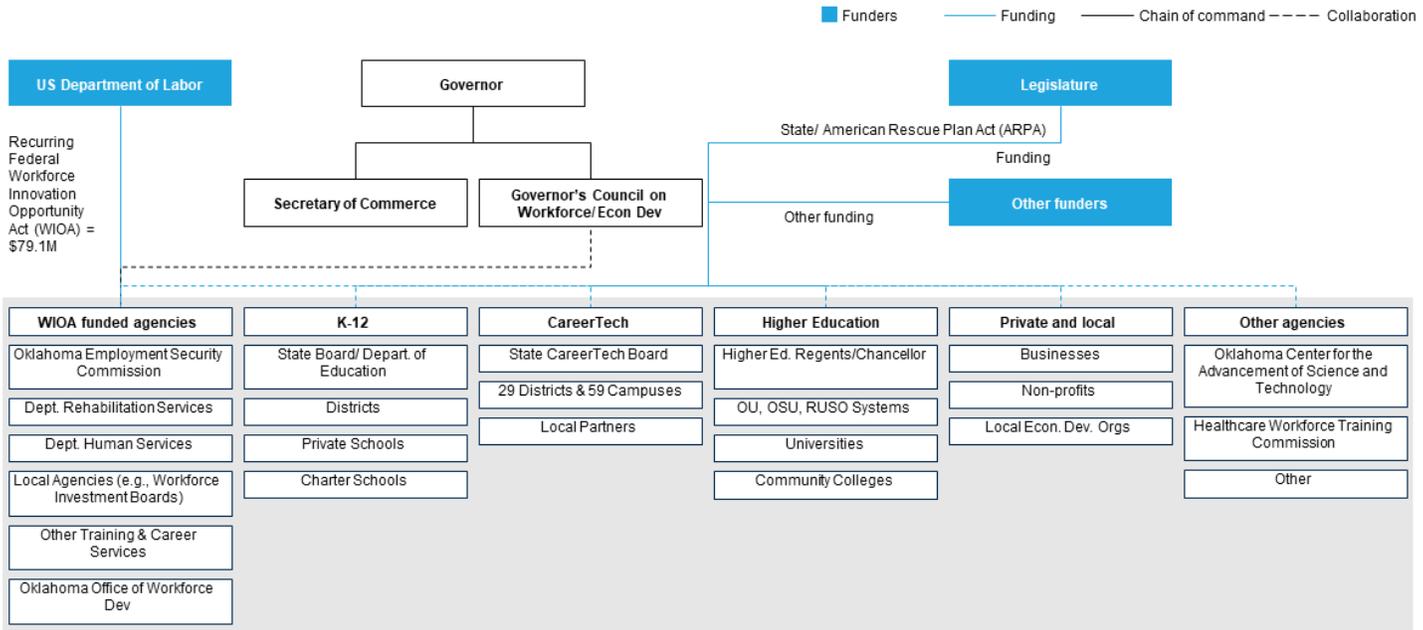
Oklahoma's Workforce Development Ecosystem Lacks Coordination and a Clear Owner

Below are visual representations of Oklahoma's current workforce development ecosystem from both governance and flow of funding perspectives. Funding, governance, reporting, and—most critically— strategy, among the many stakeholders, providers, and participants in the delivery of workforce development services are siloed, resulting in competing objectives, duplication, and uncoordinated activity.

WORKFORCE DEVELOPMENT – GOVERNANCE

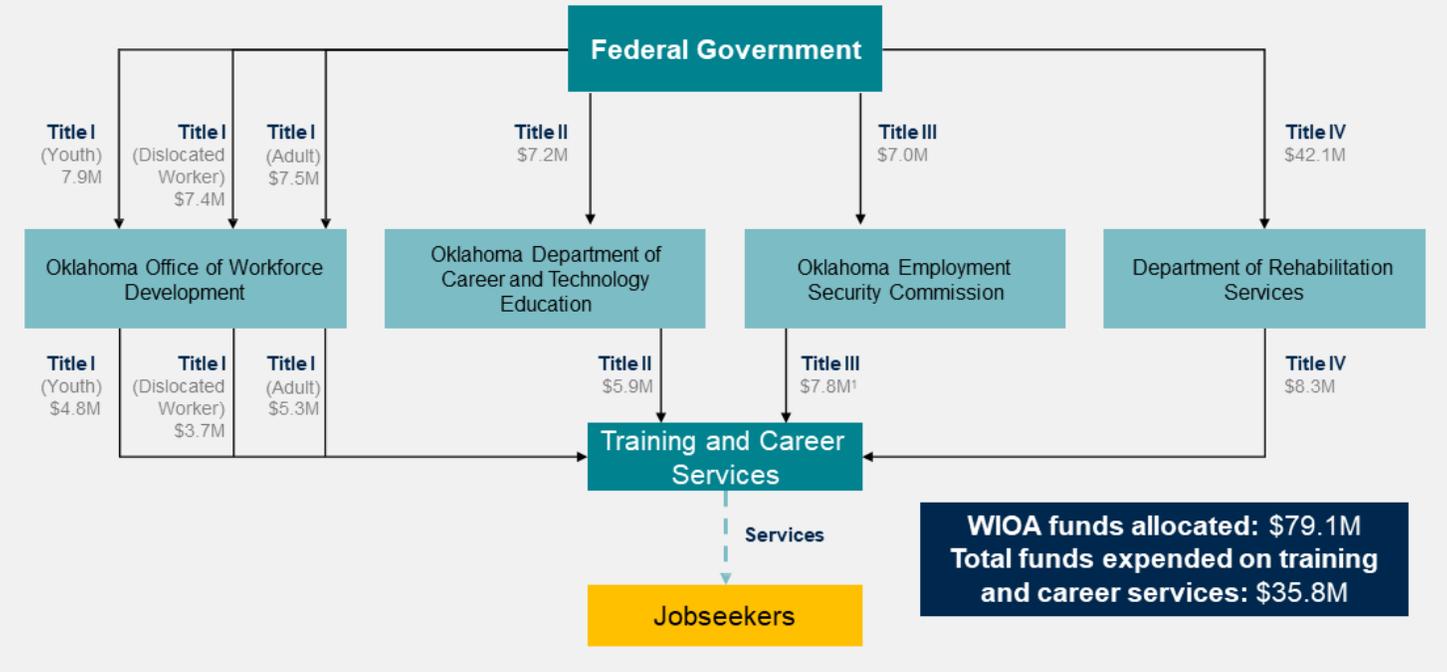


WORKFORCE DEVELOPMENT – FLOW OF FUNDS



To illustrate the lack of coordination that pervades Oklahoma’s workforce development ecosystem, consider just one aspect of that system, Oklahoma’s administration of federal WIOA funds and programming. Oklahoma is unique among states in that it disperses funding directly to multiple state agencies rather than to a single oversight body charged with coordinating the activities of all program providers receiving funding. Oklahoma’s flow of WIOA funding is as follows:

WIOA – FLOW OF FUNDS



The result of this dispersed funding model is inefficiency and lagging outcomes. **Only 45% of federal WIOA funds allocated to Oklahoma are used for training and career services (\$35.8 million of the \$79.1 million allocated).** Much of this funding appears to be lost to administrative duplication. Compared to other states, Oklahoma sees significantly less funding make it to training and career services.

WIOA Program	Recipient	% of Funds Expended on Training and Career Services	
		National Average	Oklahoma
Adult	OOWD	79	71
Dislocated Worker	OOWD	55	50
Youth	OOWD	67	61
Adult Ed. & Lit.	ODCTE	35	82
Wagner-Peyser	OESC	82	112*
Voc. Rehab.	DRS	49	20

Moreover, **Oklahoma's WIOA program outcomes lag competitor states, and expenditures of WIOA funds do not match employment outcomes.** The below chart demonstrates that, across WIOA programs, Oklahoma pays relatively more per participant and achieves relatively lower outcomes.

WIOA Program	Recipient	Total participants served	Total funding expended, \$M	Cost per participant, \$	National average	National low	National high	Cost per participant ranking, highest to lowest ¹	Employment Q4 Rating	National average	National low	National high	Employment Q4 ranking, highest to lowest
Adult	OOWD	2,316	5.3	2,280	3,931	680	15,384	39	68%	70%	30%	84%	34
Dislocated Worker	OOWD	791	3.7	4,664	5,347	325	24,301	26	67%	75%	29%	100%	48
Youth	OOWD	1,118	4.8	4,301	6,976	1,009	96,627	37	72%	67%	35%	84%	18
Adult Ed. and Literacy ²	ODCTE	9,217	5.9	643	280	2	1,636	7	30%	38%	8%	76%	33
Wagner-Peyser ³	OESC	4,760	7.8	1,642	532	17	3,013	3	59%	61%	38%	73%	38
Vocational Rehabilitation ⁴	DRS	7,722	8.3	1,078	1,643	350	5,777	35	31%	42%	2%	61%	43

1. When compared to the 50 states and the District of Columbia, Guam, Northern Marianas, Puerto Rico, and the Virgin Islands

2. Excluding Alaska, Hawaii, Illinois, New Mexico, New York, Oregon, Utah, Virgin Islands

3. Excluding New Hampshire

4. Excluding Guam, Northern Marianas, and the Virgin Islands

Source: US Department of Labor, US Department of Education, Annual Performance Reports PY2020

WIOA funds are utilized in many Oklahoma communities to provide workforce development programs through local workforce investment boards. Oklahoma has many evidence-based models already in place in local communities. These successful programs could be scaled to provide additional capacity and could be replicated in other areas of the state. This task is difficult under the current structure as there is not an entity with the statewide visibility, authority, and resources to identify the most promising programs and facilitate additional investment and/or replication in other communities.

Ultimately, the uncoordinated structure and funding of Oklahoma's workforce development ecosystem undermines the state's ability to achieve desired outcomes, and often an inability to even accurately measure outcomes. The deficiencies in Oklahoma's approach to WIOA funding and programming represents just a narrow slice of Oklahoma's workforce development system, but is illustrative of a problem that pervades the broader system. A similar failure to coordinate strategy, funds, and accountability is present within the various parts of the rest of the system, including education, training, and individual assistance and leads to similar results. Coordination across these various parts of the system is virtually nonexistent.

Lastly, **Oklahoma is one of the only states in the nation that does not supplement its federal WIOA allocation with appropriations dedicated specifically to workforce development.** As demonstrated during the American Rescue Plan Act appropriations process, this is largely due to the state's lack of a single accountable entity for the Legislature to confidently fund. That is, the competing claims and interests of the various state agency providers seeking workforce development funding makes it difficult for legislators to make targeted investments and have a structure accountable for the return on the investments made. Oklahoma does invest state dollars directly into education and training agencies, but lack of an overall strategy makes it difficult to prioritize funds, measure progress, and evaluate return on investment across recipients.

IV. A NEW VISION FOR WORKFORCE DELIVERY

To address the structural shortcomings in Oklahoma’s workforce development ecosystem as described in Section III, the Task Force makes the following recommendation:

- ▶ Oklahoma should establish a single workforce development “owner” responsible for Oklahoma’s workforce development strategy, and to the maximum degree possible, funding and accountability should flow through and be overseen by this owner.

Vision for the Workforce Owner:

A public-private partnership to provide a results-oriented approach to address workforce issues in the state of Oklahoma. A single entity with authority and accountability to envision and drive results for innovative solutions changing the trajectory of workforce challenges. A trusted central point of coordination and collaboration to ensure workforce needs are aligned with the goals of the state in its economic development but also individual empowerment. A nimble and less bureaucratic structure to maximize available funding and invest in innovative solutions and coordinate public funding.

In crafting this central recommendation, the Task Force exhaustively considered models from other states and leading research and expertise on national best practices. From this work, the Task Force has identified the following six success factors that should be present in any efficient and effective workforce development “owner” organization, regardless of the nuances of its underlying structure or which entity is designated as the owner:

Success Factor for Effective Workforce Development Owner:

- 1. Authority.** Ability to set strategic objectives and deploy resources accordingly improves efficiency and effectiveness.
- 2. Accountability.** Leveraging performance-based funding and reporting improves efficiency and effectiveness.
- 3. Coordination.** An owner entity coordinating key functions such as execution and information management improves efficiency and effectiveness..
- 4. Information.** A single point of contact for all information and data about workforce in the state ensures a single, shared source of truth for the system, improving efficiency and effectiveness.
- 5. Agility.** Ability to quickly respond to stakeholder feedback and changing circumstances enhances responsiveness, improving efficiency and effectiveness.
- 6. Durability.** The owner should provide continuity and be effective over time, across changing leadership in the state and in its own organization.

Additional analysis of the above success dimensions, along with case studies detailing successful examples of each dimension are available in **Executive Order Deliverables, PP. 6-15**.

Additionally, the Task Force identified key **structural** attributes common to workforce development organizations and models that exhibit the six success dimensions articulated above, and sought to incorporate each of them in its Oklahoma Workforce Owner design (presented in the next subsection). These principles and attributes are based on data from other states and systems that the Task Force studied.

A highly functioning workforce development owner in Oklahoma should include the following key attributes:

- ▶ **The need for rigorous public oversight.** There is not a need to create a new state agency, but rather a public oversight board which can receive public funds and provide accountability to the taxpayers. This can be accomplished through the creation of a Workforce Commission. A single entity with statutory authority to receive workforce development funding and report back on its expenditures. A public body, subject to the Open Meetings Act, with transparency in expenditures. An example is the Texas Workforce Commission which serves as a public entity for coordination of workforce initiatives and receipt of federal funds. See **Appendix, Ex. 4**. Critically, this public board should not take on the trappings of a state agency, with staff, a state-owned building, and the like. Rather, the commission should 1) develop the state's workforce strategy based on direction from the Legislature and Governor and input from the myriad stakeholders in the workforce development ecosystem, 2) contract out execution and operationalization of that strategy, 3) oversee and hold accountable those contracted to execute the strategy, and 4) provide the public and its elected Legislature and Governor with regular reports on progress and results.
- ▶ **Direction and accountability from both the Executive and Legislative branches to ensure “buy-in and durability.** In order to provide state appropriations to invest in solutions to address the workforce shortage it is important that the Legislature be involved in the strategic direction of the Commission. Utah is an example of a successful model in this regard; the state has created a single entity which receives funding and direction on workforce investments from the legislature, with input and involvement of the executive branch. See **Appendix, Ex. 5**.
- ▶ **Public funds, public accountability, and the ability to accept private funds.** The Workforce Commission will need a revolving fund to receive state appropriations, but also the ability to accept private donations, federal grants, and foundation funding. The revolving fund will be a public fund, subject to reporting to the legislature and the executive branch. There are a number of funding sources available for workforce development including federal funds, competitive grants, foundation funding, and potential state appropriations. To truly transform the system, these investments need to be aligned with the short-term and long-term workforce needs of the state.
- ▶ **Private Sector vision and direction.** As a body driven by innovation, the membership of the Workforce Commission should be comprised of business leaders. Senior leadership in key industries, appointed by the executive and legislative branches. The membership will need to be refreshed on a regular basis, through rotating appointments, to prevent stagnation and provide new perspectives. A model for this coordination of private sector input is the New York CEO Council. See **Appendix, Ex. 6**.
- ▶ **Public-Private partnership.** The workforce development system needs to drive the development of a workforce strategy to address the needs of the current and future economy but also the empowerment of individuals to succeed. A public-private partnership coordinating both sides of these dual goals of a workforce development strategy is the ideal model for coordination and implementation. JobsOhio and Career Source Florida are both examples of highly effective public-private partnerships in workforce and economic development initiatives. See **Appendix, Ex. 7 and Ex. 8**.
- ▶ **Need for an high-functioning, efficient Implementation Office that drives execution of the State's strategy.** There is a need for an agile structure focused on implementing the vision and consistently measuring success. Rather than growing state government, it is the recommendation of the Task Force this be accomplished through a contracted entity with the ability to terminate the relationship if not effective and not achieving desired results. A model for this type of implementation structure comes from the Oklahoma Energy Resources Board (OERB). A public entity, established by the Oklahoma Legislature but implemented through a private not-for-profit foundation. See **Appendix, Ex. 9**.
- ▶ **Coordination focused on the entire workforce ecosystem.** The owner-entity will need to have the

authority to receive information from stakeholders across the system. The entity will need to have a results-driven approach and the ability to influence stakeholders involved in both future and current workforce needs. This principle is foundational to successful delivery systems, such as those in Florida, Ohio, Texas, Utah, and Alabama. **See Appendix, Ex. 10.**

- ▶ **Data driven.** There is a need for independent and objective data to drive workforce transformation. In Oklahoma there are many data silos controlled by multiple stakeholders. Policymakers and stakeholders need a central, trusted source of data that functions as a labor market observatory, sharing data on skills in demand by employers and outcomes by training partners. The Kentucky Center for Statistics and Missouri Economic Research Information Center are useful examples. **See Appendix, Ex. 11 & 12.**
- ▶ **The ability to invest in innovation.** There are many opportunities for innovation by using funds to drive outcomes. For example, establishing a “pay for success” model with private foundations for current workforce needs. There are also several proven success models at the local workforce development level which should be highlighted and replicated. Additionally, companies have been willing to invest in targeted workforce gaps such as Apple. **See Appendix, Ex. 13.**
- ▶ **A rapid response component.** When a large employer is seeking to locate in Oklahoma, or an existing employer is seeking to expand; they need a source to turn to for a workforce needs assessment and plan. This entity would have the data needed to determine current workforce availability, the coordination with workforce stakeholders across the state to determine capacity to respond, and funding available to meet this challenge. This entity would become the source of a rapid workforce development plan for employer needs in a short time frame. The states consistently ranked the best in business development include this rapid response concept including Georgia’s Quick Start program, and Virginia’s FastForward and Virginia Talent Accelerator Program..
- ▶ **Establish performance-based funding measures for investments.** State appropriations are driven by the need to have operational capacity, including staff and space, to meet a public mission. It is difficult to invest in new programs and then cut funding in subsequent years, regardless of effectiveness. This entity will have the ability to provide grants and one-time funding to address a critical need without the program becoming a recurring obligation. Funds will be contingent upon measured outcomes produced by a program. This data can then be provided to policy makers who can choose to reinvest in a program or not, based upon results. States such as Virginia and Pennsylvania have used this approach to invest in measurable outcomes to drive results, including WIOA funds. **See Appendix, Ex. 14 & 15.**
- ▶ **Providing information and recommendations to policy makers.** With an independent board and an independent research capacity, this entity will be able to identify potential issues for policy makers and recommend solutions. There are barriers to workforce shortages including lack of quality childcare, occupational licensing restrictions and lack of coordinated credentials. This entity could assist policy makers with independent research of actual barriers and potential solutions. As Oklahoma is competing with other states, and even countries, it is important to have the ability to identify trends and best practices across the country.
- ▶ **Regular strategic planning and reporting.** Each year the entity should report to policy makers not only on expenditures, but also on progress. It is anticipated the entity will publish a list of targeted workforce outcomes each year, invest in achieving those outcomes, and report on progress. These targets should be updated on an annual basis.
- ▶ **Coordination of WIOA funds through the same entity responsible for the state’s overall workforce development strategy.** The lack of coordination of WIOA funds in the state of Oklahoma results in inefficiencies and duplication. Rather than WIOA funds flowing into four different agencies, the funds should flow into a single point and then distributed in a manner consistent with the state’s broader strategic objectives. This coordination will result in streamlined administration and improved alignment of WIOA-funded programs.

- ▶ **Realignment of the Oklahoma Employment Security Commission (OESC) and Office of Workforce Development (OWD).** OESC and OWD share similar missions and funding sources in assisting individuals transition into the workforce but are uncoordinated in sharing of data and resources. Efficiency and impact could be gained by combining the agencies and folding into the reporting structure of the new Workforce Commission. Such an arrangement is the norm across states; Oklahoma’s siloing of these two functions is unique.

Design of Oklahoma’s Workforce Development Owner

To achieve the vision articulated above, the Task Force spent considerable time deliberating and extensively reviewing successful systems in other states. The Task Force ultimately coalesced around the structure described in this section.

- ▶ Oklahoma should establish a state Workforce Commission composed of senior-level private sector leaders from key industries in Oklahoma to serve as the state’s “owner” of workforce development.
- ▶ The executive and legislative branches should both have appointments to—and therefore oversight of—the Workforce Commission board.
- ▶ **The Workforce Commission should set the strategic vision for Oklahoma’s workforce development system,** built on rigorous analysis of economic needs and trends and regular feedback from ecosystem stakeholders, including providers and participants.
- ▶ A revolving fund should be established to allow federal funds, private donations, and state appropriations to provide performance-based investments.
- ▶ Appointments to the Workforce Commission should be rotating terms to prevent stagnation and encourage new ideas.
- ▶ The Workforce Commission should contract with a private, 501(c)(3) non-profit organization to serve as the **Implementation Office** responsible for execution of the strategy set forth by the Commission.

The Workforce Commission should function akin to a Board of Directors, while the day-to-day work to execute the workforce development strategy established by the Commission should be carried out by an Implementation Office.

Utilizing a private, 501(c)(3) non-profit organization as the Implementation Office (IO) enables several advantages over placing execution duties in a state agency. A private IO will have flexibility in compensation and employment practices that can enable it to secure top executive talent. Likewise, a private IO will be nimble and responsive as it executes the strategy. By contracting with an IO rather than directly employing its leaders in a state agency, the Workforce Commission will be able to better hold the IO accountable for results because it will be able to renegotiate or terminate the contract should desired results not be achieved. Moreover, a private IO will be able to leverage private resources and funding to amplify state and federal investments.

KEY POINT

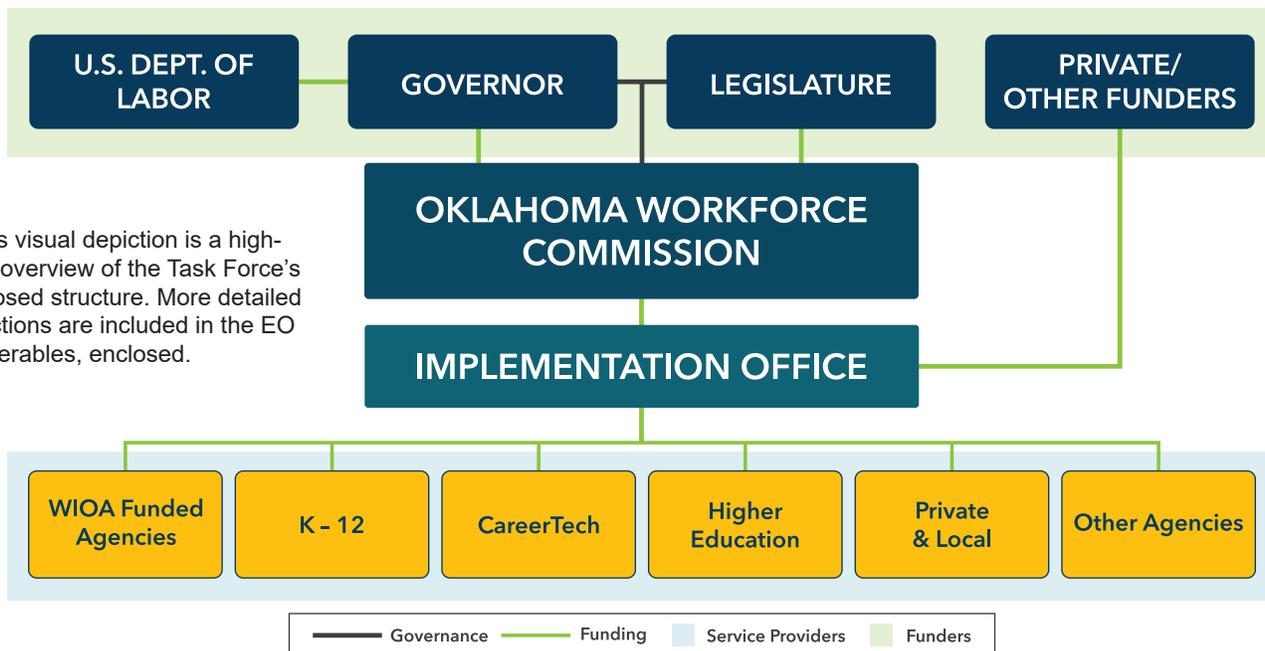
Taken together, this structure will enable the Workforce Commission and the Implementation Office to function in a manner not dissimilar to a grant-maker to the training, education, and service providers in the workforce development ecosystem. That is, the Workforce Commission and **IO will not exercise governance authority** over the disparate agencies and educational institutions involved in serving individuals, but rather **will deploy resources** to those providers according to their ability to achieve specific outcome measures that advance the Workforce Commission’s strategic objectives. Using performance-based funding models such as Pay-for-Success contracts, this approach will drive effectiveness without undertaking the monumental (and inadvisable) task of forcing the combination of governance structures among the many stakeholders involved in workforce development.

version of this type of public-private implementation model has worked well for years for the Oklahoma Energy Resources Board (OERB) and has seen success in other states. While the OERB is a public entity, receiving both public and private funds, the OERB contracts with a private foundation to carry out its work. Examples of similar structures in other states include JOBSOhio and CareerSource Florida, among others.

Additional Considerations for a Successful IO:

- ▶ The Workforce Commission, as the board of directors for the IO, should be involved in the hiring and firing of a Chief Executive Officer of the Implementation Office. This individual should have an extensive background in the private sector and the ability to manage subject matter experts in various industries and implementation strategies.
- ▶ The Implementation Office, as a 501(c)(3), will have transparency in expenses and donations through tax filings and public 990 forms. Experience in other states indicates that, often, utilization of a contracted 501(c)(3) implementation office leads to greater transparency than occurs when implementation and administration is housed within a state agency. This is because there are additional reporting requirements imposed on 501(c)(3) nonprofits not required of state agencies, and also because the negotiation of a contract provides an opportunity to clearly spell out—and contractually bind—the implementation office to performance expectations. No such process exists when a state agency is tasked with executing an initiative or program.
- ▶ The Implementation Office’s contract should be regularly reviewed, policed, and re-negotiated as necessary by the Workforce Commission to ensure performance and cost-effectiveness. The Workforce Commission can and should use the length of the contract term and the negotiated provisions to drive performance from the non-profit implementation office. Ultimately, regular renewal terms will allow for termination of the contract if the results are not adequate.
- ▶ While data, expenditures and funding sources will all be transparent, the Implementation Office should have certain exemptions from the Open Records Act to allow for sharing of real-time information with the private sector. For example, if a large employer is seeking to relocate to or expand in Oklahoma, the company should be able to convey their short term and long-term needs. The office will then be able to develop a workforce development plan for the company.
- ▶ The staff of the implementation office should consist of subject matter experts in a variety of key industries for Oklahoma. There also is a need for a strong research component to identify best practices and independent analysis. Finally, there will need to be exceptional data collection and analytics abilities to drive outcomes and measure success of programs.

**This visual depiction is a high-level overview of the Task Force’s proposed structure. More detailed depictions are included in the EO Deliverables, enclosed.



V. GETTING FROM CURRENT STATE TO FUTURE STATE - NEXT STEPS

Developing and implementing a new workforce delivery system in Oklahoma will require support of the legislative and executive branches and many stakeholders across the workforce ecosystem. The evolution from a fractured and siloed system to a unified system capable of executing a cohesive workforce development strategy for the state will require a robust and expeditious transition plan.

The new workforce entity has two primary tracks of concentration to drive impact: (1) developing the workforce needed to grow the economy today and in the future, and (2) assisting individuals in their workforce development journey. Development and implementation of the new entity should focus on both tracks concurrently to achieve maximum impact.

Designing the delivery system

- ✓ Convene stakeholders involved in Economic Growth Track to present to new entity and seek feedback. Stakeholders to include professionals from: economic development, Oklahoma companies, higher education, career technology, site selectors, labor market analysts, and others.
- ✓ Convene stakeholders involved in Individual Track to present to new entity and seek feedback. Stakeholders to include professionals from: local workforce investment boards, state agencies receiving workforce development funds, higher education, career technology, K-12, and others.
- ✓ Establish new Workforce Commission through legislation and empower the Commission to pursue the objectives outlined in this report, including by establishing a state revolving fund administered by the Commission.
- ✓ Amend state WIOA plan submitted to the federal government to align to new state workforce strategy.
- ✓ Develop transition plan for the Office of Workforce Development.
- ✓ Determine Request for Proposals for nonprofit implementation office.
- ✓ Develop communications plan for continuous communication with stakeholders.

Capacity and capability building

- ✓ Select and appoint Workforce Commission members.
- ✓ Workforce Commission conducts rigorous Strategic Planning; staff support during this phase should be made available by the Executive Branch and any other private resources the Commission determines to be helpful.
- ✓ Negotiate contract with nonprofit implementation office.
- ✓ Hire CEO for nonprofit implementation office.
- ✓ Hire staff for nonprofit implementation office.
- ✓ Transition Office of Workforce Development and other WIOA-funded programming to the purview of the Workforce Commission.
- ✓ Determine needed data platforms.
- ✓ Evaluate additional funding sources available for workforce delivery system.

Performance Management

- ✓ Determine reporting cadence for new entity.
- ✓ Determine Key Performance Indicators to measure progress.
- ✓ Draft new WIOA state plan with key measurables.
- ✓ Design performance-based funding model for innovation funding.

Stakeholder communications

- ✓ Engage in constant communications throughout transition.
- ✓ Establish advisory committee structures and reporting cadence for workforce development ecosystem stakeholders.

Example Three-year strategy

The Workforce Commission should develop and provide to policymakers a comprehensive strategic plan for Oklahoma's workforce and talent development. The Task Force recommends that this strategic plan take the form of a Three-Year Workforce Strategy that is updated annually and submitted to policymakers. The strategy should include analysis of Oklahoma's workforce needs, performance targets focused on both short-term and long-term workforce development, and plans for securing public and private resources to invest in measurable outcomes. Annual supplemental reports should detail progress, barriers, and recommendations to address, as well as best practices across the state and country.

A high-level example action plan that can serve as a template for the Workforce Commission follows:

Year One

- Establish Quarterly Goals for the year
- Identify Implementation Office prospects and execute contract (Quarter 3)
- Survey key industry sectors to identify workforce priorities – short term and long term (Quarter 3)
- Review Oklahoma WIOA plan (Quarter 3)
- Hire CEO for Implementation Office (Quarter 3)
- Establish data agenda (Quarter 4)
- Identify Initiatives with highest ROI (Quarter 4)
- Convene workforce stakeholders to establish sources of data, resources available and reporting cadence (Quarter 4)
- Establish "pay for success" funding stream to address short term workforce needs (Quarter 4)
- Establish Budget request based upon survey data (Quarter 4)
- Establish Key Performance Indicators
- Establish dashboard for tracking key performance indicators

Year Two

- Produce report for policy makers on Strategic Goals for the year
- Report first round of workforce priorities for short term investments
- Report first round of workforce priorities for longer term targets
- Work with education stakeholders to align curriculum for workforce needs
- Identify barriers and recommend solutions

- Develop WIOA transition plan
- Establish innovation grant program to fund best practices
- Report on Pay for Success results
- Establish Rapid Response Workforce Development plan capability for companies seeking to expand or relocate to Oklahoma
- Identify federal funding opportunities
- Align workforce priorities with economic development priorities

Year Three

- Produce Annual Strategic Plan for policy makers on Strategic Goals for the year
- Report workforce priorities for short term investments
- Report workforce priorities for longer term targets
- Work with education stakeholders to align curriculum for workforce needs
- Identify barriers and recommend solutions
- Transition WIOA reporting to ensure proper coordination with local Workforce Investment Boards
- Report on innovation grant program to fund best practices
- Report on Pay for Success results
- Report on utilization of Rapid Response Workforce Development plan capability for companies seeking to expand or relocate to Oklahoma
- Identify federal funding opportunities
- Align workforce priorities with economic development priorities

VI. OKLAHOMA'S OPPORTUNITY TO LEAD THE NATION

Every state, and our country as a whole, is struggling with the central issue this Task Force was created to tackle: how do we develop talent that is ready to create and work with the technologies, businesses, industries, and economy that will be required to improve the lives and standards of living of the next generation of Americans. With the work and leadership of the many individuals in the state who have come together to produce an Oklahoma solution to this knotty problem, **Oklahoma stands poised to lead the nation on arguably the most critical economic challenge of our time.**

Seizing this opportunity requires a paradigm change in the way our state's workforce development system is structured and operates, but that change is well within our reach, and well underway with the recommendations outlined in this report. The consequences of failing to take bold action in the face of this national challenge are stark. The present misalignment of Oklahoma's workforce development ecosystem has, perhaps more than any other single factor, led to Oklahoma's existing labor shortages. This drag on the state's economic growth and prosperity will only grow worse with time if the system is not restructured to develop the talent our economy needs. Stated simply, if we do not solve our workforce challenges, we will not reach our full economic potential as a state and the people who live here—Oklahomans—will not enjoy the success and opportunity they could have if we had a better functioning system.

The Task Force hopes that this report will serve as a clarion call to state leaders. Oklahoma can close its current labor shortages and develop its talent pipeline for the jobs of the future. Oklahoma can become the first state in the country to properly coordinate and execute a cohesive workforce development strategy that simultaneously serves the individual needs of its citizens and the needs of the broader economy. **Oklahoma can become a state companies and individuals flock to due to favorable workforce conditions, rather than having undesirable workforce conditions that must be overcome to justify relocation to the state.**

Oklahoma can achieve its workforce goals by creating a new organization that will bring coordination and accountability to the workforce development ecosystem. This new entity will be a partnership bringing together the strengths of the private and public sectors. Once established, the new entity will determine the state's workforce development strategy, operationalize that strategic plan in coordination with the state's workforce development stakeholders, and ensure accountability for results.

Despite the significant challenge ahead of us, we are confident Oklahoma will succeed in this effort. Our work as a Task Force and the work completed by others in recent years have revealed that **Oklahoma is ready to meet the moment.** Stakeholders are aligned around the need for improved efficiency and coordination and are ready to engage. The recommendations in this report were designed in the mold of national best practices, after carefully considering the strengths and weaknesses of other analogous efforts. In sum, **Oklahoma has all the elements needed to succeed in this effort, and with this report, now has a plan to get there.**

Oklahoma has the talent, employers, and conditions necessary to be a top performer in education and workforce nationally. Its people deserve a coordinated workforce system that enables jobseekers to find a career and employers to staff needed talent.

ACTING ON THIS REPORT IS WORTH IT.

APPENDIX



Ex. 1: Unfilled Jobs Across Oklahoma by Occupation



Share of total active monthly postings in excess of hires¹, 2021 %

Occupation Group ²	Oklahoma									
	City	Tulsa	Lawton	Fort Smith	Enid	NE Non-metro	SE Non-metro	NW/NC Non-metro	SW Non-metro	Oklahoma ³
Healthcare Practitioners and Technical	86%	84%	85%	76%	81%	73%	63%	59%	58%	82%
Computer and Mathematical	83%	76%	67%	0%	46%	38%	58%	57%	2%	78%
Management	75%	71%	35%	0%	5%	35%	23%	6%	0%	66%
Architecture and Engineering	71%	64%	34%	25%	55%	73%	43%	58%	25%	66%
Arts, Design, Entertainment, Sports, and Media	55%	60%	67%	57%	62%	48%	65%	54%	57%	57%
Life, Physical, and Social Science	62%	60%	19%	15%	31%	28%	0%	0%	36%	52%
Legal	32%	53%	0%	0%	0%	0%	0%	0%	0%	37%
Installation, Maintenance, and Repair	44%	38%	0%	0%	0%	0%	0%	0%	0%	35%
Business and Financial Operations	40%	28%	0%	0%	0%	0%	0%	0%	0%	32%
Sales and Related	34%	31%	0%	0%	0%	0%	0%	0%	0%	28%
Community and Social Service	18%	25%	26%	0%	0%	0%	0%	0%	0%	17%
Healthcare Support	18%	19%	0%	0%	0%	0%	0%	0%	0%	15%
Office and Administrative Support	17%	7%	0%	0%	0%	0%	0%	0%	0%	12%
Educational Instruction and Library	13%	0%	0%	0%	0%	0%	0%	0%	0%	7%
Protective Service	0%	17%	0%	0%	0%	0%	0%	0%	0%	6%

1. Hires can at times exceed total active monthly postings, this is in part because not every job is posted online. When hires exceed postings, the share of total active monthly postings in excess of hires is set equal to 0%.
 2. Only occupation groups that had a ratio of hires to total active monthly postings less than 1 are displayed in the table above
 3. To account for the fact that hires can at times exceed total active monthly postings (as noted in footnote 1), hires are capped at the level of job postings in regions with hires exceeding job postings to compute state-wide ratios

Ex. 2: Oklahoma has worker shortages across regions and education groups

Metric	Oklahoma City	Tulsa	Lawton	Fort Smith	Enid	NE Non-metro	SE Non-metro	NW/NC Non-metro	SW Non-metro	Oklahoma
Average monthly active job postings, 2021¹	48,751	31,574	2,029	586	703	4,245	4,641	2,544	1,329	96,402
Average monthly unemployment, 2021²	21,720	16,291	1,701	1,440	733	5,186	7,228	3,116	2,811	60,268
Unemployed – postings, 2021	-27,030	-15,283	-328	854	31	941	2,587	572	1,481	-36,134
Bachelor's or Advanced Degree	-13,038	-6,522	-352	63	-126	-457	-104	-293	94	-20,734
Some College, Certificate, or Associate's	-2,092	-1,313	44	227	29	520	945	246	370	-1,024
HS Diploma or Less	-11,900	-7,449	-20	564	127	878	1,747	619	1,017	-14,416
Completions, 2020										
Bachelor's or Advanced Degree	15,057	2,809	533	0	0	2,187	2,537	6,771	1,164	31,058
Certificates - Associates	7,848	8,530	530	461	283	2,730	2,530	1,984	1,088	25,984

1. Job postings exclude those made by staffing companies, as well as those postings that cannot be mapped to specific occupations (~4% of all job postings in Oklahoma) or matched to a specific Oklahoma region (~7% of all job postings in Oklahoma).
2. Unemployment by education level is calculated by multiplying the regional level of unemployment by the statewide share of unemployment by educational attainment in 2021.

Ex. 3: Growth of In-Demand Occupations

Most occupations with worker shortages today are projected to grow, likely exacerbating unfilled employer demand, with net attrition of employees presenting additional challenges for some occupations

■ Separations exceeding hires ■ Hires exceeding separations

Largest 26 occupations with unmet demand in 2021	Forecasted job growth, 2022 – 2027, %	Average Annual Openings, 2022 – 2027	Net attrition, 2021, Hires - Separations
Software Developers & Software QA Analysts & Testers	11.6%	783	845
Medical & Health Services Managers	10.3%	666	576
Substance Abuse, Behavioral Disorder, & Mental Health Counselors	10.3%	451	186
Market Research Analysts & Marketing Specialists	10.1%	611	431
Emergency Medical Technicians & Paramedics	7.2%	296	16
Financial Managers	7.0%	530	447
Medical Assistants	5.8%	1,230	109
Management Analysts	5.5%	590	261
Sales Representatives, Wholesale & Manufacturing	5.1%	1,034	169
Maintenance & Repair Workers, General	3.6%	1,746	25
Insurance Sales Agents	3.4%	698	36
Clinical Laboratory Technologists & Technicians	3.1%	335	29
Medical Secretaries & Administrative Assistants	2.3%	1,062	217
Educational, Guidance, & Career Counselors & Advisors	2.1%	380	5
Registered Nurses	1.1%	1,893	76
Middle School Teachers	1.0%	557	35
Heavy & Tractor-Trailer Truck Drivers	1.0%	2,977	42
Bus & Truck Mechanics & Diesel Engine Specialists	0.9%	354	23
Computer Systems Analysts	0.8%	266	31
Real Estate Sales Agents	0.6%	296	63
Telecommunications Equipment Installers & Repairers	0.6%	253	118
Computer User Support Specialists	0.2%	492	90
Automotive Service Technicians & Mechanics	0.1%	792	151
Licensed Practical & Licensed Vocational Nurses	-0.2%	989	238
Pharmacy Technicians	-0.9%	356	194
Loan Officers	-3.7%	314	23

Ex. 4: The Texas Workforce Commission (TWC) is at the heart of the state's centralized workforce development system



Description of flow of funding

- TWC has **significant control** in the **disbursement of federal and state funding for workforce development services** including job training throughout the state
- In FYI 2017, the TWC allocated \$163 million in federal sourced funds to the **28 local WDBs**.
 - **State-funded programs** in Texas amount to **30%** (approximately \$48.6 million) of all the Workforce Innovation and Opportunity Act (WIOA) Title I funds
 - Although the governor provides input on how the **15% governor's reserve** should be used, the **TWC makes the final recommendations**
- In addition to managing federal funding meant for job training, the TWC handles and disburses funding for the **three major statewide job training programs**:
 - **Self-Sufficiency Fund**
 - **High Demand Job Training Program**
 - **SNAP Employment and Training**
- In addition to overseeing federal funding, TWC receives and disburses state general revenue funds for the statewide state-funded programs such as the **Skills Development Fund, Accelerate TEXAS**, and the **apprentices** under Chapter 133 of the Texas Education Code



Impact

- During Financial Year 2020, TWC utilized **\$438,870** to settle **disaster-related claims**
- TWC allocated **\$36 million** in the Financial Year 2020 to assist **dislocated workers** in the aftermath of Hurricane Harvey to provide services such as **training, career services, and related services**
- As a major direct employer of veterans (**11.53%** of TWC employees are **veterans**), TWC has encouraged employers to hire ex-servicemen/servicewomen

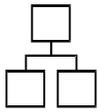
Ex. 5: The Utah Governor's Office of Economic Opportunity (GO Utah) is responsible for implementing the state's economic development strategy

Organizational details



Purpose

- The Unified Economic Opportunity Commission develops, directs, and coordinates Utah's statewide and regional economic development strategies
- Centrally coordinate and utilize federal and state resources and private sector contracts to cultivate economic prosperity
- Manages approximately 16 programs and initiatives supporting key economic workstreams such as corporate recruitment and workforce pathway programs
- Office functions as a government-to-industry interface



Structure

- Programs and initiatives are defined by the state Legislature, in consultation with Utah's executive branch, and administered by the office
- Executive Director is managed and appointed by the governor with the advice and consent of the Senate
- Executive Director salary is established by governor within salary range fixed by Legislature



Funding

- Distributed \$185M in grants in 2021 through state and federal programs (e.g., CARES Act)
- Can receive and expend funds from both public and private sources

Impact

19%

GDP growth rate over past five years; 2nd highest in United States

4x

Net migration of national average in 2021 at 0.8%

#1

WalletHub state economy ranking for 2021¹

1. Includes lowest unemployment rate, 2nd most startup activity, 2nd highest change in Nonfarm payrolls, 3rd highest median annual household income

Ex. 6: New York Jobs CEO Council brings together the top employers in the state to launch initiatives to improve workforce development



Challenge

1) Labor market shortage among member firms, and 2) lack of economic opportunity for traditionally underserved New Yorkers



Strategy

Convene business, education, and community leaders to equip diverse, low-income New Yorkers for the jobs of tomorrow



Quote

“By bringing together the city’s largest employers, the nation’s largest urban university system, the New York City Department of Education, effective nonprofits and local community leaders, we can finally help connect untapped talent with in-demand jobs. The Jobs Council will make it possible for our companies to hire 100,000 New Yorkers by 2030, including at least 25,000 CUNY students. These are well-paying jobs that will help New Yorkers gain access to economic opportunity and a path to the middle class.” **Jamie Dimon, CEO and Chairman of JPMorgan Chase**



Approach

Secure a collective commitment to hiring hire employees within New York City’s largest businesses

Remove barriers to training and jobs for potential employees

Develop long-term, stable career pathways for potential employees

Connect students and workers with in-demand skills



Goals and Impact

Goals:

- By 2030 the council aims to expand from 30 to 200 members and hire 100,000 workers

Impact:

- Programming developed by the Jobs Council has been live for the last year. In that time:
 - 1500+ students have been enrolled in micro-credentialing programs, 96% of students enrolled are people of color
 - 7 companies have designed apprentice-based associates degrees with 4 community colleges, resulting in 22 apprenticeships in the first year of the program
 - 760+ students participated in professional development and career exploration activities

Ex. 7: JobsOhio follows a private non-profit approach to economic development in Ohio

Organizational details



History and purpose

- JobsOhio is a private nonprofit designed to drive job creation and new capital investment in Ohio through business attraction, retention and expansion efforts¹
- The mission is to accelerate job growth and increase capital investment for businesses of all sizes



Structure

- Regional structure with six partners; regional partners have some autonomy to address the specific needs in their region, but formal processes ensure sector-based organizational alignment
- JobsOhio is centralized and functionally structured; regional partners have some autonomy to address the specific needs in their region, but formal processes ensure sector-based organizational alignment



Funding

- Primary source of revenue is grants from the JobsOhio Beverage System (JOBS)
- JOBS derives revenue from the sale of liquor in the state of Ohio; JOBS holds an exclusive 25-year franchise for the liquor enterprise from the state
- The six regional partners secure funding from the state for specific initiatives, but have their own sources of funding as well

Impact

19K

New jobs created in 2020

\$7.8B

Capital investments secured in 2020

\$1B

New payroll added in 2020

Ex. 8: CareerSource Florida is the state's workforce policy and investment board

Organizational details



History and purpose

- The workforce system structure was set in 2000 through the Florida Workforce Innovation Act
- CareerSource Florida works with partners in business and industry, education, economic development and community development to build and maintain a skilled workforce and ensure residents have access to good jobs and careers
- Leadership acts as the Governor's principal workforce policy board and provides policy direction for about \$250 million in annual workforce investment to address the employment and training needs of job seekers, workers and businesses



Structure

- 30-member board composed of government and business representatives
- Membership includes the Governor, Education Commissioner, a member of the Florida House appointed by the House Speaker, a member of the Florida Senate appointed by the Senate President and other business, government, and community leaders appointed by the Governor (Board must include one member representing each WIOA partner)
- Partnerships with the Department of Economic Opportunity, Florida's 24 local workforce development boards and nearly 100 career centers
- Created as a non-profit organization



Funding

- Majority of funding is provided through WIOA with additional funds provided by the US Department of Labor through the Wagner-Peyser Act as well as the State of Florida as CareerSource supports state programs such as Re-Employment Assistance and Welfare Transition
- Additional funding is also sought by applying for grants



Impact

96k+

Floridians employed following CareerSource network assistance

\$2.6B

Employed Floridians' annual wages following CareerSource network assistance

53k+

Businesses served through recruiting, hiring, and training assistance

Ex. 9: The Oklahoma Energy Resources Board is a private non-profit agency funded voluntarily by energy producers

Organizational details



History and purpose

- Authorized in 1993 OK Energy Education and Marketing Act to accomplish the following objectives:
 - demonstrate to the public the importance of Oklahoma oil and natural gas exploration and production
 - encourage wise and efficient energy use
 - promote sustainable production methods
 - develop existing supply of resources; support research and educational activities
- Upon authorization, the former Commission on Marginally Producing Oil and Gas was eliminated; duties, assets, and obligations transferred to OERB



Structure

- 21-member board composed of energy producers and operators; appointments split by Governor, Pro Tempore of Senate, and Speaker of House
- Board duties are to administer and enforce provisions of statute, administer revolving fund, approve or disapprove budget, enter into contracts, supervise Commission and OERB staff
- Upon authorization, the Board was given autonomy to organize itself, including the creation subcommittees or adoption of procedures necessary to accomplish goals of statute



Funding

- Voluntarily funded through one-tenth of one-percent assessment on the sale of oil and natural gas, paid for by the producers and royalty owners
- Any producer or royalty owner who does not wish to participate can apply for a refund from January 1 to March 31 each year; historically, 95% of all OERB contributions remain in the fund
- Revolving fund is not subject to fiscal year limitations and consists of all monies received from assessments, donations, grants, contributions, and gifts from any public or private source
- Cannot use funds to lobby and may invest funds in interest bearing accounts
- Strives to operate as a business; less than 10% of budget is marked for administrative costs annually



Impact

\$2B+

Contributed to Oklahoma's schools in past decade

18,000

Abandoned and orphaned well sites restored

70/77

Of Oklahoma's counties have made progress on restoration

Ex. 10: Alabama's Department of Commerce launched the Workforce Development Division to consolidate and streamline programs



Challenge

Fragmented ecosystem of services spread across myriad agencies resulted in unaligned job-training and workforce services



Strategy

Consolidate programs and place under ownership of Commerce



Quote from a participant

“Job creation is my No. 1 priority and **restructuring the state’s workforce development efforts will provide many benefits for future and existing companies doing business in Alabama,**” Governor Robert Bentley said. “Alabama is known around the world for its highly trained workforce and by restructuring this division with the Department of Commerce, I believe it will further assist citizens seeking in-demand skills.

“This **consolidation of programs will also enhance Alabama’s competitiveness and fuel the creation of new high-paying jobs,**” he added.



Approach

- As part of the restructuring, **several workforce-related programs from other state agencies were transferred to Commerce**
 - **Workforce development functions previously carried out by the Alabama Department of Economic and Community Affairs were shifted to Commerce’s new division**, including Workforce Investment Boards, Rapid Response, and the Incumbent Worker Training Programs, as well as other federal programs and grants.
 - **The Alabama Workforce Council**, panel established by Governor Bentley to explore how to improve educational outcomes and strengthen workforce and economic development efforts, **was also moved to Commerce**
 - Oversight of the state’s **seven Regional Workforce Councils was transferred to Commerce’s Workforce Division** from the Alabama Community College System (ACCS)



Goals and Impact

- **Goals:**
 - Add 500K credentialed workers to the state’s workforce by 2025
- **Impact:**
 - In 2021, Alabama was ranked as the 5th best state in the nation for Workforce Development Programs in Area Development’s “Top States for Doing Business” issue

Ex. 11: Missouri Economic Research Information Center uses Emsi Burning Glass to guide policy makers and the public on workforce



Challenge For more than 15 years, MERIC drew from the best available data sources to inform its research; however, **typical data sources lag behind current conditions**, limiting their usefulness



Strategy Find a high-quality data source that would allow Missourians to act more nimbly



Quote

“Tools like Burning Glass help us tell the story. Everybody, at the highest level, comes to us for that data. It’s so baked into our system now that we don’t even question it. We will always have demand now that we can show what it can do.”

-- Alan Spell, MERIC Research Manager, Missouri Department of Economic Development



Approach

- Over the years of working with Burning Glass data, the MERIC team has developed an array of innovative reports that **get real-time labor market data** into the hands of the people who need it most
 - **Regular labor market summaries:** widely-read series of reports produced every other month that offer a snapshot of labor market conditions over the past 60 days
 - **Real-time career pathway reports:** periodic reports on specific industries in partnership with the Missouri Community College Association
 - **Supply and demand analyses:** job market supply and demand analysis, comparing survey data from job seekers with recent job postings. The analysis identifies where the state has excess supply (e.g., a surplus of production workers seeking re-employment) and where there are significant talent gaps (e.g., the state’s fast-growing information technology and health care industries).
 - **Rapid-response reports:** targeted reports aimed at guiding displaced workers and the workforce staff who counsel them toward opportunities for rapid reemployment



Impact

- **Goals:**
 - **To deliver real-time data and breakthrough planning tools** that inform careers, define academic programs, and shape workforces
- **Impact:**
 - Enthusiastically embraced by decision-makers throughout the state, solidifying MERIC as **the go-to source for labor market information**
 - Leaders have a more **up-to-date and nuanced** understanding of labor market trends

Ex. 12: LaunchBoard platform for educators to evaluate community college programs on employment outcomes



Challenge High level measures of student success - achievement of degrees, transfer rates - do not provide sufficient information for Community Colleges to assess their impact on workforce development



Strategy Use employment outcome data to tailor/evaluate programs



Resources

- **Student Success Metrics Dashboard:** View student progression along various educational journeys
- **Community College Pipeline:** Community college offerings, student characteristics, milestones, completion, and employment outcomes to support program review and planning
- **Adult Education Pipeline:** Comprehensive, multi-level data on student demographics, enrollment, outcomes, types of services received, and employment using new adult education data and accountability metrics
- **Strong Workforce Program:** Completion and employment data for examining long-term outcomes
- **K-14 CTE Transitions:** Examine outcomes for high school CTE students after they enroll in community college
- **Guided Pathways:** First-year momentum points for evaluating college redesign efforts



Approach

- Developed by the California Community Colleges Chancellor's Office (CCCCO) and Cal-PASS, LaunchBoard is an **interactive platform for educators to assess existing programs or develop new ones** based on the following data at a local and program-specific level:
 - Trends in **student enrollment**
 - **Employment outcomes** and earnings over time
 - **Local demand** in terms of annual job openings vs student graduate supply
 - **Student demographics** and equity gaps in performance
 - **Top performing schools**
- The platform allows educators to **tailor/evaluate their programs based on employment outcomes over time** (up to 5 quarters after graduation)



Goals and Impact

- **Goals:**
 - Help **community colleges better assess** how their programs effect student **success in the workforce**
 - Provide specific information based on **demographics and programs**
- **Impact:**
 - **115** community colleges have free access to data
 - **2.1M** students are included in the college system
 - **34** indicators are used to track progress across all colleges

Ex. 13: Apple's partnerships with 30 community colleges has enabled 500,000 students to access skills-based Swift coding courses



Challenge

There is an **increasing need for computer programmers** in the job market, but affordable and quality CS education **can feel unattainable**



Strategy

Employer-community college partnership to design courses in critical skill



Stakeholders

- **Higher education institutions:** Need to determine how to implement Swift courses (e.g., standalone certificate, part of an associates degree, taught online or in person)
- **Students:** Decide between taking a formal course at community college, or using online resources



Approach

- **Since 2017, Apple has partnered with 30 community colleges** to provide a curriculum for its Swift coding language used to build iOS and Mac apps
- **Program includes an introduction to SWIFT, their framework for mobile app development, and programming exercises.** Students gain hands on experience creating Apple apps
- **The curriculums are adaptable**, and have been included as stand alone micro-certificate programs, or as a part of larger associate degrees in computer programming
- **App development with Swift is an extension of Apple's Everyone Can Code** curricula which includes an iBook, exercises, mini projects and quizzes, and teachers guides to K-12 schools



Goals and Impact

- **Goals:**
 - To make learning, writing, and teaching code accessible, and build programming and IT skills
- **Impact:**
 - **500,000** students have access across 30 community colleges to Swift curriculums
 - **100** students at Mesa Community College have enrolled in an iOS app development micro-certificate program last year

Ex. 14: Pennsylvania's performance-based funding model achieved increased graduation rates, as well as transformed the culture of the institution



Key metrics

- Number of degrees awarded
- Graduation rates
- Reduction in achievement gaps
- Diversity of the faculty
- Private Donations (annual amount of private funds raised by university)
- 5 performance indicators unique to the University



Description of model

- The State System's Board of Governors allocated \$39.1 million of the general fund appropriation for performance funding in fiscal year 2016-17
- All institutions are eligible for a share of the Performance Funding pool
- Institutions are scored on indicators if they meet performance requirements. Results are weighted by institutional base and then divided into the total dollars available
- Beginning with FY 2019, Pennsylvania State System of Higher Education (PASSHE) implemented a transitional performance funding model, as part of this transitional model, the performance funding pool remained at the previous year level of \$39.1 million



Impact

- 10% increase in overall graduation rates
- 5% increase in retention rates for Hispanic students
- Positive change in institutional culture which is now more focused on increasing efficiency and solving issues
- This model also reduced competition over performance funds by eliminating policy that provided additional funding for colleges that exceed performance measures

Ex. 15: Florida's performance-based funding model has achieved increased graduation rates, wages, and bachelor's degrees awarded in areas of strategic emphasis



Key metrics

- Metric 1 - Percent of Bachelor's Graduates Employed and/or Continuing their Education Further 1 Yr after Graduation
- Metric 2 - Median Average Wages of Undergraduates Employed 1 Yr after Graduation
- Metric 3 - Net Tuition & Fees per 120 Credit Hours
- Metric 4 - Four Year Graduation Rates (Full-time FTIC)
- Metric 5 - Academic Progress Rate (2nd Year Retention with GPA above 2.0)
- Metric 6 - Bachelor's Degrees Awarded in Areas of Strategic Emphasis (includes STEM)
- Metric 7 - University Access Rate (Percent of Undergraduates with a Pell Grant)
- Metric 8a - Graduate Degrees Awarded in Areas of Strategic Emphasis (includes STEM)
- Metric 8b - Freshmen in Top 10% of Graduating High School Class
- Metric 9a - Two-Year Graduation Rate for FCS Associate in Arts Transfer Student
- Metric 9b - Six-Year Graduation Rate for Students who are Awarded a Pell Grant in their First Year
- Metric 9b1 - Academic Progress Rate, 2nd Year Retention for FTIC with a Pell-Grant
- Metric 10 - Board of Trustees' Choice



Description of model

- Performance-Based Funding Allocation, 2021-22:
 - Allocation of state investment - \$265M
 - Allocation of Institutional Investment - \$295M
 - Total performance-based funding allocation - \$560M



Impact

- **5.7% increase** from 2012-13 to 2019-2020 in Metric 5 (Academic Progress Rate (2nd Year Retention with GPA above 2.0))
- **14.5% increase** in the 4-year graduation rate (Metric 4) from 2009-13 to 2016-2020
- **20.7% increase** in the median wages of bachelor's graduates employed full time (Metric 2) from 2012-13 to 2018-29
- **7.4% increase** in Metric 6 from the year 2012-13 to 2019-20

EXECUTIVE ORDER DELIVERABLES



Workforce Transformation Taskforce

Executive Order Deliverables

April 15, 2023



Workforce Transformation Taskforce topics

1. Evaluate the operations of the state's current workforce delivery system, as well as those of other states, and develop recommendations to enhance coordination, efficiency, and effectiveness of workforce development efforts within and among stakeholder state agencies and local entities;

2. Determine the best structure, operating procedures, and chain of command of the new workforce delivery system to achieve the goals directed by this Order;

3. Recommend a reporting structure that ensures accountability for public funds and program results;

4. Design a workforce delivery system structure adequate to developing the quantity and quality of the labor force required to meet the needs of employers currently and in the future; and

5. Identify ways to maximize federal and other funding, including but not limited to funds available under the federal Workforce Innovation and Opportunity Act.

6. Design plan for the transition of all existing workforce programs, including but not limited to those funded by or operating pursuant to WIOA

Oklahoma has a shortage of workers across education groups, primarily in urban areas, and acute in key occupations

PRELIMINARY



Oklahoma has a shortage of workers statewide

36K more job postings than people searching for work in 2021



Across education groups

21K for bachelor's+

1K for associate's / some college

14K for high school or less



Primarily in urban regions

27K in Oklahoma City

15K in Tulsa

6K more people searching for work than job postings across the rest of the state



Acute in key occupations¹

89% unfilled jobs in nursing

30% unfilled jobs in middle school teaching

55% unfilled jobs in truck driving

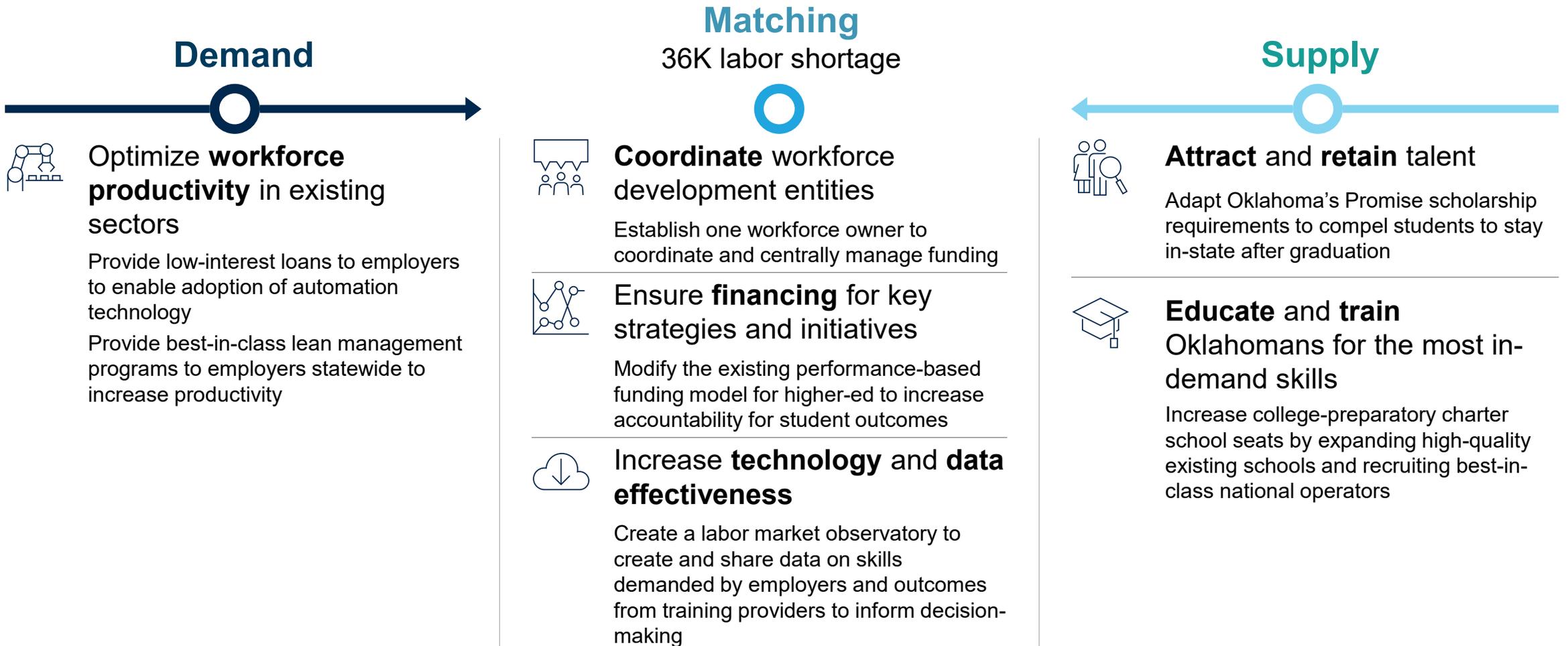
69% unfilled jobs in software development

1. Share of unfilled jobs calculated by analyzing the ratio of job hires to job postings

Labor shortages could be addressed through a combination of demand, matching, and supply strategies

Sample priority initiatives are included across levers within the demand, matching, and supply strategies

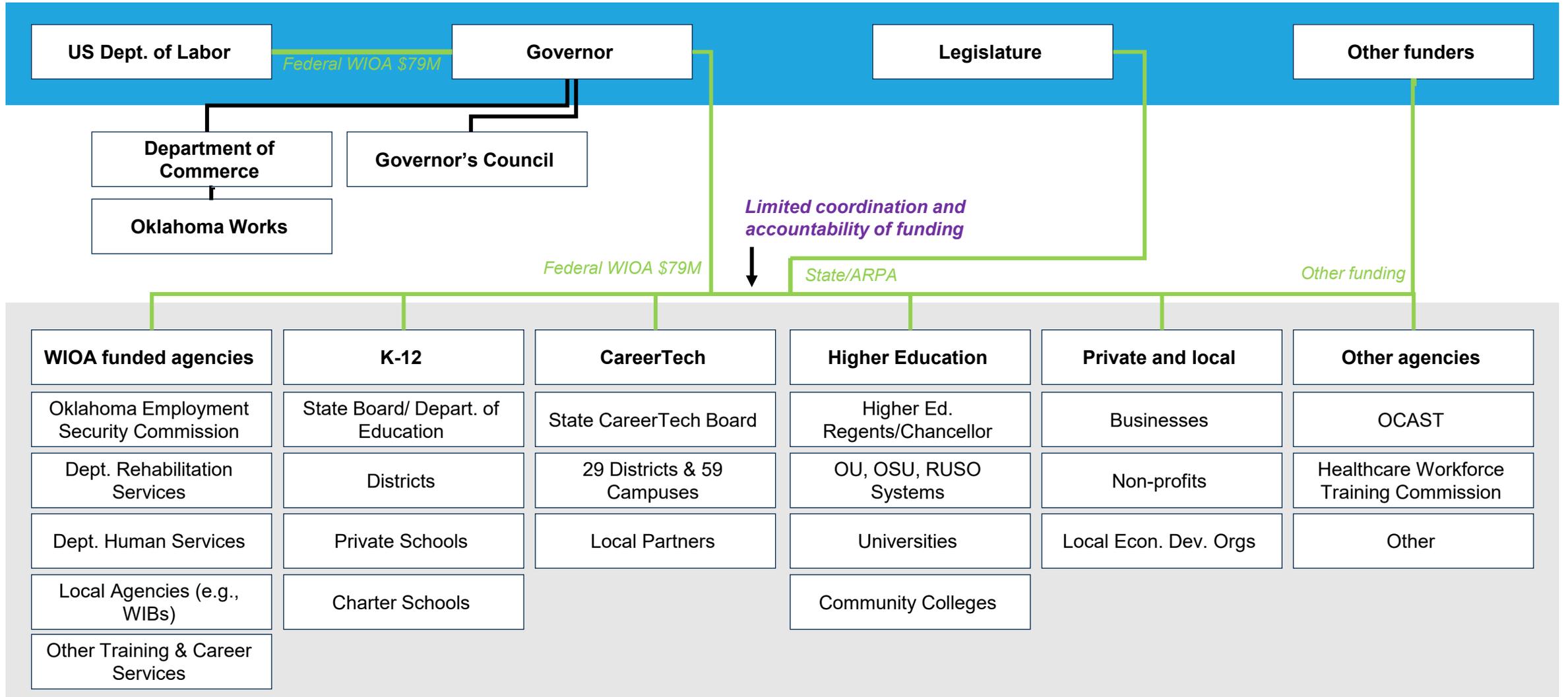
PRELIMINARY



In Oklahoma everyone does workforce, but no one owns it

PRELIMINARY

Service providers
 Funders
 Funding
 Governance



Authority, accountability, coordination, information, agility, and durability are key success factors across organizational models (1/2)

PRELIMINARY

Dimension	Description	Case example	Impact
1 Authority	Having authority could help increase efficiency and effectiveness	The Texas Workforce Commission is at the heart of the state's centralized workforce development system and has significant control in the disbursement of funding	Texas ranks first in the nation in over-the-year jobs added, with 650,100 positions gained in 2022
2 Accountability	Many states leverage performance-based contracts through WIOA to deliver outcomes to the people they serve	The TWC uses an Evidence Framework to allocate funds; the first grant announcement under this system using WIOA funds was released in March 2021 and prioritized evidence when awarding the \$1.5M in training grants	
3 Coordination	Owner entity coordinates key functions such as execution and information management	Alabama's Department of Commerce launched the Workforce Development Division to consolidate and streamline programs	In 2022, Alabama was ranked as the 4 th best state in the nation for Workforce Development Programs in Area Development's "Top States for Doing Business" issue
4 Information	The owner entity can be a single point of contact for all information about workforce in the state	Michigan brought together workforce and labor development under the Michigan Department of Labor & Economic Opportunity, which is the main information contact for workforce related matters in the state	In 2022, Michigan was ranked as top 8 states for Workforce Development Programs in Area Development's "Top States for Doing Business" issue

Authority, accountability, coordination, information, agility, and durability are key success factors across organizational models (2/2)

PRELIMINARY

Dimension	Description	Case example	Impact
5 Agility	<p>Steering Committee Members can oversee overall implementation and Advisory Council members support implementation for specific workstreams</p> <p>Meeting cadence is key for an effective implementation</p>	<p>New York Jobs CEO Council brings together the top employers in the state to launch initiatives to improve workforce development</p>	<p>Programming developed by the Jobs Council has been live for the last year. In that time: 1500+ students have been enrolled in micro-credentialing programs, 96% of students enrolled are people of color</p>
6 Durability	<p>The owner entity can last and be effective throughout the years</p>	<p>Since 1996, CareerSource Florida works with partners in business and industry, education, economic development and community development to build and maintain a skilled workforce and ensure residents have access to good jobs and careers</p>	<p>96k+ Floridians employed following CareerSource network assistance</p>

1 & 2. Authority & Accountability: The Texas Workforce Commission (TWC) is at the heart of the state's centralized workforce development system

PRELIMINARY



Description of flow of funding

- TWC has **significant control** in the **disbursement of federal and state funding for workforce development services** including job training throughout the state
- In FYI 2017, the TWC allocated \$163 million in federal sourced funds to the **28 local WDBs**.
 - **State-funded programs** in Texas amount to **30%** (approximately \$48.6 million) of all the Workforce Innovation and Opportunity Act (WIOA) Title I funds
 - Although the governor provides input on how the **15% governor's reserve** should be used, the **TWC makes the final recommendations**
- In addition to managing federal funding meant for job training, the TWC handles and disburses funding for the **three major statewide job training programs**:
 - **Self-Sufficiency Fund**
 - **High Demand Job Training Program**
 - **SNAP Employment and Training**
- In addition to overseeing federal funding, TWC receives and disburses state general revenue funds for the statewide state-funded programs such as the **Skills Development Fund**, **Accelerate TEXAS**, and the **apprentices** under Chapter 133 of the Texas Education Code



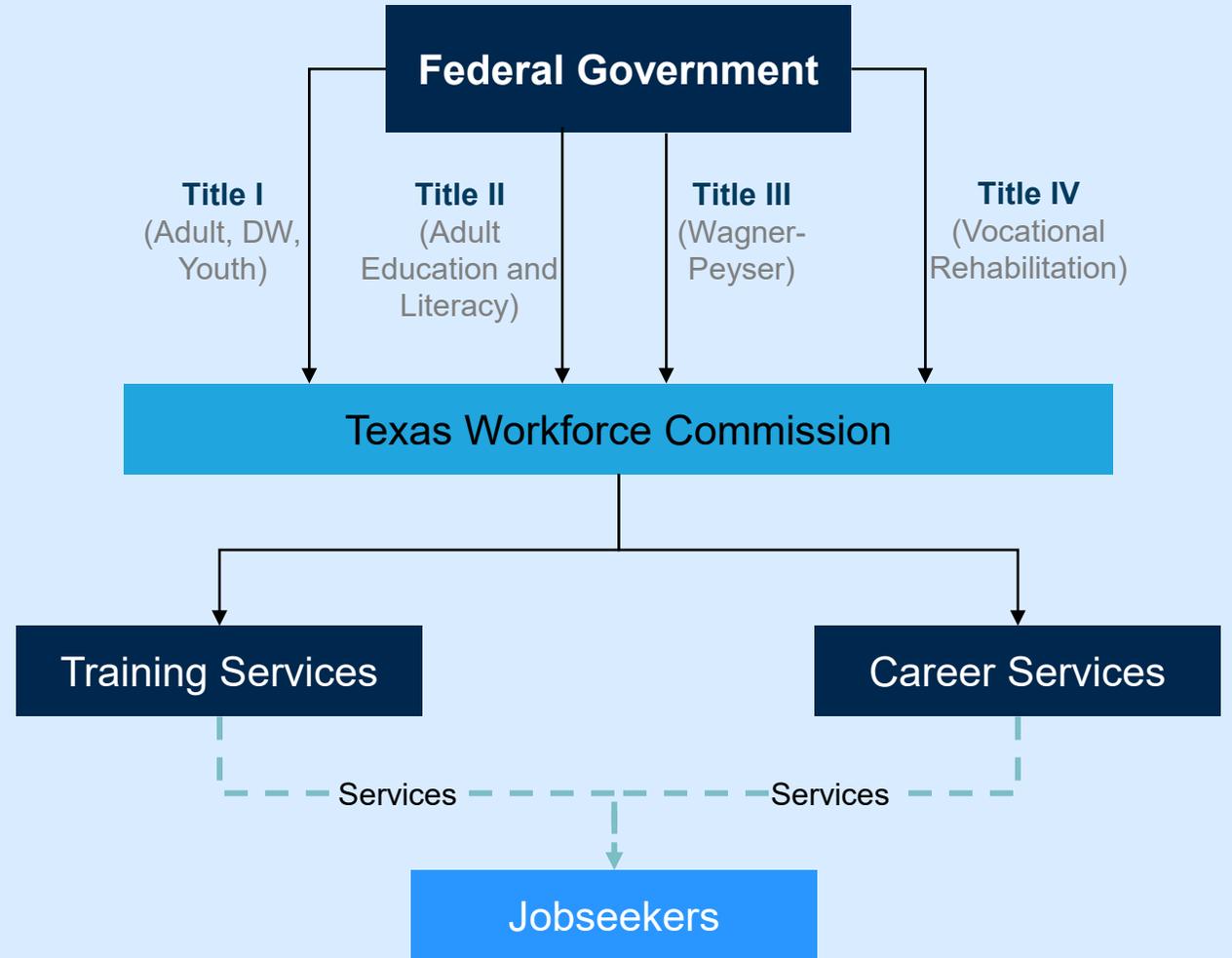
Impact

- TWC allocated **\$36 million** in the Financial Year 2020 to assist **dislocated workers** in the aftermath of Hurricane Harvey to provide services such as **training, career services, and related services**
- As a major direct employer of veterans (**11.53%** of TWC employees are **veterans**), TWC has encouraged employers to hire ex-servicemen/servicewomen

1. Evaluate the operations of the state's current workforce delivery system, as well as those of other states, and develop recommendations to enhance coordination, efficiency, and effectiveness of workforce development efforts within and among stakeholder state agencies and local entities;

PRELIMINARY

1 & 2. Authority & Accountability: The Texas Workforce Commission is the sole recipient of WIOA funding for the state



3. Coordination: Alabama's Department of Commerce launched the Workforce Development Division to consolidate and streamline programs

PRELIMINARY



Challenge Fragmented ecosystem of services spread across myriad agencies resulted in unaligned job-training and workforce services



Strategy Consolidate programs and place under ownership of Commerce



Quote from a participant

“Job creation is my No. 1 priority and **restructuring the state’s workforce development efforts will provide many benefits for future and existing companies doing business in Alabama,**” Governor Robert Bentley said. “Alabama is known around the world for its highly trained workforce and by restructuring this division with the Department of Commerce, I believe it will further assist citizens seeking in-demand skills.

“This **consolidation of programs will also enhance Alabama’s competitiveness and fuel the creation of new high-paying jobs,**” he added.



Approach

- As part of the restructuring, **several workforce-related programs from other state agencies were transferred to Commerce**
 - **Workforce development functions previously carried out by the Alabama Department of Economic and Community Affairs were shifted to Commerce’s new division**, including Workforce Investment Boards, Rapid Response, and the Incumbent Worker Training Programs, as well as other federal programs and grants.
 - **The Alabama Workforce Council**, panel established by Governor Bentley to explore how to improve educational outcomes and strengthen workforce and economic development efforts, **was also moved to Commerce**
 - Oversight of the state’s **seven Regional Workforce Councils was transferred to Commerce’s Workforce Division** from the Alabama Community College System (ACCS)



Goals and Impact

- **Goals:**
 - Add 500K credentialed workers to the state’s workforce by 2025
- **Impact:**
 - In 2021, Alabama was ranked as the 5th best state in the nation for Workforce Development Programs in Area Development’s “Top States for Doing Business” issue

4. Information: Michigan brought together workforce and labor development under the Michigan Department of Labor & Economic Opportunity

PRELIMINARY



Approach

- The Michigan Department of Labor and Economic Opportunity was established in 2015
- Two previous departments of Michigan focused on job training: the **Department of Labor** and the **Michigan Department of Career Development**
- The LEO provides the **connections, expertise and innovative solutions** to drive **continued business growth**, build **vibrant communities**, create **affordable housing, generate tourism and attract and retain key talent** to fill Michigan's **vast pipeline of opportunities**.
- Consists of **3,000** team members and **21** offices, bureaus, agencies, and commissions



Boards, Commissions, & Councils

- | | |
|--|---|
| Black Leadership Advisory Council | Michigan Council for Rehabilitation Services |
| Board of Health Safety Appeals | Michigan Council on Future Mobility and Electrification |
| Commission for Blind Persons | Michigan Women's Commission |
| Commission on Middle Eastern American Affairs | Michigan Workforce Development Board |
| Employment Relations Commission | Unemployment Insurance Appeals Commission |
| Hispanic/Latino Commission | Workers' Compensation Board of Magistrates |
| MiSTEM Advisory Council | Workers Disability Compensation Appeals Commission |
| MiSTEM Network | |
| Michigan Apprenticeship Advisory Board | |
| Michigan Asian Pacific American Affairs Commission | |
| Michigan Community Service Commission | |



Goals and Impact

Goals:

- Increase the number of **working-age adults with a skill certificate** or college degree from **45%** today to **60%** by 2030

Impact:

- **85,000+** residents were accepted into **Michigan Reconnect** in the first year of the program, which to offer eligible adults a **tuition-free path to an associate degree or skills certificate**
- **Workforce Development** received or awarded approximately **\$350 million** to support over **23 programs** and initiatives
- Michigan had the No. 1 Work Share program in the country, preserving nearly 100,000 jobs and saving the State Trust Fund nearly \$220 million.

5. Agility: New York Jobs CEO Council brings together the top employers in the state to launch initiatives to improve workforce development



Challenge 1) Labor market shortage among member firms, and 2) lack of economic opportunity for traditionally underserved New Yorkers



Strategy Convene business, education, and community leaders to equip diverse, low-income New Yorkers for the jobs of tomorrow



Quote

“By bringing together the city’s largest employers, the nation’s largest urban university system, the New York City Department of Education, effective nonprofits and local community leaders, we can finally help connect untapped talent with in-demand jobs. The Jobs Council will make it possible for our companies to hire 100,000 New Yorkers by 2030, including at least 25,000 CUNY students. These are well-paying jobs that will help New Yorkers gain access to economic opportunity and a path to the middle class.” **Jamie Dimon, CEO and Chairman of JPMorgan Chase**



Approach

Secure a collective commitment to hiring hire employees within New York City’s largest businesses

Remove barriers to training and jobs for potential employees

Develop long-term, stable career pathways for potential employees

Connect students and workers with in-demand skills



Goals and Impact

Goals:

- By 2030 the council aims to expand from 30 to 200 members and hire 100,000 workers

Impact:

- Programming developed by the Jobs Council has been live for the last year. In that time:
 - 1500+ students have been enrolled in micro-credentialing programs, 96% of students enrolled are people of color
 - 7 companies have designed apprentice-based associates degrees with 4 community colleges, resulting in 22 apprenticeships in the first year of the program
 - 760+ students participated in professional development and career exploration activities

6. Durability: CareerSource Florida is the state's workforce policy and investment board

PRELIMINARY

NOT EXHAUSTIVE

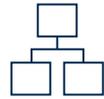
AS OF 4/22/22

Organizational details



History and purpose

- The current workforce system structure was set in 2000 through the Florida Workforce Innovation Act
- CareerSource Florida works with partners in business and industry, education, economic development and community development to build and maintain a skilled workforce and ensure residents have access to good jobs and careers
- Leadership acts as the Governor's principal workforce policy board and provides policy direction for about \$250 million in annual workforce investment to address the employment and training needs of job seekers, workers and businesses



Structure

- 30-member board composed of government and business representatives
- Membership includes the Governor, Education Commissioner, a member of the Florida House appointed by the House Speaker, a member of the Florida Senate appointed by the Senate President and other business, government, and community leaders appointed by the Governor (Board must include one member representing each WIOA partner)
- Partnerships with the Department of Economic Opportunity, Florida's 24 local workforce development boards and nearly 100 career centers
- Created as a non-profit organization



Funding

- Majority of funding is provided through WIOA with additional funds provided by the US Department of Labor through the Wagner-Peyser Act as well as the State of Florida as CareerSource supports state programs such as Re-Employment Assistance and Welfare Transition
- Additional funding is also sought by applying for grants



Impact

96k+

Floridians employed following CareerSource network assistance

\$2.6B

Employed Floridians' annual wages following CareerSource network assistance

53k+

Businesses served through recruiting, hiring, and training assistance

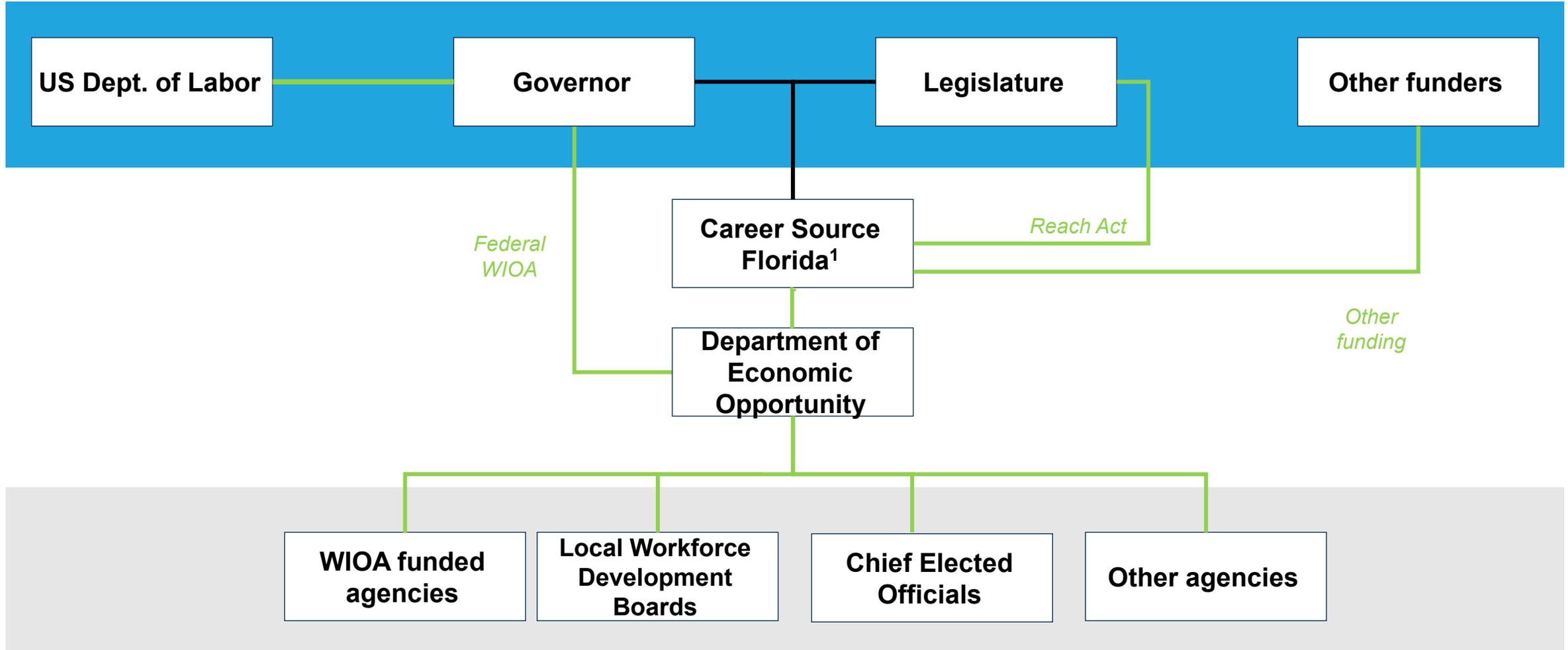


1. Evaluate the operations of the state's current workforce delivery system, as well as those of other states, and develop recommendations to enhance coordination, efficiency, and effectiveness of workforce development efforts within and among stakeholder state agencies and local entities

6. CareerSource Florida is the state's workforce policy and investment board

PRELIMINARY

Service providers
 Funders
 Funding
 Governance



1. Includes Board of Directors (State Workforce Development Board), staff and CEO

Oklahoma can explore considerations across key dimensions relevant to workforce development agencies

PRELIMINARY

Dimension	Current state	Potential consideration(s)
Coordination / Authority	Many entities work together on workforce development as part of WIOA, however there is no one clear owner	Establish one workforce owner who will coordinate workforce activities
Efficiency	The flow of funds is complex Only 45% of WIOA funds allocated to Oklahoma are used for their intended purpose (e.g., training and career services)	Streamline workforce related funds through one entity
Effectiveness	Agencies that deploy WIOA funds do not link outcomes to appropriate funds	Consider performance-based funding
Information	Information flow is fragmented	Consider having a single point of contact and information of the state's workforce system is able to flow into the owner entity
Durability	Some workforce entities may be temporal	The owner entity can last and be effective throughout the years

Workforce Transformation Taskforce topics

1. Evaluate the operations of the state's current workforce delivery system, as well as those of other states, and develop recommendations to enhance coordination, efficiency, and effectiveness of workforce development efforts within and among stakeholder state agencies and local entities;

2. Determine the best structure, operating procedures, and chain of command of the new workforce delivery system to achieve the goals directed by this Order;

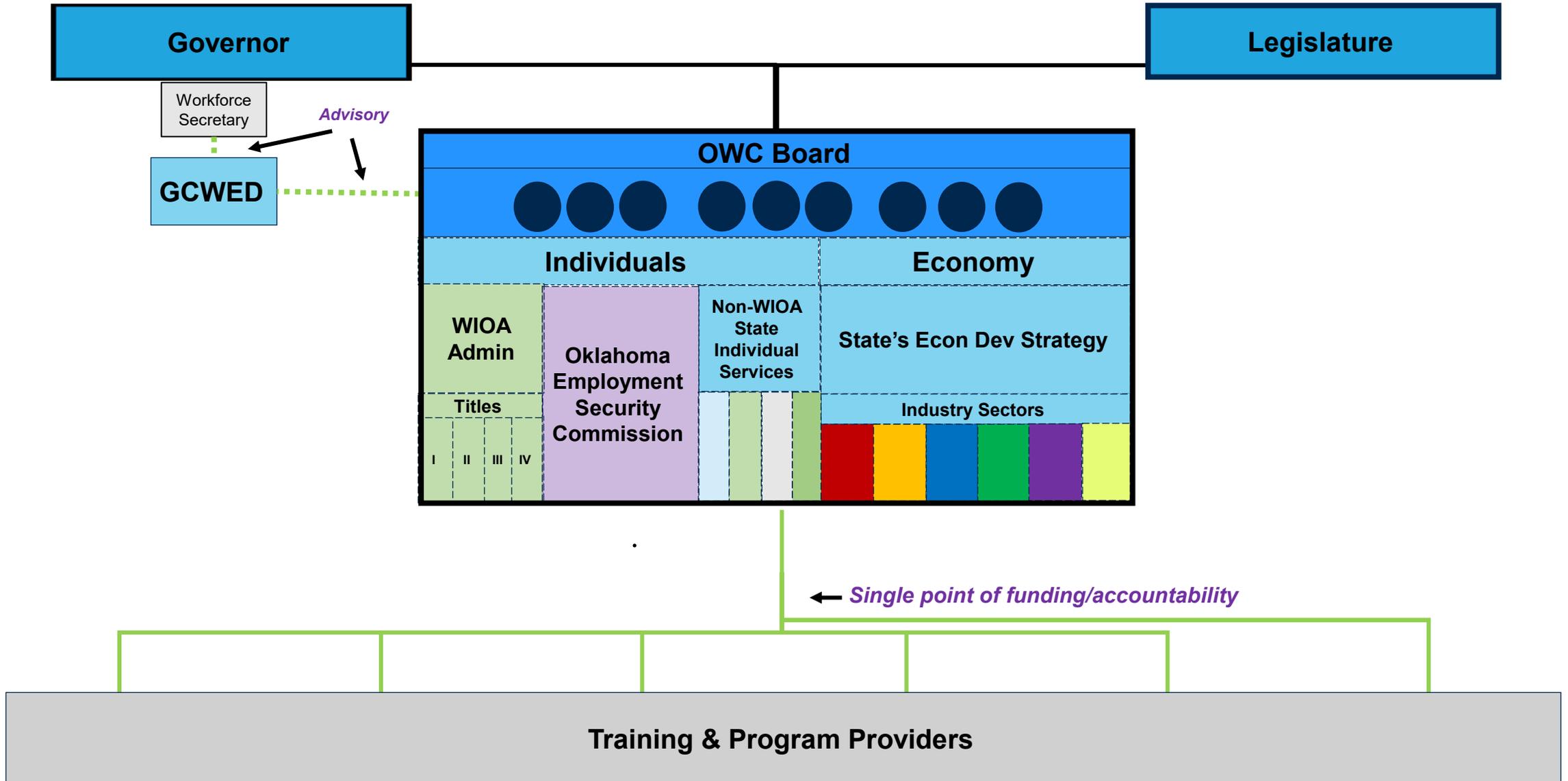
3. Recommend a reporting structure that ensures accountability for public funds and program results;

4. Design a workforce delivery system structure adequate to developing the quantity and quality of the labor force required to meet the needs of employers currently and in the future; and

5. Identify ways to maximize federal and other funding, including but not limited to funds available under the federal Workforce Innovation and Opportunity Act.

6. Design plan for the transition of all existing workforce programs, including but not limited to those funded by or operating pursuant to WIOA

Oklahoma's Workforce System of the Future - Detail



Workforce Transformation Taskforce topics

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5. Identify ways to maximize federal and other funding, including but not limited to funds available under the federal Workforce Innovation and Opportunity Act.

6. Design plan for the transition of all existing workforce programs, including but not limited to those funded by or operating pursuant to WIOA

There are three key elements to ensure accountability for public funds and program results

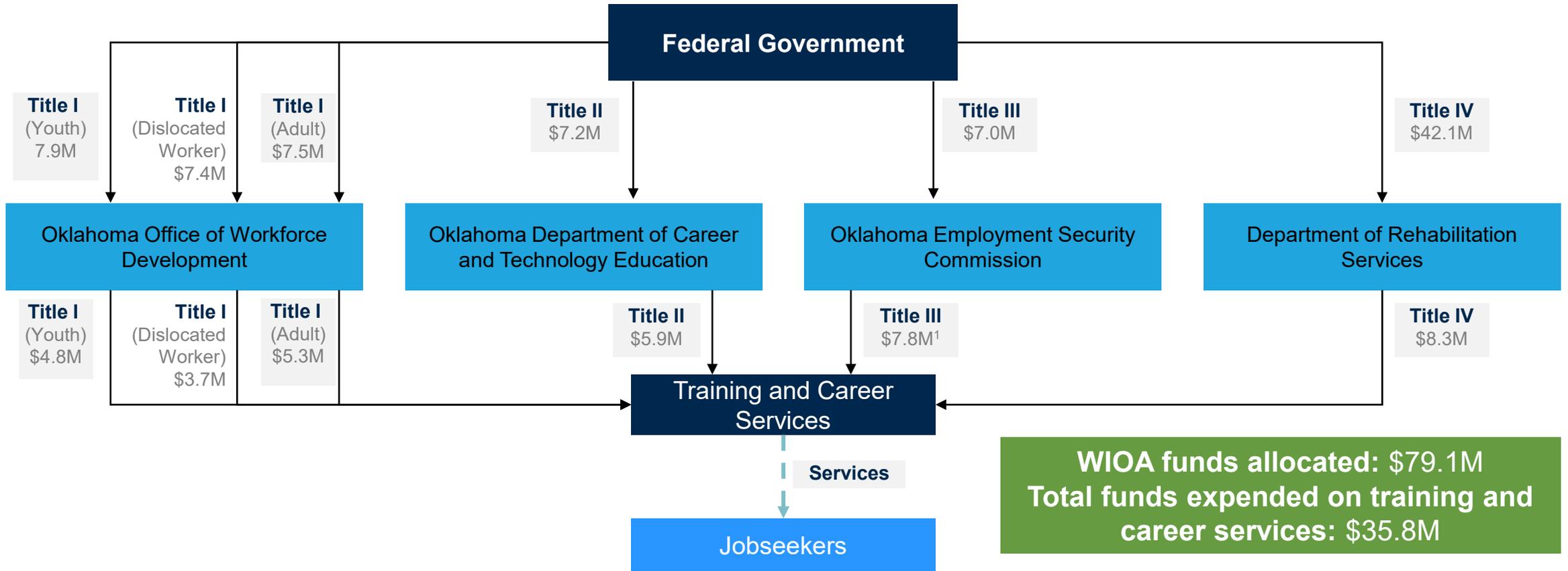
PRELIMINARY

Element	Current State	Future State
1. Metrics for performance management	Each agency ¹ reports metrics such as number of participants served, total funding expended, and employment rating the Federal Government	<ul style="list-style-type: none">A. Measure overall efficiency (45% in OK vs. 54% national average)B. Measure outcome performance (Currently outcomes in terms of funding and performance don't match)C. Impact KPIs and Operational initiative specific (e.g., identifying key activities)
2. Performance based funding	Currently, WIOA funding is allocated based on input (e.g., number of jobseekers seen) rather than output (e.g., employment rates of jobseekers seen)	Allocate funds to training and career services providers based on desired outcomes to deliver results for Oklahoma's workforce
3. Cadence	Limited coordination among agencies	Quarterly meetings with the Governor Monthly Commission meetings

1. Agencies such as: Oklahoma Office of Workforce Development, Oklahoma Department of Career and Technology Education, Oklahoma Employment Security Commission, Department of Rehabilitation Services

1A. Measure overall efficiency: Increase current 45% expended on training and career services

PRELIMINARY



1. The Department of Labor reported a difference between allocations and expenditures for Wagner-Peyser in PY2020. The difference may be explained by carryover.

3. Recommend a reporting structure that ensures accountability for public funds and program results;

1B. Measure outcome performance: Expenditure of WIOA funds per participant should match employment outcomes in rankings

PRELIMINARY

● 1-10 ● 11-34 ● 35-50

WIOA Program	Recipient	Total participants served	Total funding expended, \$M	Cost per participant, \$	National average	National low	National high	Cost per participant ranking, highest to lowest ¹	Employment Q4 Rating	National average	National low	National high	Employment Q4 ranking, highest to lowest
Adult	OOWD	2,316	5.3	2,280	3,931	680	15,384	39	68%	70%	30%	84%	34
Dislocated Worker	OOWD	791	3.7	4,664	5,347	325	24,301	26	67%	75%	29%	100%	48
Youth	OOWD	1,118	4.8	4,301	6,976	1,009	96,627	37	72%	67%	35%	84%	18
Adult Ed. and Literacy ²	ODCTE	9,217	5.9	643	280	2	1,636	7	30%	38%	8%	76%	33
Wagner-Peyser ³	OESC	4,760	7.8	1,642	532	17	3,013	3	59%	61%	38%	73%	38
Vocational Rehabilitation ⁴	DRS	7,722	8.3	1,078	1,643	350	5,777	35	31%	42%	2%	61%	43

1. When compared to the 50 states and the District of Columbia, Guam, Northern Marianas, Puerto Rico, and the Virgin Islands

2. Excluding Alaska, Hawaii, Illinois, New Mexico, New York, Oregon, Utah, Virgin Islands

3. Excluding New Hampshire

4. Excluding Guam, Northern Marianas, and the Virgin Islands

1C. Measure initiative specific outcomes: Initiatives could have outcome KPIs to measure impact and operational KPIs to measure outputs

ILLUSTRATIVE NOT EXHAUSTIVE
PRELIMINARY

Sample initiative	Potential outcome KPIs	Potential operational KPIs
S8C. Increase college-preparatory charter school seats by expanding high-quality existing schools and recruiting best-in-class national operators	<ul style="list-style-type: none"> Quality seats created through expansion of existing operators Growth and achievement data of students in new charters 	<ul style="list-style-type: none"> Number of meetings with in-state operators YOY percent increase in charter applications Total funds raised for incubator
D1A. Provide low-interest loans to employers to enable adoption of automation technology	<ul style="list-style-type: none"> Number of borrowers and total funds borrowed Productivity increase among borrowers; productivity in individual sectors 	<ul style="list-style-type: none"> Number of banks convened to discuss lending program Number of attendees at information sessions Number of applications for loans

Outcome KPIs vs. Operational KPIs

- Outcome KPIs and Operational KPIs serve distinctly different purposes**
- Outcome KPIs** answer the following **results-based questions**:
 - What was the collective impact of this effort?
 - To what degree was the stated mission accomplished?
 - In what ways did stakeholders benefit from the initiative?
- Operational KPIs** answer the following **output-based questions**:
 - Is the initiative on-track?
 - Which actions are next?
 - What are the current roadblocks?

2. Many states leverage performance-based contracts through WIOA to deliver outcomes to the people they serve

PRELIMINARY

State	Entity	Approach to PBF workforce funding
California	San Diego Workforce Partnership	Entities that provide Youth services receive funding on the following metrics: 1) Credential attainment 2) Job placement 3) Media earnings 4) Skills gained
California	San Francisco's Office of Economic and Workforce Development	Restructured contracts for WIOA-funded American Job Centers to offer a 10% performance-based payment to encourage the placement of individuals with barriers to employment into jobs paying above minimum wage
Pennsylvania	Partner4Work (WDB for the Pittsburgh area)	Training programs in Allegheny County that provide industry-recognized credentials are paid 50% upon enrollment and 50% upon documentation of a credential earned
Texas	Texas Workforce Commission	The TWC uses an Evidence Framework to allocate funds; the first grant announcement under this system using WIOA funds was released in March 2021 and prioritized evidence when awarding the \$1.5M in training grants
Tennessee	Memphis Workforce Investment Network	The Center for Employment Opportunities receives WIOA funds based on: (1) participant enrolled , entered into the system, and confirmed to be eligible (payment: 40% of the \$10,000 per participant cost, up to a total of \$1,000,000); (2) participant completed transitional employment (40%); and (3) participant successfully placed in unsubsidized employment , as proven with two pay stubs (20%)

3. A defined meeting cadence can improve performance management

PRELIMINARY ILLUSTRATIVE

Escalation ladder

Meeting	Attendees	Potential meeting focus	Monthly	Quarterly
Governor	<ul style="list-style-type: none"> Governor Co Chairs Steering Committee Executive Director Others as needed upon request 	<ul style="list-style-type: none"> Update Governor on progress - targets and key actions as well as early warning of risks Drive delivery of priorities Review quarterly reports on funding expenditure 		
Workforce Commission	<ul style="list-style-type: none"> Executive Director Implementation Office leadership by workstream Initiative Owners Others as needed upon request 	<ul style="list-style-type: none"> Update leadership Review KPIs Drive delivery of priorities (e.g., monitor progress, remove bottlenecks, support cross-initiative collaboration, and escalate issues) Identify roadblocks Problem solve and/or escalate difficulties 		

Workforce Transformation Taskforce topics

1. Evaluate the operations of the state's current workforce delivery system, as well as those of other states, and develop recommendations to enhance coordination, efficiency, and effectiveness of workforce development efforts within and among stakeholder state agencies and local entities;

2. Determine the best structure, operating procedures, and chain of command of the new workforce delivery system to achieve the goals directed by this Order;

3. Recommend a reporting structure that ensures accountability for public funds and program results;

4. Design a workforce delivery system structure adequate to developing the quantity and quality of the labor force required to meet the needs of employers currently and in the future; and

5. Identify ways to maximize federal and other funding, including but not limited to funds available under the federal Workforce Innovation and Opportunity Act.

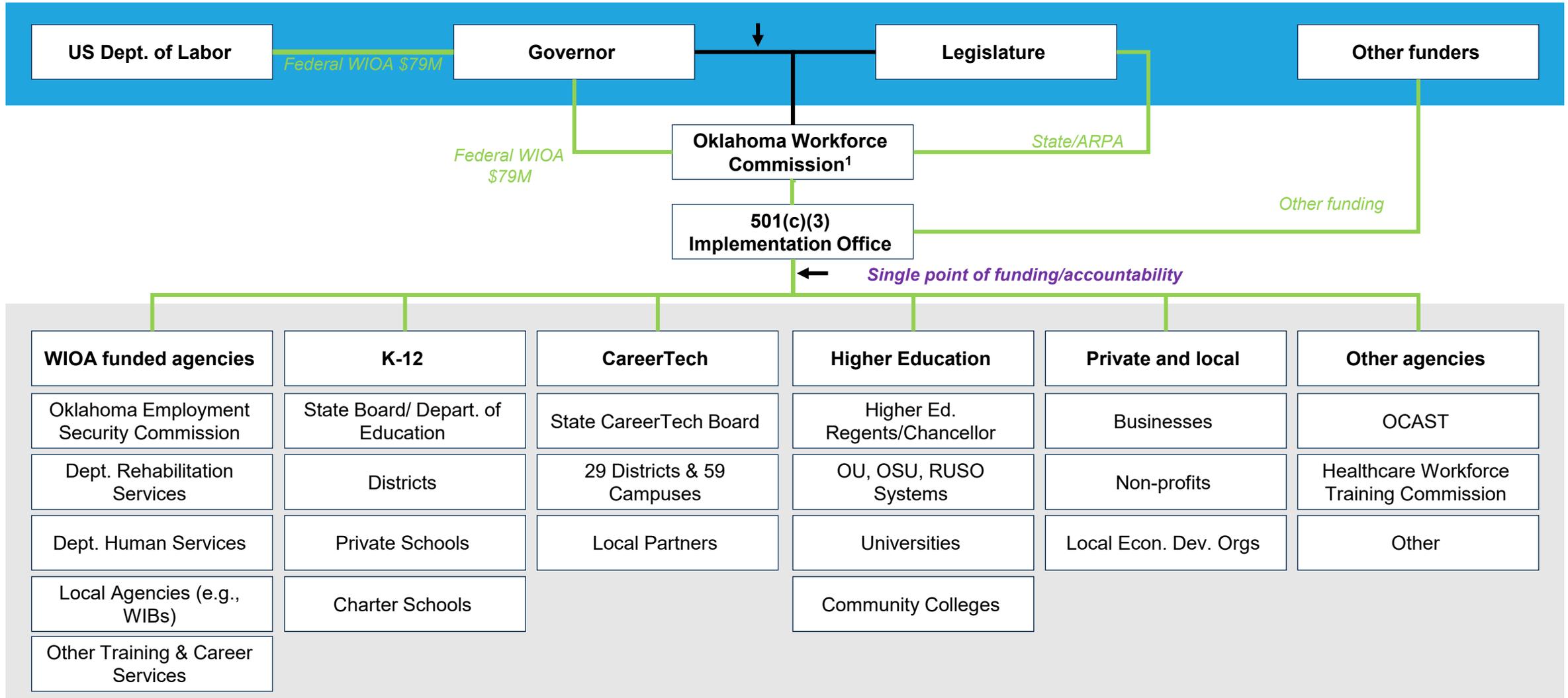
6. Design plan for the transition of all existing workforce programs, including but not limited to those funded by or operating pursuant to WIOA

2. Design a workforce delivery system structure adequate to developing the quantity and quality of the labor force required to meet the needs of employers currently and in the future;

Centralized funding could help promote accountability among entities executing initiatives

PRELIMINARY

Service providers
 Funders
 Funding
 Governance



1. To include 3 representatives nominated by the Governor (including the Chair), 3 from the Senate, and 3 from the House

Source: Stakeholder interviews, Oklahoma WIOA plan

Key leadership roles across delivery system could help ensure ownership and accountability

ILLUSTRATIVE

PRELIMINARY

Job description in appendix

Layer	Key roles	Potential Role description
Implementation office (IO)	A Executive director	<ul style="list-style-type: none"> • Designs and leads the Implementation Office • Responsible for overall outcomes and ongoing implementation • Well-respected leader in workforce ecosystem • Serve as leader of centralized delivery team for funding
	B Workstream lead	<ul style="list-style-type: none"> • Executive leader of individual workstream (e.g., K-12 initiatives) • Oversees workstream team and holds them accountable for delivery • Skilled and respected in distinct workforce sub-sector or initiative theme
Initiative teams	C Initiative owner	<ul style="list-style-type: none"> • Responsible for individual initiative outcomes, including developing an action plan and executing all steps in the plan • Executes initiative as part of full-time role
Commission	D Member	<ul style="list-style-type: none"> • Oversee overall implementation delivery • Advise on key problem-solving questions when critical • Resolve elevated risks/concerns • To include 3 representatives from Governor (including the chair), 3 from Senate and 3 from the house
Advisory councils	E Member	<ul style="list-style-type: none"> • Advise on problem-solving questions when critical, including facilitating key introductions • Support Implementation Office workstreams and Initiative Teams

A. The Executive Director can design and lead the implementation office and is responsible for overall delivery and outcomes

PRELIMINARY

Considerations for an Executive Director

Owens the ultimate deliverable for Oklahoma's work-force action plan

- Designs and leads the Implementation Office
- Creates a sense of urgency to shape a collective management agenda that maximizes efficiency and effectiveness
- Makes the agenda "real" through detailed project planning and constant reality checks on impact and progress

Leads and coaches Implementation Office staff

- Drives a method of holding people accountable on a weekly basis to delivering on the plan; front and center on driving accountability
- Provides workstream leaders and initiative owners with direct coaching on the tactics and pathways they need to adopt to meet their ambitious targets

Builds momentum through frequent communication

- Communicates progress constantly to internal and external stakeholders
- Looks for more opportunities – always thinking about the next set of initiatives to undertake

Potential optimal skills

- High performing workforce ecosystem leader with strong network across the state
- Positive and proactive process management with an eye for detail and a strong ownership mentality
- Ability to work effectively in a high pace environment
- Excellent communication and coaching skills
- Hard working and able to quickly adapt to new environment and demands
- Willing to challenge others and be challenged
- Comfortable in learning new systems and new ways of thinking and acting (excellent problem solver)
- Desires to accelerate their career path through a challenging and rewarding experience

B. Workstream Leads oversee sets of initiatives based on workforce sub-sector or theme and lead initiative teams to execution

PRELIMINARY

Considerations for an Workstream Lead

Manage the initiative pipeline

- Run 'stand-up' meetings with Initiative Owners
- Facilitate idea generation sessions
- Drive and support Initiative Owners to meet deadlines
- Ensure process adherence

Manage IO interactions

- Ensure Initiative Owners have documents/analyses ready for weekly Implementation Office meetings
- Measure progress against plan and measure impact

Engage relevant stakeholders

- Escalate issues, concerns and road-blocks that cannot be resolved through influencing
- Coach, develop and motivate Workstream Team

Potential optimal skills

- Proven project management experience – able to get things done
- Respected as a leader within the initiative sub-sector due to strong track-record and deep understanding of best practices (e.g., K-12 education)
- Ability to critically review and improve initiatives
- Ability to coach others and to execute on short intervals
- Ability to proactively forecast initiative results and make recommendations to keep initiatives on or ahead of track

C. Initiative owners are responsible for individual initiative outcomes

PRELIMINARY

Considerations for an initiative owners

Identifies, evaluates, and executes against initiative

- Conducts opportunity identification, planning and stakeholder engagement to go from idea to approved implementation plan
- Leads check-ins to agree and prioritize actions
- Drives initiative from implementation to completion
- Ensures initiatives are sustainable and that the changes stick
- Coaches individuals on initiative teams including consistent feedback meetings

Manages up efficiently, escalating issues in a timely manner

- Communicates to implementation office clearly and frequently to ensure central team is aware of progress and challenges
- Maintains and updates action plans

Potential optimal skills

- Proven project management experience – able to get things done
- Thinks “where are the opportunities to improve?”
- Challenges the status quo – this is the new way of doing things on our team
- Drives initiatives, gets results and takes action to make it stick
- Seeks resources from Implementation Office as required
- Knows the next steps, the responsible person, and the deadline always

D. Commission members oversee overall implementation, whereas Advisory Council members support implementation for specific workstreams

POTENTIAL FRAMEWORK

PRELIMINARY

Commission Members



Steward the overall action plan, ensuring influential stakeholders and the public are apprised of progress and impact



Oversee and coach the Chief Workforce Implementation Officer, who is most responsible for execution of the plan



Drive problem-solving and roadblock removal with Central Implementation Office to ensure effective delivery of full suite of initiatives

Advisory Council Members



Solve problems to clear initiative roadblocks within a given workstream, including supporting key introductions and elevating concerns



Collaborate with other Advisory Councils to ensure cross-functional initiatives succeed, and best practices are shared



Support Workstream Leads to ensure their preparedness and bias to action in leading and accelerating initiatives

E. Across each key role, capacity requirements could necessitate a combination of capability building and recruitment

PRELIMINARY

The following skills and mindsets are common across each of the delivery system's key roles



Individuals with the right skills and mindsets could be either recruited or developed



Necessary skills

- Project management
- Executive communication
- Coaching and people development
- Subject-matter expertise (e.g., higher education, workforce development)



Necessary mindsets

- Entrepreneurship
- Ownership
- Resourcefulness
- Adaptability



Recruit candidates for key roles

- Lever for when high-performing or high-potential individual is not in place
- Job descriptions outlined advise key skills and mindsets for best-fit employee



Build capabilities of existing employees and volunteers

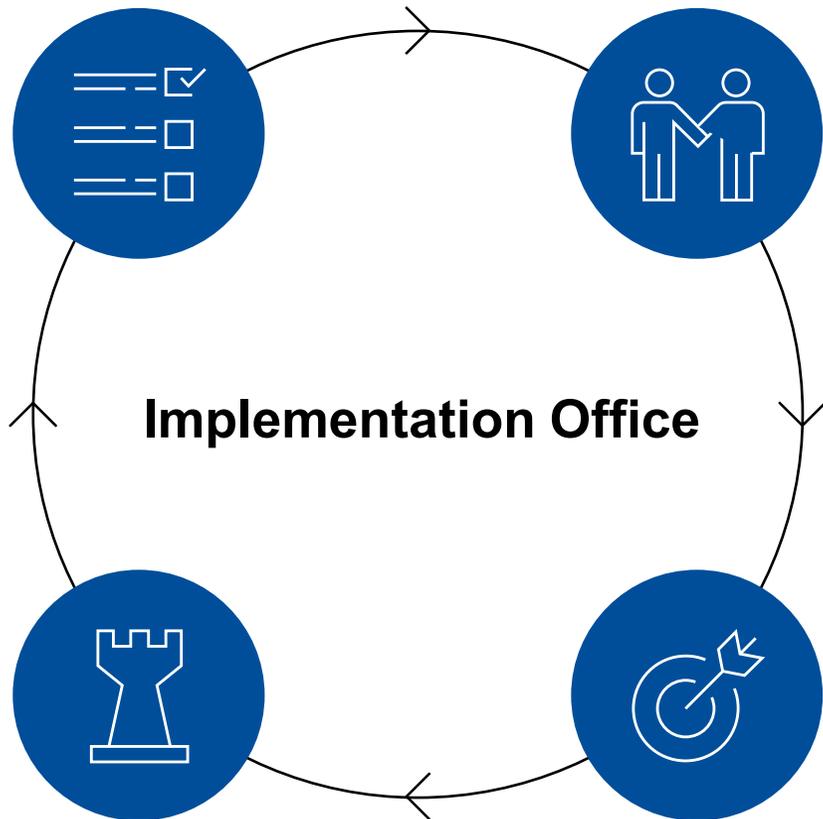
- Capability building leans on training and coaching to build necessary skills and mindsets for implementation

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The implementation office can serve as a centralized delivery team which acts as problem-solving partner with initiative owners

PRELIMINARY



Engages stakeholders: It can support the commission with relevant facts and best practices (i.e., stipulations associated with federal funding and best practices for competitive grants)



Tracks performance: transforms aspirations into targets and can provide technical assistance and support to ensure that all grant applications are complete to improve the chances of securing grants



Provides cross-agency governance: It could keep track of streams of funds, program requirements, and any potential capability gaps across agencies



Manages program integrity and risk: it can help reduce the leakage of taxpayer dollars and provide sustainable ways to decrease backlogs

Maximizing funds includes a three-pronged approach

PRELIMINARY

■ Approach for the Commission ■ Sample approach for the Implementation Office

Example support areas

1 Develop strategy- Organize for success	Envision	Set vision for workforce funding , aligned to State and Federal priorities Develop strategy and initial roadmap to achieve vision Define goals & metrics (e.g., OKRs) to measure success across both funding intake and funding impact
	Organize	Activate the Implementation Office by identifying and mobilizing talent, defining clear roles / responsibilities / decision rights, engaging agency sponsors, and launching required meeting and reporting cadences
	Prepare	Prepare agencies for application submissions (e.g., by providing program fact base) Track ongoing execution against application intake priorities (e.g., monitor application deadlines, grant writing progress, quality control, submission)
2 Optimize funding available (“intake”)	Apply	Support agencies in competitive application drafting best practices by providing grant writing knowledge and expert capacity to craft the most compelling application in a competitive environment
	Manage	Assess current built environment to gauge the impact of proposed projects, manage scope, and map community demographics Prioritize projects and optimize planning of funding pools; pressure test design decisions Manage project performance by tracking outcomes and impact of program funding to ensure timely delivery, shape future intake plans, and advance project / agency goals Provide technical assistance and digital tools to support project planning and delivery Develop risk plans with necessary mitigations; prepare agencies for future audit and oversight
3 Optimize impact of funding (“impact”)	Communicate	Map stakeholders and identify channels and mediums for engagement/communications

Preliminary questions to help guide focus on grant applications

PRELIMINARY

Checklist questions

- Is the State eligible for the grant?
- What, if any, stakeholders (e.g., other agencies) should be involved in this grant application process?
- Are there any State-specific considerations for the grant?
- Does the State have the analytical capability and capacity to conduct the necessary analyses for the proposal?
- Does the agency have the necessary grant-writing expertise and capacity to put together a distinctive proposal for this grant in advance of the deadline?
- Do the proposed projects align with the State administration's priorities?
- Does the project provide a compelling and unique value proposition?
- How mature are the plans for the projects slated for this grant (low/medium/high/"shovel-ready")?
- Has the State communicated with the appropriate federal contacts (if any) to receive feedback on grant application plans?
- Has the State coordinated plans with all relevant stakeholders?
- If won, will the State receive the funds in time to effectively use them?
- If won, will the State have the resources (e.g., staff, infrastructure, matching funds) to effectively use this grant?
- Are there any dependencies (e.g., private sector cooperation) that the State is relying on?

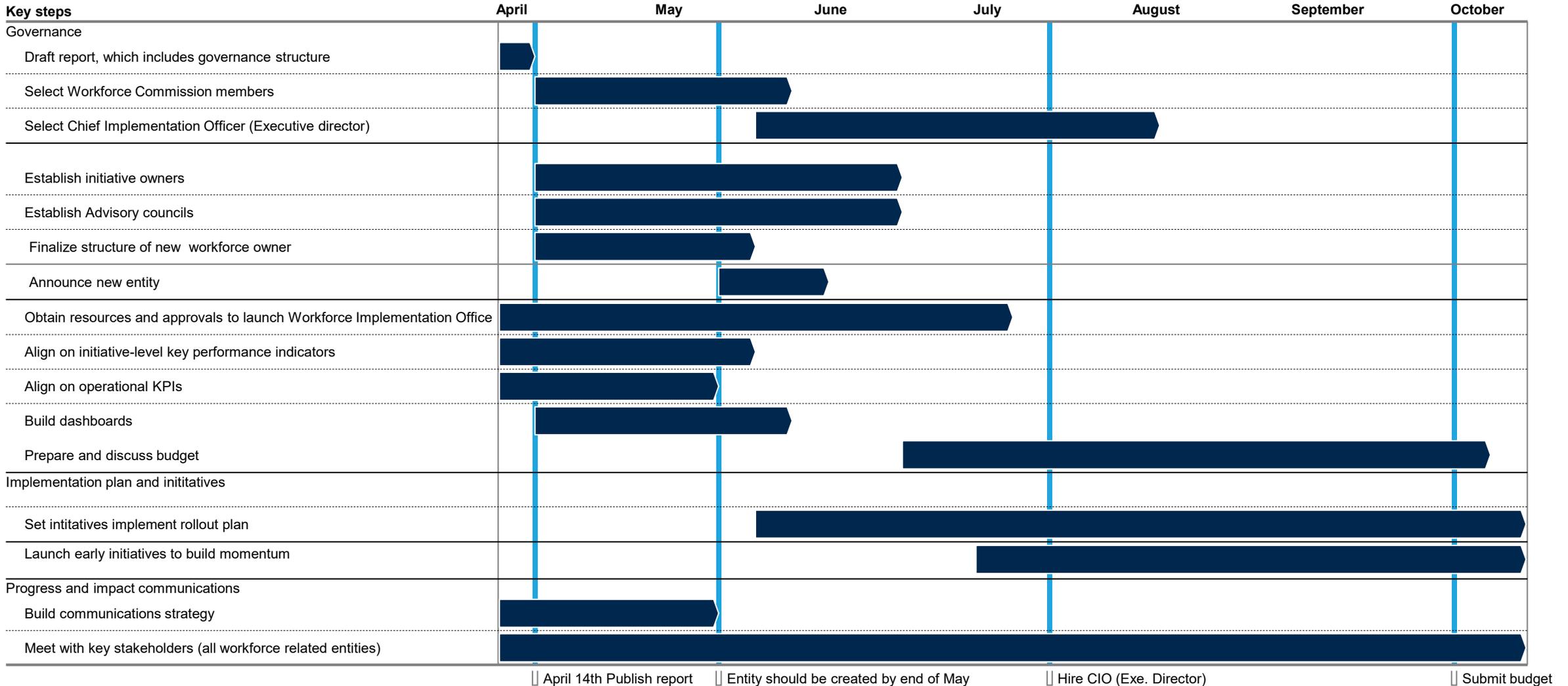
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Over the next few months, the following key next steps can be accomplished in each phase

PRELIMINARY



|| April 14th Publish report

|| Entity should be created by end of May

|| Hire CIO (Exe. Director)

|| Submit budget



PREPARED WITH STAFF SUPPORT FROM

