

Local Workforce Innovation & Opportunity Act (WIOA) Plan

Program Year 2016-2020

Approved Program Year 2018

FVWDB is an Equal Opportunity Employer and Service Provider

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- I. Workforce Needs, Labor Market Analysis, and Assessment of Workforce Investment Activities and Assets
 - A. Local Workforce Needs
 - 1. Describe the workforce investment needs of the local area as they relate to:
 - a. Employers/Businesses: Area businesses express a need for a trained workforce that includes both soft and hard skills in multiple industry sectors. A state unemployment rate of 2.6% (as of 5/2018) and continued low unemployment rates in our six counties has resulted in further recruitment difficulty:
 - Calumet 2.2%
 - ➢ Green Lake 4.2%
 - **→** Fond du Lac 2.3%
 - ➤ Waupaca 2.5%
 - Waushara 3.0%
 - ➤ Winnebago- 2.4%

Additionally, local businesses express concern over upcoming retirements of baby boomers. Due to the changing nature of jobs (increasingly complex equipment and technology) in the local area, many occupations, including entry-level positions, increasingly require that applicants have some skilled training prior to hire. Although there are many employers so desperate for labor they are willing to hire those with lower technical skills, provided they have soft skills and a desire to work.

- b. Job Seekers: With low unemployment, those with employment barriers continue to struggle, although it has become easier for those with some mild barriers or former incarceration to find work in some industries.
- c. Incumbent Workers: FVWDB adopted an Incumbent Worker Policy in June 2018. Until this point, the Board primarily focused on Wisconsin Fast Forward funding to address training needs identified by area businesses. We will attempt to pilot some Incumbent Worker training as budget allows.
- d. Youth: Participants currently in the WIOA youth program are lacking the proper work ethic to begin working a full or part time job. Some soft skills include punctuality, keeping a schedule, attitude and interpersonal skills to name a few. Another area of concern is the youth who are aging out of the Foster Care System who often are lacking basic needs of housing, food, and clothing; skills to apply for jobs or school, and financial literacy. FVWDB and subrecipients are working in conjunction with Bay Area WDB with the Independent Living Grant to work with youth aging out of Foster Care System. Referrals will be made to assist with those youth who meet WIOA requirements and we will help make referrals to community agencies when skills are lacking and resources are needed to ensure success.

3. Describe how these needs were identified. Needs have been identified through conversation with job seekers, businesses, local workforce partners and the economic development community. Additionally, LMI and employer surveys such as Chamber of Commerce and NEW Manufacturing Alliance Economic Outlook data supports the needs identified.

B. Labor Market Information

- 1. Provide an analysis of the regional economic conditions including
 - (a) Existing and emerging in-demand industry sectors and occupations should be reviewed: Projections from 2014-2024 indicate modest local growth continues for both Goods-Producing (2.3%) and Services-Providing (5%) industries in the region. Additionally, projections indicate above median growth and wages for Registered Nurses, Heavy & Tractor-Trailer Truck Drivers, Carpenters, First-Line Supervisors of Office & Admin Support Workers, CNC Operators, Accountants & Auditors, Industrial Machinery Mechanics, Insurance Sales Agents, Machinists, and Inspectors, Testers, Sorters, Samplers, & Weighers. These industries/occupations are consistent with the existing vibrant manufacturing and service industry sectors in the region. The demand for both registered nurses and heavy and tractor trailer truck drivers vastly exceeds national demand pointing to critical needs due to pending baby boomer retirements.
 - (b) The employment needs of employers in those industry sectors and occupations (data will be compiled from DWD labor exchange sources such as the Job Center of Wisconsin and Help Wanted Online informatted tables and may be supplemented by the market intelligence of WDB Business Services staff) As of the last week of June, 2018, postings on www.jobcenterofwisconsin.com for WDA 4 include thefollowing:

WDA 4 Job Openings – 2015 and 2018	2015	2018
Architecture and Engineering Occupations	269	203
Arts, Design, Entertainment, Sports, and Media Occupations	45	37
Building and Grounds Cleaning and Maintenance Occupations	141	70
Business and Financial Operations Occupations	240	175
Community and Social Services Occupations	75	52
Computer and Mathematical Occupations	191	109
Construction and Extraction Occupations	148	76
Education, Training, and Library Occupations	63	22

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Farming, Fishing, and Forestry Occupations	9	11
Food Preparation and Serving Related Occupations	279	189
Healthcare Practitioners and Technical Occupations	362	182
Healthcare Support Occupations	299	55
Installation, Maintenance, and Repair Occupations	177	121
Legal Occupations	12	3
Life, Physical, and Social Science Occupations	35	27
Management Occupations	248	271
Military Specific Occupations		1
None	69	0
Office and Administrative Support Occupations	442	324
Personal Care and Service Occupations	662	63
Production Occupations	1,044	731
Protective Service Occupations	134	38
Sales and Related Occupations	511	334
Transportation and Material Moving Occupations	399	438
Unknown	_	
Sum:	5,854	3,532

Total job orders includes positions posted directly to www.jobcenterofwisconsin.com and also orders uploaded from external websites. That's a significant fall in the number of posted jobs – or perhaps just a lack of interested in JCW? Are things not being scraped from other sources?

2. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand sectors and occupations (data will be compiled from (a) and (b) and will include common skills and educational requirements as defined in O*Net) As notedwith some of the current in-demand occupations, training might indicate a high school education (for example, carpenters or first line supervisors); however, increasingly, local businesses indicate a need for employees with some level of post-secondary education. The array of skills needed to fill local needs runs the spectrum from basic post-secondary training to Associate and Bachelor degrees. Across industries, businesses increasingly cite that soft skill development is critical to secure, and keep, employment.

3. Provide an analysis of the workforce in the region, including current labor force employment (and unemployment) data, and information on labor market trendsand the educational and skill levels of the workforce in the region, including individuals with barriers to employment. (Regional economists will provide a series of formatted tables and graphs describing these trends at the WDA and state levels. Locally, the unemployment rate in FVWDB's six counties is among the lowest in the state. More troubling is our declining Labor Force Participation Rate, which has fallen in every county between 2006 and 2016:

	2006	2016
Calumet	72.45	69.5%
Fond du Lac	71.4%	70.2%
Green Lake	67.6%	63.7%
Waupaca	68.5%	65.2%
Waushara	65.4%	59.4%
<u>Winnebago</u>	72.2%	69.4%
AVERAGE	69.6%	66.3%

An article from the Brookings Institute: In "Men Without Work," researcher Nick Eberstadt provides a meticulously-documented account of a "flight from work." Eberstadt concludes that the problem largely lies in the supply of skilled, able, and willing workers, and points to the rise in reliance on disability insurance. Researcher Alan Krueger shows that self-reported disability and pain is significantly higher among men out of the labor force: one-third of prime-age men not in the labor force have a disability, compared to 2.6 percent of prime-age employed men. Half of those not in the labor force take pain medications daily. Researchers Anne Case and Angus Deaton show that midlife mortality rates due to addiction, depression, and suicide are rising—but only for white, primeage adults. Their research does not imply that the skyrocketing mortality rates are caused by declining labor force participation, but these trends are worrisome nonetheless. Researcher Ron Haskins points to the importance of reducing work disincentives in existing safety net programs. Francine D. Blau and Lawrence M. Kahn show that America's lack of "family-friendly" policies are preventing women from working at the same rate as our international peers (a federal paid leave policy would be a good start). Most importantly, transforming education and training programs to prepare workers with the skills demanded by today's economy will be critical to putting Americans back to work. Another author argues that with the rise of machines, workers are being frustrated by the lack of roles and leaving the workforce.

High School educational attainment demonstrates some differences throughout the WDA; overall higher rates of high school completion throughout the WDA but lower than WI averages in some rural areas. Some college or associate degrees are higher than WI averages but overall, college completion is less than the state average for the local WDA which seems consistent with local industry/occupational concentration in the area.

4. Describe any WDA specific labor market characteristics not reported in 1.a. and b **N/A**

- C. Assessment of Current Workforce Investment Activities in the Local Area
 - 1. Provide an analysis of the type and availability of workforce development activities for adults and dislocated workers, including education and training. in the local area. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers. Describe plans to address any weaknesses identified. [§108(b)(1)(D)] Through FVWDB subrecipients, a variety of activities are provided to get AP/DW participants actively engaged in the workforce. Once eligibility is determined and assessments (formal/informal) are given, an Individual Employability Plan is developed with specific activities to accomplish a successful outcome. Some of the activities include: 1) counseling and career planning; 2) ABE/ELL literacy; 3) prevocational and other training services; 4) support and follow-up services. These activities are currently being met by current subrecipient. As the economy has improved, the number of participants with strong work histories has decreased. FVWDB and partners have been addressing this challenge and have engaged with local employers. 'Soft skills' are often cited as being weak for this particular group. As a result, FVWDB is working on a pilot project that includes a component on soft skills. Within our job centers job seekers can take the Work Keys assessment, state typing tests, along with free tutorials on Microsoft Office Suite and typing tutorials. In addition to WIOA subrecipients, partnership efforts with DVR, Veterans, TANF, etc. will continue to shape efforts to find qualified talent locally.
 - 2. Provide a description and assessment of the type and availability of youth workforce investment activities in the local area including activities for youth who are individuals with disabilities. This description must include an identification of successful models of such activities being used and/or planned. [§108(b)(9)] Through FVWDB subrecipients, a variety of activities are provided to get youth actively involved with education and employment. Once eligibility is determined and assessments (formal/informal) are given, an Individual Service Strategy is developed with specific activities listed for a successful outcome. Some of the activities include: 1) tutoring and study skills; 2) access to alternative schools or transition to post-secondary education; 3) work experience opportunities; 4) leadership and mentorship; 5) support services; 6) follow-up services; 7) financial literacy; 8) occupational and entrepreneurial skills training; 9) labor market and employment information in the local area. When appropriate, referrals to partner/communityagencies are made (e.g. DVR).
 - 3. Describe the strategy to identify business requirements within the local area and provide support in meeting their needs. [§682.320] To address needs of the local business community, FVWDB has worked closely with local business alliances (NEW Manufacturing Alliance, Fox Valley Healthcare Alliance, Amplify IT, NEW North IT Alliance), works closely with economic development throughout the region and at the state level, local technical colleges and local chamber of commerce entities. In addition to conversations, surveys from alliances, chambers, and partners provide direction about the needs of companies. Close partnerships with state

LMI staff gives FVWDB access to business trends and emerging needs. With the creation of Wisconsin Fast Forward funds, FVWDB has had the opportunity to form business collaborative efforts to create new training programs tailored to the specific needs of a particular industry and this process is now being replicated to address entry level manufacturing skill deficiencies within the WDA. To align efforts across the system, local Business Solutions team meetings are held weekly (to address day-to-day activities) and monthly (to address strategic issues); these meetings give partners focus and reduce the duplication of effort in reaching out to business partners.

Partners included in strategic and day-to-day activities include: Job Service, DVR, Veterans, FVWDB, FVTC, MPTC, WEDC, DWD LMI, Forward Service, Fox Cities, and Oshkosh Chamber of Commerce, Bureau of Apprenticeship, UMOS National Farm Workers Job Program (NFJP), and ADVOCAP.

4. Provide a description and assessment of the type and availability of services available to employers in the local area. Area employers are encouraged to list positions on www.jobcenterofwisconsin.com and to search for candidates via the on-line matching tools. In addition, companies can recruit at area job centers, attend local job fairs, labor law clinics and events sponsored by workforce partners. Local workforce teams have attended a number of company tours which increases system understanding of jobs available and company culture; which, in turn, increases appropriate referrals to host companies. Employer use/access to state LMI websites is encouraged and special requests are forwarded to state staff as needed. Workforce participation and guidance through local alliance and collaborative efforts have given partners increased visibility to the quality/quantity of positions available. As needed, referrals to economic development and other partners are made to further assist local businesses. WDB staff have been part of the creation of a state Business Solutions training to better serve businesses and additional staff training will be held twice per year to ensure that the local workforce system operates in a demand driven manner.

II.Vision and Workforce Development Area Goals

- A. Provide a description of the Board's strategic vision and goals for preparing an educated and skilled workforce including youth and individuals with barriers to employment. Include goals relating to the performance accountability measures based on primary indicators of performance in order to support regional economic growth and economic self-sufficiency. [§108(b)(1)(E)] In September and October of 2015, two half-day long strategic planning meetings were held and the Board once again began a strategic planning effort in July 2018. The Board's vision is to continue to meet/exceed goals for WIOA Adult, Dislocated Worker and Youth Programs, but also delve into serving individuals who still have great need of workforce development, but do not meet the criteria for WIOA.
- B. Describe strategies to work with the entities that carry out the core programs that align resources available to the local area to achieve the strategic vision and goals described in II.A. [§108(b)(1)(F)] Over the past several years, FVWDB has heavily emphasized partnership and strategic collaborations. Several prime examples of this include the recognition received from the Statewide Economic Development Association for developing the partnership that lead to the expansion of bus service to the South Neenah Industrial Park to

accommodate the transportation needs of low income workers and the recognition by the Fox Cities Post Crescent newspaper (Gannet Publications) of the FVWDB for their partnership award recognizing the partnership between the Fox Valley Technical College, Plexus Corporation, and Kelly Services in creating 70 new jobs at Plexus Corporation. More recently, through our Business Solutions Team, a local Collabor8 meeting was held in early December with 58 participants from partners, contractors, and economic development professionals. Key topics at that session were panel discussions from local employers highlighting employment needs to program and career planners.

- C. Describe the measures the WDB will use to track progress toward these goals. Each month a written report is sent to every Board member and CEO describing key activities done in the last month particularly as they relate to the strategic actions that were established. These written reports are used to share detailed information regarding initiatives and progress towards goals. In addition, at the quarterly One-Stop Committee meetings, a detailed performance score card of all programs is reviewed with the Committee showing progress against goals of every key measurement of every program. The Committee, in turn, has the opportunity to ask questions, provide input and suggestions, and then the Committee reports to the Board as a whole. These goals will be tracked via ASSET and reported via the WIOA Performance SharePoint Site.
- D. Describe the process used to develop your area's vision and goals, including participants in the process, especially focusing on how industry sector partnerships will be utilized. See response to A above. Industry partnerships will be leveraged through our active involvement and commitment with local industry alliances including Northeast Wisconsin Manufacturing Alliance (NEWMA) and the Fox Valley Healthcare Alliance. In addition, FVWDB has been actively involved in the formation of the local NEW IT Alliance and Amplify IT.
- E. In order to achieve the goals identified above, implementation strategies need to be developed. Describe the strategies the WDB will use to achieve the WDA's vision and goals for the local area. FVWDB holds a unique position in the local area given the broad and diverse makeup of our Board of Directors and the mandate provided under WIOA. We plan to provide the leadership and connectivity between employers who serve on our Board, economic development partners, and others that we work with through sector partnerships and the professionals in the workforce system who work with job applicants and program participants. Examples of this include: plant and facility tours for partner personnel; leading and facilitating a very active and engaged Business Solutions Team; and continuing the success of our first local Collabor8 to bring local employers in front of program professionals so they are better equipped to communicate current job market conditions to participants.

III. Governance and Structure

1. Describe the process used, in accordance to the five criteria below, to provide an opportunity for public comment and input into the development of the local plan. The plan was posted to our website on June 26, 2018. Official notices of the local plan were placed in local newspapers directing interested individuals to our website to review the plan and to provide feedback. The plan remained available to view and comment on our website for an additional 30 days and is always available for review on our web site.

To provide adequate opportunity for public comment, the Local Board must:

- **a.** Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local newsmedia;
- **b.** Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education;
- **c.** Provide no more than a 30-day period for comment on the plan before its submission to the Governor, beginning on the date on which the proposed plan is made available, prior to its submission to the Governor;
- d. The Local Board must submit any comments that express disagreement with the plan to the Governor, along with the plan, the WDB's response to those comments, and a copy of the published notice; and Comments will be considered and copies of the comments will be included with the plan submission in attachment 6. The Public Notice is attached (attachment 5).
- e. Consistent with WIOA section 107(e), the Local Board must make information about the plan available to the public on a regular basis through electronic means and open meetings. In addition to the Local Plan, meeting minutes are posted on the FVWDB website and available to anyone who wants to view it
- 2. Describe how local workforce partners were involved in the development of the WDB's local plan. Also describe how local partners will be involved in the ongoing implementation of the local plan. We enjoy very collaborative partnerships with other workforce entities in the area through the efforts of our Business Solutions Team which holds monthly meetings to establish strategic initiatives common to the partners and weekly case management meetings to review "hot jobs" in the area. Working together, this team has initiated numerous efforts including most recently Collabor8. As a result of these partnerships, their input has been built into the plan and furthermore a draft of the plan has been reviewed by the Business Solutions Team. Partners include: Job Service, DVR, Veterans, FVWDB, FVTC, MPTC, WEDC, DWD LMI, Forward Service, Fox Cities and Oshkosh Chamber of Commerce, Bureau of Apprenticeship, UMOS National Farm Workers Job Program (NFJP), and ADVOCAP.

B. Chief Elected Official(s) (CEO)

- 1. Describe the role of the CEOs in the governance and implementation of WIOA in the local area. In local areas consisting of more than one unit of government, describe the decision making process between the local elected officials. If this is addressed in a WDB/CEO Agreement, please state that it is included in that Agreement and provide the section where it can be found. The Chief Elected Officials of the six counties that comprise the Fox Valley Workforce Development Board have formed a Consortium. They provide fiscal and other oversite to the work of the Board. They meet quarterly and two of those meetings are joint with the Board of Directors. They have also developed a Joint Agreement between Board of Directors and their Consortium. The decision making process followed by the CEOs within the consortium is described in Section II.B.5 of the Consortium Agreement. A copy of that agreement can be found as an attachment. The CEOs were invited to participate in the planning process of the strategic plan and they receive the monthly program and fiscal report as the BODs do.
- 2. Section 683.710(b)(2) states that when a local workforce area is composed of more than one unit of general local government, the liability of the individual jurisdictions must be specified in a written agreement between the CEOs. Please provide this document or specify its location, if it is within another document. A copy of the Consortium Agreement referenced above is attached (attachment8).
- 3. Please submit a WDB/CEO Agreement and/or the CEO Consortium Agreement. A copy of the Joint Agreement of the Workforce Development Board and the CEOs is attached (attachment 7).

C. WDB Functions

- Describe any roles and responsibilities, as agreed to with the CEO, which may differ
 or be in addition to those specified in the Act and regulations. Please identify where
 these responsibilities are listed in the WDB/CEO Agreement. The duties are listed
 in Section III of the Joint Agreement (attachment 7).
- Identify the fiscal agent or entity responsible for the disbursal of grant funds. If a
 fiscal agent is used, attach the current contract and identify who has signatory
 authority. Submit the WDB/Fiscal Agent Agreement. FVWDB Inc., serves as the
 grant recipient of funds. See Section II.B of the Joint Agreement (attachment
 7).

D. WDB Composition

The Governor shall, once every two years, certify one local board for each local area in the State. Such certification shall be based on criteria established under section 107(b), and for a second or subsequent certification, the extent to which the local board has ensured that the workforce investment activities carried out in the local area have enabled the local area to meet the corresponding performance accountability measures and achieve sustained fiscal integrity. For PY15, DWD issued Administrator's Memo 15-05 which details the requirements that must be met for certification of a local board. A WIOA compliant board must be in place by December 31, 2015. For the following questions, if the response is provided in the CEO

Consortium Agreement, the WDB/CEO Agreement or in the WDB By-Laws, indicate which agreement the description can be found in and the section where it is stated. If not included in any of these documents, provide the response below:

- 1. Describe the nomination and selection process used to appoint local business representatives to the WDB. Local business representatives are recruited by one of the following methods: the Chief Elected Officials (CEO); another Board member; or Workforce Board staff. In turn they are then nominated by a local business association, such as the Chamber of Commerce, and then submitted to the CEO for that county for their approval. Oftentimes those elected officials will have the nomination approved by the local County Board of Supervisors prior to appointing them to the Board.
- Describe how the Board will provide a leadership role in developing policy. implementing policy, and oversight for the local workforce investment system. The diverse makeup of the Board of Directors of the Workforce Development Board allows a comprehensive insight into the needs of both job seekers and local businesses. Through the very active Committee structure of the Board of Directors, their input is used to shape policy and direction. In addition, we review in detail performance of all WIOA programs showing the progress against goals of every key measurement, on a quarterly basis as part of our continuous improvement program. Furthermore, CEOs and BOD have empowered FVWDB to convene and lead various partnerships to advance workforce system goals throughout the area. Examples of this include: pursuing Fast Forward grants to upgrade skills of area workers; taking a lead role in developing the Collabor8 event; approving a short term training initiative to address the need for workers in manufacturing: successful completion of the H1B healthcare grant; involvement in the local health care, manufacturing and IT alliances; and recent activities to improve public transportation for job seekers.
- 3. Identify the circumstances that constitute a conflict of interest for, or any matter that would provide a financial benefit to a Board member, a member's immediate family, or a representative entity. Include actions to be taken by the Board or Board member in the event of a conflict of interest. If this question is addressed in your conflict of interest policy, state what section(s) contain the response. Submit the WDB's conflict of interest policy. [§107(h)(1 & 2)] Article XI of the By-Laws address conflict of interest and define our ethical standards. Similarly, Article XII defines our policy on nepotism. A copy of the By-Laws (attachment 13) and Conflict of Interest form is attached (attachment 11).
- **4.** Provide a complete and current WDB membership list. **A copy is** attached (attachment 10).
- 5. Attach a diagram, description of roles and responsibilities, and regular meeting schedule of the WDB and subcommittees. A description of the subcommittees of the Board can be found in Article XVII, Sections 1 and 2 of the By-Laws (attachment 13). A copy of the FVWDB structure and meeting schedule is attached (attachment 12).
- 6. Describe how the WDB ensures that meetings and information regarding WDB activities are accessible to the public (including persons with disabilities). [§107(e)]

All Board and CEO meetings of the FVWDB are subject to the provisions of Wisconsin's Open Meetings Law. Meeting notices are sent to the County Clerks of the FVWDB area counties for posting, as well as, posted on our website no less than a week prior to the meeting. All meeting notices contain contact information should a person require assistance to attend the meeting or if they need an interpreter. Quite often, meetings are held at board member sites and there are protocols followed to ensure the meetings are open to the public and handicap accessible.

- 7. Describe the process the WDB will use to notify the CEO of any vacancies and to fill those vacancies with appropriate representatives. The process is specified in Section VI.B of the Joint Agreement (attachment 7).
- **8.** Attach the Workforce Development Board By-Laws including date adopted/amended. The by-laws must comply with the parameters listed in Admin Memo 15-05. **The By-Laws are attached (attachment 13).**

E. Youth Standing Committee

WIOA eliminates the requirement for Local Boards to establish a youth council; however, the Local Board may choose to establish a standing committee to provide information and to assist with planning, operations, and other services to youth, which must include community-based organizations (CBOs) with a demonstrated record of success in serving eligible youth. Additionally, an existing youth council may be designated as the youth standing committee if they are fulfilling the requirements of a standing committee which means that they have members of the Local Board who have the appropriate experience and expertise in youth educational and workforce development.

The youth standing committee must include a member of the Local Board as the chair, members of CBOs with a demonstrated record of success in serving eligible youth and other individuals with appropriate expertise and experience who are not members of the Local Board. The committee may also include parents, participants, and youth.

If local boards choose not to delegate this function to a standing youth committee, they are responsible for conducting oversight of youth workforce investment activities under WIOA section 129(c). Boards that choose not to have a standing youth committee must respond to question 5. For those questions that do not apply to your WDB, please answer "Not Applicable".

- 1. Describe the role and responsibilities of the Standing Youth Committee.

 Activities of this committee were folded into the Board's One Stop

 Committee during fiscal year 2016-2017.
- 2. Describe how the Standing Youth Committee is involved in developing policy. NA
- 3. Identify circumstances that constitute a conflict of interest for Standing Youth Committee members and describe how codes of conduct and conflict of interest issues related to Standing Youth Committee members will be addressed. If this question is addressed in your conflict of interest policy, state what section(s) contain the response. Submit the conflict of interest policy. NA

- **4.** Describe how the Standing Youth Committee conducts oversight with respect to eligible providers of youth services in the local area and their role in provider selection. **NA.**
- 5. Describe how the local board will conduct oversight of youth workforce investment activities under WIOA section 129(c). All WIOA youth activities are discussed at the One Stop Committee level and ratified through Board of Directors. Youth remains a very strong focus for this Board.

F. WDB Support and Administration

- 1. If the WDB employs staff, identify the number of staff (time percentage), general role, and as part of what structure/organizational entity. Indicate whether or not this same entity has staff that provides direct WIOA services. Submit the WDB Staff Agreement and/or job description for WDB Director. Attached is the FVWDB Organizational Chart listing of current staff, their roles, and FTE (Attachment 15) and the Position Description (Attachment 34). Direct WIOA services to participants are contracted to third parties not affiliated with FVWDB.
- 2. Include an organizational chart with an 'effective as of date' of WDB staff, administration and support. See attached organizational chart (attachment 15).
- 3. Provide a copy of the Administrative Entity/Fiscal Agent's organizational chart with an 'effective as of date'. See attached organizational chart (attachment15).
- 4. Attach a copy of the WDB's current Cost Allocation Plan. See Attachment17.
- 5. Describe and submit the WDB's cash management policy and procedures. Attached is the FVWDB Cash Management Policy (Attachment 35).
- 6. Is an Indirect Cost Rate or de minimis rate of 10% used? The deminimis rate of 10% is used (attachment 17).
- 7. Describe fee for service(s) activities, and how the funds are accounted for. Submit the WDB's local policy regarding fee for services. FVWDB does not have a specific standalone policy on fee for services. However, we do have a Revenue Recognition Policy (Section 8-1, Item 5 "Fee for service income"). Fee for services is also referenced under Billing/Invoicing Procedures (Section 11-1' "Fee service income"). Essentially, fee for service income is billed according to contract requirements based on number of units or services provided. These fees are appropriately accounted for in our financial reports to our Board of Directors.
- 8. Employee health and welfare costs incurred in accordance with local board policies are allowed for the improvement of working conditions, employer-employee relations, employee health, and employee performance are allowable (2 CFR 200.437). Submit the WDB's policy for the provision of these costs for WDB staff. FVWDB does not have a policy regarding employee health and welfare costs, however the FVWDB fringe benefits available to employees

(including health insurance) are referenced in Section IV of the FVWDB Personnel Policy (Attachment 36)

- 9. Incentive compensation to employees based on cost reduction, or efficient performance, suggestion awards, safety awards, etc., is allowable (2 CFR 200.430). Provide the WDB's policy for incentive compensation to employees and/or service provider staff. Incentive compensation is referenced in Section II.G (page 3), of the FVWDB personnel Policy (Attachment 36)
- 10. Submit the WDB's personnel policies and procedures. Attached is the FVWDB Personnel Policy (Attachment 36)

IV.One-Stop System and Service Delivery

- A. One-Stop Service Delivery
 - 1. Describe the One-Stop delivery system in your local area, including the roles and resource contributions of one-stop partners. [§121(a)] Include a list of the comprehensive One-Stop centers and the other service locations in your job center network. Use Form D. The One-Stop delivery system in the FVWDA is comprised of three DWD recognized comprehensive centers. FVWDB is identifying the comprehensive centers as the Fox Cities Job Center (aka Menasha Job Center), Fond Du Lac Job Center and the Oshkosh Job Center.

In addition, the comprehensive centers have affiliate service locations which include the Waupaca Job Center, the Berlin Job Center and the Waushara Job Center. The three comprehensive centers are full-time. The affiliated service locations have various levels of partner colocation and service provision.

The FVWDB strives to promote integration of services through the One-Stop system through the utilization of One Stop Operator Consortium consisting of organizations with a vested interest in the success of our Job Centers. The Consortium is called the Fox Valley WDA4 One-Stop Operator Management Consortium and is made up four agencies: LETC, DWD-Job Service, DWD-Office of Division of Vocational Rehabilitation and DWD-Office of Veterans Services.

- 2. Is each of the required WIOA partners included in your One-Stop delivery system? Describe how they contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason. [§121(b)] Beginning in spring 2017 and continuing through this year, the Board has convened ongoing meetings of our Required Partners to discuss the operation of our Job Centers, discuss and agree to an MOU to clarify referrals and help spread out the cost of the operation of our Job Centers. All required partners have been engaged in these discussions and signatory on required documents.
- 3. Identify non-required partners included in the local One-Stop delivery system. Other partners include Goodwill, school districts, county agencies (housing agencies, behavioral health) ADVOCAP and CAP Services. We refer to these groups as community partners.
- 4. Describe how entities within the one-stop delivery system, including one-stop

operators and one-stop partners, will comply with Section 188 and the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. Describe how the WDB incorporates feedback received during consultations with local Independent Living Centers regarding compliance with Section 188 of WIOA. All resource room staff and partners comply with the Section 188 for the physical requirements of the job centers, along with technology, materials in the job center and along with staff training on new information from ADA, state and/or DOL. Job centers have accessibility work stations, computers with language translation, voice recognition, posters, handouts in languages that are common in that particular county. Equal Rights information and language line information can be used by staff and job seekers at the centers. Each center has a website which describes services available to individuals with disabilities. The centers have signage in the resource room informing customers of the availability of accommodations. Each center has funds available for individuals not enrolled in a specific partner program, to meet their accommodation needs. It is expected that center partners will fund accommodation needs of individuals enrolled in their programs.

- 5. Describe the WDB's policies and procedures for resolving grievances or complaints filed by participants and other interested parties affected by the local workforce system, including one-stop partners and service providers. Participants enrolled in any WIOA Program (Adult, Dislocated Worker and Youth) are given a copy of the Grievance and Appeals Procedures, which explains the participants rights while being in the program and if they are unsatisfied with services how to file a grievance and the person they would contact through FVWDB. Career planners would first try and resolve the issue with the client by meeting with the participant and gather more information on their grievance. If after their conversations the participant is still not satisfied they can then contact FVWDB staff person who is in charge of handling any grievances. If any job seekers who are in a job center who may not be in a WIOA program and they feel they need to file a grievance staff in the job centers would first talk to the individual to find out if they are referring to general job center issues or if they are enrolled in a program are they referring to a grievance within that program. If the job seekers is referring to general services within the job center then job center staff will give the job seeker the compliant officer responsible for that job center's phone number where job seeker can then file a grievance. Job seekers filing a grievance within the On-Stop System, who may not be enrolled in a WIOA program would first go through a Compliant Coordinator within the job center system. Each job center has the name and contact info of that staff person and these staff members are on file with DWD. The FVWDB will follow procedures as required by the EEOC. **USDOL** and **WSDOEd**.
- 6. Helping veterans obtain training and employment is the responsibility of all Job Center staff. The local Job Center must provide priority of service to all veterans and eligible spouses to ensure that the full range of employment and training services are provided in a comprehensive, customer-driven, and seamless manner. Describe processes in place at the point of entry to the system to identify veterans and eligible spouses who are entitled to priority of service (including signage and/or designated areas and staff training). Submit any implementing policies or procedures describing how priority of service is implemented uniformly and appropriately across the local workforce system. All jobseekers coming into the

job centers are greeted and asked for his/her Veteran status. All Veterans are asked to fill out a questionnaire and the form will be given to the Veteran Representative in a sealed envelope. A Veteran Representative will contact that job seeker about services available. Veterans have priority over training dollars if enrolled in WIOA programs.

- 7. Please list which career services are provided by which partners to job seekers and employed workers. Services offered in the job centers are offered collaboratively by staff and partner staff which can include: resume assistance, workshops, mock interviews, job fairs, tutorials, assessments, assistance with job searching, and referral to onsite recruitments. RES sessions are conducted by DWD staff. As of 7/1/18, Resource Room activities are staffed by FVWDB subrecipient, LETC, with the assistance of DWD staff. A DWD Career Counselor provides assessments and career counseling. Work Keys assessments are available to job seekers and local employers; support for Work Keys/NCRC is provided by DWD staff. As appropriate, clients will be referred to partner agencies and those clients will complete agency required evaluations as dictated.
- 8. Describe the strategy to identify business requirements within the local area [682.320]. In addition, describe the business services available to area employers through the One-Stop system, and who provides these services. Provide details about any fee-for-service business services. As noted previously, local Business Services/Solutions staff work closely with community, technical college, and economic development partners. Services are provided throughout the WDA by a team approach consisting of WDB, Job Service, DVR, Vet, and partner staff. Business outreach is documented using Salesforce.com for users with full licenses (10 licenses) and additional business intelligence is shared across the system using a new system selected locally called SLACK. WDA4 partners are also ramping up to begin actively reporting all employer contacts on Job Center of Wisconsin. Services offered include promotion of online postings at www.jobcenterofwisconsin.com; on-site recruitment; access to workforce sessions with a business focus (includes annual labor law clinic and session that specifically is tailored for local employers); job fairs; other recent events include both a EEOC speaker and creation of a local Industry Liaison Group (ILG) for local companies that are federal contractors and are interested in being compliant with OFCCP regulations. Additionally, staff are connected to a number of industry alliance efforts to both learn more about business needs and connect workforce initiatives to those companies. Fee for service activities are minimal but do include fees for job fairs and some on-site recruitment efforts within one-stop centers. Business Solutions staff are increasingly requesting company tours and inviting partner staff to those tours to increase knowledge about local jobs, company culture and ability to refer qualified candidates to opportunities.
- 9. Describe how "center-based" business services are provided. This description should include how all programs that conduct business services are included in the system and the coordination practices; and how input and feedback from all partners is received and implemented equitably. Weekly business services meetings are held within WDA 4 to solicit feedback from partners who have recently met with companies or have updates to share; following weekly

meetings, minutes are posted on Salesforce.com Chatter for other staff to have full access to updates. In addition, monthly strategic sessions are held and include representation from all major partners within the system and subgroups actively plan events to support the business community and serve business needs. To ensure that all partners are aware of the breadth and depth of services provided throughout the local system, a WDA 4 Collabor8 conference has been held each year since 2015 to highlight efforts across the system and further foster collaboration.

- 10. Describe actions taken by the WDB to promote maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers. Attach any local policies or procedures in support of this. Business access to One-Stop services are provided upon request and availability. In rare cases, a business might be ineligible for recruitment events if they do not meet the requirements of posting on www.jobcenterofwisconsin.com. Businesses are encouraged to do onsite recruitments or to be "Employer of the Week" at the centers. Participants and the general public are encouraged to use the centers for job search needs to include resume and interviewing assistance, workshops, and tutorials. FVWDB is currently redesigning the website for the centers; this update should be more informative to job seekers and businesses alike.
- 11. Describe how the WDB will ensure the quality of service delivery and continuous improvement throughout the One-Stop centers. Regular communication allows center partners to work in conjunction to improve overall services, promote shared responsibility, avoid duplication of effort and make appropriate customer referrals.

The FVWDB, in conjunction with the various center management teams, has promoted a philosophy of continuous improvement throughout the One-Stop system. It has incorporated a system to provide customer feedback on universal services received in each center. Customer feedback includes completion of the "Your Comments Count" surveys (available daily in the resource room/career centers), customer evaluation of workshops, and semi-annually a survey is sent via email to all customers who provide their email addresses at sign in and is administered by FVWDB. In addition, all locations, both comprehensive and affiliated sites, utilize a standard data collection system as it relates to universal and partner activities which has increased the ability to gain immediate data collection and reduce PII exposure as it relates to universal and partner activities. The information collected and the results of customer feedback are provided to comprehensive center management teams as well as to the FVWDB One-Stop Committee. This provides both groups with the information necessary to implement program modifications for the continuous improvement of services. The centers have regularly met or exceeded customer expectations.

12. Describe how the WDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means. [§108(b)(6)(B)] In two of the rural job centers (Waupaca and Waushara), job seekers, partner staff and employers have use of video conferencing through one of the technical colleges or another partner agency. Skype, Go-to-Meeting, or other similar software tools are also

available. If training or conferences can be recorded via the computer, those sessions are archived and can be watched and/or listened at a later time.

- 13. Describe the connection between the local board WIOA Youth Program and the Job Center service delivery system. WIOA youth program participants have the right and opportunity to use all the services available in all job centers. This can include use of computers, resume assistance, mock interviews, handouts and any workshops available. Due to the WIOA youth programnow expanding to the age of 24, all services for all WIOA youth programs should be equal and seamless, and not just one space devoted for teens. The job centers should be welcoming to all age groups. FVWDB is currently piloting a local manufacturing training project and three youth are enrolled to start training on February 8, 2016. With an increased focus on DVR services for youth, referrals will be made to maximize services when possible.
- 14. Describe the WDB's activities/actions with local partners to ensure the development and implementation of common intake for all Resource Rooms per State (to be issued). Also include a description of how activities will be coordinated with other points of intake such as the Division of Vocational Rehabilitation. In the fall of 2015, FVWDB and partner agencies established a committee to develop a common intake process for all of the job centers in WDA 4. The common intake form is a referral form for job seekers; no PPI is added to the form at any time so no PPI is subject to violation. The form is retain by the job seeker and is neither left with the Job Center Partners, nor destroyed. This sign-in intake process has been refined each year since.

Before the common intake form was developed, a survey was distributed to any job seekers that were currently enrolled in a program. Such programs include; DVR, WIOA, Veterans, TAA, FSET/W2, RES, etc. The survey was administered to gather information from those participants regarding prior knowledge of other programs within the job centers that they may be qualified for. The survey helped the team to have a baseline of how to develop a common intake form. In addition to the common intake form, a matrix was developed (this matrix is used for staff purposes only), to include partner programs, a description, eligibility requirements, and contact information for partner services.

The common intake form is now being utilized in all six job centers in WDA 4 and is a one page questionnaire for all job seekers. By answering the questions, staff can make job seeker referrals to other partner programs. The common intake form is not to determine eligibility, however, it is a way to guide individuals to other programs that he/she may be eligible for but did not known about previously. Once screened, job seekers are given the contact information to those programs they may be eligible for.

15. Describe how the end result of the activities described in the previous question show reduced duplication of services for program participants; ease of program accessibility; and identification of gaps the partnership has to address. This is a way to increase job seeker awareness of all the programs available in WDA4, have partner agencies work together in support of all programs, and increase co-enrollment. This will help reduce duplication of services, help foster teamwork across programs, increase joint appointments, and help with such

things as training, supportive services, counseling, etc. It will also help to make cross referrals and increase staff knowledge about other programs that are available to job seekers.

- **16.** Describe activities to promote Job Center of Wisconsin (JCW), and address the following:
 - **a.** Any participant needs for computer literacy as part of a system improvement; and:
 - Frequently, job seekers coming into job centers who use JCW are not familiar with computers or need extra help with computer literacy. Staff will assist job seekers with navigating through JCW, assist with JCW registration and also developing a resume. Staff will then refer job seekers to a computer basics workshop and tutorials on Microsoft Office that are available in job centers. Staff are proactive in working with customers, addressing their needs, and making referrals as necessary.
 - b. How the WDB is coordinating with workforce partners, including Veterans' Services staff, to ensure that JCW is the vehicle for posting job orders for optimal competition of job seekers and available candidates for employers of the job openings. Job seekers and businesses are encouraged to use job centers and JCW. Having full participation and support for JCW is the best way to ensure that the candidate matching feature within JCW operates optimally. Additionally, by having company job orders posted on JCW, job seekers have full visibility of the array of jobs available locally and Veterans are provided 24-hour preference regarding postings. WDA 4 coordinates efforts with all partner agencies and encourages those partners to use JCW with all job seekers and clients.
- **17.** Briefly describe Information Technology (IT) systems in the local area, including:
 - a. Systems in place to assess and place job seekers (include all IT services owned or subscribed to). Computers are provided to career planners and resource room staff directly to aid job seekers as necessary. Additionally, computers are made available in each center for the general public to use for job search related tasks. A variety of formal and informal assessments are used to assist in placing job seekers, including the Career Ability Placement Survey (CAPS), the use of Myers Briggs assessment, Career Cruising, Skill Explorer, My Skills My Future, and My Next Move.
 - b. Systems used for employer management (include all IT services owned or subscribed to). JCW reporting and "Slack" are used to coordinate employer activities throughout our WDA and share information throughout the WDA.
 - c. Systems used to track participant services (include all IT services owned or subscribed to). ASSET is the primary tool for WIOA subcontrators. DVR uses IRIS.
 - d. Coordination of local IT systems with Job Center of Wisconsin, ASSET, and other federally or state provided systems. FVWDB regularly participates in ASSET Users Group meetings and subscribes to various list-servers to ensure our computer systems are compatible with DWD systems. DVR uses Talent Acquisition Portal.
 - e. Other systems the WDB is utilizing and the purpose of these systems. Aside

- from DWD prescribed systems and Slack, FVWDB is not using any other systems.
- f. The assessment process utilized to determine IT needs. FVWDB participates in peer groups (e.g. ASSET Users' Group, various business solutions groups (statewide/regional/local) in order to stay abreast of technology trends. When a trend is identified as being essential to our mission, steps are taken to determine supportrequirements.

B. Memorandum(s) of Understanding (MOUs)

The local board, with the agreement of the chief elected official, shall develop and enter into a memorandum of understanding between the local board and the one-stop partners.

C. One-Stop Operators (OSO)

 Identify the current One-Stop Operator in the local area and attach the current WDB/One-Stop Operator Agreement. The Chief Elected Officials (CEOs) in conjunction with the Fox Valley Workforce Development Board, Inc. (FVWDB) selected a consortium to serve as the One Stop Operator in program year 2017 and 2018. The consortium is called The Consortium is called the Fox Valley WDA4 One-Stop Operator Management Consortium and is made up four agencies: LETC, DWD-Job Service, DWD-Office of Division of Vocational Rehabilitation and DWD-Office of Veterans Services. The One Stop Operator Agreement is attached (Attachment 37).

2. Roles and Responsibilities

- a. Provide a description of the roles and responsibilities of the OSO(s) in the Comprehensive Job Center(s) and for service locations in the One Stop delivery system. See the One Stop Operator Agreement.
- D. Certification and Continuous Improvement [§121(g)]

The state's certification policy has not yet been finalized by the state workforce board. Following its completion and issuance, please describe any additional criteria or higher levels of service coordination than required in order to respond to labor market, economic, and demographic conditions and trends in the local area. **TBD.**

V.Results-Driven Talent Development System

One of WIOA's principal areas of reform is to require States and local areas to plan across core programs. This reform promotes a shared understanding of the workforce needs within each State and local area and fosters development of more comprehensive and integrated approaches such are career pathways and sector strategies, for addressing the needs of businesses and workers. The expansion of sector strategies must continue in order to enhance and strengthen Wisconsin's economic vitality through addressing employer and job-seeker talent requirements. Sector partnerships implement effective coordinated responses and integrate resources to develop the talent and workforce needs of key industries of a regional

labor market. Wisconsin's system must use labor market information as the basis to map and assess current sector activities; and regional sector partnerships are not defined by artificial boundaries. Rather, they are determined through labor market analysis. Business service teams will represent the one-stop system to offer a coordinated set of services through the inclusion of all WIOA stakeholders. Sector partnerships must be closely aligned with the education system to develop flexible and response career pathways.

- 1. Describe the local area's workforce development system, including identifying the programs included in the system, and how the WDB will work with the entities administering core programs and other workforce development programs to support alignment and provision of services, including the following:
 - Schools: FVWDB and its partners will provide assistance with 8th grade career fairs at area schools in conjunction with the Fox Cities Chamber of Commerce and the Oshkosh Chamber of Commerce. Committee members can volunteer their time to assist with working at these events and provide information and guidance to youth on various careers, training and labor market information. FVWDB has partnered with CESA 6 to provide financial literacy program for middle and high school students on budgeting, housing, etc. FVWDB continues to partner with various alliances (e.g. healthcare, manufacturing, IT, etc.) that promote careers to youth. In Spring 2018, the Board tested a "job center light" in two Oshkosh high schools to do a better job with workforce development among high schoolers.
 - Local technical colleges: FVWDB continues to collaborate with the local tech colleges to develop programs that fit the needs of local employers. We worked with Fox Valley Tech and a number of employers on developing an "Introduction to Manufacturing" boot camp for early 2016 that is now part of the regular FVTC curriculum. Also, the technical colleges are part of the 'rapid response' process when appropriate. FVWDB has also collaborated with our local colleges on Fast Forward grants, alliances, and business expansion opportunities.
 - Local University of Wisconsin campuses: FVWDB has approved training programs with the UW campuses within our area.
 - Regional economic development entities: FVWDB works with local ED entities to align resources to meet the demands of local employers for recruitment, retention and expansion of businesses. We are able to use all the resources of the One-Stop system from job posting (e.g. Job Center of Wisconsin), to recruitment and screening of potential candidates. FVWDB will work with DWD to identify opportunities for waivers that allow us to better serve employers while meeting the demands of job seekers. At times, the Board takes a leadership role by bringing in the ED entities when FVWDB is aware of an employer who is hiring, expanding, or downsizing. FVWDB also has representation on local ED committees which furthers our ability to collaborate and avoid duplication of effort.
- 2. Provide a description of how the WDB, working with entities to carry out core programs, will expand access to employment, training, education and supportive

services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the WDB will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential including a credential that is an industry-recognized certificate or certification, portable, and stackable. [Section 108(b)(3)] FVWDB's "common intake project" is intended to capture the needs of all potential clients as they walk into the centers. The project will maximize exposure to possible solutions with partners which should also decrease duplication of services and increase successful outcomes. Lifelong education is a key component and is an integral part of the career pathways concept.

- 3. Describe how the WDB will ensure that individuals are informed of non-traditional employment and training opportunities. Non-Traditional Occupations are part of the initial orientation with potential participants (checkbox on program application). Career planners provide information and resources related to NTOs, as well as all items on the ASSET check box list.
- 4. Describe the WDB's use of initiatives such as incumbent worker training programs, on- the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the local area to meet the needs of businesses. [Section 108(b)(4)(B)] Incumbent Worker Training will be new for us going forward. OJTs are promoted to local companies but have resulted in limited contracts locally. In addition, FVWDB has worked closely with local employers in order to understand their needs. The "Introduction to Manufacturing Boot Camp" mentioned previously was a collaboration between the FVWDB, Fox Valley Tech, and three local employers. This effort designed a curriculum based on the needs of three diverse manufacturers and ultimately produced employees. We anticipate running anther iteration of this model in fall 2016. Customized and incumbent worker training are possible solutions that meet the needs of local employers. Our business solutions manager continues to work with employers on many different levels throughout the area through local SHRMs, chambers, the NEWNorth and other similar initiatives. Our involvement with Fast Forward has also created some possibilities for future training which may benefit WIOA participants.
- 5. Describe mechanisms that are currently in place or will be in place to provide microenterprise and entrepreneurial training, support programs and co-enrollment, where appropriate, in core programs. [134(a)(3)(A)(i)] Throughout the region entrepreneurial training and support exists with FVTC E-Seed, Fond du Lac Ignite Activities, and through other local ED organizations. Where appropriate, FVWDB would support entrepreneurial training through WIOA and has, in the past, had cohort training when needed. In addition, FVWDB serves on the Steering Committee for Ignite in Fond du Lac. Referrals are made as opportunities arise.
- 6. Describe how the WDB enhances the use of apprenticeships to support the local economy and individuals' career advancement. Describe how job seekers are made aware of apprenticeship opportunities in the area's job centers. With the launch of the WAGE\$ Apprenticeship grant, FVWDB has been growing in its promotion of Apprenticeships as a way for individuals to become trained in the skilled trades and earn while they learn. The Board shares information on

Apprenticeships with those seeking additional training, but also in our presentations to schools and other venues. Apprenticeships have quickly become a key talking point in our training efforts.

- 7. Describe how the WDB will identify and work with key industry partnerships where they exist within the local area, and coordinate and invest in partnership infrastructure where they are not yet developed. Through a collaborative effort involving economic development entities, local employer groups (e.g. NEW North, Fox Valley Healthcare Alliance, SHRM, etc), and the local tech colleges, we are continuously looking to develop new methods/partnerships to support the local economy. We also rely on labor market analysis expertise provided by Ryan Long, our DWD area labor market economist, and have connected him to several partner agencies to provide insight and assistance.
- 8. Identify how the WDB plans to better align its resources to support and meet the training and employment needs of key industry sectors in the local area. Describe policies adopted or planned for aligning training initiatives and Individual Training Accounts (ITA) to sector strategies and demand occupations. FVWDB has identified six core and three broader sub-core areas that support the demands of the local economy. These areas are outlined in local training policy which drives clients towards sustaining careers that meet the needs of our local employers. Refer to ITA Policy, Attachment 22.

VI. Program Services

A. Priority of Service

- DET will provide a process for establishing priority of service for the Adult program for public assistance recipients, other low-income individuals, and those who are basic skills deficient. Describe any additional priority groups for the adult program other than those required by the Act. The Board will review this matter periodically.
- 2. For participants who receive priority of service, WIOA Section 680.600 requires local areas to establish criteria by which the one-stop operator will apply priority of service. Such criteria may include the availability of other funds for providing employment and training-related services in the local area, the needs of the specific groups within the local area, and other appropriate factors. Provide the WDB's local criteria and/or policy. [134(c)(3)(E)] See Attachment 19, Priority of Service. No additional groups.
- 3. Provide a copy of the WDB's local policy that addresses how priority of service to veterans and eligible spouses will be applied. In addition, describe the local procedures developed to implement the requirements under the Jobs for Veterans Act (P.L.107-288)(38 USC 4215). See Attachment 19, Priority of Service.

Priority of Service for all DOL-Funded Programs:

- (1) Veterans/eligible spouses
- (2) Non-covered persons

Priority of Service for WIOA Title 1 Adult Program: Per direction from DWD, participants who are not in a priority of service category but are actively enrolled in a career or training service should be allowed to continue services identified in their Employment Plan.

- (1) Potential recipients of individualized career and training services who are Veterans/eligible spouses, receiving public assistance and/or low income and/or basic skills deficient.
- (2) Potential recipients of individualized and training services who are non- covered persons who are receiving public assistance and/or low income and/or basic skills deficient.
- (3) Any other person.

FVWDB does ensure that the 'Pre-Screening Form' for veterans is given when somebody states they are a vet. We confirmed with OVS that the two forms are the same.

B. Funding

- Describe any plans for transferring up to 100% of the funds between the adult and dislocated worker programs. If planned, include the circumstances applicable toa transfer request, the measures to assure no loss of service to the original program population, and the expected impact on program performance. Due to very few dislocations, the Board is expected to transfer a portion of DW funds to AP sometime after 7/1/18.
- 2. If applicable, describe the WDB's plans to utilize up to 10% of local dislocated worker, adult, and youth formula funds toward the pay-for-performance contract strategy. **None at this time.**
- 3. Describe the WDB's plan for the allocation of funds between service categories for both adults and dislocated workers. Show the percentages for career services and training allocations for the Adult and Dislocated Worker programs. FVWDB reviews the previous year's allocation for training and then makes adjustments based on PY goals and subcontractor input for training. Current / projected economic conditions are also taken into consideration. AP training is currently 24.7% and career services are 63%. DW (local, NEG, SRR) training is approximately 19.2% and career services are 65.8%.

C. Service Strategies

1. Describe service strategies the WDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups protected under Section 188 of WIOA and 29 CFR Part §38. Inputs gained from the recently closed Disability Navigator series of grants have strengthened our abilities to identify and service protected groups. Staff have been trained to better assist individuals with disabilities. Section 188 reviews of the centers were accomplished earlier this year and we are actively working with DWD to ensure we are EO compliant from a

programmatic perspective, which we believe will improve service for all users using the system. We are in the process of developing a 'common intake' process with our partners to ensure those seeking service are made aware of what is available. FVWDB Business Solutions promotes inclusion to local companies through EEOC and OFCCP (Office of Federal Contract Compliance Programs) initiatives. Workforce partners from Apprenticeships, W2, FSET and technical colleges all participants in a regional FVWDB Business Solutions Meetings to share ideas, project and align services where possible. We believe these initiatives will increase awareness of the requirements and allow us to improve our services to all users of the workforce system.

- 2. Describe the methods and procedures that have been developed (or are planned) to ensure coordination and collaboration with the following programs: FVWDB collaborated with local partners on a "common intake project" that was meant to maximize exposure to available resources within our area which will reduce service duplication and increase successful outcomes. Additionally, where applicable, partners (see below) are integrated with the management and/or business solutions teams in our WDA. Information is shared and collaboration is encouraged within these groups through meetings that are held on a regular basis throughout the year.
 - a. TANF
 - **b.** Food Share Employment and Training
 - **c.** Adult Basic Education and English Language Learning Programs Authorized by Title II of WIOA
 - d. Registered Apprenticeship
 - e. Jobs for Veterans State Grants Program [38 U.S.C. §4102A(c)]
 - f. National Farmworker Jobs Grant Program
 - **g.** Senior Community Service Employment Program (SCSEP)
- 3. Describe how the local workforce development board will work with local and statewide offender reentry initiatives supported by the Department of Corrections, as required by 2015 Wisconsin Act 55, 106.36(2)(b). The description should include the following: how labor market information and assessment tools will be utilized, how the board will collaborate with local work release facilities, plans for coordination of case management services, and coordination with programs authorized under WIOA Section 225(a), FVWDB has a "Windows to Work" (WtW) contract and is working directly with DoC on their initiatives. In PY2018, we received a funding increase from DOC to allow us to hire a parttime worker Every participant enrolled into the WtW Program completes the Work Skills Inventory Assessment provided at Career Locker. This assessment is given to the participant as a guide for potential career opportunities. Each WtW participant is given the WIOA application just prior to release. A brief overview of the program is given which includes some of the potential resources available (e.g. tuition assistance, case management, labor market information, etc.). The FVWDB is currently facilitating the WtW program at both Oshkosh Correctional and Red Granit Correctional. Additionally, the WtW Case Manager has been granted permission to meet with WtW participants who have transferred to both the Drug Abuse Correctional Center (Oshkosh) and the Winnebago Correctional Center (Oshkosh) once enrolled in the program. The WtW Case Manager has recently piloted a two hour workshop at Winnebago Correctional Center on a

quarterly basis for those inmates approaching release. This workshop is designed to give them some resources, strategies, and techniques regarding a successful job search once released. Topics include: job center resources, resume and interview skills, as well as information regarding FoodShare, community resources and the WIOA program. Per the DOC contract, the WtW Case Manager will continue to work with the released participants for up to one year following their re-entry to society. The case manager will communicate with other individuals the participant is working with (parole officers, WIOA Career planners, etc.) to ensure everyone is on the same page and to ensure we aren't duplicating services and requirements. If co-enrolled with WIOA, participants may qualify for some of the services listed under Section 225 (a).

Labor Market information is utilized in the WtW program to give participants an outlook of the jobs/careers they are interested in upon release. When requested, WtW Coach will bring in wage information, employment opportunities in a specific area and educational needs. Resources often utilized are: O-Net, Wisconsin Careers, Skill Explorer, Career Locker, Job Center of Wisconsin, etc.

WtW Coach does work with non WtW offenders on a referral basis. Coach will meet with non-WtW offenders and discuss strategies and techniques to use to overcome criminal background and obtain gainful employment. Most of the time the Coach works with the non-WtW offenders to create a resume, cover letter, and letter of explanation. Coach will also look up jobs and job requirements if requested by the offender. Coach will administer a Career Interest Survey (Career Locker) if offender is interested. Once results are obtained, Coach will provide additional information regarding employment, schooling, and needed training.

WtW Coach doesn't typically work with non-WtW offenders while incarcerated. Coach has conducted workshops at Winnebago Correction Center (WCC) on two occasions for inmates who are approaching their release. These workshops focus on job strategies and techniques for the offenders to use upon release when looking for work. Coach does encourage the offenders to schedule appointments upon release with Coach if further assistance is needed. Offender must be residing in WDA-4 to receive further assistance.

WtW Coach will schedule around the interested participants educational programs to ensure those interested get the opportunity to participate in the program.

WtW is not available to all offenders in the WDA. The DOC has the following criteria for eligibility:

- Currently incarcerated at a participating institution
- Established agent of record is in participating county (WDA-4)
- Participant is releasing from incarceration no less than 60 days or more than 12 months after enrollment into program
- At least one year remaining on community supervision after release
- Not medically identified as "no work" status (participant must be

- planning to seek employment upon release)
- No detainers that would prevent participation post-release
- Mental health stability adequate for participation in competitive full time employment
- COMPAS recommended supervision level of medium, medium with override consideration, or high (This is a screening tool used to assess someone's likelihood to re-offend upon release)
- No history of SSI/SSDI benefits within 12 months preceding current incarceration and will not be eligible of SSI/SSDI upon release

For those inmates/offenders/community members who aren't working with the WtW program, the WtW Coach will still work with them on a one on one basis. Most times these individuals are referred to Coach from a different program or job center. Coach will meet with them as long as they are residing in WDA-4. Coach currently conduct a bi-weekly workshop in Fond du Lac (Fond du Lac Job Center) for community members who are seeking employment and have a criminal background. Coach did advise other Job Centers located within WDA-4 that he would be happy to conduct workshops for community members with a criminal background if enough are interested.

As of now, the DOC governs that the WtW program be facilitated at Oshkosh Correctional and Redgranite Correctional and we are accepting individuals who were being coached in other WDAs and then relocating in our area.

The Board continues to move forward by encouraging other agencies to refer individuals to contact the WtW Coach if those individuals have a criminal background.

- 4. Describe how the WDB will ensure collaboration with Adult Basic Education and English Language Learning programs so that adults who need to improve their reading, writing, math and/or language skills have access to integrated instruction and accelerated entry into post-secondary education to earn an industry recognized credential. FVWDB subrecipients and partner agencies will collaboratively work with individuals to ensure any barriers they might have are identified and acted upon. The 'Common Intake' project will help identify potential barriers and make the referral process more efficient. If barriers aren't identified initially, there is another opportunity to address them if a more formal training is taking place. "Accuplacer" is used by the local technical colleges and provides insight on whether an individual is prepared for an upcoming training program. If the individual does not score high enough, steps are taken to remedy the challenges. Remedial classes can be taken prior to the formal training to get the individual to the level they need to be in order to be successful. FVWDB partners with local technical colleges for Adult Basic Education, which can include GED testing. (Our FVWDB sub recipients also have trained staff to provide GED testing). TABE testing is given to youth participants during the eligibility process into the WIOA youth program, and tested yearly if the participants are testing below 8th grade level, and retested until they reach bout that threshold.
- 5. Provide a description of plans, strategies and assurances to maximize coordination of services provided under the Wagner-Peyser Act and WIOA (for example, WIOA Title 1 staff document workshop services provided by WIOA Title 1 staff in ASSET). The description should include how improved service delivery and avoidance of duplication of services will be achieved. [§108(b)(12)] It's believed that the

'common intake' project has helped identify all of the services an individual may be eligible for. This should allow for better coordination amongst partners and reduce the chance for duplication of services. If participants are working with more than one agency, career planners will work collaboratively to make sure services are not duplicated. For example if a participant is working with WIOA and DVR, the case manager/career planner will make every effort to have joint meetings and come up with common goals and work collaboratively to achieve those goals. Participants' participation in multiple programs are documented in the files prepared by their case managers.

- 6. Describe the process used for reviewing and updating Individual Employment Plans (IEP). Include if the process is used for every participant or if there are exceptions, how frequently it is done, and how it is documented in the participant file and ASSET. IEPs are periodically reviewed during client visits. Any updates to the IEP are documented at the time of the meeting. This update is either through ASSET or on a paper copy maintained in the file. If any major changes occur such as training or job searching into a new field of study or career path, those IEPS will also be updated and signed by participant and case manager. At a minimum IEP's should be updated every 6 months or if any major goals change for the participants. If training goals change or a new career path change then the IEP should be updated accordingly.
- **7.** Attach the WDB's policy on Needs Related Payments, or, indicate that the WDB does not use this WIOA provision. **Notused.**
- 8. Attach the WDB's supportive services policy. See Attachment 26. All participants are eligible for 'Other Support Services' as outlined in the policy. Participants in training are potentially eligible for all support services outlined in the policy. Regarding Memo 13-05, local monitoring of sub recipients happens twice a year; this includes file review and ASSET review along with assessment and documentation of need for the service. If participants are requesting supportive services, documentation needs to be present that all other resources were first contacted for those resources. After all other resources were explored then the appropriate forms within the supportive services policy will be filled out to determine eligibility, i.e., transportation, childcare, etc. The case manager will then determine the proper eligibility for those services in need. The documentation is in the participant file and proper supportive services is documented in ASSET. Community resources are accessed by referrals, '211 Directories', word of mouth, etc. Those resources are used when the system is not able to provide services (e.g. budget issue).
 - "Costs of supportive services must demonstrate a direct connection to participation in employment" (pg.1)
 - "Supportive services are only to be provided to participants who: are participating in Individualized Career or training services; or in the youth program..." (pg. 1)
 - "Costs of supportive services must demonstrate a direct connection to participation in employment activities or education and training programs" (pg. 2)
 - "Each...participant may apply for childcare assistance when the participant is attending an approved training program...(pg. 2)
 - "a participant will be considered for mileage reimbursement if he/shelives

- more than 20-miles (one-way) from the educational/OJT facility they are attending..." (pg. 3)
- "Although primarily intended for clients in training, 'other support services' may be appropriate for clients not receiving a training service." (pg. 3)
- "If the participant is job searching and needs support services to accept/obtain or necessary to retain a job"
 - Transportation and child care services are not available if the participant is job searching and needs support services to accept/obtain or necessary to retain a job, but other supportive services such as tools and drug tests are acceptable for reimbursement.
 - "If the participant is job searching and needs support services to accept/obtain or necessary to retain a job"
 - Books are reimbursed as supportive services when the participant is in training
 - Limited services are potentially available to all based on need; typically though, are given to those in training or preparing to accept employment, rather than those searching for employment.
 - Partcipants can be both "Job Searching" and "need support services to...retain a job". The word 'or' is in the statement implying that one condition or the other exists.
- 9. Describe the process for contacting active participants (adults/dislocated workers and youth). Include if the process is required for every participant or if there are exceptions, how frequently contact attempt is required, how it is documented, and what the procedures are for successful contact attempts. Active participants are contacted primarily via email or phone. Participants in training are typically contacted when new training periods are about to start and sometimes during the training depending on the unique needs of the individual. Contact is documented in ASSET and/or the case file. Participants not in training are in active job search mode and are to keep in regular contact with their case manager. Job seekers will contact their case manager monthly or bimonthly. But normally job seekers contact their case manager more often. Contact can be through emails or phone calls which can provide more information.
- 10. Describe the criteria used by the WDB to determine the appropriateness of exiting a participant (adults/dislocated workers and youth). For example, no contact with case manager, employment plan goals have been met, participant becomes employed at the locally-defined self-sufficiency wage or certain percentage of federal poverty limit, has been employed for minimum number of days, etc. When goals from the IEP have been met (i.e. training is complete and unsubsidized employment secured), the case manager will schedule an exit of the participant. Additionally, if there is no contact from participant for at least a 90 day period and is documented in ASSET customer notes (e.g. phone calls, emails, letters, etc.) the case manager will attempt to schedule anexit.
- 11. Provide a copy of the WDB's follow-up services policy. This policy should include follow-up requirements (follow-up on all participants or exceptions), frequency of contact, and required documentation. See Attachment 27, Follow-Up Services Policy. Just prior to exit, all participants are advised about follow-up services. The frequency of the follow-up contact is based on the individual

being served as outlined in the policy. The contact attempts are documented in ASSET Customer Notes.

D. Dislocated Workers

- 1. Provide the WDB's definition of "unlikely to return to previous industry or occupation" when required for eligibility for dislocated worker services. This determination is made when the dislocated workers are laid off from positions with skill sets that are considered obsolete or if the local market is saturated with similar skill sets and retraining would increase their chances for successful employment at a self-sufficient wage or better. This would also apply to military service members who are separating from the service.
- 2. Describe WDB policies and procedures to support Re-employment Services (RES) activities. For example, participation in RES in-person sessions. WIOA career planners are advised of briefing sessions and coordinate participation with Wegner Peyser staff as applicable. This is a venue that allows further connection with job seekers and employment initiatives offered locally.
- 3. Describe the process for providing rapid response services to worker groups on whose behalf a Trade Adjustment Act (TAA) petition has been filed. [§134(a)(2)(A)] This description must include how the local area disseminates benefit information to provide trade-affected workers in the groups identified in the TAA petitions with an accurate understanding of the provision of TAA benefits and services in such a way that they are transparent to the trade-affected dislocated worker applying for them. If a TAA petition is filed or being considered prior to a Rapid Response Activity, the impacted workers are made aware of the services TAA can offer. TAA petition confirmations distributed by DWD are shared with the local WIOA subcontractor staff. TAA eligible participants are referred to a TAA case manager for more detail and to begin the coenrollment process.
- **4.** Describe the local area's Rapid Response framework and processes, addressing the following items:
 - a. Identification of WDB and Job Service leads (Rapid Response Practitioners): Collaborative efforts between FVWDB and DWD identified team members with the right mix of experience and skill to staff this important function.
 - Debra Warga, DWD Job Service WDA 4 District Border
 - Kim Lemieux, WIOA Program Manager, FVWDB
 - Bobbi Miller, Business Solutions Manager, FVWDB
 - Donna Janda, Career Planner, LETC
 - b. Clarification of roles and responsibilities for the WDB and Job Service: FVWDB had already started to modify the Rapid Response process locally and collaborated with partners prior to DWD's most recent initiative. We see this as an evolving process designed to meet the demands of any given situation. Leveraging business contacts, initial contact is made with the company by FVWDB Business Solutions. An initial meeting is requested to gain more information about the layoff; both Business Solutions and Program staff attend this meeting to facilitate future handoff to plan job seeker activities. If TAA is a consideration, local Job Service staffare

notified.

- Initial information is added to the RRETS system.
 Additional updates are posted as activity continues with the company and impacted workers (for example, surveys are added, TAA petitions, employee lists, etc.) Both Job Service and FVWDB practitioners have access to the RRETS System.
- Rapid Response meetings and job seeker activities (resume creation, mock interviews, workshops, etc.) are scheduled and participation is these activities is a joint effort with workforce systems partners.
- c. Mechanisms for routine communication between the WDB and Job Service: Email, phone, team meetings and tools such as "Slack".
- d. Integration of the minimum level of required transition services (see list on the Rapid Response Practitioners' webpage, https://workweb.dwd.state.wi.us/det/bwt/dw/default.htm). The impacted employer is contacted in order to gain more information on the situation. An overview of the services available at the local centers is given. The actual size of the layoff ultimately determines the level of response as outlined by DWD. FVWDB understands these are the minimal requirements based on the size of the layoff; however, we can offer more if we feel it's necessary. Additionally, lack of employer engagement may not make all services practical or possible.
- e. Identification of flexible and innovative services and solutions to address both employers' and workers' transition needs: FVWDB and local DWD staff are committed to a 'demand driven' environment. It is expected that services and solutions will be responsive to the needs at the time and within the scope of the legislation. FVWDB in the past has provided Rapid Response seminars that include a number of system partners in order to provide a good idea of what type of resources are available in the local area. We have also set up specific job fairs that target the skill sets of the layoff groups. We have also held on-site individualized resume development/review sessions with the impacted workers. We envision to continue with this type of practice going forward.
- f. Mechanisms for leveraging staff and other resources: FVWDB is interested in being able to get the most out of existing resources and being more efficient. As mentioned earlier, FVWDB had initiated a project to refine the Rapid Response process with our local partners prior to DWD mandates. Enhanced communication amongst those involved is one method for leveraging the resources of others. The FVWDB is under the impression that the local response plan is currently on hold by DWD. Email sent to DWD on 6/24 for update.
- g. Effective utilization of materials: Knowing 'who' is responsible for bringing 'what' when responding to a layoff event is critical. The local process developed by FVWDB addressed this concern.
- h. Engagement of appropriate partners: Collaboration up front is key. Building relationships in advance can lead to more efficient solutions. We have a "RR Communication Team" (e.g. WIOA subrecipient, local tech school, DWD contact, and other local resources) that is made aware of the initial and subsequent developments relating to a potential layoff event.

- 5. Describe the mechanisms that are currently in place or will be in place to identify employers at risk of layoffs. [§682.330(g)(1)] Business Solutions staff participant in forums (e.g. HR groups) that involve local business leaders which in turn gives an employer an opportunity to learn more about WIOA services in advance. FVWDB has established relationships with local chambers of commerce and economic development agencies within the area in an effort to stay involved with the business community in general.
- **6.** Describe the methods and procedures the WDB developed or will develop to expand coordination of service delivery with the Trade Adjustment Assistance program. The Department of Labor expects the State (via the WIOA program)to offer Rapid Response and wrap-around services to TAA-eligible dislocated workers, prior to and post training services.

The description should include all phases of the dislocation response process, such as rapid response on receipt of petition notice, participation in program orientation, assessment and Employment Plan development, preparation for reemployment and skill training, and provision of placement services. Due to the referral process in the centers, individuals are co-enrolled in TAA and WIOA DW when appropriate. Petition notices are shared with subrecipients to make them aware and to expedite the co-enrollment process. WIOA subrecipients are invited to TAA orientations. FVWDB will coordinate responses with TAA staff once a certification is announced. Typically, TAA certification takes place after WIOA has started to serve; TAA case managers will leverage the work already performed by WIOA which allows the TAA manager to focus on the advantages their program brings to the table. This coordination can be extended to assessments, IEP development, discussion on training and wrap around services, including placement and follow-up.

E. Title I Basic Career Services

- 1. Describe any basic career services that will be provided in addition to those specified in Sec. 134(c)(2)(A)(i) of the Act and TEGL 3-15. To complement the career services specified, various job seeking skills workshops (e.g. resume development, interviewing, etc) are provided locally. Computer basic workshops are also offered in the three comprehensive job centers. These workshops are considered to be 'universal access' and therefore available to anybody who accesses the centers. They are provided on a space available basis.
- 2. Describe the WDB's design for Title I basic career services. Basic career services are coordinated with Wagner-Peyser Labor Exchange to provide universal services in the comprehensive Job Centers. Neither Wagner-Peyser resources nor WIOA provide full staffing in the various center resource rooms. FVWDB provides WIOA basic career service funds for the provision of resource room staff via an RFP in addition to dedicated Wagner-Peyser staffing. Unless the individual is already recognized by the staff, all individuals are asked if they have been in the center before. If they have not, staff will provide a brief overview of the services provided and they're asked if there is a specific service/assistance being sought. The common intake form is used in all 6 job centers, and is the tool for job seekers to gather knowledge about all the services and programs they may be eligible for. It is

- strictly a referral form and not used for eligibility. By answering yes/no to certain questions job seekers can then gather contact information to those certain programs they may be eligible for.
- 3. Under WIOA, there is no requirement that a participant must receive career services prior to training services. However, at a minimum, to be eligible for training, an individual must receive an eligibility determination for training services. Describe how the WDB will manage this for participants being fast-tracked into training. [§680.220)]. The ITA Policy describes the requirements for a person to become training eligible. Although participants can be fast-tracked into training, due-diligence must still be completed making sure the individual is making a move that they are suited for (aptitude and interest) and where there is long term opportunity (LMI).

F. Individualized Career Services

- 1. Describe any individualized career services that will be provided in addition to those identified in Section 134(c)(A) (xii) of the Act and TEGL 3-15. None at this time.
- 2. Describe how individualized career services will be coordinated across programs/partners in the One-Stop Centers, including Vocational Rehabilitation, TANF and Adult Education and Literacy activities. Specify how the local area will coordinate with these programs to prevent duplication and improve services to customers. FVWDB is currently evaluating a 'common intake' process that identifies the needs of a potential participant and matches them up with the appropriate program partner at the time of first contact. This process should both enhance the services provided and reduce duplication of services.
- 3. DET is currently developing a statewide definition for economic self-sufficiency, including the process for applying the definition. Until that is implemented, WDBs are to use their current definition and processes. WDBs are required to adopt the State's definition and processes once it is issued. The following language should be added to the WDB's local plan: "TheWDB will continue applying its previously approved self-sufficiency definition until the State's uniform 'economic selfsufficiency' definition, policy, and process for application have been issued. Once issued, the WDB will cease using its local definition and adopt the uniform definition, policy and process for application." See Attachment 30, Self-Sufficiency Policy. FVWDB will continue applying its previously approved self-sufficiency definition until the State's uniform 'economic self-sufficiency' definition, policy, and process for application are issued. Once issues and agreed upon, the WDB will cease using its local definition and adopt the uniform definition, policy and process for application.
- 4. The State's economic self-sufficiency policy allows local areas to place individuals into training programs that may not immediately lead to economic self-sufficient employment. Describe the general instances or circumstances where this would be allowable and the procedure that will be used to allow these exceptions. Otherwise, confirm that this is not an allowable process within the local area. Typically FVWDB would have to evaluate this situation on a case-by-case basis as any deviation from the training policy requires. It may be allowed if there's a reasonable chance that the individual would become self-sufficient

over time (e.g. Career Pathways concept).

G. Training Services

- 1. Of the amount the WDB has allocated for training, identify the percentage of training funds earmarked for ITA, On-the-Job Training (OJT), incumbent worker training, transitional jobs and customized training. FVWDB budgets for ITA, GED/ELL/Prevocational Services, and OJT. Of those categories, 94.5% is ITA, 2.4% OJT, and 3.1% GED & related. If a need for one of the other types of training exists, it is funded by transferring between subcategories (if feasible), otherwise a formal budget revision is done (with board and CEO approval) or alternative grants/funds are sought out.
- 2. Describe any plans for using up to 20% of local area dislocated worker and adult formula funds to provide the Federal share of the cost of providing training through a training program for incumbent workers. Submit the local policy and forms, including an itemization of the non-federal reimbursement share [§680.800, 134(d)(4)(A)(i) and TEGL 3-15] As the budget allows, the Board will be piloting an Incumbent Worker training program in PY18 and beyond.
- 3. Describe any plans for using up to 10% of local area dislocated worker and adult formula funds to provide transitional jobs, including the process to identify individuals with barriers to employment, chronically unemployed or have an inconsistent work history; identify appropriate employers, planned reimbursement amounts, what supportive services will be included, and any limits on duration. Submit the WDB's local policy and forms. [134(d)(5), §680.840a and TEGL 3-15] Not at this time. Will be periodically reviewed.
- 4. Describe how the WDB will, with representatives of secondary and postsecondary education program, economic development agencies and industry, lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment. Information about Wisconsin Career Pathways, formerly the RISE Initiative, can be found at https://www.wicareerpathways.org [§101(d)(5)] **FVWDB engages with** local employers, economic development agencies, and local technical colleges to get a better understanding of the strengths and shortcomings of the local workforce. FVWDB brings the three entities together to collectively work on solutions. This group is currently working on a project that will result in the successful participant earning a full credit towards 'workforce readiness' at the tech college, two credits for adult basic education, and two certifications (basic forklift and OSHA safety). This approach demonstrates the ability to stack credentials and allows participants to continue working towards higher level credentials which is central to the Career-Pathways model. See Attachment 31, Career Pathways Model. Individuals with barriers would be referred to the appropriate partner agency (e.g. DVR) as a result of the 'common intake form'. If co-enrolled, the partners would coordinate services in order to provide an efficient wraparound service. The policies of each partner involved would have to be followed.
- 5. Describe the WDB's policy for its Individual Training Account (ITA) system

including limits on duration and amount. This description (and policy) must include the (1) specific process and/or method used by which WIOA training funds are coordinated with other sources of funding for training and, (2) process by which WIOA funds are utilized if other sources of funding are pending approval, and how those WIOA funds are accounted for when other sources of funding are approved/disapproved. Submit the WDB's ITA policy. Training limits are reviewed periodically. Other training grants (e.g. NEG/SRR) are used instead of formula funds when appropriate. Other sources (GI Bill) are encouraged (not mandated) to be used in conjunction with WIOA funding. A 'needs assessment' is conducted by case managers to help identify any gaps and potential resources (e.g. Pell Grants). See Attachment 22, ITA Training Policy.

- 6. Describe and attach the WDB's policy and procedures for adding, monitoring and removing training providers from the ITA list. LMI data is reviewed for potential programs that align with FVWDB's ITA Policy before being added to the list. FVWDB relies on input from subrecipients on the effectiveness of ITA programs as they are able to speak directly with their participants and assess feedback given. If a program becomes ineffective, FVWDB would follow DWD guidelines for removing it.
- **7.** Describe the WDB's intent to use exceptions (contracts) instead of or in conjunction with the ITA system. Address the following issues as applicable:
 - a. Describe the WDB's policies for OJT and Customized Training opportunities including the length and amount. Submit the WDB's OJT policy and customized training policy. No less than six weeks and no more than six months (OJT Policy Attachment 23, Paragraph 4 B C OJT Procedures). The OJT amount is tied to the lifetime limit (which is reviewed periodically). The customized training would be tied to the same lifetime limit
 - **b.** If a determination was made that there is an insufficient number of eligible providers, describe how this determination was made and the competitive process to be used in selecting providers under a contract for services. **N/A**
 - c. If the WDB intends to serve special participant populations that face multiple barriers to employment, describe the criteria to be used to determine the demonstrated effectiveness of community-based organizations or other private organizations that serve these populations. We are at capacity in our area. However, we would welcome technical assistance in the form of criteria used by areas that are planning to implement this process. All allowable types of training will be considered.
- 8. Describe the documentation required to demonstrate a "need for training." **See** Attachment 33, Training Form.

H. Youth Program

WIOA outlines a broader youth vision that supports an integrated service delivery system and gives framework through which states and local areas can leverage other Federal, State, Local and philanthropic resources to support in-school and out-of-school youth.

1. Since WIOA requires 75% of youth funds to be spent on out-of-schoolindividuals,

please provide the following information:

- a. WDB's approach to meeting the required 75% minimum youth expenditure, including the planned program design. FVWDB started to move towards serving OSY exclusively in PY13. Currently, 90+% of youth are OSY.
- b. Current and planned recruitment strategies to expand and market services to out of-school youth. The FVWDB communicates with and markets its services to area schools, community agencies, businesses, county human service agencies, police departments, and other organizations. In addition, FVWDB has created brochures marketing the Youth Program and case managers actively recruit participants and promote the program. Staff periodically review networking and marketing tactics.
- c. Current and planned strategies to target services to youth, and to ensure seamless, year-round services to out-of-school youth. FVWDB is focused on serving OSY and our subrecipients are targeting that population group who are facing barriers (6a j). We have recently placed an emphasis on year round work experience activities so they are able to respond to unsubsidized employment opportunities when they occur.
- d. Current and planned strategies to encourage 16-17 year old dropouts/non-attenders to return to school. The importance of education is stressed throughout the program. When an alternative school or GED/HSED are appropriate, frequent contact with the participant and school staff is maintained to foster an environment that values the importance of completing this element.
- e. Current and planned retention strategies to retain out-of-school youth in employment or post-secondary education. Elevating participants' esteem and confidence provides a platform for them to remain employed or in school. Setting reasonable goals/expectations and monitoring progress of such helps the participants realize that they moving forward and are more likely to continue along this trajectory. Addressing basic unmet needs and formulating a plan to meet those needs plays a significant role.
- f. Current and planned service strategies for assuring that out-of-school youth deficient in basic reading/writing and math will increase one Educational Functioning Level. For those participants determined to be operating at a lower functioning level, they will receive tutoring specific in the areas where they require the most assistance. This will be done through a combination of direct, one-on-one sessions through an FVWDB service provider or through a partner/referral agency. They will also be made aware of adult basic education resources at local technical colleges or the community in general and encouraged to use them. Referrals to DVR may be appropriate and when identified, will need to be co-managed.
- g. Strategies to ensure career pathways information will be included in the participant's Individual Service Strategy. FVWDB subrecipients will target post-secondary education which is consistent with the youth's ISS. Post-secondary education will complement the youth's career choice. Non-traditional orientation will occur at the beginning of the program during our youth orientation process. The importance of lifelong education and the concept of career pathways will be stressed.
- 2. Provide the name of the assessment tool(s) the local board will administer to inschool and out-of-school youth to assess their academic levels. The TABE Placement Test will be used initially followed by TABE Form9/10.

- 3. Describe how the local board will assess the youth for occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and developmental n e e d s . A variety of formal and informal assessments are used. The Career Ability Placement Survey (CAPS), the use of Myers Briggs assessment, Career Cruising, Skill Explorer, My Skills My Future, and My Next Move. Youth also complete a Personal Profile form along with the application to the program, this helps the case manager understand where the youth interests are, what academic needs they are looking for or supportive service needs such as transportation. Likewise, DVR can provide assessment, guidance and counseling, career exploration services for those who have disabilities.
- 4. Describe the activities the local board will provide that lead to the attainment of a secondary school diploma or its equivalent, or a recognized post-secondary credential. Secondary school diplomas/equivalents are important; therefore, obtaining a GED/HSED Certificate for participants who have dropped out of high school is a priority. Adult Education Specialists (directly or through referral) will provide one-on-one assistance to those with deficient skills. Some may be referred to the ABE opportunities at area technical colleges or to literacy council services for very low skilled individuals, needed extra tutoring. Some subrecipients have GED trained staff who are able to provide direct service. Post-secondary training will be made accessible by collaborating with local technical colleges and colleges. FVWDB will target post- secondary education which is consistent with the participant's ISS. Non- traditional orientation will occur at the beginning of the program along with the potential to job shadow or area of study they are interested in. This could lead to either a paid or unpaid internship or limited OJT opportunity.
- 5. Describe the activities the local board will provide to prepare the youth for post-secondary educational and training opportunities. A major focus will be on improving numeracy and literacy levels and obtaining a GED/HSED Certificate for participants who have dropped out of high school. Adult Education Specialists (directly or through referral) will provide one-on-one assistance to those with deficient skills. Some may be referred to the ABE opportunities at area technical colleges or to literacy council services for very low skilled individuals, needing extra tutoring. Some subrecipients have GED trained staff right on staff so they are referred to those staff to work on those skill areas that need upgrading. Additionally, DVR could provide assessment, work experiences, youth on-the-job training and rehabilitation technology.
- 6. List the agencies and/or organizations the local board will partner with to provide services to youth that are: Please note the examples listed below are a sample of those that serve within the FVWDA.
 - a. Subject to the juvenile or adult justice system; County juvenile restitution programs or county court system working with probation and paroleas applicable.
 - b. Homeless; Father Carr's, a local homeless shelter, Day by Day Warming shelter, another local agency, and the Fox Cities Housing Coalition are examples for our area.
 - c. Runaway; Local courts

- d. Pregnant or parenting; County W2 program and/or FSET, school districts depending on age
- e. Individuals with a disability; DVR
- f. Foster children; County agencies and Bay Area WDB (Independent Living Grant)
- g. Aging out of foster care; See previous.
- h. English language learners; Local Literacy Councils and technical colleges.
- i. School dropouts; Local schools (including alternative) will be contacted and WIOA case managers will contact them aboutservices.
- **j.** Within the age of compulsory school attendance, but have not attended school for at least the most recent complete school year quarter. **See previous.**
- 7. List the resources or services the agencies and/or organizations could provide these youth. Some resources provided include transportation assistance, housing, clothing, tuition assistance, tutoring, work experiences, job shadowing, and assistance with returning to school or alternative school system.

Resources provided by ADVOCAP and CAP Services include:

- Transportation assistance
- Housing
- Clothing
- Tuition assistance
- Tutoring
- Work experience
- Job shadowing
- Assistance with returning to school or alternative school system
- Financial literacy programs
- 8. Describe how the local board will ensure that parents, participants and other members of the community with experience relating to the programs for youth are involved in the design and implementation of these programs. If the youth is under 18, a parent is required in the planning process to include the ISS and other necessary documents. WIOA Youth services are promoted to all required One Stop partners, school districts, and community/county agencies.
- 9. Describe how the local board will ensure that each participant be provided information on the full array of applicable or appropriate services that are available through the local board or other eligible providers or one-stop partners. FVWDB feels that the 'common intake' project is leading to potential participants being advised of all options they may be eligible for.
- **10.** Describe how the local board will partner with the following programs to serve youth and young adults through the Youth Program:
 - a. YouthBuild: ADVOCAP is a current WIOA subrecipient
 - b. AmeriCorps; N/A
 - c. Job Corps; N/A (FVWDB will contact Chad Harrie with Vet Corps AmeriCorps program to assist serving vets in Fond du Lac and Winnebago Counties)
 - d. Youth Apprenticeship; FVWDB is reaching out to DWD and local apprenticeship entities to learn more on how we can collaborate more going forward.

- e. Registered Apprenticeship. See previous.
- 11.Describe any regional efforts the local board is involved with or is planning with regarding youth initiatives. FVWDB is collaborating with Bay Area WDB on their Independent Living Grant (foster care). BAWDB is making referrals to FVWDB on potential WIOA participants while BAWDB is addressing any foster care concerns. Regional alliance efforts (Amplify, NEW Manufacturing Alliance, and Healthcare Alliance) seek to inform youth of career opportunities in those targeted efforts.
- 12.Describe how the local board will provide the fourteen required program elements for the WIOA youth program design. FVWDB will provide the elements through services provided by our subrecipients and with referrals to partners. We are preparing for the PY16 RFP process and have included the elements in the RFP so bidders can design their programs accordingly.
- 13.Describe the process for reviewing and updating the Individual Service Strategy (ISS), including frequency and documentation requirements. ISSs are periodically reviewed during client visits. Any updates (e.g. goals or training) to the ISS are documented at the time of the meeting. This update is either through ASSET or on a paper copy maintained in the file. Necessary signatures are gathered.
- 14.Specify if the local area plans to offer incentives or stipends for youth. If yes, attach the local policy (refer to WIA Policy 13-02: Youth Incentive Awards and Stipend Payment Policy for additional information). Yes, see Attachment 28, Youth Stipend Policy. All FVWDB policies need to be approved by our Board of Directors. In reference to the Vides...could be for entertainment purposes, and that is not permitted under Part 200 of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. Specifically, section 200.438 Entertainment Costs, we will work with DWD to reflect updates to both the incorrect use of WIA and remove any incorrect stipends and incentives as noted at our next FVWDB meeting in Fall 2016.
- 15.Describe the WDB's approach to comply with the required minimum 20% expenditure for work experience. [§129(c)(4)] **Our current subreceipient is now actively tracking and meeting the 20% expenditure.**
- 16. Provide the WDB's definition of the in-school youth eligibility criterion "An individual who requires additional assistance to complete an educational program, or to secure or hold employment." The locally developed eligibility criterion must be specific, measurable, and different from the eligibility categories listed for the in- school youth.
 - The youth applicant and/or the family have poor employment history.
- The youth applicant lacks general work readiness skills as determined through the initial program assessment.
- The youth applicant is considered to be at risk of dropping out of school or remaining unemployed due to their individual circumstances.
- 17. Provide the WDB's definition of the out-of-school youth eligibility criterion "A low- income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment." The locally developed eligibility criterion must be specific, measurable, and different from the eligibility categories listed for the out-of-school youth.
 - The youth applicant and/or the family have poor employment history.

- The youth applicant lacks general work readiness skills as determined through the initial program assessment.
- The youth applicant has attempted to enter an educational program without success, or is at risk of remaining unemployed due to their individual circumstances.
- **18.** Attach a list of the current youth service providers. **Youth provider in PY18 will be LETC.**
- I. New Service Strategies for WDAs Failing Performance Measures

As required by WIOA, in response to any WDA failing to meet local performance accountability measures for Adult, Dislocated Worker, or Youth programs in any program year, the Governor (state) will provide technical assistance. Technical assistance may include assistance in the development of a performance improvement plan or the development of a modified local plan. WDAs that fail to meet local performance accountability measures for any program year must describe all new or innovative service delivery strategies the WDA has employed or is planning to employ. The description must also describe how the initiative maximizes resources, improves service levels, improves service quality, achieves better integration or improves performance levels. In addition, the initiative's general design, anticipated outcomes, partners involved and funds leveraged must be described. **N/A**

- J. Strategies for Faith-based and Community Organizations
 - 1. Describe current or planned activities to increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system. Local partner, LETC is a CBO. LETC provides case management services to Adults, Dislocated Workers, and Youth participants and they also staff resource rooms. We intend to increase our local outreach with a local CBO and FBO. World Relief is a CBO and a referral source as they are World Relief job seekers who could be enrolled in our WIOA system. We have a weekly session in the Oshkosh Job Center where job seekers form World Relief use the job center computers to work on tutorials, resume development and job searching. For FBOs, we are increasing our partnership with Salvation Army to begin efforts to have them serve as a referral source for WIOA participants. We are always seeking out organizations (all types) that can improve the efficiency of the system and successful outcomes for our participants.
 - 2. Describe current or planned activities to expand the access of faith-based and community organizations' clients and customers to the services offered by the One-Stops in the WDA. Service providers are aware of a wealth of alternative resources available in the local area. Resources are discussed at management team meetings. When made aware of, applicable FBO/CBOs are shared at case manager and resource room staff meetings.

VII. Service Providers and Oversite

A. Selection of Service Providers

 Describe the competitive process used to award sub grants and contracts in the local area for activities carried out under WIOA Title 1. WIOA One-Stop Job Center Resource Room/Career Center services are procured through a request for proposal process. Scoring is done by members of our committees or the Board of Directors.

Where possible, all contracts for training or services, other than those operated directly by FVWDB are secured through a Request for Proposal (RFP) process. The RFP process is open and available to any agency or entity, including non-profit organizations, private for profit organizations, educational agencies or local government units capable of administering and operating job training programs which will confirm to the mission and goals of the FVWDB. A public notice indicating the availability of the RFP is placed in several area newspapers. In addition, the RFP availably notice is posted on the FVWDB website.

Verification of posting in the newspapers is maintained by the FVWDB. Interested parties can request an RFP package by telephone, mail or access the RFP electronically on the FVWDB website.

The RFP contains, at a minimum, a standardized proposal format and instructions for completing the proposal, the estimated amount of funding available for the WDA by Dislocated Worker, Adult and Youth categories, the expected amount to be allocated by county, all evaluation factors and their relative importance and the expected cost and performance outcomes for the WDA as a whole. In addition, the proposal format includes:

- (1) A narrative section describing the nature and scope of the work to be performed and the target groups to be served in exchange for the funding provided by FVWDB,
- (2) A budge section describing planned expenditures by cost category (i.e. overhead, training, participant support) and a line item within each cost category (i.e. staff wages, fringe benefits, staff travel, rent, supplies, etc.)
- (3) A program plan form indicating the relationship between expenditures vs. enrollments/outcomes across the passage of time within the specified grant period
- (4) A signed Debarment & Suspension Certificate for lower-tier covered transactions attesting to the fact that the proposer has not been prohibited by the Federal government from receiving the funds being requested.

In addition, FVWDB requests and reviews an ascertainment that applicable WIOA related findings have been or will be resolved, the most recent audit

reports of successful bidders in order to ensure that only responsible agencies receive WIOA awards.

ACCEPTANCE OF PROPOSALS IN RESPONSE TO THE RFP

As a general rule, the grantor agencies like the FVWDB are limited to funding only "responsive proposals" form "responsible proposers" as those terms are defined below:

A responsive proposal is one which:

- (a) Arrives at the FVWDB office on or before the date and time established in the RFP.
- (b) The proposal bears the signature of an authorized signatory from the agency requesting funds (i.e. someone authorized by the proposing agency to either enter into binding financial obligations on behalf of the institution requesting funds), and
- (c) The proposal follows the prescribed proposal format described in the RFP.

A responsible proposer is one which:

- (a) Documents by signing the Debarment and Suspension Certificate provided in the RFP that is not prohibited from receiving federal funds, and
- (b) If the proposer is an existing WIOA sub grantee, has provided a copy of its Annual Audit Report to the Finance Director and cooperates with the FVWDB in resolving any questioned costs or disallowances involving WIOA funds, or
- (c) As a new grantee (sub grantee) permits an appraisal of the adequacy of its financial management system by the FVWDB Financial Officer prior to contract signing.

RECEIPT OF PROPOSALS

It is the sole responsibility of the offeror to ensure that the FVWDB receives the proposals no later than the date and time specified in the RFP. The FVWDB staff person identified in the RFP to receive the proposals will have the responsibility of stamping in receipt of proposals and maintaining a list of proposals received on time. If proposals are received electronically, a copy of the e-mail transmittal document, which includes date and time of receipt, is maintained. The FVWDB refuses the delivery of proposals after the date and time specified in the RFP.

PROPOSAL REVIEW

The CEO assigns staff, as well as the designated review committee members to independent proposal review. The staff individuals assigned to review the

proposals will be sufficiently experienced programmatically and be able to analyze the proposals and presentations using an objective standardized rating instrument. The designated review committee provides an unbiased and objective evaluation of proposals assigned to review. The rating instrument has instructions explaining how to assign numerical scores of the proposers response to specific items identified in the RFP. Some questions which ask about numerical outcomes can be measured precisely and are calculated by one staff person and provided to the remainder of the reviewers. The rating of other areas requires the application of sound, unbiased, professional judgement, i.e., the adequacy in meeting goals and objectives. Only after total points are assigned will proposals for the same activity be compared against each other.

All proposals received are reviewed by the Financial Officer for reasonableness of costs. The scores for these items are then provided to the reviewers for inclusion on the rating sheet.

All expenditure of funds must pass a financial analysis test to determine that all costs are allowable, allocable, necessary and reasonable. Following are explanations of these items which will help the rater conclude whether the test is met.

- 1. ALLOWABLE The expenditure in question is specifically identified in Federal or State laws or regulations as an allowable cost and is not specifically prohibited by any state or local regulations or ordinances.
- 2. ALLOCABLE The expenditure is properly allocated, in whole or in part, to the particular program, title, cost category and program activity to which it has been assigned. The DWD Policies and Procedures Manual will be consulted for definitions of titles, cost categories and program activities within the WIA program. The DHSS Administrator's Memo series or other varies DHSS directives, as appropriate, will be used for definitions of cost categories and program activities within any DHSS program.
- NECESSARY The expenditure is necessary for achieving the purpose described by the applicable program, title, cost category and program activity to which it has been assigned and is not incompatible with the narrative description of the proposed activity found elsewhere in each proposal.
- 4. REASONABLE Each expenditure by line item (i.e. the subcategories like staff wages, staff fringe benefits, staff travel, rent, etc., found within each major cost category) is reasonable in relation to:
 - (a) The scope and complexity of the work to be performed, and/or
 - (b) The number of participants to be served, and/or
 - (c) The outcome planned to be achieved on behalf of participants, and/or
 - (d) The costs of the same or similar goods or services being purchased elsewhere in the immediate geographic area or similar

areas of the state, with particular attention to the staff wages line item as this is generally by far the largest cost item in most employment and training activities. The DWD Wage surveys for the area and State LMI data and/or the local Job Service Labor Market Analyst will be consulted regarding information about wage rates for specific occupations or groups of occupations.

DEMONSTRATED EFFECTIVENESS

The proposal review and rating process contains a point system which gives demonstrated effectiveness due consideration. Demonstrated performance criteria are based primarily upon previous vendor subcontracting experience within the WDA (based on most recent information available). The principle criterion includes attainment of performance standards, planned vs. actual enrollment goals, and other criterion described in the RFP. If proposers have provided WIOA services in geographic areas other than the FVWDA, past performance from those WDA's will be accepted, if available, and similar to the aforementioned criteria.

The awarding of points for demonstrated effectiveness is the responsibility of the specified WDB Program Officer/Director/Administrator. The ratings then incorporate the criteria calculated by the financial department and the points specified are awarded. The points awarded are then included on the proposal review sheet, which is forwarded to the appropriate WDB review committee.

The assigned staff and committee members independently review and award points for each proposal received.

Each proposal submitted may be given the opportunity to verbally appear before the review committee to answer questions or provide a program summary.

A single composite rating for each proposal is compiled, which includes staff and committee member review and past performance. The specified review committee recommends proposal awards to the full WDB who then make the final determination regarding the awarding of contracts.

2. Describe how and where the services will be provided and who will provide them for the following types of services: Career Services – In accordance with the Workforce Innovation and Opportunity Act (WIOA) legislation, eligible individuals who are assessed to be unable to obtain employment through core services will receive intensive services at their local job center. Such as resume development, interview prep workshops, computer tutorials, etc. are provided at the local Job Centers for the One Stop. WIOA Case Management Services are also provided at

the local job centers. Our current service provider is LETC.

Youth Services – In accordance with the Workforce Innovation and Opportunity Act (WIOA) legislation, eligible individuals who are assessed to be unable to obtain employment through core services will receive intensive services at their local job center, or other youth facilities which were approved during the RFP process. Are predominately at the Job Centers for OSY. The Fresh Start Program is held at local worksites; our current service provider for Youth Services is LETC.

B. Oversight and Training of Service Providers

1. Describe the WDB's oversight and monitoring procedures including processes for program and fiscal monitoring, including frequency. Also include processes for ensuring quality customer service. Each subrecipient must submit monthly reports to the Program Directors on number of participants served, performance related exits, new enrollments, etc. FVWDB also does annual monitoring of participant files to make sure they are meeting goals and objectives. At the end of the program year, subrecipients are required to submit a year-end report to FVWDB providing data on total enrollments, expenditures, performance goals, objectives to ensure required service elements were met. When monitoring sub recipients annuallywe request a copy of their equal opportunity policies and procedures to ensure they are in compliance with EEO practices. We also request their EEO policies and procedures when bidding on our RFP Process. The FVWDB provides a designated representative to monitor the Contractor's financial and programmatic operation of the Program. Such monitoring may consist of on-site review of fiscal and program operations and inspecting of program reports, documents, records and activities with or without prior notice of the Contractor. In addition, the contractor is responsible for monitoring its own activities including documentation of program and participant evaluations and participant progress during training. The contractor is also required to monitor its WIOA worksites and maintain the necessary documentation in the participant file. In addition, the contractor shall, on a regular basis, monitor its internal process and participant files for program compliance.

The Program Officer/Director(s)/Finance are primarily responsible for the contract administration of sub-grantees. This includes contract modifications per DWD policies and program monitoring on an annual basis as well as a monthly desk review of planned vs. actual information.

Fiscal Monitoring: The fiscal department is responsible for an annual financial monitoring of each sub-grantee. FVWDB reserves the right to inspect all WIOA financial and participant related information maintained by sub-grantees upon reasonable notice. The CFO is a member of the sub grant monitoring team and will perform the Financial Section of the sub grantee monitoring. The financial monitoring procedures are contained in the Fiscal Monitoring Guide.

2. Provide a brief description of how the WDB will ensure the continuous improvement of eligible

providers of service and ensure that such providers meet the employment needs of local employers, workers and jobseekers. One Stop - The FVWDB, in conjunction with the various partners, has promoted a philosophy of continuous improvement throughout the one-stop system. It has incorporated a system to provide customer feedback on universal services received in each center. Customer feedback includes completion of "Your Comments Count" surveys available daily in the resource room/career centers, customer evaluation of workshops offered and a semi-annual customer satisfaction survey administered by the FVWDB. In addition, all locations, both comprehensive and affiliated sites, utilize a standard data collection system as it relates to universal and partner activities. The information collected and the results of customer feedback are provided to comprehensive centermanagement teams as well as to the FVWDB One Stop Committee. This provides both groups with the information necessary to implement program modifications for the continuous improvement of services. The centers have regularly met or exceeded customer expectations.

The FVWDB, in conjunction with its partners, continues to operate a WDA wide Business Solutions team which coordinates and connects employer services with the various centers. The Business Solution team's activities include; LMI, employer on-site recruitment, employer of the week displays, Job Fair and Career Day events and coordination of OJT activities and employer volunteer activities which assist job seekers in the various centers.

WIOA Dislocated Worker, Adult, and Youth - FVWDB evaluates each subrecipient and our own policies. Performance based on data provided by DWD. A trend analysis is performed to identify any training or policy shortfalls.

3. Describe how WDB and service provider staff is trained in use of the ASSET system and the WIOA program. Also describe how WDB and service provider staff is informed of new policies (local policies, DET issuances and DOL guidance) and training opportunities. WIOA program management staff are provided Department of Labor Training and Employment Guidance Letters, and DWD Administrative Memos and Policy Updates. Policy and Procedure Manuals from DWD are available electronically and in hard copy at the FVWDB administrative office. Additional technical assistance is requested from DWD for staff as needed (this has been mainly through Local Program Liaison). When new programming other than WIA is introduced, informational meetings are provided to staff. FVWDB administration meets with partner agencies no less than two times per year to discuss programming and services.

WIOA program management staff provides technical assistance to subrecipients through bi-monthly case management meetings. Participants include the business solutions team representative, career planners, subrecipient directors, FVWDB administration and others based on agenda items. FVWDB website (www.foxvalleywork.org) provides a portal for information that can be accessed at any time. FVWDB staff is readily available to provide technical assistance.

Additional sources include information received from the Wisconsin Workforce Development Association – Executive Committee (WWDA-EC) ASSET Users' Group and the Business Services Group; this information is provided to staff, partners and contractors as needed. These groups provide technical information, which is then given to all subrecipients and partner agencies when appropriate.

New Subrecipients are trained by the Program Staff at the FVWDB, often FVWDB will ask DWD to train new subrecipients on specific items when necessary.

- 4. Describe local processes for monitoring and ensuring timely and comprehensive entry of participant information into the ASSET system. Program Directors annually monitor case files and the ASSET system. We discuss timely and comprehensive entry of participant information at Case Management Meetings.
- 5. Describe any local data systems in use to record and track participant services. PAS (Payment Authorization System) is used for tracking training/support services from a fiscal perspective. ABILA system is used for budgetary tracking. Monthly Reports are used for tracking programmatic contract goals.

VIII. Performance and Accountability

- A. If the WDB has developed performance standards, in addition to those required by WIOA describe the criteria used to develop these local area performance standards. Describe how these standards will be evaluated and corrective actions that will be taken if the performance falls short of expectations. **FVWDB doesn't currently have additional performance standards**.
- B. Describe how performance data will be used for local monitoring, evaluation, continuous improvement and oversight processes; (and, describe the type of training for staff providers where appropriate), and the frequency, on ASSET and performance measures. FVWDB evaluates subcontractor performance based on data provided by DWD. Corrective action is taken based on results of the data review. Appropriate subrecipients are advised to make corrections where applicable or provide explanation for why corrections cannot be made. A trend analysis is performed to identify any training or policy shortfalls. Technical assistance is provided to Case Managers to correct program deficiencies. When there have been significant repeat offenses, the contractor is placed on probation and may lose their contract.
- C. Describe how your local area's program design will maximize performance on the WIOA primary indicators of performance outlined in Section 116(b). After setting adjusted levels of performance with the State, update the Local Plan to provide the adjusted targets. FVWDB is constantly trying to improve outcomes for participants. A holistic approach is taken whereby input from job center partners, employers/chambers, other community agencies, and feedback from the general public/participants is taken into consideration. Through collaboration, current

services are updated or removed accordingly and new solutions are put into action. This process is evolutionary in nature within the confines of the laws that the partners must operate.

WIOA Local Plan Assurances and Signatures

- 1. The WDB, including the chief elected official of the area and providers receiving funds under Title I of the Workforce Innovation and Opportunity Act, will comply with the Fiscal Controls established in Section 184 of WIOA.
- 2. The WDB and chief elected official assure that they will comply with the nondiscrimination and equal opportunity provisions of WIOA section 188 and implementing regulations at 29 CFR Part §38, adhere to the DET Methods of Administration for ensuring compliance, including an assurance that a Methods of Administration has been developed and implemented by the WDB and its funded subrecipients.
- 3. The WDB assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA section 188.
- 4. The WDB assures that veterans will be provided priority access to employment and training activities authorized in section 134 of WIOA.
- The WDB assures that all WIOA participants will be exposed to a full range of career choices including orienting and exposing them to training and jobs with familysupporting wages.
- 6. The WDB assures that financial literacy training/information is made available for all participants.
- The WDB assures that no funds received under WIOA will be used to assist, promote, or deter union organizing.
- 8. The WDB assures that it will comply with sections 504 and 508 of the Rehabilitation Act of 1973, including the American's with Disabilities Act of 1990.
- 9. The WDB assures that it developed this plan in consultation with the business community, labor organizations, and required partners.
- 10. The WDB assures that funds will be spent in accordance with WIOA legislation, regulations, written DOL Guidance, Division of Employment and Training (DET) guidance and all other applicable federal and state laws.
- 11. The WDB assures that all WDB meeting agendas and minutes will be shared with DET staff (Local Program Liaison).
- 12. The WDB assures that no WIOA funds will be spent on the development or operation of any data management systems that duplicate systems provided by the State of Wisconsin, especially ASSET, WorkNet, or Job Center of Wisconsin.
- 13. The WDB Administrative Entity assures the development of a Continuity of Operations Plan (COOP) which outlines the methods by which the Board will function and services will be provided during a critical incident or pandemic, including:
 - o Provisions for continuation of employment and training services under the WIOA and other programs or services funded by the DWD as possible during a critical incident or pandemic as well as the restoration of full services when services have had to be limited or interrupted for a period of time.
 - Oversight of the status and activity of the WDA's Job Center sites during a critical incident or pandemic, including regular status reports to DET Services COOP Branch Director or designee as required.
 - Full cooperation with the DWD, DET in the preparation or implementation of a COOP as specified, including submittal of the Board's updated COOP Plan in April of each year upon request, and participation in COOP drills such as call trees, tabletop exercises and other plan reviews as scheduled.

in the state plan and any subsequent modifications.				
NOTE: Signatures are also required on the Certifications in the Forms B and C.				
This plan has been developed for the <u>Fox Valley</u> WDA in accordance with the terms of the WIOA.				
Approved for the Workforce Development Board				
Workforce Development Board Chair				
Name (type or print): Margaret M. Winn				
Signature: Margaret M. Wrin Date: 2/18/16				
Approved for the Counties of the Workforce Development Area				
Chief Local Elected Official				
Name (type or print): 10 HN MEYERS				
Title: GUNTY BOARD CHAIR, GREEN LAKE COUNTY				
Signature: This They Date: 3-1-16				

Form A

14. The WDB assures that it will comply with state program priorities and directives set out in the state plan and any subsequent modifications.
NOTE: Signatures are also required on the Certifications in the Forms B and C.
This plan has been developed for the Fox Valley WDA in accordance with the terms of the WIOA.
Approved for the Workforce Development Board
Workforce Development Board Chair Name (type or print): Aimee Hostette Signature: Owner Hostette Date: 8/29/18
Approved for the Counties of the Workforce Development Area
Chief Local Elected Official Name (type or print): Donna Refaleta Donna Kalato Title: County Consortium Chair Signature: Donna Refaleta Date: 6/29/18
Title: County Consortium Chair
Signature: Wonne Ktalata Date: 6/29/18
Local Elected Officials (Optional):
Name (type or print):
Title:
Signature: Date:
Name (type or print):
Signature: Date:

etc., for the number of counties in the area.

Certification Regarding Debarment, Suspension, and Other Responsibility Matters <u>Primary Covered Transactions</u>

This certification is required by the regulations implementing Executive Order, Debarment and Suspension, 2 CFR Part 200, Section 502 of WIOA, Participants' Responsibilities. The regulations were published on April 16, 2015 Federal Register. The regulations are available on line at http://federalregister.gov/a/2015-05530, and on FDsys.gov.

(BEFORE SIGNING CERTIFICATION, READ ATTACHED INSTRUCTIONS WHICH ARE AN INTEGRAL PART OF THE CERTIFICATION)

- (1) The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
 - (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
 - (b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - (c) Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and
 - (d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.
- (2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Name and Title of Authorized Representative Anthony Snyder, Chief Executive Officer

Signature: Add S

INSTRUCTIONS FOR CERTIFICATION

- 1. By signing and submitting this proposal, the prospective primary participant is providing the certification set out below.
- 2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. The prospective participant shall submit an explanation of why it cannot provide the certification set out below. The certification or explanation will be considered in connection with the Department of Labor's (DOL) determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
- 3. The certification in this clause is a material representation of fact upon which reliance was placed when the DOL determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the DOL may terminate this transaction for cause or default.
- 4. The prospective primary participant shall provide immediate written notice to the DOL if at any time the prospective primary participant learns its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
- 5. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. You may contact the DOL for assistance in obtaining a copy of those regulations.
- 6. The prospective primary participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the DOL.
- 7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion Lower Tier Covered Transactions," provided by the DOL, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
- 8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the List of Parties Excluded from Procurement or Non-procurement Programs.
- 9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
- 10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the DOL may terminate this transaction for cause or default.

Certification Regarding

Debarment, Suspension, Ineligibility and Voluntary Exclusion <u>Lower Tier Covered Transactions</u>

This certification is required by the regulations implementing Executive Order, Debarment and Suspension, 2 CFR Part 200, Section 502 of WIOA, Participants' Responsibilities. The regulations were published on April 16, 2015 Federal Register. The regulations are available on line at http://federalregister.gov/a/2015-05530, and on FDsys.gov.

(BEFORE COMPLETING CERTIFICATION, READ ATTACHED INSTRUCTIONS WHICH ARE AN INTEGRAL PART OF THE CERTIFICATION)

- (1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Name and Title of Authorized Representative: Anthony Snyder

21Bugrate: _

Title: Chief Executive Officer

INSTRUCTIONS FOR CERTIFICATION

- 1. By signing and submitting this proposal, the prospective recipient of Federal assistance funds is providing the certification as set out below.
- 2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective recipient of Federal assistance funds knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the Department of Labor (DOL) may pursue available remedies, including suspension and/or debarment.
- 3. The prospective recipient of Federal assistance funds shall provide immediate written notice to the person to whom this proposal is submitted if at any time the prospective recipient of Federal assistance funds learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
- 4. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to which this proposal is submitted for assistance in obtaining a copy of those regulations.
- 5. The prospective recipient of Federal assistance funds agrees by submitting this proposal that, should one proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the DOL.
- 6. The prospective reciplent of Federal assistance funds further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion Lower Tier Covered Transactions," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
- 7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may but is not required to check the List of Parties Excluded From Procurement or Non-procurement Programs.
- 8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
- 9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tler covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the DOL may pursue available remedies, including suspension and/or debarment.

Certification Regarding Drug-Free Workplace Requirements

The grantee certifles that it will or will not continue to provide a drug-free workplace by:

- (a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
- (b) Establishing an ongoing drug-free awareness program to inform employees about -
 - (1) The dangers of drug abuse in the workplace;
 - (2) The grantee's policy of maintaining a drug-free workplace;
 - (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
 - (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
- (c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
- (d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will --
 - (1) Abide by the terms of the statement; and
 - (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
- (e) Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph (d) (2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the recipient of such notices. Notice shall include the identification number(s) of each affected grant;
- (f) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (d)(2), with respect to any employee who is so convicted ~
 - (1) Taking appropriate personnel action against such an Employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
 - (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
- (g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e), and (f).

The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant:

Place of Performance (street address, city, county,	state, zip code):
Check [] if there are workplaces on file that are no	t Identified here.
Fox Valley WDB Name of Organization	
Anthony Snyder, Chief Executive Officer Name and Title of Authorized Signatory	7/1/18
Signature	Date

CERTIFICATION REGARDING LOBBYING

CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

- No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any **(1)** person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- If any funds other than Federal appropriated funds have been paid or will be paid to any person for (2) influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress, in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- The undersigned shall require that the language of this certification be included in the award documents (3) for all* sub-awards at all tiers (including subcontracts, sub-grants and contracts under grants, loans, and cooperative agreements) and that all* sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Fox Valley WDB

Grantee/Contractor Organization

WIOA PY 2018

Dislocated Worker Program Title 1

Signature: Anthony Snyder, Chief Executive Officer

____ Date: 7/1/1

*Note: In these instances, "All," in the Final Rule is expected to be clarified to show that it applies to covered contract/grant transactions over \$100,000 (per OMB).

INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether sub-awardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Use the SF-LLL-A Continuation Sheet for additional information if the space on the form is inadequate. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

- 1. Identify the type of covered Federal action for which lobbying activity is and or has been secured to influence the outcome of a covered Federal action.
- 2. Identify the status of the covered Federal action.
- Identify the appropriate classification of this report. If this is a follow up report caused by a material change to the Information previously reported, enter the year and quarter in which the change occurred.
 Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
- 4. Enter the full name, address, city, state, and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or sub-award recipient. Identify the tier of the sub-awardee, e.g., the first sub-awardee of the prime is the 1st tier. Sub-awards include but are not limited to subcontracts, sub-grants, and contract awards under grants.
- 5. If the organization filling the report in Item 4 checks "Sub-awardee," then enter the full name, address, city, state, and zip code of the prime Federal recipient. Include Congressional District, if known.
- 6. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
- 7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
- 8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number, Invitation For Bid (IFB) number, grant announcement number, the contract, grant, or loan award number, the application proposal control number assigned by the Federal agency). Include prefixes, e.g., "RFP-DE-90-001."
- 9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award-loan commitment for the prime entity identified in item 4 or 5.
- 10. (a) Enter the full name, address, city, state, and zip code for the lobbying entity engaged by the reporting entity identified in item to influence the covered Federal action.
 - (b) Enter the full names of the individual(s) performing services, and include full address if different from 10(a). Enter Last Name, First Name, and Middle Initial (MI).
- 11. Enter the amount of compensation paid or reasonably expected to be paid by the reporting entity (item 4) to the lobbying entity (item 10). Indicate whether the payment has been made (actual) or will be made (planned). Check all boxes that apply. If this is a material change report, enter the cumulative amount of payment made or planned to be made.
- 12. Check the appropriate box(es). Check all boxes that apply. If payment is made through an in-kind contribution, specify the nature and value of the in-kind payment.
- 13. Check the appropriate box(es). Check all boxes that apply. If other, specify nature.
- 14. Provide a specific and detailed description of the services that the lobbyist has performed, or will be expected to perform, and the date(s) of any services rendered. Include all preparatory and related activity, not just time spent in actual contact with Federal officials. Identify the Federal official(s) or employee(s) contacted or the officer(s), employee(s), or Member(s) of Congress that were contacted.
- 15. Check whether or not a SF-LLL A Continuation Sheet(s) is attached.
- 16. The certifying official shall sign and date the form; print his/her name, title, and telephone number. Public reporting burden for this collection of information is estimated to average 30 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-).

Public reporting burden for this collection of information is estimated to average 30 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, D.C. 20503.

One Stop Service Delivery System: Locations

Name and address Telephone	Name of the Center	Manager/Contact
of the Comprehensive Center	Manager/Contact	number & e-mail
Oshkosh Job Center 219 Washington Ave. Suite 107 Oshkosh, WI 54901 920-232-6273 or 920-232-6248	Kimberly Lemieux	920-232-5830 klemieux@fvwdb.com
Fond du Lac Job Center 349 N. Peters Ave. Fond du Lac, WI 54935 920-929-3900	Kimberly Lemieux	920-232-5830 klemieux@fvwdb.com
Menasha Job Center 1802 Appleton Rd. Menasha, WI 54952 (920) 997-3272	Kimberly Lemieux	920-232-5830 klemieux@fvwdb.com
Name and address Telephone	Name of the Site	Manager/Contact
of Other Service Locations	Manager/Contact	number & e-mail
Berlin Job Center 237 Broadway Berlin, WI 54923 920-361-3400	Kimberly Lemieux	920-232-5830 klemieux@fvwdb.com
Waupaca Job Center 1979 Godfrey Dr. Waupaca, WI 54981 (715) 258-8832	Kimberly Lemieux	920-232-5830 klemieux@fvwdb.com
Wautoma Job Center 205 E. Main St. Suite 23 Wautoma, WI 54982 (920) 787-3338	Kimberly Lemieux	920-232-5830 klemieux@fvwdb.com

THE REPORTER www.fdlreporter.com

STATE OF WISCONSIN BROWN COUNTY

RECEIVED

FOX VALLEY WORKFORCE DEVELOPME

1401 MCMAHON RD

NEENAH

WI 549566305

MAR 1 - 2016

FOX VALLEY WORKFORCE DEVELOPMENT BOARD, INC.

I, being duly swom, doth depose and say I am an authorized representative of The Reporter, a daily newspaper published in the city of Fond du Lac, Wisconsin, in said county, and that a notice of which the annexed is a printed copy, taken from said paper, which published therein on:

Account Number: Order Number: GWM-N5302 0001061203

No. of Affidavits:

4

Total Ad Cost:

\$60.47

Published Dates:

02/18/16, 02/19/16, 02/22/16

(Signed)

OF WISCOMMUNICATION

Legal Clerk

Signed and sworn before me

Slus (Date) 272-16

My commission expires

12-7-19

The Fox Valley Workforce Development Board, Inc. (FVWDB) Program Yası 2016 Workforca Innovation and Opportunity Act (WIDA) Pier will be available for a 30 day review from February 19, 2016 through March 19, 2016. The plan identifies strategic goals for the Fox Valley Workforca Development available to eligible adults, youth, dislocated workers business, and economic development partners through the Job Center Workforca Development system in the six county Workforca Development system in the six county Workforca Development Area Calumet, Fond du Lee Green Lake Waupsca, Waushara, and Winnebago counties. The plan is for the period of July 1, 2016 – June 30, 2020. On Friday February 19, 2016, at the close of the business day, the plan will be available on the web at: www.foxvalleywork.org Hard copies of the plan will be available on the web at: www.foxvalleywork.org Hard copies of the plan are also available at the Fox Valley Workforce Development Board offices at 1401 McMehor: Othe Suffe 200, Neventh, Wi 5458 during normal business hours. A public hearing is acheduled for Tuesday, February 23, 2016, from 100pm-2,30pm for review and comment. Location. Jemes P. Couphin Center, 625 6, County Rosc Y. (Volunteer Room). Oshtosh, Wi 54901-8131.
RUN Fab. 18, 19, 22, 2016 WNAALP.

X VALLEY WORKFORCE DEVELOPME

Re: WIOA Plan



STATE OF WISCONSIN BROWN COUNTY

FOX VALLEY WORKFORCE DEVELOPME

RECEIVE

1401 MCMAHON RD

NEENAH

WI 549566305

MAR 1 - 2016

FOX VALLEY WOPKFORCE
DEVELOPMENT BOARD NO.

Being duly sworn, doth depose and say that she/he is an authorized representative of the Oshkosh Northwestern, a daily newspaper published in the city of Oshkosh, in Winnebago County, Wisconsin, and that an advertisement of which the annexed is a true copy, taken from said paper, which was published therein on

Account Number: Order Number: GWM-N5302 0001061200

No. of Affidavits:

1

Total Ad Cost:

\$60.47

NOTAR DUBLIC

Published Dates:

02/18/16, 02/19/16, 02/22/16

(Signed)

Signed and sworn before me

My commission expires

12-7-19

111A (Date) 7-22-16

NOTICE
The Fox Valley Workforce Development Board. Inc. (FVWDB) Program Year 2016 Workforce Innovation and Opportunity Act (WIDA) Plan will be available to a 30 day raview from February 19. 2016 through March 19. 2016 The plan identifies strategic goals for the Fox Valley Workforce Delivery Ana and describes services and activities available to efficient adults, youth dislocated workers business, and economic development partners through the Job Center Workforce Development aystem in the six county Workforce Development Area Calumet, Fond du Lac, Green Labe Waupaca, Waushara, and Winnebego counties. The plan is for the period of July 1, 2016 –June 30, 2020. On Fridey February 19, 2016 at the close of the business day the plan will be available at the Fox Valley Workforce Development Board effices at 1401 McMehon Drive, Suita 200, Nesnah, WI S4958 during normal business hours. A public hearing is acheduled for treeday, February 23, 2018 from 1, 00pn-2-30pm for review and comment. Location James P. Coughin Center, 625 E. County Road Y. (Volunteer Room), Dahkosh, WI S4901-8131.

DX VALLEY WORKFORCE DEVELOPME

Re: WIOA Plan



STATE OF WISCONSIN **BROWN COUNTY**

RECEIVED

FOX VALLEY WORKFORCE DEVELOPME

1401 MCMAHON RD

NEENAH

549566305 WI

MAR 1 - 2016

FOX VALLEY WORKFORCE DEVELOPMENT BOARD INC.

I, being duly sworn, doth depose and say I am an authorized representative of the Appleton Post Crescent, a newspaper published at Appleton, Wisconsin and that an advertisment of which the annexed is a true copy, taken from said paper, which was published therein on:

Account Number:

GWM-N5302

Order Number: No. of Affidavits: 0001061192 1

Total Ad Cost:

\$91.50

THE FELDAMENT OTAL

OF WISCONTIN

Published Dates:

02/18/16, 02/19/16, 02/22/16

(Signed)

Legal Clerk

Signed and sworn before me

My commission expires

NOTICE
The Fax Valley Workforce Development Board Inc. (FVVVDB) Program Year 2018 Workforce Moreyasm Year 2018 Workforce Moreyasm And Opportunity Act (WICA) Plan will be available to a 30 day review from February 19 2018 through March 19, 2018. The plan identifies strategic goals for the Fox Valley Workforce Delivery Area and describes services and activities available to eligible adults, youth, dislocated workers, business, and economic development pariners through the Job Canter Workforce Development system in the aix county Workforce Development Area: Calumet, Fond du Lac, Green Lake, Waupaca Waushara, and Winnebago counties. The plan is for the period of July 1, 2018 June 30, 2020. On Friday, February 19, 2018, at the close of the business day, the plan will be evaleble on the web at: www.lcxvaileywork.org. Hard copies of the plan are also available at the Fox Valley Workforce Development Board offices at 1401 McMahon Drive, Suite 200, Nevath, WI 5455 during normal business hours. A public hearing is scheduled for Tuesdey, February 23, 2018, from 100gm-2:30pm for review and comment. Location. James P. Couptibil Center, 625 E. Courty Road ay 23, 2014, rom 13,0pm-23,0pm P. Coupblin Center, 625 E. County Ro Y. (Voluntaer Room), Oshkosh, 154901-8131 RUN: Feb 18, 19, 22, 2018 WNAXLP

DX VALLEY WORKFORCE DEVELOPME

Re: WIOA Plan



STATE OF WISCONSIN BROWN COUNTY

FOX VALLEY WORKFORCE DEVELOPME

1401 MCMAHON RD

NEENAH

WI 549566305

Being duly sworn, doth depose and say that she/he is an authorized representative of the Oshkosh Northwestern, a daily newspaper published in the city of Oshkosh, in Winnebago County, Wisconsin, and that an advertisement of which the annexed is a true copy, taken from said paper, which was published therein on

Account Number:

GWM-N5302 0003033282

Order Number: No. of Affidavits:

1

Total Ad Cost:

\$52.38

Published Dates:

07/16/18, 07/17/18, 07/18/18

(Signed)

Legal Clerk

Signed and sworn before me

NOTARY PUBLIC SHIP

My commission expires

OX VALLEY WORKFORCE DEVELOPME

Re: WIOA Review

Public Notice
The Fox Valley Workforce Development Board, Inc. (FWVDB) Updated Program Year 2016-2020 Workforce Innovation and Opportunity Act (WICA)Plan will be available for a 30 day review from July 13, 2018 through August 13, 2018. The plan identifies strategic goals for the Fox Valley Workforce Delivery Area and describes services and activities available to eligible adults, youth, dislocated workers, business, and economic development partners through the Joh Center/Morkforce Development system in the six county Workforce Development Area: Calumet, Fond du Lac, Green Lake, Waupaca, Waushara and Winnebago countes. The plan is the period of July 1, 2016 – June 30, 2020. The plan will be available on the web at: www.fox valleywork.org. Hard copies of the plan are also available at the Fox Valley Workforce Development Board offices at 1401 McMahon Drive, Suite 200. Neenah, WI 54956 during normal business hours. Please email any questions and/or comments regarding the updated plan to asnyder@fiveb.com.

66



STATE OF WISCONSIN BROWN COUNTY

FOX VALLEY WORKFORCE DEVELOPME

1401 MCMAHON RD

NEENAH

WI 549566305

Public Notice
The Fox Valley Workforce Development
Board, Inc. (FVWDB) Updated Program
Year 2016-2020 Workforce Innovation
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available for a 30 day review from July
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Workforce Development Board offices at
1401 McMahon Drive. Suite 200, Neenah, WI 54956 during normal business
hours. Please email any questions
and/or comments regarding the updated
plan to asnyder@fwwdb.com.
Run: July 16, 17, 18 WNAXLP

I, being duly sworn, doth depose and say I am an authorized representative of the Appleton Post Crescent, a newspaper published at Appleton, Wisconsin and that an advertisment of which the annexed is a true copy, taken from said paper, which was published therein on:

Legal Clerk

Account Number:

GWM-N5302

Order Number:

0003033256

No. of Affidavits:

1

Total Ad Cost:

\$79.19

Published Dates:

07/16/18, 07/17/18, 07/18/18

(Signed)

(Date

Signed and sworn before m

My commission expires

OX VALLEY WORKFORCE DEVELOPME

Re WIOA Review

THE REPORTER

www.fdlreporter.com

STATE OF WISCONSIN **BROWN COUNTY**

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JUL 27 2018

FOX VALLEY WORKFORCE DEVELOPME

NEENAH

1401 MCMAHON RD

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FOX VALLEY WORKFORCE DEVELOPMENT BOARD, INC.

I, being duly sworn, doth depose and say I am an authorized representative of The Reporter, a daily newspaper published in the city of Fond du Lac, Wisconsin, in said county, and that a notice of which the annexed is a printed copy, taken from said paper, which published therein on:

Account Number:

GWM-N5302

Order Number: No. of Affidavits: 0003033274 1

Total Ad Cost:

\$45.68

Published Dates:

07 16 18, 07 17 18, 07 18 18

(Date) 07/24/18

(Signed) Plunga

Signed and sworn before me

Dava M. moloch

TARA MONDLOCH Notary Public State of Wisconsin

My commission expires Olly 6. 2011

DX VALLEY WORKFORCE DEVELOPMI

Re. WIOA Review

Public Notice
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are also available at the Fox VaWorkforce Development Board offices
1401 McMahon Drive, Suits 200 N
nah, WI 54956 during normal busin
hours. Please email any questiancfor comments regarding the upda
plein to ashydetig Evweld com
Run July 16, 17, 18 WNAXLP

GANNETT WI MEDIA 435 CAST WALNUT ST PO BOX 23430 GREEN BAY, Wt 54305-3430 GANNETT

Wisconsin Media **Delivering Customers** Driving Results

PHONE 920-431-8298 FAX 877-943-0443 EMAIL, legals @fdlreporter com



STATE OF WISCONSIN **BROWN COUNTY**

1401 MCMAHON RD

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APR 1 2 2019

FOX VALLEY WORKFORCE DEVELOPMENT BOARD, INC.

FOX VALLEY WORKFORCE DEVELOPME

NEENAH

WI 549566305

I, being duly sworn, doth depose and say I am an authorized representative of the Appleton Post Crescent, a newspaper published at Appleton, Wisconsin and that an advertisment of which the annexed is a true copy, taken from said paper, which was published therein on:

Account Number:

GWM-N5302

Order Number:

0003475328

No. of Affidavits:

1

Total Ad Cost:

\$33.22

Published Dates:

pportunity Act (WIOA) de for a 7 day review t through April 9, 2019. es strategic goals Workforce Delivery

ter/Workforce Development syste e six county Workforce Development county Workforce Development counted. Washers and Wing counties. The plan is the period of 2012, 2015, and 20

Avoir a sailable at the sailable at the force Development Boa McMahon Drive Suite WI 54956 during normals. Please email an arments regarding

plan to asnyder@fvwdp.com. Run: April 3, 2019 WNAXLP

04/03/19

(Signed)

ega Clerk

Signed and sworn before me

My commission expires

DX VALLEY WORKFORCE DEVELOPME

NOTARY PUBLIC STATES

Re. 04092019

GANNETT WI MEDIA 435 EAST WALNUT ST PO BOX 23430 GREEN BAY, WI 54305-3430

GANNETT

Wisconsin Media Delivering Customers, Driving Results Attachment 6 - Comments Expressing Disagreement with Plan & WDB's Response

2016 Version

During the 30-day public comment period that included a public hearing, distribution to FVWDB Board of Directors, Local Elected Officials, and partner staff, three comments were received from workforce partners. No comment specifically cited disagreement with the plan but comments did identify topic areas that could be strengthened. Comments were discussed by the FVWDB staff, adjustments made to the plan and replies were sent to all partners on March 22.

2018 Version

During the 30-day comment period, no comments were received.

Bobbi Miller

From: Sent: Paul Stelter <pstelter@fvwdb.com> Monday, March 21, 2016 10:19 AM

To:

Bobbi Miller

Subject:

FW: Local Plan Review

Paul A. Stelter CEO



Fox Valley Workforce Development Board, Inc. 1401 McMahon Drive Suite 200 Neenah, WI 54956 Office: 920-720-5600 ext. 301

Mobile: 920-428-2909 Fax: 920-720-5606

Fax: 920-720-5606

pstelter@fvwdb.com

www.foxvalleywork.org

From: Wehner, Craig J - DWD [mailto:Craig.Wehner@dwd.wisconsin.gov]

Sent: Thursday, March 17, 2016 3:03 PM

To: Stelter, Paul

Cc: Richard, JoAnna - DWD Subject: Local Plan Review

Hi Paul – Per your request as a board member and partner I have read the draft copy of The Local Workforce Innovation and Opportunity Act (WIOA) Plan Program Year 2016-2020 Plan - listed below are my comments. I know the plan is divided up in sections by WFDB staff – If anyone has any questions about what I have provided you with – please feel free to let them know that they can contact me for further clarification.

I would suggest including DVR and how persons with disabilities can be added to the labor pool to meet the shortages that employers are facing.

Page 5-6. Section 4

I would suggest including the Business Service Team and DVR's Business Service Consultants efforts in this area

Page 8 Section 2.

I would suggest listing the Business Service Solution Service team members i.e. WFDB, Job service, DVR etc.

Page 14 Section 2

Some of the examples used may not be accurate: The Management Team cannot create policies that would differ from state policies that cover State employees who work in the Job center – example the Management team cannot close the job center due to inclement weather/fire only the Governor can do this for state employees

Page 15. Section 7

DVR provides vocational evaluations and many of these services as well to individuals with disabilities One suggestion would be to put this in a grid format by services and partner.

Page 17 Section 13

With WIOA and an emphasis for DVR to work more with students and youth as well - I am suggesting something be include that for individuals with disabilities we could co-manage or at least make referrals to each other's programs to maximize services, and efficiency

Page 19 Section c and d

Include:

- c) DVR's IRIS system used to track participant services
- d) DVR's Talent Acquisition Portal

Page 20 Section a - under bullets

States Manage workforce development job center funds — I believe that someone could interpret this as all of the partners funds are co-mingled. I would suggest using such wording as service fees for special events or special event revenue funds

Page 20 Section B

States DVR works with disabled consumers – would like to change to people with disabilities.

Page 21 Section 1

With WIOA and a greater emphasis being placed on DVR serving students and youth along with our partners I would recommend that a DVR rep is added to the youth council Pages 32-35

Over all I think that that we should try to describe how the YOUTH Program can work in partnership with DVR in the area of expertise, co enrolment and a potential referral source for students and youth with disabilities.

Section 1. f

A referral to DVR may be appropriate and the have the case co managed

Section 3 DVR can provide assessment, guidance and counseling, career exploration services for those who have disabilities.

Section 5 Referral to DVR for those with a disability – DVR could provide assessment, work experiences. Youth on the job training, rehabilitation technology.

Craig Wehner

WDA 4 Director

Division of Vocational Rehabilitation

219 Washington Ave, Suite 105

Oshkosh, WI 54901

920-517-2595

craig.wehner@dwd.wisconsin.gov

DVR Mission Statement: To obtain, maintain, and improve employment for people with disabilities by working with VR consumers, employers, and other partners.

Bobbi Miller

From:

Virobik, Kevin - DWD < Kevin. Virobik@dwd.wisconsin.gov>

Sent:

Monday, February 22, 2016 8:35 AM

To:

'public-comments@fvwdb.com'

Subject:

Fox Valley Workforce Development Board Local WIOA Plan Public Comments

To Whom It May Concern:

Please consider the suggestions below as revisions/additions to the proposed Local Workforce Innovation & Opportunity Act (WIOA) Plan from Program Year 2016-2020.

Page 18, Paragraph 16, Sub-Section a.):

Describe activities to promote Job Center of Wisconsin (JCW) and address the following....

The following sentence should be included as part of the existing statement:

Staff will be pro-active offering assistance to customers.

Page 18, Paragraph 17:

The current text does not define "how SalesForce will be used to support and enhance JCW rather than supplant JCW."

Suggested addition/substitution:

Salesforce full license holders will document business outreach, business services (e.g. job fairs, training, etc.) and similar activity using SkillsWI (or other acknowledged authority) defined best-practices – which may be modified based upon circumstances unique to the FVWDB service area – including the format and timeliness of data entry to foster a collaborative, demand-driven business services culture.

Salesforce full license holders and Business Services Team members will pro-actively promote JCW as the preferred system for posting job orders and will offer a demonstration of the full suite of JCW features by trained staff if requested.

The Business Services Team and workforce system partners will share timely and relevant business-related information using Chatter with the goal of connecting our business customers with qualified candidates effectively and efficiently. Chatter users will be directed to a specific JCW job order for more information whenever available.

The local business services team will collaboratively develop a set of best practices for the type and format of information posted to Chatter reflective of the demand-driven model.

I appreciate your consideration.

Sincerely,

Kevin Virobik

Business Services Consultant Department of Workforce Development 1802 Appleton Road Menasha, WI 54952 (920) 360-6835 (Mobile)

Bobbi Miller

From:

Bobbi Miller

bmller@fvwdb.com>

Sent:

Wednesday, February 24, 2016 9:57 AM

To:

Kim Lemieux: Al Hesse

Cc:

Paul Stelter

Subject:

local plan comment

Kim & Al.

At the weekly Business Solutions meeting this AM, Debbie Warga mentioned that the local plan makes a reference to Wagner-Peyser staff assisting at resource rooms <u>as resources allow</u> (see highlighted area below from page 29 of the plan). She suggested that this comment might be too vague regarding the staffing at the FDL center since they actually staff that resource room. Is there a revised statement that would better capture the way we coordinate services between the two partners (my thought was the following might be a suggestion, but it is just a thought and I'm sure you can make the comment stronger Basic career services are coordinated with Wagner-Peyser Labor Exchange to provide universal services in the comprehensive Job Centers. Neither Wagner-Peyser resources nor WIOA provide full staffing in the various center resource rooms. FVWDB provides WIOA basic career service funds for the provision of resource room staff via an RFP in addition to dedicated Wagner-Peyser staffing.)?

E Title I Basic Career Services

- Describe any basic career services that will be provided in addition to those specified in Sec. 134(c)(2)(A)(i) of the Act and TEGL 3-15. To complement the career services specified, various job seeking skills workshops (e.g. resume development, interviewing, etc) are provided locally. Computer basic workshops are also offered in the three comprehensive job centers.
- 2. Describe the WDB's design for Title I basic career services. Basic career services are coordinated with Wagner-Peyser Labor Exchange to provide universal services in the comprehensive Job Centers. However, Wagner-Peyser resources are not sufficient to provide adequate staff assistance in the various center resource rooms. Therefore FVWDB provides WIOA basic career service funds for the provision of resource room staff in each of the centers via an RFP. Wagner-Peyser staff assist in the resource rooms as resources allow.

Please let me know what you think and suggest a revision that captures the existing partnership.

Thanks,

Bobbi Miller Business Services Manager



Fox Valley Workforce Development Board, Inc.

Stefanie Hayford

From:

Stefanie Hayford on behalf of Paul Stelter

Sent:

Tuesday, March 22, 2016 4:21 PM

To:

'Wehner, Craig'; 'Debra.Warga@dwd.wisconsin.gov'; 'Kevin.Virobik@dwd.wisconsin.gov'

Subject:

Local Plan Comments

Attachments:

Local Plan All Sections Final Draft with Edits.pdf

Craig, Debra, and Kevin,

Thank you for your suggestions during the 30-day Local Plan comment period. No comment was specifically citing disagreement with the plan, but identified topic areas that could be strengthened. FVWDB staff reviewed comments this morning and adjustments have been made on the attached document. The Plan will be going to the Executive Committee tomorrow morning for approval prior to submission to the State later this month.

Thank you for your continued partnership.

Paul A. Stelter CEO



Fox Valley Workforce Development Board, Inc. 1401 McMahon Drive Suite 200 Neenah, WI 54956

Office: 920-720-5600 ext. 301

Mobile: 920-428-2909 Fax: 920-720-5606

pstelter@fvwdb.com

www.foxvalleywork.org



JOINT AGREEMENT

FOR THE WORKFORCE DEVELOPMENT BOARD and CHIEF ELECTED OFFICIALS

OF THE FOX VALLEY WORKFORCE DEVELOPMENT AREA

THIS AGREEMENT, made and entered into by and between the Fox Valley Workforce Development Board of Directors FVWDB), a body created in accordance with and pursuant to a Chief Elected Officials (CEO) Consortium Agreement, by and between the Wisconsin counties of Calumet, Fond du Lac, Green Lake, Waupaca, Waushara and Winnebago (hereinafter referred to as the "CEO") and Fox Valley Workforce Development Board (hereinafter referred to as the "FVWDB") within the Fox Valley Workforce Development Area (FVWDA).

WITNESSETH:

WHEREAS, the Chief Elected Official (CEO) is the legal representative of the Consortium formed under Section 106(a)(4)(A) of Public Law 113-128 (hereinafter referred to as "the Act"); and

WHEREAS, the Chief Elected Official (CEO) is the appointing authority for the FVWDB under Section 107(c)(1) of Act; and

WHEREAS, it is the responsibility of the FVWDB to provide policy guidance for, and exercise oversight with respect to activities under the Act in this FVWDA in partnership with the CEO; and

WHEREAS, the CEO and the FVWDB are required to enter into operational agreements under Section 107(d) of said Act;

NOW THEREFORE, in consideration of the above premises and the mutual covenants of the parties hereinafter set forth, the receipt and sufficiency of which is acknowledged by each party for itself, the CEO and the FVWDB do agree as follows:

I. Modifications of the Workforce Innovation and Opportunity Act Plan:

- Modification of the Plan shall require joint approval of the FVWDB and the CEO in accordance
 with Section VI (M) of this agreement. Either body may request modification of the Plan. Such
 requests shall be forwarded from the requesting body to the chairperson of the other body in
 keeping with Section VII (A) of this agreement.
- 2. FVWDB will negotiate and reach agreement on local performance measures with the Wisconsin Department of Workforce Development (DWD) as outlined in the FVWDB By-Laws.
- 3. FVWDB conducts oversight of One-Stop System, Youth/Young Adult activities, and employment and training activities in partnership with Chief Elected Official (CEO).

- 4. FVWDB will select a One-Stop Operator with the agreement of the Chief Elected Official (CEO).
- II. Selection of the Grant Recipient and Administrative Entity: In accordance with Section 107(c)(3)(A) of the Act, the FVWDB and the CEO agree that:
 - A. Fox Valley Workforce Development Board, Inc., shall function as the Administrative Entity responsible for carrying out the goals and objectives set forth in the Plan, for the duration of this agreement.
 - B. Fox Valley Workforce Development Board, Inc., shall function as the Grant Recipient of funds under the Act.

III. Duties of the Administrative Entity as Grant Recipient/Administrative Entity:

- A. The Administrative Entity shall administer and operate programs in accordance with the Plan.
- B. The Administrative Entity shall be responsible for all receipts and disbursements relating to the Plan.
- C. The Administrative Entity shall review all contracts for purposes of verifying that funds are expended in accordance with the grantor's requirements and the Plan. The Administrative Entity shall utilize reasonable audits, desk reviews, legal services and other inquiries to effectuate the goals of this paragraph.
- D. The Administrative Entity shall provide the FVWDB and CEO an evaluation of every contract receiving funds under the Plan. Said evaluation shall include, but is not limited to, a review of the expenditures made under the contracts entered into pursuant to the Plan and an assessment of such contracts in meeting their proposed goals.
- E. The Administrative Entity shall implement the Plan by entering into contracts with providers of services. Said contracts shall set forth the duties incumbent of the service provider, the goals of each project undertaken by the provider and financial terms of the contract. All contracts shall be approved by the FVWDB and/or CEO prior to their execution as required by governing documents.
- F. The Administrative Entity shall allocate the funds due the Fox Valley Workforce Development Area for provision of services under the Workforce Innovation and Opportunity Act. The Administrative Entity shall, in making of such allocations, conform to the terms and conditions of the Plan. Further, the Administrative Entity shall only allocate funds to those service provider contractors authorized by the FVWDB and CEO. The Administrator of the Administrative Entity shall sign all such approved contracts on behalf of the administrative entity/grant recipient. The Administrative Entity shall not recommend the awarding of any funds to any contractor in which the Administrative Entity has a financial interest, either direct or indirect, unless said interest is disclosed in writing to the FVWDB and CEO and both the FVWDB and CEO consent to such allocations.
- G. The Administrative Entity shall monitor the activities of all contractors and their subcontractors to assure that funds are expended legally, properly and efficiently. The Administrative Entity

- shall take all reasonable actions to prevent, halt and deter misuse of any funds allocated under the Plan.
- H. The Administrative Entity will provide assistance in formulating the terms of the Plan and any modifications or update to said Plan. Such duties include, but are not limited to, education of CEO and FVWDB of the substantive requirements of the Plan, advising CEO and FVWDB of options for the Plan, conducting research and marshaling information necessary to direct the Plan's goals toward identified needs within the Fox Valley Workforce Development Area, preparing drafts, final versions and copies of the Plan to the FVWDB and CEO, and making necessary contacts with the Department of Workforce Development Division of Employment and Training (DWD/DET) to secure approval of the Plan.
- I. The Administrative Entity shall maintain accounts, books, records and inventory controls sufficient to allow compliance and financial audits of its services under this or any other contract between the parties hereto.
- J. At the termination of all contracts funded under the Plan, the Administrative Entity to the extent reimbursed shall conduct close-out activities to determine whether the contractors' operations were in accordance with the terms and goals of the Workforce Innovation and Opportunity Act.
- K. The Administrative Entity shall obtain prior to the execution of this Agreement and maintain in force, without lapse during the term of this Agreement, errors and omissions, bonding and general liability insurance policies. The CEO and the FVWDB shall be named as additional insureds in the general liability and errors and omissions policies. Minimum limits of liability on the errors and omissions policy shall be \$300,000 per occurrence, \$300,000 aggregate. Minimum limits on the general liability policy shall be \$500,000 combined personal injury and property damage per occurrence and \$500,000 aggregate.
- L. The Administrative Entity shall draft a grievance procedure in compliance with Section 144 of the Workforce Innovation and Opportunity Act to be approved by the FVWDB and CEO prior to its implementation.

IV. Oversight:

- A. The FVWDB is authorized to provide oversight, including review, monitoring and evaluation of the programs conducted under the Plan in accordance with procedures established by the council. To carry out its functions under the Act, the FVWDB:
 - Shall prepare and approve a proposed budget for programs and administration. The FVWDB shall submit the proposed budget to the CEO for review at least 15 days prior to the commencement of the budget year. Adoption of the budget shall be in accordance with Section VI (M). Amendments to the budget, outside of the annual budget meeting, must be presented to the CEO for consideration and shall require approval by a two-thirds majority of the members present from the CEO.
 - 2. May hire staff, if the proposed staff position(s) is included in the adopted budget.
 - 3. May incorporate, with the approval of both the FVWDB and the CEO.
 - 4. May solicit and accept contributions and funds from other public and private sources.

- B. The exercise of powers and duties under Section V(A)(1-4) of this agreement shall be in keeping with agreements established under Section III above and is subject to review by the CEO. The CEO may request invocation of Section VI(J) of this agreement to resolve any disagreements over the exercise of said powers.
- C. The CEO reserves the right to oversee the general progress and conduct of the Plan. To that end, the FVWDB agrees to submit to such audits as the CEO may from time to time require. The CEO agrees that such audits shall only be instituted as necessary to carry out its responsibilities to insure the appropriate utilization of funds under the Act.
- D. The FVWDB agrees to provide quarterly reports to the CEO indicating progress toward the completion of goals and objectives of the Plan. Such reports shall be due within 30 days of the end of the preceding quarter. The FVWDB further agrees to, submit such reports as may be outlined in any subsequent agreements pursuant to Section III above.

V. Operating Procedures:

- A. <u>By-Laws</u>: The FVWDB and the CEO may establish By-Laws and/or operating procedures, for their respective organizations, which are consistent with the provisions of this or any other bilateral agreement between the affected parties. In the event that any such By-Laws or procedures shall be found to be in conflict with the provisions of this or any other bilateral agreements, the provisions of said agreements shall prevail.
- B. FVWDB Membership Criteria: Members of the FVWDB are appointed to represent sectors of the service delivery area as outlined in Section 102 of the Act and the initial plan of appointment approved by the CEO. All members of the FVWDB shall be employed or reside within the Fox Valley Workforce Development Area. Any change in employment or other status which affects the representative status of a FVWDB member shall be forwarded to the CEO within 30 days of said change. Changes in status which render a FVWDB member no longer representative of the sector from which originally appointed shall result in the CEO declaring said position vacant.
- C. <u>Alternates</u>: In the course of the FVWDB's operation, alternate FVWDB members shall not be appointed or designated.
- D. <u>Size of the FVWDB</u>: Under Section 107 of the Act, the FVWDB may determine its own size following its being certified and convened. The FVWDB agrees that it will not exercise its right to alter its size without the consent of the CEO.
- E. <u>Cause for Removal</u>: Any member(s) of the FVWDB may be removed there from by the CEO for cause, including the following:
 - 1. Those causes specified in Section 17.16(2), Wisconsin Statutes.
 - 2. Failure of a FVWDB member to fulfill in timely and proper manner his or her obligations under this agreement, or if the FVWDB member shall violate any of the covenants or stipulations of this agreement. However, nothing herein shall be construed to permit removal of any FVWDB member for failure to concur in any proposed agreement with the CEO.
 - 3. For conviction of any federal or state felony.

- 4. Absenteeism will be addressed through FVWDB By-Laws.
- 5. For changes in status that affect representation as outlined in Section VI(B) of this agreement,
- F. <u>Filling of Vacancies</u>: Vacancies in the FVWDB shall be filled by appointment by the CEO in accordance with the Act, the Consortium Agreement and By-Laws in effect at the time of the vacancy.

G. Conflict of Interest:

- 1. Members of the FVWDB or CEO must maintain the public trust for use of the federal and state funds for the purpose of carrying out program requirements including the responsibility to maintain the reputation and integrity of the program.
- 2. The FVWDB will establish written policies in its By-Laws, to adhere to conflict of interest policies established by the state.
- 3. No member of the FVWDB, and its sub-groups thereof nor the CEO shall cast a vote on the provision of services by that member (or any organization of which that member is an owner, manager, employee, or agent) or vote on any matter which would provide direct financial benefit to that member or any organization of which that member is an owner, manager, employee, or agent. The FVWDB or its subgroups and CEOs may require members to leave the room during discussion and voting on issues with which they have a conflict of interest. This requirement in and of itself does not preclude FVWDB members or their businesses from participating in contracts.
- 4. The FVWDB will have on file a disclosure form which is signed by each FVWDB member and staff, a representative for the Administrative Entity and each grantee. The disclosure statement must include but not be limited to the organizational and fiduciary affiliations of the individual or the individual's immediate family which may present a potential conflict of interest for that individual.
- H. <u>Maintenance of Effort</u>: To insure maintenance of effort no contracts for grants to service providers shall be in violation of the maintenance of effort requirements of federal law or regulations or rules of the DWD/DET.
- I. <u>Grievance Procedures</u>: Section 181 (c) of the Act requires such administrative entity, contractor and grantee under the Act to establish and maintain a grievance procedure for resolution of grievances and complaints about its programs and activities from participants, subgrantees, subcontractors and other interested persons. A grievance panel, consisting of two disinterested members of the FVWDB selected by the FVWDB Chairperson, and the CEO (or his designee) shall hear all SDA-level grievances filed within this SDA.
- J. <u>Liaison Committee</u>: A Liaison committee consisting of two members of the CEO appointed by the CEO and two members of the FVWDB appointed by the Chairperson of the FVWDB shall be convened upon the joint call of the Chairpersons of the CEO and FVWDB to resolve conflicts of issues of mutual concern. Said Chairpersons shall jointly appoint one of the appointees as chairperson and issue the charge to the committee. The findings of the Committee shall be binding on the FVWDB and the CEO. The disagreement between the two bodies shall be resolved according to the Liaison Committee's recommendations. Upon issuance of its report, the committee shall be dissolved.

K. Indemnification:

- The FVWDB and CEO recognize the need to protect all members of the FVWDB and CEO
 against loss, liability or damages that may result from their joint and separate actions in
 performing responsibilities under the Act. The CEO and FVFVWDB agree that adequate
 insurance shall be provided.
- 2. The Administrative Entity shall procure and maintain in force for the duration of the agreement, Workers Compensation Insurance including Employers Liability, Commercial General Liability, Business Auto Liability, (owned, non-owned and hired autos), Excess, (Umbrella) Liability, & Management Liability (Directors & Officers Liability), which covers CEO, FVWDB, and staff.
- 3. The FVWDB agrees during the term of this agreement to indemnify and save harmless the CEO, its successors and assigns, from and against any and every claim, demand, suit, payment, damage, loss, costs and expense that the CEO, its successors and assigns, may hereafter suffer, incur, be put to, pay or lay out by reason of the FVWDB performing its obligations, under this agreement provided, however, that the provisions of this section shall not apply to claims, demands, suits, payments, damages, losses, costs and expenses caused by or resulting from the sole negligence of the CEO, its successors or assigns, or by any agency, board, officer, employee, agent assign or representative of a county contained in the Fox Valley Workforce Development Area.
- L. <u>Efficiency</u>: The FVWDB and the CEO shall commence, carry on and complete their obligations under this agreement with all deliberate speed and in a sound, economical and efficient manner, in accordance with this agreement and all applicable laws.

M. Voting:

- 1. All approvals under this agreement shall require approval of a majority of the members present at a meeting of such said bodies, unless a vote of greater than a simple majority is called for in the By-Laws of the respective body.
- 2. Votes on matters which require concurrence of the FVWDB and the CEO shall be by roll call and recorded in the minutes of the respective bodies.
- 3. At no time shall the FVWDB or the CEO vote as a single unit.
- 4. Absentee voting is not allowed by either the FVWDB or the CEO.
- N. Quorum: At minimum, a majority of the current membership of the FVWDB and the CEO is required to be in attendance to constitute a quorum for purposes of conducting business by each of the respective bodies.

VI. General Administrative Provisions:

1. <u>Delivery of Notices and Reports</u>: Notices and reports required by this agreement shall be deemed delivered as of the date of postmark if deposited in a United States mailbox, first class postage attached, addressed to a party's address, ("sent" time if electronic communication or fax is utilized), to notify the other party in writing within a reasonable time:

- 1. To the CEO addressed to the current secretary of the Chief Elected Officials Board of Commissioners.
- 2. To the FVWDB addressed to the current administrator of the Fox Valley Workforce Development Board.
- 2. Open Meetings Required: The provisions of Subchapter V of Chapter 19, Wisconsin Statutes, regarding open meetings of governmental bodies shall apply to all meetings and proceedings of the FVWDB and the CEO, including those of its formally constituted subunits. The provisions of 19.96, Wisconsin Statutes, specifically shall apply. Telephone conferences and video conferences are permitted with all in attendance identified.
 - The FVWDB and the CEO shall maintain copies of records of their activities in all major areas, including all meeting agendas and minutes, contracts, fiscal and management documentation.
 - 2. The administrative entity shall be the custodian of the public records of the FVWDB and of the CEO, or
 - 3. An official of the county represented by the CEO shall be designated by the CEO as the custodian of the public records of the CEO. In the event that any succeeding CEO is from another county, the CEO records shall be transferred to that county in the custody of the official thereof designated by the then current CEO.
 - 4. The designated records custodian shall comply with the public records request in accordance with the requirements set forth in Wisconsin Statute 19.35. In case of doubt, authorization for release of any public records of the FVWDB or the CEO shall be authorized by the Chairpersons of the respective bodies.
 - 5. The CEO and the FVWDB shall have complete access to the Workforce Innovation and Opportunity Act records of both bodies, except for records of closed sessions of the FVWDB or CEO pursuant to Wisconsin State Statutes 19.85, and this agreement wherein persons not members of the respective bodies may be excluded.
 - 6. The FVWDB and the CEO shall send copies of all agendas and minutes thereof to the members of both bodies at all times.
- C. Nondiscrimination: During the term of this agreement, the FVWDB, the CEO, the Administrative Entity and Grant Recipient agree not to discriminate against any person, whether a recipient of services (actual or potential), an employee, or an applicant for employment on the basis of factors prohibited by federal or state law, including Section 167 of the Act and Section 111.31, Wisconsin Statutes. The aforementioned agree to post in conspicuous places, available to all employees and applicants for employment and all recipients of services, actual or potential, notices setting forth the provisions of this agreement as they relate to nondiscrimination. The aforementioned shall, in all solicitations, for employment placed on their behalf, state that the aforementioned are "Equal opportunity Employers".
- D. <u>Term of the Agreement</u>: The term of this agreement shall commence on the date of the execution of this Agreement and shall continue through June 30th of the following year. This agreement shall be reviewed annually by FVWDB and CEOs and renewed by July 1 unless

either party hereto gives written notice to the other sixty (60) days prior to the annual date of renewal stating that said party wishes to renegotiate all or any part of this agreement.

E. Amendment of Agreement:

- 1. Either party may propose amendments to this agreement at any time. Requests for amendment shall be authorized in accordance with the By-Laws of the body initiating the request. No proposed amendment may be considered by the body unless a written copy has been sent to the members of the body at least 10 days prior to consideration. An amendment to amendment(s) so proposed shall be in order.
- 2. Proposed amendments approved in accord with the above shall be mailed to the other party (in accord with VI(A) above) and shall be acted upon by that party no less than 10 days nor more than 30 days following receipt. No proposed amendment may be acted upon unless the text thereof has been sent to the member of the body at least 10 days prior to consideration.
- 3. The other party must respond with a written notice of concurrence or non-concurrence, or; a written request to negotiate under Section VI(J) above; within 10 days of consideration of the amendment.
- 4. No proposed amendment shall take effect until the nominating party has concurred with the amendment pursuant to Section VI(M) of this agreement and has responded with a written notice of concurrence.
- F. <u>Assignment or Transfer</u>: FVWDB shall not assign or transfer any interest or obligation in this agreement whether by assignment or novation, without prior written consent, except that the CEO does hereby consent to the assignment of this agreement to FVWDB's corporate successor which shall be bound in all respects as is the FVWDB.
- G. <u>Wisconsin Law Controlling</u>: It is expressly understood and agreed to by the parties hereto that in the event of any disagreement or controversy between the parties, Wisconsin Law shall be controlling to the extent that there is no superseding federal law applicable.
- H. Construction: Should any part, clause, paragraphs or sentence of this agreement be construed by a court of competent jurisdiction to be in violation of any federal or state law, rule or regulation, the remainder of the agreement shall remain in full force and effect unless amended in accord with the article.
- I. <u>Signatory Powers</u>: The Chairperson of the FVWDB and the CEO, or in their absence or disability, the Vice Chairperson of the FVWDB and the Vice-Chairperson of the CEO shall be the signatories for the FVWDB and the CEO respectively when authorized to execute any document on behalf of said bodies by formal action thereof. The signatures shall be duly attested by the Secretary or Clerk of the respective body.
- J. <u>Entire Agreement</u>: The entire agreement of the parties is contained herein and this agreement supersedes any and all prior oral agreements and negotiations between the parties relating to the subject matter thereof.

VII. Liability:

To the extent permitted by law, liability which arises pursuant to this Agreement shall be apportioned as follows:

- A. Workforce programs in the Fox Valley Workforce Development Area shall be administered prudently to minimize liability;
- B. Contracts for service delivery shall require indemnification by the contractor in the event that contractor errors or omissions result in disallowed costs or other liability;
- C. The FVWDB shall maintain adequate insurance as described in the Joint Agreement;
- D. To the extent permitted by law, FVWDB corporate funds and assets shall be used first to pay any remaining liability the Board is responsible for creating.
- E. The Consortium is liable for any misuse of the grant funds allocated to the local area under sections 128 and 133 of the Workforce Innovation and Opportunity Act.
- F. In the case of any misuse of grant funds allocated to the local area, the Consortium agrees to assume liability as follows (Section 667.705(c)): Liability will be determined based upon the particular facts of the situation as to the responsibility of individual Consortium members for the particular funds.
- G. Finally, after every possible method to reduce liability is exhausted, any remaining liability shall be apportioned between the six counties in proportion to their respective percentage of the workforce allocation in the year the disallowed cost or other liability occurred. For example, if \$10,000 in liability remained and a given county received an allocation of 10% of the workforce funding in the year the \$10,000 was expended, that county would be liable for \$1000.

VIII. Ratification of Agreement:

. . . . 2

- A. This agreement shall require the approval of the FVWDB and the CEO by a majority vote of the members present at a meeting of each body, authorizing the execution of the agreement.
- B. Each signatory certifies that he/she has the legal authority of the governing body of the parties thereto to enter into this agreement, and the parties jointly and separately accept the responsibility for the operation of the program under the Act.

IN WITNESS WHEREOF, the duly authorized signatories for the CEO and the FVWDB have executed this agreement as of the day and date set forth below.

FOR THE CHIEF ELECTED OFFICIALS (CEO) CONSORTIUM OF THE FOX VALLEY WORKFORCE DEVELOPMENT AREA

By: Donna Kalata, Chief Elected Official

126/2018

FOR THE FOX VALLEY WORKFORCE DEVELOPMENT BOARD (FVWDB) OF THE FOX VALLEY WORKFORCE DEVELOPMENT AREA

By:

Aimee Hostettler, Chair

Date



CONSORTIUM AGREEMENT FOR THE CHIEF ELECTED OFFICIALS OF THE FOX VALLEY WORKFORCE DEVELOPMENT AREA Adopted 3/12/19

This Agreement is made and entered into by and between the Counties of Calumet, Fond du Lac, Green Lake, Waupaca, Waushara and Winnebago in the State of Wisconsin (hereinafter "the Counties).

WITNESSETH:

WHEREAS, Sec. 66.0301(2) of the Wisconsin Statutes provides that"...any municipality may contract with other municipalities, for . . . the joint exercise of any power or duty required or authorized by law."

WHEREAS, Sec. 66.0301(2) of the Wisconsin Statutes titled "Intergovernmental Cooperation" authorizes counties to make the most efficient use of their power by cooperating with each other on the basis of mutual advantage and thereby provide job training and related services in the manner that will accord best with geographic, economic, population, and other factors influencing the needs and development of local communities;

WHEREAS, the Counties have a mutual interest in forming a single purpose Workforce Development Area (WDA), as defined in Public Law 113-128, of the Federal Workforce Innovation and Opportunity Act of 2014 (hereafter referred to as WIOA) to increase occupational skills, employment, job retention and earnings, and as a result, improve the quality, reduce welfare dependency and enhance the productivity and competitiveness of the workforce within the boundaries of the units of counties that are parties to this Agreement;

WHEREAS, the chief elected officials of the Counties participating in this Agreement have been previously authorized by their respective County Boards of Supervisors to create the Fox Valley Workforce Development Area under Sec. 66.0301(2), Wisconsin Statutes, and to participate as active partners, pursuant to Section 107(c)(1)(B), in the provisions of said Public Law 113-128;

WHEREAS, the County Board of Supervisors of each of the aforementioned counties has adopted a resolution authorizing the County Board Chairperson of County Executive to sign this "Agreement of the Fox Valley Wisconsin Counties Consortium under the Workforce Innovation and Opportunity Act (Public Law 113-128)" (hereinafter, the "Agreement"):

NOW, THEREFORE, in consideration of the above premises and the mutual covenants of the parties hereinafter set forth, the Counties do hereby agree to the following Agreement:

AGREEMENT

That the Counties of Calumet, Fond du Lac, Green Lake, Waupaca, Waushara and Winnebago, under Sec. 66.0301(2) Wisconsin Statutes, do hereby constitute themselves to be a consortium for the purposes of Section 107 (c)(1)(B) of Public Law 113-128, the Workforce Innovation and Opportunity Act.

The Chief Elected Officials (the chairpersons of the County Board of Supervisors or County Executives) or the designees of said officials of the Counties in the above paragraph shall constitute the Workforce Development Area Consortium of Commissioners (hereinafter, the "Consortium") which shall appoint the Workforce Development Board under Section 107(c)(1)(A) of the Act.

- **I. PURPOSE**: The Purpose of this Agreement shall be to:
 - A. Enable the Counties to organize a Workforce Development Area (WDA) as described in Sec. 106 of Public Law 113-128, the Workforce Innovation and Opportunity Act of 2014, which:
 - 1. is comprised of two or more units of local government
 - 2. will promote and coordinate effective delivery of job training services within the aforesaid Counties; and
 - 3. is consistent with labor market areas or areas in which related services are provided under other State and Federal Programs.
 - B. Enable chief elected officials from the Counties entering into this Agreement to appoint members to a local Workforce Development Board (WDB) under Section 107(c)(I)(B)(i)(I) of the Workforce Innovation and Opportunity Act; and
 - 1. determine procedures for the development of a Local Plan, pursuant to Section 107(d) of the WIOA, and interface with the WDA by such methods or institutions as may be provided in such agreement;
 - 2. select a grant recipient, if other than the Chief Elected Official as stated in Section 107(d)(12)(B)(i) of the WIOA, and/or an entity to administer the Local Plan; and
 - 3. other functions and tasks as appropriate.

II. ADMINISTRATION & GOVERNANCE

The Counties participating in this Agreement select the County Executives of Fond du Lac and Winnebago Counties and the County Board Chairpersons/Vice-Chairpersons of Calumet, Green Lake, Waupaca and Waushara Counties to be their authorized representatives, also referred to as Chief Elected Officials (CEOs), to serve as a CEO Consortium. The Consortium shall approve the Local Plan (or modifications); jointly submit such a plan (or modifications) along with the local WDB to the Governor for approval; and carry out other responsibilities for the Counties in accordance with their agreement with the local WDB.

- A. Meetings. The CEO Consortium shall establish the time, place and date of its meetings.
 - 1. <u>Notices.</u> All notices, requests, demands or other communications hereunder shall be in writing and shall be deemed to have been duly given, if delivered electronically, faxed, or

mailed to the Counties at the following addresses, subject to the Wisconsin Open Meeting Law:

Board Chairperson Calumet County Courthouse 206 Court Street Chilton, WI 53014-1198

Board Chairperson Green Lake County Courthouse 571 County Road A PO Box3188 Green Lake, WI 54941-3188

Board Chairperson
Waushara County Courthouse
Box 898
Wautoma, WI 54982

County Executive
Fond du Lac County Courthouse
City/County Government Center
160 S. Macy Street
Fond du Lac, WI 54935

Board Chairperson Waupaca County Courthouse 811 Harding Street Waupaca, WI 54981-0354

County Executive
Winnebago County Courthouse
P.O. Box 2808
Oshkosh, WI 54903-2808

B. Officers: Chairperson, Vice-Chairperson, Secretary

Each County Executive or Chairperson, or their designees, will serve as officers of the Consortium. Rotation of officers will be based upon alphabetical order of the names of the Counties for two year terms. The first Chairperson shall be from Calumet County, the Vice-chairperson from Fond du Lac County and the Secretary from Green Lake County. The order of succession from thereon shall be that the Vice-Chairperson shall be elevated to Chairperson, the Secretary shall be elevated to the Vice-Chairperson, and the Secretary shall be appointed from the county which is next in the alphabetical order. After serving as Vice-Chairperson, if a County is unable or unwilling to serve as the Chairperson of the CEOs, that County may request that the Consortium appoint the current Secretary as Chairperson. The Vice-Chairperson and/or Secretary shall then be appointed from the Counties which are next in the alphabetical order. The Chairperson may appoint a staff person of one of the consortium member counties or the administrative entity to serve as board clerk. Vacancies shall be filled by election for the remainder of the unexpired term.

Officers of the CEO Consortium and their responsibilities are as follows:

- 1. The Chairperson of the Consortium will preside over all meetings and shall be the Chief Elected Official (CEO) for purposes of the Workforce Innovation and Opportunity Act. This person shall have signatory authority and authority to speak for the consortium in all matters regarding the WIOA. The term of this designation shall be identified.
- 2. The Vice-Chairperson will preside over meetings in the absence of the Chairperson.
- 3. The Secretary will ensure proper notice of all meetings of the Consortium, the keeping of minutes for the Consortium meetings and circulate those minutes as directed by the Consortium. In the absence of the Chairperson and Vice- Chairperson, the Secretary shall perform the duties of the Chairperson.
- 4. The Chairperson may appoint a staff person of one of the consortium member counties,

- otherwise the administrative entity shall serve as clerk. In the absence of FVWDB staff, the clerk performs the duties of the secretary.
- 5. Roberts Rules of Order, Newly Revised, shall govern the procedures of the Consortium insofar as they do not conflict with applicable law or administrative rules or by-laws duly adopted by the Consortium.

III. TERM

This Agreement shall be reviewed annually and renewed unless the Counties choose to terminate pursuant to Section VII herein, or termination of Public Law 113-128, the Workforce Innovation and Opportunity Act of 2014.

IV. <u>POWERS</u>

The Counties participating in this Agreement shall have the power to:

- A. The Consortium shall appoint the Workforce Development Board (WDB) of the area, in accordance with the requirements of 29 U.S.C. 3122(b) and 3122(c)(1)(B) (WIOA Sections 107(b) and (c)(1)(B)) and applicable rules thereunder, and consistent with any procedures set forth in Attachment A that may be adopted by the Consortium. When a vacancy occurs on the Board in a position representing a particular county, the Chief Elected Official for that county shall be entitled to select the qualified replacement member and the CEO shall facilitate appointment of that member to the Board.
- B. Select an individual or individuals as their Authorized Representative (CEO) to approve the Local Plan (or modifications) and jointly submit such plans (or modifications) to the Governor for approval as set forth in Section II of this Agreement.)
- C. Perform other powers assigned to chief elected officials authorized Sec. 66.0301(2) of the Wisconsin Statutes, or Public Law 113-128, the Workforce Innovation and Opportunity Act of 2014, as each now exists or is hereafter amended.
- D. The Consortium shall execute an agreement with the Workforce Development Board for the operation and functions of the Board under Section 107 of the WIOA, and shall approve all Local Plans under Section 108 of the WIOA.

V. FISCAL MANAGEMENT

The Counties consenting to this Agreement, along with the local WDB, will select the WIOA Grant Recipient and Administrative Entity. The WIOA Grant Recipient is responsible for the job training and related services. The Administrative Entity shall keep itemized and detailed records covering all expenditures under the budget incorporated in the jointly approved and submitted Local Plan from the Authorized Representative and the WDB. The local WDA Administrative Entity shall conform to all the fiscal requirements of all applicable laws.

VI. CONTRACTS AND CONTRACTUAL SERVICES

The WDA Grant Recipient and Administrative Entity may exclusively enter into contracts, concerning job training and related services authorized under WIOA, with the State or Federal governments, and may subcontract with any municipal, profit or non-profit corporation, or individual to provide job training and related programs and services for residents identified in the Local Plan.

TERMINATION

- A. Any county entering into this Agreement may withdraw from the Workforce Development Area pursuant to the relevant provisions in State and Federal laws.
- B. The Counties forming the Fox Valley Workforce Development Area may terminate this Agreement in the event expected or actual funding from the State, Federal governments, or other source is withdrawn or substantially reduced in such a fashion as to make the continued operation of the WDA unfeasible. In such case, termination of this Agreement shall be effective upon written notice of termination with receipt acknowledged by all Counties and the Governor.
- C. The Governor will re-designate a local Workforce Development Area under Section 106 of WIOA and thereby terminate this Agreement if the WDB and Chief Elected Officials fail to reach agreement on the development of the Local Plan, the choice of the Administrative Entity or Grant Recipient.
- D. The Consortium may be dissolved and this agreement may be rescinded only with the consent of all the Boards of Supervisors of the counties party hereto and the Governor.
- E. Any county that withdraws from the Consortium shall remain liable for its proportionate share of liabilities related to the period prior to its withdrawal, as determined by the CEO Consortium.

VII. ACQUISITION AND DISPOSAL OF PROPERTY

The Administrative Entity shall acquire, hold, and dispose of real and personal property in the same manner as counties within the State of Wisconsin, as provided for in Sections 59.06, 66.28 and 75.35 of the Wisconsin Statutes, as well as consistent with WIOA regulations and guidelines.

VIII. APPLICABLE LAW

The Counties agree that this Agreement shall be construed pursuant to and in accordance with the laws of the State of Wisconsin.

IX. AMENDMENT

The Consortium may adopt operational and procedural By-Laws consistent with this Agreement, applicable federal and state laws, and rules or regulations pursuant thereto, By-Laws or amendments thereto may be adopted by the affirmative vote of 2/3 of the entire membership of the Consortium at any regular meeting called for that purpose, provided that written copies thereof are delivered to each member 15 days prior to consideration.

X. IMPACT OF LEGISLATIVE CHANGES

Any terms and conditions which may be rendered inapplicable by a change in State, Federal or local laws shall not affect the validity of those portions of this Agreement not impacted by the change in legislation. It is further understood by the Counties that certain terminology in this Agreement may change as Federal and State laws governing this Agreement dictate.

XI. LIABILITY

To the extent permitted by law, liability which arises pursuant to this Agreement shall be apportioned as follows:

Approved 3/12/2019

- A. Workforce programs in the Fox Valley Workforce Development Area shall be administered prudently to minimize liability;
- B. Contracts for service delivery shall require indemnification by the contractor in the event that contractor errors or omissions result in disallowed costs or other liability;
- C. The FVWDB shall maintain adequate errors and omission insurance as described in the Joint Agreement, to cover CEOs and the FVWDB members;
- D. The Consortium is liable for any misuse of the grant funds allocated to the local area under sections 128 and 133 of the Workforce Innovation and Opportunity Act.
- E. In the case of any misuse of grant funds allocated to the local area, the Consortium agrees to assume liability as follows (Section 20 CFR 683.710) Liability will be determined by the CEO Consortium based upon the particular facts of the situation as to the responsibility of individual Consortium members for the particular funds.
- F. Finally, after every possible method to reduce liability is exhausted, any remaining liability, as determined by the CEO Consortium shall be apportioned between the six counties in proportion to their respective percentage of the workforce allocation in the year the disallowed cost or other liability occurred. For example, if \$10,000 in liability remained and a given county received an allocation of 10% of the workforce funding in the year the \$10,000 was expended, that county would be liable for \$1000.

This Agreement shall be effective when executed by the authorized official of each county of the Consortium thereof and shall thereupon act to repeal and supersede any and all prior written or oral consortium agreements.

INWITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by the Chairperson of the County Board of Supervisors or the County Executive of the aforementioned Counties.

<u>CALUMET COUNTY</u>	
Alice Counses Board Chair	4-9-2019 Date
FOND DU LAC COUNTY	
Allen Burchell County Executive	4-9-2019 Date
GREEN LAKE COUNTY Harley Reape Board Chairman	4-9-2019 Date
WAUPACA COUNTY Ol McClone Board Vice Chair	4-9-2019 Date
WAUSHARA COUNTY Wound Jalata Donna Kalata Board Chair	4-9-1019 Date
WINNEBAGO COUNTY Mark Harris	<u>4/9/19</u> Date
County Executive	

ATTACHMENT A

(Described in Section IV. A. of the Consortium Agreement)

SELECTION OF THE WORKFORCE DEVELOPMENT BOARD

Appointment of the Workforce Development Board (WDB) shall be carried out as described in Section 107 of the Workforce Innovation and Opportunity Act of 2014.

Δ	Members	of the	WDR	chall	consist of	representatives	of.
\boldsymbol{H}	. Members	or me	WDD	SHall	COHSIST OF	rebresemanves	, 01.

- 1. A majority of the members of each local board shall be representatives of business in the local area, who-
 - (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;
 - (ii) represent businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in indemand industry sectors or occupations in the local area; and
 - (ii) are appointed from among individuals nominated by local business organizations and business trade associations.
- 2. Not less than 20 percent of the members of each local board shall be representatives of the workforce within the local area, who-
 - (i) **shall** include representatives of labor organizations (for a local area in which employees are represented by labor organizations), who have been nominated by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;
 - (ii) **shall** include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
 - (iii) may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
 - (iv) **may** include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth;
- 3. Each local board shall include representatives of entities administering education and training activities in the local area, who—

- (i) **shall** include a representative of eligible providers administering adult education and literacy activities under Title II;
- (ii) **shall** include a representative of institutions of higher education providing workforce investment activities (including community colleges);
- (iii) **may** include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment;
- 4. Each local board shall include representatives of governmental and economic and community development entities serving the local area, who—
 - (i) **shall** include a representative of economic and community development entities;
 - (ii) **shall** include an appropriate representative from the State employment service office under the Wagner-Peyser Act serving the local area;
 - (iii) **shall** include an appropriate representative of the programs carried out under

 Title I of the Rehabilitation Act of 1973 serving the local area;
 - (iv) **may** include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and
 - (v) **may** include representatives of philanthropic organizations serving the local area; and
- 5. Each local board **may** include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.
- 6. The State of Wisconsin has also directed that a representative from Unemployment Insurance be placed on each board.
- B. All members will be appointed by the Counties based on the requirements of the law and other locally defined considerations with the exception of those positions appointed by DWD.

Category	Minimum Required	Requirement
Business	at least 51% of total board	Shall
Workforce Representatives	at least 20% of total board	Shall
Labor Organizations	1	Shall
Labor Training/Apprenticeship	1	Shall
Community Based Organization	N/A	May
Youth Organization	N/A	May
Adult Basic Ed & Literacy	1	Shall
Higher Education Organization	1	Shall
Local Education Organization	N/A	May
State Employment Service (W-P)	1	Shall
Vocational Rehab	1	Shall
Housing / Transportation Agency	1	Shall
Philanthropic Organization	N/A	May
State Unemployment Rep (DWD mandate)	1	Shall

- C. WDB members will reviewed annually by the Chief Elected Officials present for approval.
- D. The WDB will select its chairperson from the private sector business members.
- E. WDB members shall be appointed for fixed and staggered terms.
- F. Vacancies will be filled according to the established by-laws.
- G. The WDB must be comprised of at least 20% female members.
- H. One minority representative must be appointed to the WDB if there is at least 3% minority population in the WDA.

WDB/Fiscal Agent Agreement – See FVWDB Joint Agreement (Attachment 07) - Section II.B.

ATTACHMENT B

Membership Chart for Workforce Development Board Certification 2018-2019

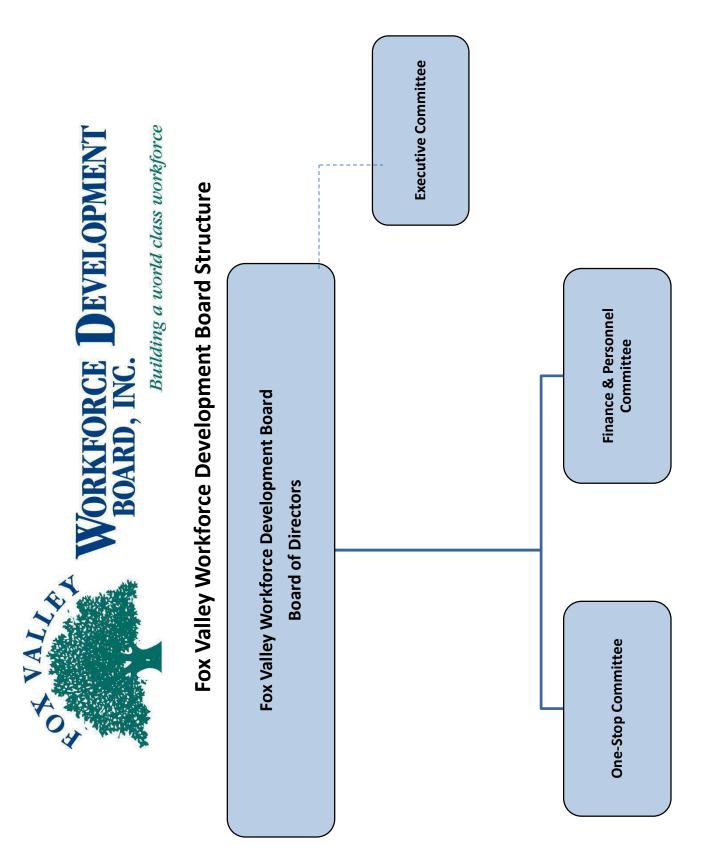
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Wo	irkforce Developn	nent Area Name	Workforce Development Area Name: Fox Valley Workforce Development Board	elopment Board									
	100	CHIL O CHICK	foid works	onition of									
	Contact Pers	on Name & Title	Contact Person Name & Ittle: Allthorly E. Sriyder, Chiel Executive Officer	Executive Officer									
Chief I	Local Elected Offi	cial Name & Title	Chief Local Elected Official Name & Title Mark Harris, Winnebago County Board Chair	County Board Chair									
					CURF	CURRENT MEMBERSHIP							
							Category of	Define Sub-	Nominating			NAICS	Notes (i.o. Bourgeorting
# Last Name	First Name	Title	Business/Organization	Address	Phone #	Email Address	Representation	Category	_	Term Start To	Term End	Code	Multiple Categories)
1 Westphal	Mark	President	FV Area Labor Council	945 Hunt Ave., Neenah WI	920-727-1790	sswes@earthlink.net	Workforce	Labor		June, 2017 June	June, 2020	813930	
2 Lautenschlager	Larry	President	Winnebago Area Labor Council	1215 Carr Pl., Oshkosh WI	920-379-0795	lauts4@aol.com	Workforce	Labor	ago Area ouncil			813930	
W Signal	Trevor	Business Agent	114 Local ADO	2700 Northridge Dr.,	920-462-0403	travor@iia400 org	Workforce	Apprenticechin	FV Area Labor	2018 June	3 1202 adul	813930	
2 Beregszazi	Tonv	Deputy Director		19 W. First St., Fond du Lac	920-922-7760	tonvb@advocap.org	Workforce	Youth Service				813319	
, united M	, 950	VP Farmworker & Comm Based		2701 South Chase Ave.,	41.4-389-6006	ioco martinos ora	Morkforce	Ca				813310	
2 IVIALUINEZ	asor	Director of	COIMIO	IVIIIWaukee VVI	414-389-0000	Jose.mar unez@umos.org	worklorce	CBO				13319	
6 Walker	Dale	Business & Industry Serv.	Fox Valley Technical College	1825 N. Bluemound Dr., Appleton WI	720-735-2571	walkerd@fvtc.edu	Ed/Training	Tech College	Fox Valley Technical College June	June, 2017 June	June, 2020	611210	
		Dean of Economics &	Moraine Park Technical	235 N. National Ave., Fond					Moraine Park				
7 Hall	JoAnne	Workforce Dev.	College		920-924-3289	jhall@morainepark.edu	Ed/Training	AEFLA/Title II	ege	June, 2018 June	June, 2021	611210	
8 Thiel	Dave	Executive Director	Waupaca Economic Development Corp.	N3512 Dawn Dr., New London Wl	920-982-1582	wcedc@charter.net	Gov't/Econ Dev	Econ Dev		June, 2016 June	June, 2019	926110	
		Dir of Education & Workforce	Oshkosh Chamber of	120 Jackson St., Oshkosh		patti@oshkoshchamber.co			Oshkosh Chamber of				
9 Andresen-Shew	Patti	Dev.	Commerce	M	920-303-2265	ш	Business	Other	Commerce June	June, 2017 June	June, 2020	813910	
10 Wehner	Craig	FVWDA DVR Director	DVR	349 N. Peters Ave., Fond du Lac WI	920-517-2595	craig.wehner@dwd.state. wi.us	Gov't/Econ Dev	VR/Title IV	DWD N/A	N/A		923130	
11 Warga	Debra	WDA 4 District Director	Job Service	1802 Appleton Rd., Menasha WI	920-968-6308	debra.warga@dwd.wiscon sin.gov	Gov't/Econ Dev	Wagner- Pevser/Title III	DWD W/A	A/N		923130	
70400	, way	Adjudication	DWD-Unemployment	M 2755 A 2010 101	0101 000 000	amy.groshek@dwd.wiscon	(Cov'+ /Econ Dov			\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \		023230	
12 Closiler	Á	adha.	insulation and a second a second and a second a second and a second a second and a second and a second and a	2	220-032-1010	202	200 1/ 5001 050	5	ysh			00107	
13 Winn	Margaret	Executive Director	Lakeside Packaging Plus, Inc.	100 W. Fernau Ave., Oshkosh WI	920-231-0870	mwinn@lakesidepackaging plus.com	Business	Other	of e	June, 2018 June	June, 2021	561910	
		Human Resources		2787 Oakwood Circle,		laura.biehn@sargento.			<u>.</u>				
14 Biehn	Laura	Manager	Sargento Foods, Inc.	Oshkosh WI	920-720-6483	com moo	Business	Other	Commerce June	June, 2018 June	June, 2021	541612	
15 Sivick	Robert	Administrator	Waushara Co. Courthouse	PO Box 300, Wautoma WI	920-787-0431	robert.sivick@co.waushara .wi.us	Gov't/Econ Dev	Other		June, 2017 June	June, 2019	922110	
16 Grahn	Ron	Manufacturing Manager	Silver Star Brands	2155 S. Oakwood Rd., Oshkosh WI	920-232-6463	rgrahn@silverstarbran <u>ds.com</u>	Business	Other	Oshkosh Chamber of Commerce Jun	June, 2018 June	June, 2020	511199	

ATTACHMENT B Membership Chart for Workforce Development Board Certification 2018-2019

17 Grant	Brad	VP Banking	Bank of Oakfield	W/I 53065	920-539-6160	sacinal and blotherofordard farma	Business	Other	of Commerce	7117 adııl	0202 9011	522292
T Oldin	28 20	Silling V	Dalin		250-220-0100	Dgiair@DairoiOanileid.coi	Dusiness		Fox Cities	Julie, 2017	Julie, 2020	722272
		VP Human		2307 Oregon St., Oshkosh					Chamber of			
18 Larson	Jodie	Resources	Oshkosh Corporation	WI	920-232-2819	jlarsen@oshkoshcorp.com	Business	Other	Commerce	June, 2018	June, 2021	336120
						brian.kaminske@waupacaf			Waupaca Area Chamber of			
19 Kaminske	Brian	HR Manager	Waupaca Foundry	WI	715-256-6885	oundry.com	Business	Other	Commerce	June, 2018	June, 2021	333511
20 Haase	Russ	Director HR	Aurora Health Care	855 N. Westhaven Dr., Oshkosh WI	920-456-7619	russ.haase@aurora.org	Business	Other	N/A	June, 2016	June, 2019	622110
21 Pedersen	Bob	President/CEO	Apple Nape	1305 Lutz Dr., Appleton, WI 54914	920-841-8719	bp3219@new.rr.com	Business	Other	Fox Cities Chamber of Commerce	June, 2016	June, 2019	453310
22 Maple	Jessica	Region 1 Supervisor	Office of Veterans Services - 364 Grand Avenue, Employment & Training Wausau, WI 54403		715-261-8718	Jessica.maple@dwd. wisconsin.gov	Workforce	Other	N/A	June, 2018	June, 2021	444130
23 Hostettler	Aimee	Sr. HR Manager	Fives Giddings & Lewis	142 Doty St., Fond du Lac WI	920-906-2473	aimee.hostettler@fivesgro up.com	Business	Other	Fond du Lac Chamber of Commerce	June, 2018	June, 2021	333517
24 Nitz	Jim	Chief Program Officer	Forward Service Corp.	400 American Pkwy., Madison WI	414-840-1622	—	Workforce	CBO	N/A	June, 2016	June, 2019	923130
25 Kopetsky	Amanda	HR Director	Alliance Laundry Systems	221 Shepard St., Ripon, WI 54971	920-748-3121	Amanda.kopetsky@alliancels.com	Business	Other	Oshkosh Chamber of Commerce	June, 2018	June, 2021	326112
26 Hendricks	Jason	HR Business Partner	J.F. Ahern	516 Dewberry Dr., Fond du Lac WI	920-539-8384	ihendricks@ifahern.com	Business	Other	Fond du Lac Chamber of Commerce	June. 2018	June. 2021	238220
				N2575 Fox View Dr.,					Fox Cities Chamber of			
28 Milka	Patty	President	Milka Enterprises, LLC		920-636-6418		Business	Other	Commerce	June, 2017	June, 2020	813910
30 Сопуо	Joe	The VP of Operations Co.	The W.C. Russell Moccasin Co.	285 S W Franklin, PO Box 309, Berlin,WI 54923	920-361-2252	igonyo@russellmocca sin.com	Business	Other	Green Lake Chief Elected Official	June, 2017	June, 2020	316210
31												
44												
45												_
				Total Members	28							
				# Business	14	14 % Business	20%	%				
				# Workforce		7 % Workforce	25%	%				
				Labor		2 Economic Development		1				
				Apprenticeship		1 Wagner-Peyser		τ-				
				AEFLA/Title II		1 Vocational Rehabilition		<u></u>				
				Tech College		1 Unemployment Insurance		-				

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Conflict of Interest Policy – See FVWDB By-Laws (Attach 13) – Attachment #2-Last Page





FVWDB Meeting Schedule for Remainder of 2018

Group	Date	Time	Comment
Chief Elected Officials (CEO)	8/18/18	3:00 PM	
	12/4/18	10:00 AM	
Board of Directors	8/12/18	12:00 PM	
	11/6/18	2:00 PM	
Finance Committee	8/28/18	1:00 PM	
	10/30/18	1:00 PM	
One Stop Committee	8/21/18	2:00 PM	
	10/23/18	1:00 PM	
Executive Committee	10/11/18	1:00 PM	
	12/13/18	1:00 PM	



BYLAWS OF FOX VALLEY WORKFORCE DEVELOPMENT BOARD, Inc.

ARTICLE I.

The name of the corporation shall be Fox Valley Workforce Development Board, Inc. (herein after also referred to as FVWDB).

ARTICLE II.

The period of existence shall be perpetual.

ARTICLE III.

- A. The purpose for which this corporation is organized is to provide policy guidance with respect to activities provided under the Workforce Investment and Opportunity Act (Public Law 113-128) within the Workforce Delivery Area covering the counties of Calumet, Green Lake, Fond du Lac, Waupaca, Waushara, and Winnebago in the State of Wisconsin or such other Workforce Delivery Area as subsequently redesignated by the Governor of the State of Wisconsin. The basic purpose of the corporation shall be to integrate, coordinate and oversee the implementation and use of funds granted under the provisions of the Workforce Innovation and Opportunity Act. The corporation may also engage in any lawful activities within the purposes for which corporations may be organized under the Wisconsin Non-Stock Corporation Law.
- B. No part of the earnings or funds of the corporation shall inure to the benefit of or be distributable to its members, director, officers, or other private persons except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered.
- C. The activities of the corporation shall not be substantially related to the influencing of legislation and the corporation shall not participate in or intervene in any political campaign on behalf of any candidate for public office.
- D. Upon dissolution of the corporation, the Board of Directors shall be responsible to pay and make provisions for assets by either completing the granting of funds assigned to the corporation or by returning said funds and any other assets to the state funding agency from whence such funds came.

ARTICLE IV.

The corporation shall have and continuously maintain in Wisconsin a registered agent as required by the Statute.

ARTICLE V.

The corporation shall have all powers permitted by law to the extent that said powers do not conflict with

either funding source regulations and/or regulations as imposed by Section 501(c)3 of the United States Internal Revenue Code of 1954 as it may be amended from time to time.

ARTICLE VI.

Location of the principal office of the corporation shall be Fox Valley Workforce Development Board, Inc., Neenah, Wisconsin 54956. The address of the registered office may be changed from time to time by the Board of Directors as deemed necessary.

ARTICLE VII.

Membership ratio shall be as set forth in the Workforce Innovation and Opportunity Act and the Consortium Agreement for the Fox Valley Workforce Development Area. Specific details pertaining to the membership requirements and designations are found in the CEO Consortium Agreement which is reviewed annually (Attachment 1). The designation shall be at the discretion of the County CEOs responsible for appointments with exception to DWD appointed positions. Please note that 'public sector' members may fill more than one position if applicable. If a specific category does NOT exist, it does not need to be filled.

Board members may be appointed based on their county of employment or residence. The Board and County Consortium will ensure that each county is represented by a total number of individuals based on a calculation of resident population. Alternate or proxy Fox Valley Workforce Development Board Directors shall not be appointed or designated

Section 1:

The terms of the Board of Directors shall be fixed and staggered in accordance with the Workforce Innovation and Opportunity Act. Terms of the Board of Directors shall be for three years and may be reappointed beyond that. The Board will ensure that not more than one-third of all Board members have expiring terms each year through an annual review of the Board roster. Terms expire on June 30th.

Section 2:

Members of the WDB shall be appointed by their respective county CEOs consistent with the requirements of the County Consortium Agreement and in compliance with Section 107 (c) (1) of the Workforce Innovation and Opportunity Act. Nomination and appointments shall be made in accordance with applicable Local or State criteria, conform to the Federal legislation, and meet the requirements of any plan of representation adopted by the Board. Some Board directors, by virtue of their employment, may represent multiple counties. However, they shall be appointed by one elected official.

Section 3:

If a member of the Board of Directors resigns, he or she shall notify either the Fox Valley Workforce Development Board Chair or staff of FVWDB. The Fox Valley Workforce Development Board Chair or staff of the FVWDB, will inform the Chief Elected Official from the member's county of employment or residence of the resignation and request a reappointment to fill the remainder of the member's term. All vacancies on the Board shall be filled in the same manner as they were appointed.

Section 4:

A member of the Board of Directors may be removed for good cause at any meeting of the Board by the affirmative vote of two-thirds of the Directors. Attendance at Board and Committee meetings is important in order to conduct Board business. If a member misses two meetings (Board and/or Committee) in a row with unexcused absences, they are notified by the CEO representing their county and placed on probation. If a member misses three meetings (Board and/or Committee) in a row with unexcused absences, they will be dropped from membership, pending above Board action.

Section 5:

The Board may authorize compensation for services rendered to the corporation, consistent with funding source guidelines and law. Board members and technical advisors are eligible to be reimbursed directly by the Workforce Development Board for travel expenses to attend meetings called by the Chair in accordance with the Bylaws.

- (1) Mileage may be reimbursed based on current federal or state rates.
- (2) Meals: Based on current federal or state rates.
- (3) Lodging: Based on current federal or state rates. Receipts required.

Section 6:

When a vacancy occurs on the Board for reasons other than resignation, the vacancy shall be filled to carry out the balance of the term in accordance with the procedures of Article VII of these Bylaws.

ARTICLE VIII. The Board of Directors Shall:

- 1) Act within the scope of the FVWDB/CEO Joint Agreement.
- 2) Approve Workforce Innovation and Opportunity Act Plans and oversee the programs conducted under the Workforce Innovation and Opportunity Act according to procedures developed by the Board.
- 3) Act as the grant recipient and administrating entity.
- 4) Establish the corporation's overall priorities, projects, and programs.
- 5) Allocate Workforce Innovation and Opportunity Act funds on the basis of the priorities established.
- 6) Manage the affairs of the corporation and receive and extend all funds made available to it in accordance with contractual requirements of the funding sources.
- 7) Coordinate and approve, modify or reject all projects submitted to it.
- 8) Designate a depository for corporate funds and establish proper monetary controls and accounting procedures.
- 9) Appoint the necessary standing committees to effectively carry out the purposes of the corporation.
- 10) Establish corporation policies either directly or indirectly through the committee process as necessary.

ARTICLE IX. Officers

The Board shall elect by simple majority from its membership a Chair, Vice-Chair, Secretary and Treasurer. The Chair and Vice-Chair shall be a private sector representative.

Section 1:

The principal officers shall be elected at the annual meeting (May) of the Board of Directors and those elected shall take office July 1 until June 30 of the following calendar year. Thereafter the Board at the annual meeting shall elect the principal officers or any special meeting called for such purpose and serve one-year terms. Each officer may succeed himself or herself not to exceed two years total.

Section 2:

If any office on the Board becomes vacant, the Board shall elect a successor at the next regular meeting, or a special meeting to fulfill the remainder of the term.

Section 3: Duties and Qualifications of Officers:

- (1) Chair: Shall be from among the Directors who are representatives of the private sector; shall preside over all meetings of the Board of Directors and the Corporation; shall be ex-officio member of all committees of the corporation; shall make all appointments to committees and task forces, subject to the approval of the Board of Directors, and shall have the general powers and duties usually associated with the office of President, pursuant to Chapter 181, Wisconsin Statutes, such as the ability to sign certificates, contracts, and other instruments of the Corporation which are authorized by the Board. The Chair shall have the same rights as other members to discuss any questions before the Board, but shall have the right to relinquish the chair to offer resolutions, to make motions, or to second motions.
- (2) <u>Vice-Chair</u>: Shall be from among the Directors who are representatives from the private sector; shall serve in the Chair's stead if the Chair is unable to perform other duties as the Chair and Board of Directors may direct. At such times, the Vice-Chair shall have all the powers of the Chair.
- (3) Secretary: The Secretary of the FVWDB shall attend the meetings of the Board of Directors and the Corporation and shall ensure accurate records of its proceedings, filing, and preservation of the FVWDB's records and vouchers in a manner convenient for reference. The Secretary shall approve meeting minutes before dispersal to the Board. Upon request, the Secretary shall report minutes of the regular and special meetings which are to be published in accordance with the Wisconsin Statutes and shall perform other duties as the Chair and Board of Directors may direct.
- (4) <u>Treasurer</u>: Ensure all funds collected and spent are recorded and that a current account of the assets and liabilities of the corporation are kept. The books of account shall, at all reasonable times, be open to inspection by any Director. The Treasurer shall be bonded. The Chair shall assign the Treasurer as the Finance & Personnel Committee Chair.
- (5) Any document required or permitted by Wisconsin Statutes Chapter 181 to be signed by the Chair, Vice-Chair, Secretary, or Treasurer may be signed by the Chair (or Vice-Chair in the Chair's absence).

ARTICLE X. Meetings

Section 1:

The annual meeting of the corporation shall be held each year during the month of May for the purpose of seating new officers for the transaction of the business as may come before the corporation and election of new officers.

Section 2:

The regular meeting of the corporation shall be held at least quarterly at a time and place designated by the Board of Directors.

Section 3:

Special meetings of the corporation may be called at the request of the Chair.

Section 4:

Notice of each regular and annual meetings shall be given by written notice delivered electronically (e.g. email) or through the mail no less than seven (7) days prior to the meeting, such notice shall be deemed to be delivered when the email is sent or the notice is deposited in the United States mail so addressed with postage thereon prepaid. Notice of special meetings shall be given not less than five (5) days prior to the meetings, except in emergency situations. All meetings and notices thereto shall be subject to the provisions of the Wisconsin Open Meetings Law.

Section 5:

A simple majority must be present at a board meeting to establish a quorum and one (1) member present must be an officer.

Section 6:

At all corporate meetings, each Director shall have one (1) vote. No proxy votes shall be permitted. Simple majority vote of Directors present shall prevail in all matters except the removal of a member of the Board of Directors for good cause (Article VII, Section 4) and approval of all Workforce Investment Plans. Revisions/ modifications to the plans only require a majority vote of members present at the meeting where the plan is subject for action, and if the established quorum is present.

Section 7:

The Board shall keep minutes that reflect a correct and complete record of all corporate proceedings.

Section 8:

The Bylaws, or standing rules of the corporation shall govern the procedure for all meetings of the corporation.

Section 9:

Chief Elected Officials of the Fox Valley Workforce Development Area shall be granted speaking privileges at board meetings, but shall have no voting rights.

Section 10:

The use of technology, such as phone and Web-based meetings, will be used to promote Board and Committee member participation.

ARTICLE XI. Conflict of Interest

The FVWDB Board members shall comply with the following provisions regarding Conflict of Interest:

<u>a.</u> <u>Casting of Votes</u>: No member of FVWDB, Advisory Committee, or committee thereof, nor the Chief Elected Official shall cast a vote on the provision of services by that member (or any organization which that member directly represents) or vote on any matter which would provide direct financial benefit to that matter.

(This requirement, in and of itself, does not preclude Fox Valley Workforce Development Board members or their businesses from participation in training contracts.)

b. Wisconsin Statutes Governing Conflict of Interest:

Wisconsin Statutes define misconduct in public office, as well as conflicts of interest, in Sections 946.12 and 946.13. The conduct constituting misconduct in public office and conflict of interest under Sections 946.12 and 946.13 are, therefore, prohibited by these By-Laws.

- c. In order to guide the ethical conduct of the FVWDB, the Board shall adopt the following:
 - (1) <u>Code of Standards</u>: The FVWDB shall maintain a written code of standards of conduct which will govern the performance of its directors, employees and agents in contracting with or otherwise procuring supplies, equipment, or services. These standards will conform to state regulations applicable to public contracts.
 - (2) <u>Use of Position</u>: The FVWDB shall prohibit its directors, employees, and agents from using their positions for a purpose that is, or that gives the appearance of being, motivated by a desire for private gain for themselves or those with whom they have family, business, or other ties.
 - (3) <u>Appearance of Conflict</u>: The FVWDB and its directors, employees, and agents shall avoid organizational and personal conflict of interest and the appearance of conflict of interest. (Please see Attachment #2 for the Annual Conflict of Interest Media Consent Form to be signed annually.)

ARTICLE XII. Nepotism

a. No FVWDB director or employee of the FVWDB shall effectively recommend or decide to hire, promote, or establish the salary of another person when the person affected is a member of his or her immediate family.

- b. No FVWDB director or employee of the FVWDB shall give preferential treatment in the supervision or management of another employee who is a member of his or her immediate family.
- c. The term "immediate family" means wife, husband, son, daughter, mother, father, brother, brother-in-law, sister, sister-in-law, mother-in-law, father-in-law, aunt, uncle, niece, nephew, stepparent, and stepchild.

ARTICLE XIII. Maintenance of Effort

The FVWDB shall comply with the Maintenance of Effort provisions described as follows:

- a. <u>Displacement</u>: FVWDB shall comply with the following:
 - (1) WORKFORCE INNOVATION AND OPPORTUNITY ACT programs shall result in an increase in employment and training opportunities over those that would otherwise be available in the area.
 - (2) WORKFORCE INNOVATION AND OPPORTUNITY ACT programs may not result in the total or partial displacement of currently employed workers or reduction in hours of non-overtime work, wages or employment benefits; and
 - (3) WORKFORCE INNOVATION AND OPPORTUNITY ACT programs may not impair existing contracts or grants for services nor substitute federal funds to pay for services that would have been funded by other sources.
- b. <u>Supplanting Funds</u>: WORKFORCE INNOVATION AND OPPORTUNITY ACT funds shall be used to supplement and not supplant funds that would otherwise be available from nonfederal sources for planning and administering programs.
- c. <u>Hiring Freezes</u>: WORKFORCE INNOVATION AND OPPORTUNITY ACT participants may not be hired into or remain in a position when the same or a substantially equivalent position is vacant due to a hiring freeze.
- d. <u>Layoffs and Recalls</u>: WORKFORCE INNOVATION AND OPPORTUNITY ACT participants may not be hired into or remain working when any person who is WORKFORCE INNOVATION AND OPPORTUNITY ACT funded is one of the following:
 - (1) A person is on layoff from the same, or substantially the same, or equivalent job in the same organizational unit of the same employer; or
 - (2) A person is on layoff or has been bumped and has recall or bumping rights to that position according to a personnel code or practice or a collective bargaining agreement of the same employer.
 - (3) For purposes of this paragraph, a layoff is in effect until the expiration of the period required by a recall list, or if no recall list or re-employment rights exists, for a period of one year from the last layoff or until the next operating year of the department or agency, whichever occurs later.

e. <u>Promotions</u>: No jobs shall be created in a promotional line that will infringe in any way upon the promotional opportunities of currently employed individuals.

ARTICLE XIV. Deposits

Section 1:

No indebtedness for borrowed money shall be contracted on behalf of the corporation and no evidence of such indebtedness shall be issued in its name unless authorized by or under the authority of a resolution of the Board of Directors of the corporation.

Section 2:

A director or FVWDB designated employee shall sign all checks, drafts, or other orders of payment of money, notes, or other orders of indebtedness issued in the name of the corporation. Bonding or insurance protection shall be provided to those eligible to disburse funds.

Section 3:

The corporation shall have all powers permitted by law.

ARTICLE XV.

These Bylaws may be amended by the affirmative vote of a majority of the Board of Directors in office at a duly called meeting, provided the proposed amendment shall have been submitted in writing to all Directors in advance of such meeting.

ARTICLE XVI.

The corporation's fiscal year shall be July 1 to June 30.

ARTICLE XVII.

The Board shall establish such standing committees and ad-hoc committees as it chooses from time to time. Except as herein provided for the Executive Committee, the Board shall set the number of Directors or other designees to sit on said committees. Any Fox Valley Workforce Development Board member may attend and provide input, but only members of that committee may vote.

A simple majority of more than one-half, shall constitute a quorum at any regular standing committee meeting.

Section 1: <u>Executive Committee</u>:

(1) The Executive Committee shall function for the Board between meetings of the Board. The Executive Committee shall have authority to act on behalf of the Board and the corporation between meetings of the Board and report back to the full Board for those issues set forth in subsection 6.

- (2) The Executive Committee shall consist of the Chair, Vice-Chair, Secretary, Treasurer and Immediate Past Chair of the corporation, along with one representative from each county not already represented by the officers listed. The Chair of the Chief Elected Officials Consortium will serve in a non-voting ex-officio position.
- (3) If an Executive Committee position becomes vacant during said term the Chair shall appoint a replacement to fill the position for the remainder of the term.
- (4) Meetings of the Executive Committee shall be held at a time, place, and date selected by the members. The Chair, as needed, shall call special meetings of the Executive Committee.
- (5) The Executive Committee shall recommend board organizational procedures and policies not under the purview of the other standing committees, changes in the Bylaws, and Fox Valley Workforce Development Board/Chief Elected Officials Joint Agreement.
- (6) The Executive Committee shall:
 - a. Deal with issues regarding the corporate status of the Board.
 - b. Act as liaison with Chief Elected Officials on major issues.
 - c. Establish ad hoc committees and recommend standing committees.
 - d. Provide direction on applicable policy, evaluate performance and establish direction for the Chief Executive Officer.
 - e. Deal with issues regarding membership and attendance.
 - f. Review annually the Fox Valley Workforce Development Board/CEO Joint Agreement with the Chief Elected Officials.
 - g. Function as the authorized representatives of the Board to meet with the County Chief Elected Officials from each of the counties within the Workforce Development Area which shall constitute a committee for negotiation of any disagreements/issues over any Workforce Innovation and Opportunity Act related matter.
 - h. Approve local performance standards negotiated with the state.
 - i. Delegate program funds to go under specific committee oversight.
 - j. Recommend the five year strategic plan to FVWDB.

Notice of Executive Committee meetings shall be subject to the provisions of Wisconsin's Open Meetings Law.

Written notices of all regular Executive Committee meetings shall be given five (5) days in advance indicating, time, place, and agenda. All members will be notified in advance.

A simple majority of the filled seats of the Executive Committee shall constitute a quorum at any regular or special meeting of the Executive Committee.

Section 2: Other Standing Committees

1) Strategic Programs Committee shall:

- a. Oversee the system-wide operational issues in the Job Centers.
- b. Determine process for identifying One Stop Operator(s).
- c. Designate and certify Job Centers.

- d. Identify funding needs related to Workforce Innovation and Opportunity Act "Core" Services for Job Centers.
- e. Promote and participate in the development of a school-to-work system that connects youth to employment and training opportunities.
- f. Oversee the allocations of adult, dislocated worker and youth program funds.
- g. Oversee the process of developing MOUs with the required Job Center partners.
- h. Carry out any required competitive process for WIOA contracts and for other available funds.
- i. Regularly review the quality and performance of all services.
- j. Conduct oversight and evaluate outcomes of Workforce Innovation and Opportunity Act and other FVWDB customer-facing programs.
- k. Act as a strategic planning body for all customer-facing programs.

2) Finance & Personnel Committee shall:

- a. Review financial information and expenditure reports.
- b. Review and make recommendations to financial procedures.
- c. Review and make recommendations to Program Year (PY) budgets to the Board.
- d. Review and make recommendations on personnel policies/issues.
- e. Conduct review of salary ranges and benefit packages from a cost and recruitment/ retention perspective on a cycle determined by the board.

3) Ad Hoc Committee(s) shall:

- a. Be established by the Board or Executive Committee.
- b. Function as appropriate until the objective is reached or the Board dissolves the committee.
- c. Have their purpose reviewed on a quarterly basis unless a specific timeframe is otherwise determined.

Section 3:

Each standing committee member shall serve for a period of one (1) year and may succeed himself or herself not to exceed two consecutive years (three years total).

Section 4:

The Board Chair appoints Chairs and members of the committees. Vacancies, voting, and quorums shall be consistent with the Board policies.

Section 5:

Individuals appointed to any Committees do not have to be an Officer or Director on the Board. Standing committees must include a minimum of two (2) non-Board members as per WIOA requirements.

Section 6:

All committees of the FVWDB shall be subject to the provisions of Wisconsin Open Meetings Law.

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SELECTION OF THE WORKFORCE DEVELOPMENT BOARD

Appointment of the Workforce Development Board (WDB) shall be carried out as described in Section 107 of the Workforce Innovation and Opportunity Act of 2014.

- A. Members of the WDB shall consist of representatives of:
 - 1. A majority of the members of each local board shall be representatives of business in the local area, who-
 - (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;
 - (ii) represent businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; **and**
 - (ii) are appointed from among individuals nominated by local business organizations and business trade associations.
 - 2. Not less than 20 percent of the members of each local board shall be representatives of the workforce within the local area, who-
 - (i) shall include representatives of labor organizations (for a local area in which employees are represented by labor organizations), who have been nominated by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;
 - (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
 - (iii) may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
 - (iv) may include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth;
 - 3. Each local board shall include representatives of entities administering education and training activities in the local area, who—
 - (i) shall include a representative of eligible providers administering adult education and literacy activities under Title II;
 - (ii) shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);

- (iii) **may** include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment;
- 4. Each local board shall include representatives of governmental and economic and community development entities serving the local area, who—
 - (i) shall include a representative of economic and community development entities;
 - (ii) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act serving the local area;
 - (iii) shall include an appropriate representative of the programs carried out under Title I of the Rehabilitation Act of 1973 serving the local area;
 - (iv) may include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and
 - (v) may include representatives of philanthropic organizations serving the local area; and
- 5. Each local board **may** include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.
- 6. The State of Wisconsin has also directed that a representative from Unemployment Insurance be placed on each board.
- B. All members will be appointed by the Counties based on the requirements of the law and other locally defined considerations with the exception of those positions appointed by DWD.

Category	Minimum Required	Requirement
Business	at least 51% of total board	Shall
Workforce Representatives	at least 20% of total board	Shall
Labor Organizations	1	Shall
Labor Training/Apprenticeship	1	Shall
Community Based Organization	N/A	May
Youth Organization	N/A	May
Adult Basic Ed & Literacy	1	Shall
Higher Education Organization	1	Shall
Local Education Organization	N/A	May
State Employment Service (W-P)	1	Shall
Vocational Rehab	1	Shall
Housing / Transportation Agency	N/A	Shall
Philanthropic Organization	N/A	May
State Unemployment Rep (DWD mandate)	1	Shall

- C. WDB members will be reviewed annually by the Chief Elected Officials present for approval.
- D. The WDB will select its chairperson from the private sector business members.
- E. WDB members shall be appointed for fixed and staggered terms.
- F. Vacancies will be filled according to the established by-laws.
- G. The WDB must be comprised of at least 20% female members.
- H. One minority representative must be appointed to the WDB if there is at least 3% minority population in the WDA.



FOX VALLEY WORKFORCE DEVELOPMENT BOARD, INC. ANNUAL CONFLICT OF INTEREST - MEDIA CONSENT FORM PROGRAM YEAR 2019

SECTION 1:			
Name: (Please print)			
Affiliation with FVWDB	Board Member	Chief Elected Official	Other
	Employee	One Stop Operator	
relationship with, fiduciary or	professional relationship with, entity which receives, or to you	erest in, investment in, employment v directly in a management, superviso or current knowledge may be actively on FVWDB?	ory or governing body
Yes	No		
		nswer, giving the name of each and paper as necessary). If you answer	
Section 2:			
indirect, for yourself, one or m		or assist in the production of a substante family, or an organization with w	
SECTION 3:			
workforce programs and/or a			likeness to promote any
		forth above is true and complete to t information disclosed on this forn	
	Signature	Povis	Date ed December 2018
	FVWDB is an Equal Opportun	itv Employer and Service Provider	Sa Doddinbor 2010

FVWDB is an Equal Opportunity Employer and Service Provider

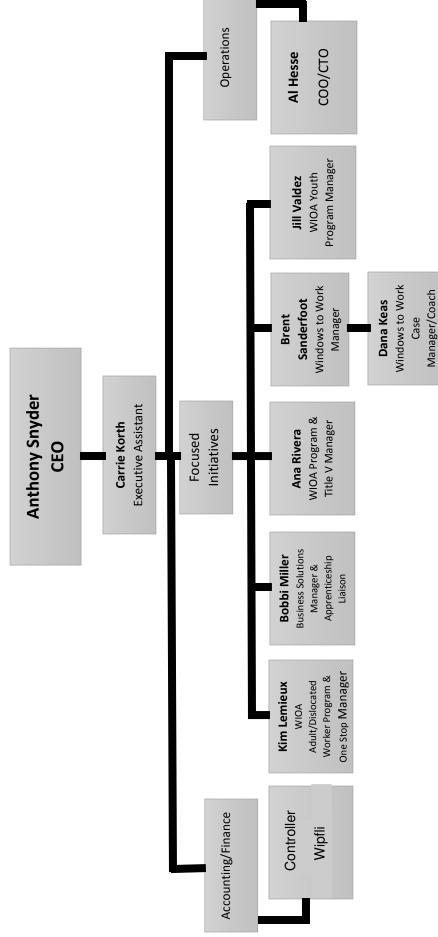
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WDB Staff Agreement – FVWDB is designated as the Administrative Entity and Grant Recipient in the FVWDB Joint Agreement (Attachment 07) – Section II.



Fox Valley Workforce Development Board, Inc.

Staff Organizational Chart



Administrative Entity/Fiscal Agent Organizational Chart – Same as the WDB Organizational Chart (Attachment 15)

Excerpt from FVWDB policy, pg 52 (Approved April 2015)

Direct Costs

Direct costs are those costs that can be identified specifically with a particular final cost objective, such as a Federal Award, or other internally or externally funded activity, or that can be directly assigned to such activities relatively easily with a high degree of accuracy (2 CFR Part 200.413(a)). FVWDB identifies and charges these costs exclusively to each award or program.

Equipment purchased for exclusive use on a federal award and reimbursed by a federal agency shall be accounted for as a direct cost of that award (i.e., such equipment shall not be capitalized and depreciated for grant purposes, but will be capitalized and depreciated at yearend for financial statement purposes).

Cost Allocation Plan (CAP) Overview

The purpose of the cost allocation plan (CAP) is equitable sharing of costs across all programs and activities through the accounting and budgeting process. It represents a fair measure of cost benefit for costs of services rendered or goods provided. In conformance with GAAP, the CAP is consistently applied over time. In selecting a method, the selected base method must be allowable in accordance with the guidance and the effort and expense required to achieve the best degree of accuracy is considered.

FVWDB's procedures address how to charge costs to benefiting grants through direct costing and/or to allocate shared/joint costs indirect costs, administration, and overhead costs.

Excerpt from FVWDB Procedures Manual, page 19-2 (Approved April 2015)

Direct Costs

Each invoice shall be coded with the appropriate account number reflecting which program received direct benefit from the expenditure. Invoices are approved by the appropriate Program Manager and reviewed by the Controller.

Time sheets are also submitted on a regular basis, reflecting employees' work and which programs directly benefited from their effort. Time sheets shall serve as the basis for charging salaries directly to federal awards and nonfederal functions. See the Payroll section of this manual for detailed procedures.

Cost Allocation Plan (CAP) Overview

The following sections address FVWDB's policies and procedures to charge costs to benefiting grants through direct costing and/or to allocate shared/joint costs indirect costs, administration, and overhead costs.

Indirect Cost Rate (ICR)

FVWDB does not maintain an annual indirect cost rate (ICR) to determine the overhead applied to each federal award and major function. The Organization has never received a negotiated an ICR.

The Organization may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC). If chosen, this methodology once elected must be used consistently for all Federal awards until such time the Organization chooses to negotiate an ICR, which the Organization may apply to do at any time. (2 CFR Part 200.414) If this election is made, the Organization may not in the future revert back to direct costing.

The following section is an alternative to the use of either an ICR or the de minimis rate of 10% of MTDC and allocates pooled costs directly to benefiting programs based on a measure of activity.

Direct Costing Procedures

Direct and joint costs are allocated to the benefiting programs using cost pools under the following policies and procedures:

 Costs will be allocated to all programs on an equitable basis regardless of any limits imposed by funding sources.

- 2. As much as possible, costs will first be charged directly to benefiting programs.
- 3. All remaining shared costs will be allocated on the most meaningful measures, with consideration of minimizing administrative burden and costs. The following base(s) will be used:

Simplified Allocation Method (SAM) – staff wages are used for the allocation of all remaining shared costs.

- a. Facilities and related costs will be allocated based on SAM
 - Facilities and related costs will be further allocated based on the specific facility to which staff is assigned.
- b. Human Resources Department costs will be allocated based on SAM.
- c. Fiscal and accounting-related costs will be allocated based on SAM.
- d. Other overhead, administration and management will be allocated based on SAM
- 4. Program-related costs will be allocated based on relevant activity measures, such as number of number clients and may be weighted, based on proper documentation.
 - One-Stop Career Centers costs incurred and paid by FVWDB on behalfof subawards to subrecipients





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MEMORANDUM OF UNDERSTANDING

WORKFORCE DEVELOPMENT AREA 4 JOB CENTER PARTNERS

PROGRAM YEAR 17

I. Purpose

The purpose of this Memorandum of Understanding (MOU) is to define the parameters within which education, workforce, economic development, and other partner programs and entities operating in the Fox Valley Workforce Development area create a seamless, customer-focused American Job Center network that aligns service delivery across the board and enhances access to program services. By realizing one-stop opportunities together, partners are able to build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships will reduce administrative burden and costs and increase customer access and performance outcomes.

This MOU is executed between the Fox Valley Workforce Development Board, the American Job Center network Partners and the Chief Elected Officials (CEO) Consortium. This MOU is developed to confirm the understanding of the Parties regarding the operation and management of the six (6) American Job Centers in the Fox Valley Workforce Development Area. The Fox Valley Workforce Development Board provides local oversight of workforce programming for WDA 4. The One-Stop Operating Budget and Infrastructure Funding Agreement, see attachment B (Infrastructure Agreement) and attachment C (Resource Sharing Agreement) to establish a financial plan, including terms and conditions, to fund the services and operating costs of the Fox Valley Workforce Development Board American Job Center network. The Parties to this MOU agree that joint funding is an essential foundation for an integrated service delivery system and necessary to maintain The Fox Valley Workforce Development Boards high-standard American Job Center network.

Through the American Job Centers, these partner programs and their direct service providers ensure businesses and all job seekers have access to information and services that lead to positive educational and employment outcomes, see attachment A (Required Partners) for services offered. Under WIOA, American Job Centers and partner staff strive to:

- 1. Provide job seekers with the skills and credentials necessary to secure and advance in employment with wages that sustain themselves and their families
- 2. Provide access and opportunities to job seekers, including individuals with barriers to employment, as defined in section 3(24) of WIOA, such as individuals with disabilities, individuals who are English language learners, and individuals who have low levels of literacy, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers.
- 3. Enable businesses and employers to easily identify and hire skilled workers and access other human resource assistance, including education and training for their current workforce,

which may include assistance with pre-screening applicants, writing job descriptions, offering rooms for interviewing, and consultation services on topics like succession planning and career ladder development, and other forms of assistance.

II. Duration and process for Amending the MOU

- a) This MOU shall remain in effect for one year (July 1, 2017 June 30, 2018) until terminated by the repeal of the Workforce Innovation and Opportunity Act of 2014 (WIOA), otherwise by action of law, or in accordance with this section.
- b) When a Partner wishes to modify the MOU, the partner must first provide written notification to all signatories upon notification, the Fox Valley WDB Chair (or designee) must ensure that discussions and negotiations related to the proposed modification take place with partners in a timely manner and as appropriate. Depending upon the type of modification, this can be accomplished through email communications of all the Parties. If the proposed modification is extensive and is met with opposition, the Fox Valley WDB Chair (or designee) may need to call a meeting of the Parties to resolve the issue.
- c) If the modification involves substitution of a party that will not impact any of the terms of the agreement, it can be accomplished by the original party and the new party entering into an MOU that includes the Fox Valley WDB, wherein the new party assumes all of the rights and obligations of the original party. Upon execution, the Fox Valley WDB Chair (or designee) presents the agreement as a proposed modification to the MOU, and the remaining steps are followed.
- d) Withdrawal from the MOU; Any partner wishing to withdraw from the MOU should give all partners 60 days' notice in writing;
 - 1. Notice of withdrawal shall be given to all parties at the addresses shown in Section 2 of this MOU, and to the contact persons so listed, considering any information updates received by the parties.
 - 2. Should any Job Center Partner withdraw, the MOU shall remain in effect with respect to other remaining Job Center Partners until the MOU is renegotiated.
 - Any failure to execute an MOU between a local WDB and a required partner must be reported to the Governor or State Board. In addition, any local area in which a local WDB has failed to execute an MOU with all of the required partners is not eligible for State incentive grants.
- e) Resolution of Disputes; The parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the one-stop operator, for discussion and resolution.
- f) Amendments: The MOU may be amended at any time by written agreement of all parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the other parties.

- f) Severability of the MOU. If any part of this MOU is found to be null and void or is otherwise stricken, the rest of this MOU shall remain inforce.
- g) If federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period, a party unable to perform pursuant to MOU due to lack of funding shall notify the other parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.

III. Specific Responsibilities of the Chief Elected Official, Fox Valley WDB, One Stop Operator and the Workforce Innovation and Opportunity Act Partners

The Chief Elected Official (CEO) for the Fox Valley WDA is Dick Koeppen, County Board Chair. The CEO will, at a minimum: In Partnership with the Fox Valley WDB and other applicable Partners within the planning region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by all Local WDBs and their Partners, and that incorporates plans for each of the Local areas in the planning region. Approve the Fox Valley WDB budget and workforce center cost allocation plan, approve the selection of the one-stop operator following the competitive procurement process, and coordinate with the Fox Valley WDB to oversee the operations of the Fox Valley WDA American Job Center network.

The FVWDB dedicates time, talent and financial resources to: collaboration, flexibility, innovation, regionalism, customer focus, fiscal integrity and valuing people. The FVWDB is a non-profit organization that collaborates with businesses and workforce in the counties of Calumet, Fond du Lac, Green Lake, Waupaca, Waushara, and Winnebago to promote a healthy economy. We adapt to the changing economic environment and respond to the pressures felt by workers, businesses and communities in our six county region. FVWDB oversees the contracts for all WIOA programs including Dislocated Worker, Youth and Adult, along with operating job centers in all six counties. FVWDB has responsibly of developing request for proposals (RFP) and writing contracts and modifications for sub recipients. Along with the WIOA programs FVWDB oversees the Title V and Windows to Work (W2W) programs.

The purpose of the one-stop operating system is to ensure that businesses and job seekers have access to information and services that lead to positive employment outcomes. Though not all partners will be physically located in the Job Centers, the management of the WDA 4 job center system is the shared responsibility of the State, Fox Valley Workforce Development Board, elected officials; the core WIOA required partners and One Stop Operator.

The Fox Valley Workforce Development Board selected the one-stop operator, as a consortium of Title 1, Title III and Title IV partners to include; OVS, DWD- Job Service, DWD-DVR and LETC (WIOA) through a competitive process in accordance with the Uniform Guidance, WIOA and its implementing regulations, and Local procurement laws and regulations. All documentation for the competitive one-stop operator procurement and selection process is published and may be viewed on the Fox Valley WDB website at: www.foxvalleywork.org. The State requires that the one-stop operator is re-competed at least every three years and no later than every four years. Functional details are outlined in the Roles and Responsibilities of Partners section of this MOU.

The Job Center partners of this MOU agree to participate in joint planning, plan development, and modification activities to accomplish the following:

- 1. Accessibility of the partner's applicable service(s) to customers through the one-stop delivery system.
- 2. Participation in the operation of the one-stop system, consistent with the terms of the MOU and requirements of authorized laws.
- 3. All partners and staff are adequately cross-trained as a result of their participation in capacity building and staff development activities.
- 4. Continuous partnership building; requiring inclusiveness of all partners involved.
- 5. Continuous planning in response to state and federal requirements
- 6. Responsiveness to local and economic conditions, including employer needs
- 7. Co-branding and system affiliation each job center system partner will include the appropriate branding on any joint products, programs, activities, services, facilities, and materials used by the combined partnership of the one-stop system.

IV. WIOA Required Partners

The parties to this Memorandum of Understanding (MOU) are:

Title 1 WIOA (FVWDB)

Address: 1401 McMahon Drive Suite 200, Neenah, WI 54901

Telephone # 920-720-5600 Contact Person: Anthony Snyder

Wagner - Peyser Title 3 Job Service/Trade Adjustment Programs

Address: 1802 Appleton Road, Menasha, WI 54952

Telephone # 920-968-6308 Contact Person: Debra Warga

Re-employment REO Programs W2W

Address: 3099 E. Washington Avenue, Madison, WI 53704

Telephone # 608-240-5035 Contact Person: Ray Woodruff

Vocational Rehabilitation Programs – DWD-DVR

Address: 219 Washington Avenue, Suite 105, Oshkosh, WI 54901

Telephone # 920-517-2595 Contact Person: Craig Wehner

Title 2 - Technical College/Carl D. Perkins Career and Tech Education Programs (FVTC)

Address: 1825 North Bluemound Road, Appleton, WI 54914

Telephone # 920-735-5649 Contact Person: Patti Jorgensen

Title 2- Technical College/Carl D. Perkins Career and Tech Education Programs (MPTC)

Address: 235 North National Avenue, Fond du Lac, WI 54936

Telephone # 920-924-3289 Contact Person: JoAnn Hall

Youth Build - Advocap

Address: 19 West First Street, Fond du Lac, WI 54935

Telephone # 920-922-7760 Contact Person: Lu Scheer

National Farmworker Jobs Program - DWD

Address: 1802 Appleton Road, Menasha, WI 54952

Telephone # 920-968-6312 Contact Person: Silvia Carter

The Senior Community Service Employment Program -Title V

Address: 101 West Wilson Street, Madison, WI 53704

Telephone # 608-267-9097 Contact Person: Monica Snittler

Jobs for Veteran State Grants - DWD OVS

Address: 364 Grand Avenue, Wisconsin Rapids, WI 54403

Telephone # 715-261- 8718 Contact Person: Jessica Maple

Community Services Block Grants - Advocap

Address 19 West First Street, Fond du Lac, WI 54935

Telephone # 920-922-7760 Contact Person: Mike Bonertz

Unemployment Compensation Programs

Address: PO Box 7905, Madison, WI 53707

Telephone # 608-266-3635 Contact Person: Ben Peirce

Temporary Assistance for Needy Families – Forward Service Corporation

Address: 4600 American Parkway, Suite 301, Madison, WI 53718

Telephone # 608-268-2251

Contact Person: Marcia Christiansen

Workforce Development Partner – Bay Area Workforce Development Board (Menasha Job Center)

Address: 317 W. Walnut Street, Green Bay, WI 54303

Telephone # 920-431-4100

Contact Person: James Golembeski

Chief Elected Official

Address: 811 Harding Street, Waupaca, WI 54981

Telephone # 715-823-5711 Contact Person: Dick Koeppen

FVWDB Board Chair

Address: 2600 American Drive, Appleton, WI 54914

Telephone # 920-232-2819 Contact Person: Jodie Larsen The above mentioned partners are linked through the services provided by job center programs via American Job Center resource rooms and through cross-trained front desk staff and other, physically colocated, partner staff who can provide support and information to job seeking individuals. The above mentioned partners are required by the Workforce Innovation and Opportunity Act of 2014 to participate in the one stop comprehensive centers to contribute to the cost of the Infrastructure costs. Additional services provided by job center related activities relative to the benefits received.

V. ACCESSIBILITY:

The Parties to the is agreement will work closely together to ensure that all Fox Valley Workforce Development Board American Job Centers are high performing workplaces with staff who will ensure high quality of service.

Accessibility to the services provided by the American Job Centers and all partner agencies is essential to meeting the requirements and goals of the Fox Valley Workforce Development Board American Job Center network. Job seekers and businesses must be able to access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law.

One-stop centers will maintain a culture of inclusiveness and the physical characteristics of the facility, both indoor and outdoor, will meet the latest standards of accessible design. Services will be available in a convenient, high traffic, and accessible location, taking into account reasonable distance from public transportation and adequate parking (including parking clearly marked for individuals with disabilities). Indoor space will be designed in an "equal and meaningful" manner providing access for individuals with disabilities.

Job center partners are to ensure the needs of workers and youth, and Individuals with barriers to employment, including Individuals with disabilities are addressed in the provision of necessary and appropriate access to services, including access to technology and materials, made available through the job center system.

All partners agree to prioritize services as outlined under WIOA. Under WIOA, the term "individual with a barrier to employment" means a member of 1 or more of the following populations:

- 1. Displaced homemakers
- 2. Low-income individuals
- 3. Indians, Alaska Natives, and Native Hawaiians
- 4. Individuals with disabilities, including youth who are individuals with disabilities
- 5. Older individuals
- 6. Ex-offenders
- 7. Homeless individuals or homeless children and youth
- 8. Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- 9. Eligible migrant and seasonal farm workers
- 10. Individuals within 2 years of exhausting lifetime eligibility (for TANF)
- 11. Single parents (including single pregnant women)
- 12. Long term unemployed individuals

- 13. Other groups determined to have barriers to employment (e.g. as identified by the Governor)
- 14. Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria and meet the criteria under WIOA Section 134(c) (3) (E).

All parties to this agreement shall comply with section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016), Title VI of the Civil Rights Act of 1964 (Public Law 88-352), Section 504 of the Rehabilitation Act of 1973, as amended, The Americans with Disabilities Act of 1990 (Public Law 101-336), The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor, Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188, The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99), confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38), the confidentiality requirements governing the use of confidential information held by the State UI agency (20 CFR part 603), all amendments to each and all requirements imposed by the regulations issued pursuant The above provisions require, in part, that no persons in the United States shall, on the grounds of race, color, national origin, sex, sexual orientation, gender identity and/or expression, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.

All parties shall agree that the provisions contained herein are made subject to all applicable federal and state laws, implementing regulations, and guidelines imposed on either or all Parties relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers, and agree that all equipment and furniture purchased by any party for purposes described herein shall remain the property of the purchaser after the termination of this agreement.

VI. REQUIRED PARTNERS SERVICES OFFERED:

See Attachment A - Required Partners

VII. METHOD OF REFERRALS:

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. In order to facilitate such a system, partners agree; to familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the Fox Valley Workforce Development Board American Job Center network.

- 1. Develop materials summarizing their program requirements and make them available to partners and customers,
- 2. Develop and utilize common intake,
- 3. Eligibility determination, assessment, and registration forms,

- 4. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs,
- Regularly evaluate ways to improve the referral process, commit to robust and ongoing communication required for an effective referral process and; (see attachment A, Required Partners)
- 6. Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.
- 7. All 6 job centers within WDA 4 will use the Common Intake form to make referrals to partner programs.

VIII. BUSINESS SERVICES

The Fox Valley Workforce Development Board Business Solutions Team will consist of representatives from the all the WIOA required and any other partners as appropriate. The Business Solutions Team is guided by a Business Services Plan which delineates partners, service coordination and delivery, strategies driven by labor market data and employer engagement, and partner/public dissemination of data and information. Each partner that delivers services to business will:

- 1. Participate in Business Solutions Team regular meetings and/or special events.
- 2. Promote the Job Center of Wisconsin as the primary system for employers to place job orders to maximize the information available on workforce demand whenever reasonable and feasible.
- 3. Utilize and support Job Center of Wisconsin and other agreed upon job order systems as the primary vehicles for posting job orders.
- 4. Provide current information on agency services and programs, eligibility and referral processes to allow employers, customers, and Job Center partner agency staff to identify and provide access to appropriate services to meet employer needs.
- 5. Allow appropriate staff to participate in training on regional business services and employer engagement.
- 6. Respond to all employer contacts in a timely and courteous manner to enhance public perception of Job Center of Wisconsin and services offered.

IX. REQUIRED PARTNERS SIGNATURES

The required partners agree to the information in PY 17 Memorandum of Understanding and attachments:

- A. Required Partners
- B. Infrastructure Agreement
- C. Resource Sharing Agreement
- D. Budgets and Cost Allocations
 - 1. Oshkosh Job Center
 - 2. Fond du Lac Job Center
 - 3. Menasha Job Center
 - 4. Berlin Job Center
 - 5. Waupaca Job Center
 - 6. Wautoma Center

Any riders and attachments, attached to this Agreement are hereby made a part of this Agreement referenced and included as though set forth in full at this point. This Agreement when fully executed shall be binding upon the respective executors, administrators, successors, and assigns of the parties hereto.

Title 1 WIOA, Title V, W2W, FVWDB Board Chair (FVWDB CEO authority to sign for Board Chair) (Anthony Snyder) Authorized Signature: Date: _____ Wagner - Peyser Title 3 Job Service, TAA, Seasonal Farmworker Program (Debra Warga) Authorized Signature: _____ Jobs for Veteran State Grants - DWD OVS (Jessica Maple) Authorized Signature: _____ Date: _____ **Vocational Rehabilitation Programs – DVR (Craig Wehner)** Authorized Signature: Date: _____ Title 2 - Technical College/Carl D. Perkins Career and Tech Education Programs (FVTC) (Patti Jorgensen) Authorized Signature: ______ Date: _____ Title 2 – Technical College/Carl D. Perkins Career and Tech Education Programs (MPTC) (JoAnn Hall) Authorized Signature: _____ Community Services Block Grant, Youth Build – ADVOCAP (Mike Bonertz) Authorized Signature: _____

Unemployment Compensation programs (Ben Peirce)
Authorized Signature:
Date:
Temporary Assistance for Needy Families – Forward Service Corp. (Marcia Christiansen)
Authorized Signature:
Date:
Bay Area Workforce Development Board (James Golembeski)
Authorized Signature:
Date:
Chief Elected Official for Fox Valley Workforce Development Board (Dick Koeppen)
Authorized Signature:
Date:
Deputy Secretary – Workforce Development (Dave Anderson)
Authorized Signature:
Date:

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Title 2 – Technical College/Carl D. Perkins Career and Tech Education Programs (MPTC) (JoAnn Hall)	
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Date:
Chief Elected Official for Fox Valley Workforce Development Board (Dick Koeppen) Authorized Signature: Date: 6-16-2017
Deputy Secretary – Workforce Development (Dave Anderson)
Authorized Signature:
Date:

	18. PVWDBBoard Chair	Aimee Hostettler	HR Business Partner II	Grande Cheese Company	aime e hostettler@gr ande.com	920-906-6378	
	17. Chief Elected Official 18. PV WDB Board Chair	Dick Koeppen	County Board Chair	Fox Valley WDB	dkoeppen®kmedtran.co	715-823-5711	
	artner	Betty Gregory-Passch	Program Operations Manager	Bay Area WDB	ogpaasch@bayarea wdb_org	9204314104	Provide job seeling. The control possible in the development of the control possible in the control po
15. Temporary	Needy	Lisa Omen	Ohief Operations Officer	Forward Services	lomen@fx.corp.og	608-268-2553	Trenement cash assessment of the meets, such as food cothing, meets, wet in back togeth, sing in back togeth, such as the high cereation as to the cothing as food cothing, such as food c
	14. Unemployment Compensation programs	Ben Peirce	Deputy Administrator	Unemployment Insurance Division	Benjamin Peirce® dwd.wis consin.gov	608-266-3635	Provide astano with in the provide astano with in the week closure for the provided from the provided
13. Community		Mike Bonertz	Executive	decorpy	mikeb@advocap. org	0922-226-026	Chikkane, and supported and su
	12. Jobs for Veterans State Grants	Jessica Maple	Employment and Training Region 1 Supervisor	Office of Veterans Services	Jessica.Maple@dwd.wisconsin .gov	715-261-8718	Protes pix seeing assistent to vive on wall on the conformation as in burnons or employment as all burnons in the conformation of the burnons of the conformation of the pix seeing assistent of experiment.
	11. Trade Adjustment Assistance Programs	Deb Warga	TAA Coordinator	gwd	debrawarga@dwdwis consin.gov	8069-896-026	Photole straining services for emphores, attending emphores, attending suppring services suppring services community agencies.
	10.The Senior Community Service Employment Program	Monica Snittler & Deborah Buddey	Serior Employment Coordinator - Monica, SCSEP Director - Deborah	WISE-SCSEP Program - Monica, New Cura five Connections - Deborah	Monica snittle ng dhe wiscon sin gov dbuckley@curativeconnections.org	608-267-9097 - Monica, 920-593-3556 - Deborah	Product and repetition and by the state of t
		Lu Scheer	National Youth Build Director	Advocap	Luanns@advocap.org	920-922-7760	18 - 24 was rolds who are should onto put. Gater care, but whom the put and th
	8. National Farmworker Jobs Program 9. Youth Build	Shirley P. Avilles	Farmworker Program s Manag er	UMOS, Inc.	Shirley Aviles@umos.org	414-389-6203	MASS, tr., in the grame for the MOS. Western for the grame for the MOS.
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5.Title 2 - Technical College / Carl		Patti Jorgensen	VP of Student and Community Development	PVTC	jorgensp@fvtc.edu	6192-32-206	A Axist autht to become flerente and the to chains condury and the to chains condury addition through ones to part away. Not Carelow with the plot center to referrent from VIVA programs.
4.US Department of	Housing and Urban Development	Not operating in WDA 4			>		
	4.Vocational Rehabilition Programs - DVR	Craig Wehner	WDA 4 Director	DVR	craig.we frner@dwd.wisconsin.gos	920-517-2595	Window with fig celebral including Common and Common a
	3.Re-employment REO Programs W2W	Anna Neal	Employment Programs Manager	Windows to Work	Anna Ne al@wisconsin g	608-240-5037	Products go seeing, career should be seeing, career should be sure, and reflect complete should be sure to complete sure to correction institution.
	2.Wagner - Peyser Title 3 Job 3.Re-employment REO Service Programs W2W	Deb Warga	Job Service Director	QAVQ	debra warga@dwd.wisc. .onsin.gov	8069-896-026	Universal laces to to plob seekers seeking employment to access to the control of
	1.Tige 1 W/OA	Anthony Snyder	030	BOAVA	asnyder@fwwdb.com	0095-072-076	Provide pla seeling. Provide pla seeling. Provide pla seeling. Provide pla seeling.
	Column1	Contact Name	Trtle	Organization Name	E-Mail	Phone	Servos Offered







Fox Valley WDB, serving WIOA Title I, is an Equal Opportunity Employer and Service Provider

ATTACHMENT B

INFRASTRUCTURE FUNDING AGREEMENT

PROGRAM YEAR 17

I. INTRODUCTION

This Infrastructure Funding Agreement (IFA) shall determine how the Local Board and related partners will fund the infrastructure costs at the:

Berlin Job Center; 237 Broadway Street, Suite C; Berlin, WI 54923

Fond du Lac Job Center; 349 North Peters Avenue; Fond du Lac, WI 54935

Menasha Job Center; 1802 Appleton Road; Menasha, WI 54952

Oshkosh Job Center; 219 Washington Street, Suite 107; Oshkosh, WI 54901 Wautoma Job Center; 205 East Main Street, Suite 23; Wautoma, WI 54982 Waupaca Job Center; 1979 Godfrey Drive, PO Box 467; Waupaca WI 54981

The Fox Valley Workforce Development Board, the Chief Elected Officials, and the one-stop partners hereby agree to amounts and methods of calculating amounts each partner will contribute for one-stop infrastructure funding as determined herein.

This agreement shall take effect on July 1, 2017, and expire on June 30, 2018.

The Fox Valley Workforce Development Board (Fox Valley WDB) coordinates the delivery of services with the following partners: DWD-DVR, DWD-DET- Job Service, Moraine Park Technical College, Fox Valley Technical College, DWD-DET-Migrant Services, DWD-DET-OVS, DWD-UI, DHS, DCF, DWD-Workforce Training, Senior Employment Program and Re-employment Services (W2W). See the attached MOU for a list of services provided by each partner.

II. COST ALLOCATION METHODOLOGY

The One Stop Budget (Budget) and IFA for the above listed Job Centers was prepared under the guidelines established in the OMB Uniform Guidance Standards. The costs in this IFA are infrastructure costs that are shared jointly with the above partners. The one-stop partner program's proportionate share of funding has been calculated in accordance with the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards in 2 CFR part 200.306 based upon a reasonable cost allocation methodology; whereby, infrastructure costs are charged to each partner in proportion to relative benefits received, and have been determined to be allowable, necessary, and allocable.

The Fox Valley WDB, as identified in the PY17 Memorandum of Understanding (MOU), hereby certifies that this plan has been prepared in accordance with the above mentioned guidelines.

This Plan has identified and equitably distributed Job Center infrastructure costs by cost pools. The infrastructure costs are funded through cash and fairly evaluated in-kind partner contributions and include any funding from philanthropic organizations or other private entities, or through other alternative financing options, to provide a stable and equitable funding stream for ongoing one-stop delivery system operations.

The Budget, attached hereto, was based on historical costs from the previous Fiscal Year expenditures and shall be reconciled against actual costs in the current fiscal year and adjusted accordingly within the first 30 days of the beginning of each next fiscal year. Any overpayment from any partner shall be credited towards that partner's future share of costs. Any underpayment shall be paid within 30 days of receiving a copy of the reconciled budget showing actual costs AND an invoice for the total amount due.

III. DIRECT COSTS

Each partner will pay its own direct costs relating to staff costs such as salaries and benefits. All other direct costs including, but not limited to, insurance, furniture, equipment, phones, etc. that are incurred by individual partners are the responsibility of the individual partner agency.

IV. SHARED COSTS

Costs that are common will be allocated based on various allocation methodologies. Shared, or Common costs, are broken down into two categories; *Infrastructure Costs* and *Additional Delivery System Costs*. Infrastructure Costs include, for example, rent, utilities, janitorial, supplies, equipment, copiers, and share internet/phones. These costs are allocated in this Infrastructure Funding Agreement. Additional Delivery System Costs include, for example, salaries and fringe benefits of personnel such as receptionists, Job Center Manager, Workforce Development Board Administration, services provided by tech support, outreach marketing, etc. These costs are allocated in the Resource Sharing Agreement.

V. ADDITIONAL COSTS

WIOA sec. 121(i)(1); 20 CFR 678.760(a-(b), 34 CFR 361.760(a)-(b), 34 CFR 463.760(a)-(b)

- Must include the costs of the provision of career services in WIOA sec. 134©(2)
 applicable to each program consistent with partner program's authorizing Federal
 statutes and regulations, and allocable based on Federal costs principals in the Uniform
 Guidance at 2 CFR part 200.
- May include shared operating costs and shared services that are authorized for, and may be commonly provided through, the one-stop partner programs, including initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services, referrals to other one-stop partners, and business services.

 Menasha Job Center only: Current partners: DWD-DET Job Service, Office of Veteran Services, Bay Area WDB, Fox Valley WDB, Division of Vocational Rehabilitation (DVR) and Goodwill Industries pay a monthly rental surcharge fee which helps to pay for the salary of the receptionist.

VI. INFRASTRUCTURE COSTS

WIOA sec. 121(h)(4); 20 CFR 678.700(a-(b), 34 CFR 361.700(a)-(b), 34 CFR 463.700(a)-(b)

- Non-personnel costs
- Costs necessary for the general operation of the one-stop center, including but not limited to:
 - o Applicable facility costs (such as rent) including costs of utilities and maintenance
 - Equipment (including assessment-related products and assistive technology for individuals with disabilities)
 - Technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities
 - May consider common identifier costs as costs of one-stop infrastructure
 - May consider supplies as defined in the OMB Uniform Guidance at 2 CFR 200.94, to support the general operation of the one-stop center.

VII. PARTNER PROVISIONS

The allocation of costs will be revised each time a partner begins or terminates delivery of service in the Job Center or at any time a partner agency substantially changes its leased premises or number of employees present at the Job Center. Accordingly, the Resource Sharing Agreement shall be adjusted to reflect changes in the allocations of Additional Delivery System Costs. All partners must agree on the initial allocation and any subsequent changes to the initial allocations.

All purchases for the Job Center that may be pooled and allocated to all partners and are outside the course of normal business operations must be brought before the WDA4 One Stop Management Committee for discussion before a decision to make the purchase can be made.

To ensure equitable benefit among the One-Stop partners, this Infrastructure Funding Agreement shall be reviewed quarterly and modified as deemed necessary. The WDB will work with One-Stop partners to achieve consensus and informally mediate any possible conflicts or disagreements among the partners.





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ATTACHMENT C

WORKFORCE DEVELOPMENT AREA 4 JOB CENTER RESOURCE SHARING AGREEMENT

PROGRAM YEAR 17

THIS AGREEMENT is made and entered into this 16th day of May by Fox Valley WDB and between DWD-DVR, DWD-DET-Job Service, Moraine Park Technical College, Fox Valley Technical College, DWD-DET-Migrant Services, DWD-DET-OVS, DWD-UI, DHS, DCF, DWD-Workforce Training, Senior Employment Program and Re-employment Services (W2W), CEO and Bay Area Workforce Development Board (Menasha Job Center)

WHEREAS, Fox Valley WDB has established, through a Memorandum of Understanding (the "MOU"), an integrated employment and training center (the "Job Center") to serve the public at the following locations:

Berlin: 237 Broadway Suite C Berlin, WI 54923

Fond du Lac: 349 North Peters Ave. Fond du Lac, WI 54935

Menasha: 1802 Appleton Rd. Menasha, WI 54952

Oshkosh: 219 Washington Ave. Suite 107- Oshkosh, WI 54901

Wautoma: 205 E. Main St. Suite 23 Wautoma, WI 54982

• Waupaca: 1979 Godfrey Dr. Waupaca, WI 54981

WHEREAS, Fox Valley WDB anticipates that the Job Center will include as participants various governmental, quasi-governmental, and private not-for-profit organizations and each of said participants, including DWD-DVR, DWD-DET-Job Service, Moraine Park Technical College, Fox Valley Technical College, DWD-DET-Migrant Services, DWD-DET-OVS, DWD-UI, DHS, DCF, DWD-Workforce Training, Senior Employment Program and Re-employment Services (W2W), CEO and Bay Area WDB (Menasha Job Center only) will occupy certain space within the Building; and

WHEREAS. Fox Valley WDB has established an annual budget (the "Budget") for the costs of goods and services required to operate the Job Center; and

WHEREAS, DWD-DVR, DWD-DET- Job Service, Moraine Park Technical College, Fox Valley Technical College, DWD-DET-Migrant Services, DWD-DET-OVS, DWD-UI, DHS, DCF, DWD-Workforce Training, Senior Employment Program and Re-employment Services (W2W), CEO and Bay Area WDB (Menasha only) desires to participate in said Job Center's Additional Delivery Costs.

NOW THEREFORE, in consideration of the mutual covenants contained herein, the amount and sufficiency of which are acknowledged by the parties hereto DWD-DVR, DWD-DET-Job Service, Moraine Park Technical College, Fox Valley Technical College, DWD-DET-Migrant Services, Job Corp, DWD-DET-OVS, DWD-UI, DHS, DCF, DWD-Workforce Training, Senior Employment Program and Re-employment Services (W2W), CEO and Bay Area WDB (Menasha only) do hereby agree as follows:

- 1. This Agreement shall become effective July 1, 2017, and expire on June 30, 2018. This Agreement can be renewed in successive 12 month periods up until, but not to exceed, the termination date of the PY 17 MOU. Per Fox Valley WDB the MOU for this site terminates on June 30, 2018.
- 2. DWD-DVR, DWD-DET-Job Service, Moraine Park Technical College, Fox Valley Technical College, DWD-DET-Migrant Services, DWD-DET-OVS, DWD-UI, DHS, DCF, DWD-Workforce Training, Senior Employment Program and Re-employment Services (W2W), CEO and Bay Area WDB (Menasha only) shall receive a pro-rata share of goods and services as specified in the Job Center Budgets for Oshkosh, Fond du Lac, Menasha, Wautoma and Waupaca as attached to, and part of, the MOU.
- 3. DWD-DVR, DWD-DET-Job Service, Moraine Park Technical College, Fox Valley Technical College, DWD-DET-Migrant Services, DWD-DET-OVS, DWD-UI, DHS, DCF, DWD-Workforce Training, Senior Employment Program and Re-employment Services (W2W), CEO and Bay Area WDB (Menasha only) for its allocated share of costs, by monthly or annual cash payment, or by providing staff, or by providing goods and services, or by a combination of any of the above as shown in the Table 1 (Allocated Share of Costs).
- 4. No later than July 31 each year, Fox Valley WDB shall reconcile its Job Center Budget with the actual costs of the goods and services provided for in the Budget. Any over-payments made by DWD-DVR, DWD-DET-Job Service, Moraine Park Technical College, Fox Valley Technical College, DWD-DET-Migrant Services, DWD-DET-OVS, DWD-UI, DHS, DCF, DWD-Workforce Training, Senior Employment Program and Re-employment Services (W2W), CEO and Bay Area WDB (Menasha only) shall be credited to towards its pro-rata share of costs to occur in the immediate following year. Any under-payment by agency shall be paid in full by Agency within 60 days of receipt of an invoice, which must be received by Agency no later than 90 days from the last day of the budget year.
- The default by DWD-DVR, DWD-DET-Job Service, Moraine Park Technical College, Fox Valley Technical College, DWD-DET-Migrant Services, DWD-DET-OVS, DWD-UI, DHS, DCF, DWD-Workforce Training, Senior Employment Program and Re-employment Services (W2W), CEO and Bay Area WDB (Menasha only) of any covenant or agreement contained in any paragraph or provision of this Agreement shall constitute a material default and shall entitle the non-defaulting party to terminate this Agreement, PROVIDED, that prior to such termination, the non-defaulting party shall provide the party in default written notice of the nature of the default and shall grant the party in default a period of sixty (60) days from the date of service of such notice to remedy or cease such act of default, and upon such remedy or cessation by the party in default within said sixty (60) days, the non-defaulting party shall waive the right to terminate for such default. In the event the act of default is such that it cannot be remedied within said sixty (60) day period, the non-defaulting party shall waive the right to terminate for such default if corrective actions are commenced within such period and diligently pursued to completion by the party in default.

- 6. Although each employer is responsible for its own employees' health and safety (H&S) under applicable Federal and State laws and regulations, all parties to this agreement consent to provide mutual cooperation in promptly resolving H&S issues commonly related to co-located partner employees. This includes prior project notification and provision of material safety data sheets (MSDS) by an agency to other agency on-site staff when local renovation, maintenance or cleaning work will be done by contractors or other representatives of that agency. The project notification and MSDS documents must be provided on-site no less than seven (7) work days prior to the anticipated start of the actual work. This cooperation also includes complying with reasonable H&S related requests provided by other affected agency representatives (e.g. on-site agency management staff or H&S Officer) that do not impart financial burden to the requested agency. In cases where a financial burden is necessary to comply, there shall be temporary suspension of the on-site operations creating the H&S issue until an equitable cost sharing agreement is negotiated among all affected parties to accomplish a resolution. If one participating agency under this agreement owns the office site or is designated to coordinate the physical facilities and building maintenance support for a multi-employer office site, that agency's on-site manager will serve as a primary local coordinating focal point for the prompt reporting and resolution of the local H&S issues for all on-site staff.
- 7. The allocation of costs will be revised each time a partner begins or terminates delivery of service in the Job Center or at any time a partner agency substantially changes its leased premises or number of employees present at the Job Center. Accordingly, the Resource Sharing Agreement shall be adjusted to reflect changes in the allocations of Additional Delivery System Costs. All partners must agree on the initial allocation and any subsequent changes to the initial allocations.

All purchases for the Job Center that may be pooled and allocated to all partners and are outside the course of normal business operations must be brought before the WDA4 One Stop Management Committee for discussion before a decision to make the purchase can be made.

To ensure equitable benefit among the One-Stop partners, this Infrastructure Funding Agreement shall be reviewed quarterly and modified as deemed necessary. The WDB will work with One-Stop partners to achieve consensus and informally mediate any possible conflicts or disagreements among the partners.

- 8. The laws of the State of Wisconsin shall govern the validity, performance and enforcement of this Agreement. The rights and remedies herein granted are cumulative and are in addition to any given by statute, rule of law, or otherwise, and the use of one remedy shall not be taken to exclude or waive the right to use another.
- 9. This Agreement contains all the terms and conditions agreed upon by the parties hereto, and no agreement, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or be binding upon any of the parties hereto.

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No modification, amendment, waiver or release of any provisions of this Agreement or of any right, obligation, claim or cause of action arising hereunder shall be valid or binding for any purpose unless in writing and duly executed by the party against whom the same is asserted.

- 10. Any riders and attachments, attached to this Agreement are hereby made a part of this Agreement referenced and included as though set forth in full at this point.
- 11. This Agreement when fully executed shall be binding upon the respective executors, administrators, successors, and assigns of the parties hereto.

Prepared by the:

Fox Valley

WDB Executive Leadership

July 1,2017

For the: Oshkosh Area Workforce Development Center

Infrastructure Costs

	Budget	Actual
Rent	\$83,152.04	\$0.00
Janitorial	\$0.00	\$0.00
Utilities	\$0.00	\$0.00
Taxes	\$0.00	\$0.00
Insurance	\$3,938.52	\$0.00
Resource Room Phones and Internet	\$0.00	\$0.00
Security	\$0.00	\$0.00
Maintenance and Repairs	\$0.00	\$0.00
Pest Control	\$0.00	\$0.00
Equip for Assistive Technology	\$400.00	\$0.00
Equip Copier,Computers,Furniture	\$18,412.48	\$0.00
Technology for Outreach Activities	\$0.00	\$0.00
Common Identifier Costs (Signs, Website)	\$2,500.00	\$0.00
General supplies (Copy Paper, ect.)	\$0.00	\$0.00
Other	<u>\$0.00</u>	\$0.00
Infrastructure Total	\$108,403.04	\$0.00

Additional Delivery System Costs

	Hours	Rate/hr	Budget	Actual
Receptionist	0	\$0.00	\$0.00	\$0.00
Office Manager	0	\$0.00	\$0.00	\$0.00
IT Services	291	\$52.16	\$15,178.56	\$0.00
Administration	0	\$0.00	\$0.00	\$0.00
Outreach			\$0.00	\$0.00
Business Services			\$0.00	\$0.00
Resource Room Materials			\$1,000.00	\$0.00
Strategic Data Gathering			\$0.00	\$0.00
Other			<u>\$0.00</u>	\$0.00
Delivery System Total			\$16,178.56	\$0.00
ExpendituresTotal			\$124,581.60	\$0.00

Cash Contributions

Budget	Actual
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Grant Cash Contributions	\$0.00	\$0.00
Reserve Draw-down	\$0.00	\$0.00
Employer Events	\$0.00	\$0.00
Room Rental	\$0.00	\$0.00
Other	<u>\$0.00</u>	\$0.00
Revenues Total	\$0.00	\$0.00
Total Allocated Budget	\$124,581.60	\$0.00

Cost Allocation

Friday, June 09, 2017

Summary of All Shared Costs at the: Oshkosh Area Workforce Development FOR PARTNER INFORM ATION ONLY Center FUTURE ESTIM ATED COSTS-

Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65,517.63	\$0.00	\$0.00	\$0.00	\$0.00
Delivery System Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,508.33	\$0.00	\$0.00	\$0.00	\$0.00
Infrastructure Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$57,009.31	\$0.00	\$0.00	\$0.00	\$0.00
% FTE	0.00%	9.52%	%00.0	%00.0	0.00%	61.90%	%00.0	9.52%	%00.0	%00.0
FTE	0	1	0	0	0	6.5	0	1	0	0
% Space	0.00%	0.00%	0.00%	0.00%	0.00%	52.59%	%00.0	0.00%	0.00%	0.00%
Space (sq ft)	0	0	0	0	0	2538	0	0	0	0
Partner	SER-National - SCEP WI	DWD-DET-Workforce Training	DCF	Moraine Park Technical College	Fox Valley Technical College	Fox Valley WDB	DWD-DET-Migrant Services	DWD-DET-OVS	CESA	DHS

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Partner	Space (sq ft)	% Space	Ħ	% FTE	Infrastructure Costs	Delivery System Costs	Total
DWD-UI	0	%00:0	0	%00:0	\$0.00	\$0.00	\$0.00
DWD-DET-Job Service	2288	47.41%	2	19.05%	\$51,393.73	\$7,670.23	\$59,063.97
DWD-DVR	0	%00:0	0	%00.0	\$0.00	\$0.00	\$0.00
Totals	4826.00	100.00%	10.50	100.00% 10.50 100.00%	\$108,403.04	\$16,178.56	\$124,581.60

Prepared by the:

Fox Valley

WDB Executive Leadership

July 1,2017

For the: Fond du Lac Area Job and Career Center

Infrastructure Costs

	Budget	Actual
Rent	\$55,625.43	\$0.00
Janitorial	\$0.00	\$0.00
Utilities	\$0.00	\$0.00
Taxes	\$0.00	\$0.00
Insurance	\$2,336.86	\$0.00
Resource Room Phones and Internet	\$0.00	\$0.00
Security	\$0.00	\$0.00
Maintenance and Repairs	\$0.00	\$0.00
Pest Control	\$0.00	\$0.00
Equip for Assistive Technology	\$400.00	\$0.00
Equip Copier, Computers, Furniture	\$15,234.48	\$0.00
Technology for Outreach Activities	\$0.00	\$0.00
Common Identifier Costs (Signs, Website)	\$2,500.00	\$0.00
General supplies (Copy Paper, ect.)	\$0.00	\$0.00
Other	<u>\$0.00</u>	<u>\$0.00</u>
Infrastructure Total	\$76,096.77	\$0.00

Additional Delivery System Costs

	Hours	Rate/hr	Budget	Actual
Receptionist	0	\$0.00	\$0.00	\$0.00
Office Manager	0	\$0.00	\$0.00	\$0.00
IT Services	182	\$52.16	\$9,493.12	\$0.00
Administration	0	\$0.00	\$0.00	\$0.00
Outreach			\$0.00	\$0.00
Business Services			\$0.00	\$0.00
Resource Room Materials			\$500.00	\$0.00
Strategic Data Gathering			\$0.00	\$0.00
Other			<u>\$0.00</u>	\$0.00
Delivery System Total			\$9,993.12	\$0.00
ExpendituresTotal			\$86,089.89	\$0.00

Cash Contributions

Budget Ac	tual
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Total Allocated Budget	\$86,089.89	\$0.00
Revenues Total	\$0.00	\$0.00
Other	\$0.00	\$0.00
Room Rental	\$0.00	\$0.00
Employer Events	\$0.00	\$0.00
Reserve Draw-down	\$0.00	\$0.00
Grant Cash Contributions	\$0.00	\$0.00

Summary of All Shared Costs at the: Fond du Lac Area Job and Career Center

FUTURE ESTIM ATED COSTS -FOR PARTNER INFORM ATION

Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$23,795.45
Delivery System Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,762.12
Infrastructure Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$21,033.33
% FTE	0.00%	12.12%	%00.0	0.00%	0.00%	%00.0	%90'9	0.00%	%00.0	48.48%
FTE	0	2	0	0	0	0	1	0	0	∞
% Space	00:0%	0.00%	%00.0	%00.0	00.00%	%00.0	%00.0	%00.0	0.00%	27.64%
Space (sq ft)	0	0	0	0	0	0	0	0	0	2981
Partner	CESA	DWD-DET-OVS	DWD-DET-Migrant Services	DHS	Moraine Park Technical College	DCF	DWD-DET-Workforce Training	SER-National - SCEP WI	DWD-UI	DWD-DVR

Page 1 of 2

Partner	Space (sq ft)	% Space	FTE	% FTE	Infrastructure Costs	Delivery System Costs	Total
Fox Valley Technical College	0	%00:0	0	%00:0	\$0.00	\$0.00	\$0.00
DWD-DET-Job Service	0689	63.89%	33	18.18%	\$48,614.44	\$6,384.11	\$54,998.55
Fox Valley WDB	914	8.47%	2.5	15.15%	\$6,449.00	\$846.89	\$7,295.89

\$86,089.89

\$9,993.12

\$76,096.77

10785.00 100.00% 16.50 100.00%

Totals

Prepared by the:

Fox Valley

WDB Executive Leadership

July 1,2017

For the: Fox Cities Workforce Development Center

Infrastructure Costs

	Budget	Actual
Rent	\$124,766.08	\$0.00
Janitorial	\$0.00	\$0.00
Utilities	\$0.00	\$0.00
Taxes	\$0.00	\$0.00
Insurance	\$4,335.65	\$0.00
Resource Room Phones and Internet	\$0.00	\$0.00
Security	\$0.00	\$0.00
Maintenance and Repairs	\$0.00	\$0.00
Pest Control	\$0.00	\$0.00
Equip for Assistive Technology	\$400.00	\$0.00
Equip Copier,Computers,Furniture	\$15,509.84	\$0.00
Technology for Outreach Activities	\$0.00	\$0.00
Common Identifier Costs (Signs, Website)	\$2,500.00	\$0.00
General supplies (Copy Paper, ect.)	\$0.00	\$0.00
Other	\$0.00	\$0.00
Infrastructure Total	\$147,511.57	\$0.00

Additional Delivery System Costs

	Hours	Rate/hr	Budget	Actual
Receptionist	2080	\$20.31	\$42,244.80	\$0.00
Office Manager	0	\$0.00	\$0.00	\$0.00
IT Services	145.5	\$52.16	\$7,589.28	\$0.00
Administration	0	\$0.00	\$0.00	\$0.00
Outreach			\$0.00	\$0.00
Business Services			\$0.00	\$0.00
Resource Room Materials			\$0.00	\$0.00
Strategic Data Gathering			\$0.00	\$0.00
Other			\$0.00	\$0.00
Delivery System Total			\$49,834.08	\$0.00
ExpendituresTotal			\$197,345.65	\$0.00

Cash Contributions

Budget	Actual
Daaget	/ tctaai

Revenues Total	\$0.00	\$0.00
Devenues Total	ć0.00	\$0.00
Other	<u>\$0.00</u>	\$0.00
Room Rental	\$0.00	\$0.00
Employer Events	\$0.00	\$0.00
Reserve Draw-down	\$0.00	\$0.00
Grant Cash Contributions	\$0.00	\$0.00

Cost Allocation

FOR PARTNER INFORM ATION **FUTURE ESTIM ATED COSTS-**ONLY Summary of All Shared Costs at the: Fox Cities Workforce Development Center

Monday, June 12, 2017

Total	\$54,858.30	\$69,000.20	\$21,807.11	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$11,871.72	\$22,167.67
Delivery System Costs	\$13,852.92	\$17,424.06	\$5,506.77	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,997.87	\$5,597.82
Infrastructure Costs	\$41,005.38	\$51,576.15	\$16,300.34	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,873.85	\$16,569.85
% FTE	39.34%	26.23%	0.00%	0.00%	0.00%	0.00%	0.00%	3.28%	6.56%	0.00%
FTE	12	∞	0	0	0	0	0	Н	2	0
% Space	27.80%	34.96%	11.05%	%00.0	0.00%	0.00%	%00.0	%00.0	6.02%	11.23%
Space (sq ft)	4108	5167	1633	0	0	0	0	0	888	1660
Partner	DWD-DVR	DWD-DET-Job Service	Goodwill	DCF	CESA	DHS	DWD-UI	DWD-DET-Migrant Services	DWD-DET-OVS	Bay Area WDB

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Partner	Space (sq ft)	% Space	HE FEE	% FTE	Infrastructure Costs	Delivery System Costs	Total
Fox Valley WDB	1321	8.94%	5.5	18.03%	\$13,186.01	\$4,454.65	\$17,640.66
SER-National - SCEP WI	0	%00:0	0	%00.0	\$0.00	\$0.00	\$0.00
DWD-DET-Workforce Training	0	%00:0	2	6.56%	\$0.00	\$0.00	\$0.00
Totals	14778.00	100.00% 30.50	30.50	100.00%	\$147,511.57	\$49,834.08	\$197,345.65

Prepared by the:

Fox Valley

WDB Executive Leadership

July 1,2017

For the: Berlin Job Center

Infrastructure Costs

	Budget	Actual
Rent	\$6,000.00	\$0.00
Janitorial	\$0.00	\$0.00
Utilities	\$0.00	\$0.00
Taxes	\$0.00	\$0.00
Insurance	\$2,560.00	\$0.00
Resource Room Phones and Internet	\$4,016.08	\$0.00
Security	\$0.00	\$0.00
Maintenance and Repairs	\$0.00	\$0.00
Pest Control	\$0.00	\$0.00
Equip for Assistive Technology	\$0.00	\$0.00
Equip Copier,Computers,Furniture	\$4,904.08	\$0.00
Technology for Outreach Activities	\$0.00	\$0.00
Common Identifier Costs (Signs, Website)	\$2,500.00	\$0.00
General supplies (Copy Paper, ect.)	\$500.00	\$0.00
Other	\$0.00	\$0.00
Infrastructure Total	\$20,480.16	\$0.00

Additional Delivery System Costs

	Hours	Rate/hr	Budget	Actual
Receptionist	0	\$0.00	\$0.00	\$0.00
Office Manager	0	\$0.00	\$0.00	\$0.00
IT Services	36.5	\$52.16	\$1,903.84	\$0.00
Administration	0	\$0.00	\$0.00	\$0.00
Outreach			\$0.00	\$0.00
Business Services			\$0.00	\$0.00
Resource Room Materials			\$500.00	\$0.00
Strategic Data Gathering			\$0.00	\$0.00
Other			\$0.00	<u>\$0.00</u>
Delivery System Total			\$2,403.84	\$0.00
ExpendituresTotal			\$22,884.00	\$0.00

Cash Contributions

Budget	Actual
--------	--------

166

Tuesday, May 16, 2017

\$0.00	\$0.00
<u>\$0.00</u>	\$0.00
\$0.00	\$0.00
\$0.00	\$0.00
\$0.00	\$0.00
\$0.00	\$0.00
	\$0.00 \$0.00 \$0.00 <u>\$0.00</u>

Tuesday, May 16, 2017 Page 2 of 2

Summary of All Shared Costs at the: Berlin Job Center

FUTURE ESTIM ATED COSTS - FOR PARTNER INFORM ATION ONLY

Partner	Space (sq ft)	% Space	FTE	% FTE	Infrastructure Costs	Delivery System Costs	Total	
DWD-DET-Job Service	0	%00:0	0	%00:0	\$0.00	\$0.00	\$0.00	
DWD-DET-OVS	0	%00.0	1	100.00%	\$0.00	\$0.00	\$0.00	
Fox Valley WDB	780	100.00%	0	%00.0	\$20,480.16	\$2,403.84	\$22,884.00	
Totals	780.00	100.00% 1.00	1.00	100.00%	\$20,480.16	\$2,403.84	\$22,884.00	

Page 1 of 1

Prepared by the:

Fox Valley

WDB Executive Leadership

July 1,2017

For the: Waupaca Job Center

Infrastructure Costs

	Budget	Actual
Rent	\$0.00	\$0.00
Janitorial	\$0.00	\$0.00
Utilities	\$0.00	\$0.00
Taxes	\$0.00	\$0.00
Insurance	\$328.21	\$0.00
Resource Room Phones and Internet	\$0.00	\$0.00
Security	\$0.00	\$0.00
Maintenance and Repairs	\$0.00	\$0.00
Pest Control	\$0.00	\$0.00
Equip for Assistive Technology	\$0.00	\$0.00
Equip Copier, Computers, Furniture	\$4,416.08	\$0.00
Technology for Outreach Activities	\$0.00	\$0.00
Common Identifier Costs (Signs, Website)	\$2,500.00	\$0.00
General supplies (Copy Paper, ect.)	\$500.00	\$0.00
Other	<u>\$0.00</u>	<u>\$0.00</u>
Infrastructure Total	\$7,744.29	\$0.00

Additional Delivery System Costs

	Hours	Rate/hr	Budget	Actual
Receptionist	0	\$0.00	\$0.00	\$0.00
Office Manager	0	\$0.00	\$0.00	\$0.00
IT Services	36.5	\$52.16	\$1,903.84	\$0.00
Administration	0	\$0.00	\$0.00	\$0.00
Outreach			\$0.00	\$0.00
Business Services			\$0.00	\$0.00
Resource Room Materials			\$500.00	\$0.00
Strategic Data Gathering			\$0.00	\$0.00
Other			\$0.00	\$0.00
Delivery System Total			\$2,403.84	\$0.00
ExpendituresTotal			\$10,148.13	\$0.00

Cash Contributions

Budget	Actual
--------	--------

169

Tuesday, May 16, 2017

Grant Cash Contributions	\$0.00	\$0.00
Reserve Draw-down	\$0.00	\$0.00
Employer Events	\$0.00	\$0.00
Room Rental	\$1,400.00	\$0.00
Other	<u>\$0.00</u>	\$0.00
Revenues Total	\$1,400.00	\$0.00
Total Allocated Budget	\$8,748.13	\$0.00

Cost Allocation

Summary of All Shared Costs at the: Waupaca Job Center

FUTURE ESTIM ATED COSTS - FOR PARTNER INFORM ATION ONLY

Partner	Space (sq ft)	% Space	FTE	% FTE	Infrastructure Costs	Delivery System Costs	Total	
Fox Valley Technical College	0	%00.0	0	%00.0	\$0.00	\$0.00	\$0.00	
DWD-DET-Job Service	0	%00.0	0	%00.0	\$0.00	\$0.00	\$0.00	
Fox Valley WDB	100	100.00%	0	%00.0	\$7,744.29	\$1,003.84	\$8,748.13	
Totals	100.00	100.00% 0.00	0.00	0.00%	\$7,744.29	\$1,003.84	\$8,748.13	

Prepared by the:

Fox Valley

WDB Executive Leadership

July 1,2017

For the: Wautoma Job Center

Infrastructure Costs

	Budget	Actual
Rent	\$1,405.56	\$0.00
Janitorial	\$0.00	\$0.00
Utilities	\$0.00	\$0.00
Taxes	\$0.00	\$0.00
Insurance	\$2,500.96	\$0.00
Resource Room Phones and Internet	\$0.00	\$0.00
Security	\$0.00	\$0.00
Maintenance and Repairs	\$0.00	\$0.00
Pest Control	\$0.00	\$0.00
Equip for Assistive Technology	\$0.00	\$0.00
Equip Copier, Computers, Furniture	\$4,036.28	\$0.00
Technology for Outreach Activities	\$0.00	\$0.00
Common Identifier Costs (Signs, Website)	\$2,500.00	\$0.00
General supplies (Copy Paper, ect.)	\$500.00	\$0.00
Other	<u>\$0.00</u>	<u>\$0.00</u>
Infrastructure Total	\$10,942.80	\$0.00

Additional Delivery System Costs

	Hours	Rate/hr	Budget	Actual
Receptionist	0	\$0.00	\$0.00	\$0.00
Office Manager	0	\$0.00	\$0.00	\$0.00
IT Services	36.5	\$52.16	\$1,903.84	\$0.00
Administration	0	\$0.00	\$0.00	\$0.00
Outreach			\$0.00	\$0.00
Business Services			\$0.00	\$0.00
Resource Room Materials			\$500.00	\$0.00
Strategic Data Gathering			\$0.00	\$0.00
Other			<u>\$0.00</u>	\$0.00
Delivery System Total			\$2,403.84	\$0.00
ExpendituresTotal			\$13,346.64	\$0.00

Cash Contributions

Budget	Actual
--------	--------

172

Tuesday, May 16, 2017

\$0.00 \$0.00 <u>\$0.00</u> \$0.00	\$0.00 \$0.00 <u>\$0.00</u> \$0.00
\$0.00	\$0.00
•	
\$0.00	\$0.00
\$0.00	\$0.00
\$0.00	\$0.00
	·

Summary of All Shared Costs at the: Wautoma Job Center

Friday, June 09, 2017

FOR PARTNER INFORM ATION ONLY **FUTURE ESTIM ATED COSTS-**

Partner	Space (sq ft)	% Space	FTE	% FTE	Infrastructure Costs	Delivery System Costs	Total
Fox Valley WDB	762	100.00%	0	%00.0	\$10,942.80	\$2,403.84	\$13,346.64
DWD-DET-Job Service	0	%00.0	0	0.00%	\$0.00	\$0.00	\$0.00
Totals	762.00	100.00% 0.00	0.00	0.00%	\$10,942.80	\$2,403.84	\$13,346.64

WORKFORCE INNOVATION & OPPORTUNITY ACT

Priority of Service Policy

Summary of Changes

2016-8-05 Added verbiage to who has priority after Veteran priority



Section 134 (c)(3)(E) of WIOA establishes a priority requirement with respect to funds allocated to a local area of Adult Program employment and training activities. Under this section, One-Stop center staff responsible for these funds must give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career and training services.

Under WIOA, priority must be provided regardless of the level of funds. Veterans and eligible spouses continue to receive priority of service for all DOL-funded job training programs, which include WIOA programs. However, as described in TEGL 10-09, and DWD Admin Memo 16-06 when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority must be provided in the following order:

- i. First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
- ii. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
- iii. Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
- iv. Fourth, if the individual is determined to be "low income" or a recipient of public assistance, s/he must be given priority of service and no further assessment for priority of service determination is required.
- v. Fifth, if the individual answers "NO" to any of the questions on the screener or is unable to complete the form without assistance, the individual is considered "basic skills deficient" and must be provided priority of service.
- vi. Last, to non-covered persons outside the groups given priority under WIOA.

Note: When past income is an eligibility determinant for Federal employment or training programs, any amounts received as military pay or allowances by any person who served on active duty, and certain other specified benefits must be disregarded for the veteran and for other individuals for whom these amounts would normally be applied in making an eligibility determination. Military earnings are not to be included when calculating income for veterans or transitioning service members for this priority, in accordance with 38 U.S.C. 4213

If the individual is not low income or a recipient of public assistance, s/he must complete the "Basic Skills Deficient Screener form"

Approved 8/19/2016 Updated: 10/28/2015, 8/5/2016

WORKFORCE INNOVATION & OPPORTUNITY ACT

Incumbent Worker Training Policy

Summary of Changes

Page	Comment	Date	Authority
	Newly created policy	5/22/18	FVWDB



Workforce Innovation & Opportunity Act (WIOA) Incumbent Worker Training Policy

FVWDB strives to increase company and worker competitiveness. As such, Incumbent Worker Training (IWT) provided by WIOA (Section 134 (d) (4)) allows local workforce boards to use up to 20 percent of their adult and dislocated worker allocations to provide the federal share of the cost of providing Incumbent Worker Training (IWT). The non-federal costs of IWT can include employee wages paid during training and other fairly evaluated in-kind contributions. The minimum amount of the employer share of IWT depends upon the size of the employer as follows:

- At least 10 percent of the cost for employers with 50 or fewer employees
- At least 25 percent of the cost for employers with 51 to 100 employees
- At least 50 percent of the cost for employers with more than 100 employees

Incumbent worker training will be considered to address company needs for skilled workers and may also address the need to provide layoff aversion services to the company or advance sector strategy initiatives. Incumbent workers will benefit from the training itself and also from an increase in wage and potential upward mobility.

Incumbent workers must be employed full-time (32 or more hours per week), be over age 18, and have an established relationship with the company for at least 6 months (tenure as a temporary worker could be included and if cohort training is provided, a majority of trainees must meet the 6 month minimum). Additionally, companies/employees must meet the Fair Labor Standards Act (FLSA) requirements for an employee-employer relationship. Participating companies and incumbent workers must provide required documentation.

Fox Valley WDB, serving WIOA Title I, is an Equal Opportunity Employer and Service Provider

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Transitional Jobs Policy – FVWDB does not have this policy.

WORKFORCE INNOVATION & OPPORTUNITY ACT

Individual Training Services Policy

Summary of Changes

Page	Comment	Date	Authority
2	Clarified language on the six training areas		
3-4	Replaced "Intensive" with "Individualized Career"		



Workforce Innovation & Opportunity Act Individual Training Account Policy

BACKGROUND

Federal law established the Workforce Innovation and Opportunity Act (WIOA). Individual Training Accounts (ITAs) are the mechanism by which enrollees in the WIOA Adult and Dislocated Worker programs receive funding for training services (WIA Section 134 (d) (4) (G)). For the Fox Valley Workforce Development Board (FVWDB), this includes training services through <u>all</u> funding sources.

The only type of training services for which ITAs are <u>not</u> required is customized training and Onthe-Job Training (OJT).

For additional guidance from the Department of Workforce Development (DWD), see DWD WIOA Interim Program Guidance for Adult, Dislocated Worker, and Youth Programs, Training Services

Locally, FVWDB will focus on six specific training areas: including the career 'subsets' of:

- Advanced Manufacturing
- Call Centers / Business Services
- Construction
- Health Care
- Modernized Agriculture
- Logistics (CDL / Supply Chain)
- The following subsets are included
 - o Financial
 - Human Resources
 - Information Technology

For example, a participant may be interested in accounting. Accounting is NOT one of the specific focus areas; however, accounting positions can be found supporting the six specific areas, and as part of the 'financial' subset, it is appropriate for training.

FVWDB is committed to returning participants back to the workforce as quickly as possible. Training programs that result in "certificates" (typically four or more courses) or "technical diplomas" will be favored over the traditional two-year associate's degree whenever possible. These alternative training programs usually take a year or less to complete for the full-time student. While this approach may not be practical for every participant, it will allow the participant to return to work sooner and allow FVWDB to serve more people.

ELIGIBILITY FOR ITAS

Participants eligible for ITAs must meet all of the following federal requirements:

- 1. Have received an assessment which includes information on work history, education, skills, interests, abilities, aptitudes, and personal situation;
- 2. Have received labor market information and/or career counseling on occupational projections;
- 3. Have verification of receipt of Individualized Career Services, including the development of an Individual Employability Plan;
- 4. Have, whenever possible, must first explore other alternative no-cost options such as Job Center tutorials/workshops and/or online tutorials/resources before expending WIOA funds for basic educational skills instruction.
- 5. The training program is applicable to one of the six focus areas, and the Labor Market Information (LMI) outlook is positive as determined by the case manager or FVWDB. When a participant meets TAA requirements for training and funding is available, that funding should be used first:
- 6. Have been unable to obtain and retain employment that provides self-sufficiency;
- 7. Have been determined to have the skills and qualifications to successfully participate in the selected program of training services;
- 8. Have selected a program of training services which is directly linked to demand occupations

GUIDELINES

- 1. All funding is on a semester-by-semester basis and is dependent on continued availability of federal funds.
- 2. If applicable, participants are required to apply for Financial Aid (federal requirement). WIOA will only cover those costs (or unmet needs) not covered by the financial aid package or other sources.
- 3. Temporary (interim) employment for WIOA participants is allowed during their training period (WIOA law).
- 4. The following is locally determined:
 - a) Funding limits for activities covered by the training policy are determined by FVWDB initially during the budget preparation process. The limits will be reviewed quarterly throughout the program year. Adjustments will be made accordingly as the budget allows. The board will be advised of any revisions in a timely manner.
 - b) Training can be for up to four semesters, if an extenuating circumstance exists a fifth semester may be authorized by staff (e.g. class not available during fourth semester, part time employment, etc.). NOTE: The additional semester cannot cause the participant to exceed the established lifetime maximum limit for funding.
 - c) Only <u>one</u> ITA will be allowed per participant, unless extenuating circumstances exist and then must be approved by FVWDB.

- d) All Individualized Career Services (e.g. "prevocational") requiring funding fall within the lifetime funding limit.
- e) FVWDB has the authority to allow a WIOA participant to do an OJT (on a case-by-case basis) even if they received WIOA training previously.
- f) Short-term training is typically 12 weeks or less (exceptions may be approved by FVWDB on a case-by-case basis by training program).
- g) Participants pursuing a Bachelor's Degree may be eligible for training if they are at junior status and will be completing the program within the four semester limit. Participants who already have a four-year college degree will be eligible for training costs only if a transferable skills analysis indicates the need for training to improve the participant's employability.
- h) Payment for a Master's Degree is not allowable.
- i) Continuation of funding will be contingent upon maintenance of a 2.0 grade point cumulative average. Funding will not be utilized to pay for a repeat class due to a failed grade or a school grade requirement to repeat a class due to a "D" grade or lower. The participant will be responsible for tuition payment, books and fees related to such class.
- j) A direct reimbursement voucher for allowable expenses <u>must</u> be signed by the case manager and participant. Applicable receipts <u>must</u> accompany the voucher before any payment can be made.
- k) WIOA participants who enroll in training, drop out, or never start the training are not responsible for intangible costs such as expenses for a training required medical exam or for tuition, registration, book fees, or fees for certificates or licenses. However, they can be asked to return tangible items (uniforms and work tools).

WORKFORCE INNOVATION AND OPPORTUNITY ACT

ON-THE-JOB TRAINING POLICY

Summary of Changes

- More responsibilities placed on business service managers, pages 4, 6, 7 & 9
- "Reverse referrals" now authorized with stipulations, page 5
- OJT eligible certificate modified, page 28
- 2014-05-22 restructured the policy and developed a procedure for the OJT.
- 2015-09-15 Updated WIA to WIOA



Workforce Innovation and Opportunity Act (WIOA) FVWDB ON-THE-JOB TRAINING POLICY

On-the-Job Training (OJT) is onsite training by an employer who is reimbursed up to 50% of the wage rate of the participant (over a determined period of time) to compensate for extraordinary costs of training.

On-the-job training (OJT) as allowed by the Workforce Innovation and Opportunity Act (WIOA) is a viable training tool for eligible WIOA participants. OJT can be an effective tool in assisting WIOA eligible participants to become gainfully employed after receiving core services, intensive services, and has been unsuccessful in finding adequate employment. This is because the training is conducted at the work place. On-the-job training is one of the most successful forms of training under WIOA. WIOA enrollees are either dislocated workers or economically disadvantaged (income less than 200% of poverty) persons with limited/outdated skills, and employers are often unwilling to take the risk of hiring and training these individuals. The OJT program encourages employers to take that risk by partially reimbursing wages for training.

Payments made to employers are considered to be reimbursements for costs of training, including lower productivity, which are over and above normal training that would be provided to non-WIOA eligible new hires. The OJT contract is not a subsidy to employers for normal hiring and training. WIOA funds must be used to buy training, not placements and wage subsidies. However, for an OJT to be most beneficial and productive for both the WIOA trainee and the employer, it should be planned. Therefore, in the OJT procedure guidelines are designed to assist case managers and business service managers (BSM) in the planning of an OJT experience. The guidelines will also assist in meeting the federal regulations which require that, to be allowable, costs incurred in the OJT contracting process must be necessary, reasonable and allocable.

The OJT funding source requirements are listed below and are the responsibility of the FVWDB and its subcontractors.

- Identification of OJT Need
- Selection of Participants for On-the-Job-Training
- Employer Eligibility for Participating in On-the-Job Training
- Occupational Eligibility
- Content of the contract
- Procedures
- OJT Monitoring, Compliance & Modification
- Recordkeeping
- OJT Direction Outline

Customized Training Policy – Mentioned in Individual Training Services Policy (Attachment 22)

Needs-Related Payment Policy – FVWDB does not have this policy.

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) SUPPORT SERVICES POLICY

Summary of Changes

Page	Comment	Date	Authority
2	Deleted reference to 'core' services (WIA term)	2/18/16	FVWDB
2	Updated 'intensive' to 'Individualized Career' (WIA vs WIOA	2/18/16	FVWDB
	changed)		
4	Updated 'Youth' age range 14-24	2/18/16	FVWDB



Workforce Innovation & Opportunity Act (WIOA) Support Service Policy

GENERAL

It is the policy of the Fox Valley Workforce Development Board (FVWDB) to identify the support service needs of participants in the Fox Valley Workforce Development Area and to the extent possible, provide and secure unsubsidized employment. For WIOA participants, this includes the provision of childcare, transportation services, and other support services considered necessary to participate in job search, employment and training programs. The case manager approves support services following policy for Adult, Dislocated Worker, SRR, NEG, and Youth programs. Since WIOA programs are not an entitlement, supportive services payments are made on a case-by-case basis only when determined necessary and reasonable. WIOA funding should be used as a source of last resort. The supportive services must be necessary for the customer to achieve the goals outlined in the employment plan/individual service strategy are consistent with what the customer intends to achieve. Costs of supportive services must demonstrate a direct connection to participation in employment, and assist in building skills needed to succeed and advance in the workplace. Payments should not be made for non-WIOA activities or for items that are not necessary for participation in the WIOA activity. Support Services resources are limited and are not an entitlement. The needs of each individual and availability of funding will be considered. The FVWDB Program Director provides oversight for the support services policy.

Supportive services are only to be provided to participants who:

- Are participating in Individualized Career or training services; or in the youth program (other than design framework);
- Are unable to obtain supportive services themselves or via their support network;
- Are unable to obtain supportive services through other programs including community agencies that provide these services; and
- Demonstrate a need for assistance to enable him/her to participate in Title 1 activities.

Supportive services available to participants, these services can only be provided after it is proven necessary to enable him/her to participate in WIOA funded activities. Examples include, but are not limited to:

- Assistance with uniforms or other appropriate work attire;
- Assistance with work-related tools, including such items as eyeglasses & protective eye gear;
- Testing fees;
- Assistance with transportation;
- Assistance with child care and dependent care;
- Linkages to community services;

Updated 02/04/2016 Approved By: Board of Directors

- · Emergency housing; and
- Referrals to medical services.

The following supportive services are prohibited:

- Business Capitalization WIOA funds cannot be used to capitalize a business. For example, the
 purchasing of tools as a post-employment/follow-up service for a participant who is or will
 become self-employed.
- Deposits WIOA funds cannot be used to pay or reimburse for any type of deposits, e.g. rental, lease, etc.
- Medical services and procedures, including transportation to medical appointments.

Since WIOA programs are not an entitlement, supportive service payments are made on a case-by-case basis only when determined necessary and reasonable. WIOA funding should be used as a source of last resort. The supportive services must be necessary for the customer to achieve the goals outlined in the employment plan/individual service strategy are consistent with what the customer intends to achieve. Costs of supportive services must demonstrate a direct connection to participation in employment activities or education and training programs which will eventually lead to unsubsidized employment, and assist in building skills needed to succeed and advance in the workplace. Payments should not be made for non-WIOA activities or for items that are not necessary for participation in the WIOA activity.

CHILDCARE

Childcare is based on assessed need and available funding. Childcare will be authorized on a first come, first serve basis. Each WIOA certified and enrolled program participant may apply for childcare assistance when the participant is attending an approved training program on a full- or part-time basis, this also includes individuals attending a third shift training. This doesn't match with the next paragraph Childcare will be paid at 50% of the prevailing childcare rate determined by the county department of human resources.

Hours payable can include hours in class, reasonable travel time and study time. Study time must be approved and structured time for which a signature (professor or supervising professional) will be required. The childcare provider may be certified or not. The provider may be family or friend; however the child/children must be taken care of outside of the residence. If a spouse/parent/adult/sibling residing in the household is not working or attending a training program, that person will be considered available to provide childcare without reimbursement. (Consideration can be given to unique situations, e.g. time off work due to illness or pregnancy, inability to care for child, or need to hold childcare slot).

TRADE ACT FUNDING (TAA)

If a customer is enrolled in Trade Act this funding source must be utilized prior to WIOA funding. If the customer needs resources not covered by Trade Act, local policy should be followed to provide these wrap-around services.

Updated 02/04/2016 Approved By: Board of Directors

TRANSPORTATION

Transportation is based on assessed need and available funding, a participant will be considered for mileage reimbursement if he/she lives more than 20-miles (one-way) from the educational/OJT facility they are attending and are enrolled as either a full time or part time student.

OTHER SUPPORT SERVICES

Each WIOA registered and enrolled program participant may apply for other support service assistance. Although primarily intended for clients in training, 'other support services' may be appropriate for clients not receiving a training service. The case manager MUST determine that <u>ALL</u> of the following apply:

Adult/DW:

- 1) The participant is job searching and needs support services to accept/obtain or necessary to retain a job (with case manager discretion) **and**
- 2) Other resources have been explored and are not available; and
- 3) The employment, if applicable, is not related to temporary employment or with the dislocated employer.

Youth (ages 14-24):

- 1) Support services may be items that are necessary for the participant to receive training services and/or obtain employment. These support service items may include, but are not limited to those detailed in the FVWDB/Subcontractor WIOA contract; and
- 2) Other resources have been explored and are not available.



FVWDB FOLLOW-UP POLICY FOR WIOA PROGRAM PARTICIPANTS

Adults and dislocated workers who are registered participants and placed in unsubsidized employment will have follow-up services made available to them for not less than 12 months after the first day of the employment, as appropriate. Youth participants **must receive** some form of follow-up services for a minimum of 12 months after they are exited. As long as participants are receiving WIOA or WIOA funded partner services, they are considered active participants and are not eligible for follow-up services. The key date for initiating follow-up services is the exit date.

WIOA funding for participant follow-up services is an allowable expenditure. The emphasis of follow-up services for adults, dislocated workers, and Out of School Youth is job retention and advancement, lifelong learning and self-sufficiency, and provision of additional services as needed to assist program participants. Follow-up should be conducted frequently enough to address on-the-job issues, prevent job loss, promote income improvement/job advancement, assist with re-employment if necessary. For younger youth (14 to 18 years old) follow up services promote life-long learning and self-sufficiency. The scope and intensity of follow-up services should be based upon individual participant needs and should be consistent with the individual service strategy for each participant. While follow-up services must be made available, not all participants will need or want such services.

Disallowed Costs

Financial assistance such as needs-related payments for employed participants is <u>not</u> an allowable follow-up service.

See "Follow-Up" procedures for additional guidance.

Summary of change(s):

Page	Change	Date	Authority
1-2	Removed procedures from document		



Workforce Innovation and Opportunity Act (WIOA) Youth Stipend and Incentive Policy

Purpose: To provide policy for granting stipends and incentive awards to eligible youth enrolled in the Title I Workforce Investment Act (WIA) Youth program.

Background: The Workforce Investment Act of 1998, Section 129(a)(5), states WIA Youth funds can be used to provide incentives for recognition and achievement to eligible youth. This is a FVWDB local policy to guide implementation of DWD policy. Incentives and stipends are allowable to youth enrolled in the WIA Title I Youth program and are intended to be used to encourage and motivate area youth to reach specific goals and obtain positive outcomes to increase education and workforce skill sets. Incentive and stipend awards are not an entitlement. All incentive and stipend awards will be subject to availability of WIA Youth funds and applied at the discretion of the Fox Valley Workforce Development Board (FVWDB) staff. Stipends and award incentives will come directly from the subcontractors current budgets. No additional funds will be given for this policy. Incentives and stipend payments will be administered in a manner to ensure that all participants receive equal rewards for equal achievements.

A. Stipend

Definition: A stipend is a fixed regular small payment made to a WIA Youth participant during his/her enrollment to encourage participation in targeted specified activities. Stipends may not exceed the Federal or Wisconsin minimum wage, whichever is higher and will be calculated based on actual hours of attendance. Attendance in the activity must be documented as the basis of stipend payments and must include at a minimum, an attendance sheet signed by the participant and appropriate staff or teacher and case manager. All documentation will be maintained in the participant's file and included in the participants Individual Service Strategy (ISS).

Stipends may be awarded for the following activities but are not limited to:

- Attending General Equivalency Degree (GED) classes or earning a GED
- Attending an alternative school or graduating from an alternative school
- Attending GED classes for the purpose of basic skills enhancement (individual must be basic skills deficient) or passing one or more GED tests
- Completing a Work Readiness Skills class
- Participating in community service projects, service learning projects, job shadowing

Stipends may NOT be awarded for on-line or virtual classroom participation. Payment must be based on actual hours of participation in the activity as documented by the attendance or time sheet.

B. Incentive

1

Date of Issuance: February 2014 Board Approval 2014-03 Updated: 2015-10-09

Definition: An incentive is a payment to a WIA Youth participant for the successful achievement of expected outcomes. The incentive must be linked to an achievement and must be related to a training and/or education activity that specifically addresses at least one of the ten required Youth Program elements. Such achievements must be documented in the participant's ISS as the basis for an incentive payment.

This list of cash incentives may be awarded to WIA enrolled Youth for full completion and achievement in a WIA activity. These incentive payments may be awarded as cash incentives or in the form of plaques, gift card/certificates (restaurants, video, retail, bank and school book stores).

Incentives and Stipends will be recommended by appropriate staff with the final approval by FVWDB CEO. FVWDB reserves the option to include incentives and stipends in established contracts with partner agencies in order to best serve demographic populations.

Payment limits are determined annually and are part of the subcontractor contract as applicable; otherwise, limits will be established by FVWDB and published in the operational manual in the section for Youth Stipend Procedures.

Incentives are awarded but are not limited to:

- Basic Skills Improvement Incentive:
 - Can improve functioning level or grade level.
- Attainment of GED or High School Diploma:
 - Youth participants are eligible for this one-time incentive following the submission of the appropriate respective certificate and/or official document from the test site verifying the participant successfully passed the testing requirements.
- Un-paid Work Experience:
 - Youth participants are eligible for a one-time incentive if they participate in an un-paid internship or work experience.
- Post-secondary School Incentive:
 - Youth participants attending post-secondary education in credit barring courses are eligible for this incentive upon completion. (Completion of a degree, certificate program or short term training)

Questions regarding the use of what can be used for Stipends or Incentives other than listed here should be directed to the Programs Director of FVWDB.

*FVWDB Programs Director is responsible for proper procedures to implement this policy.

2

Date of Issuance: February 2014 Board Approval 2014-03 Updated: 2015-10-09

List of Youth Providers

LETC – Labor Education & Training Center

All Counties (Calumet, Fond du Lac, Green Lake, Waupaca, Waushara, & Winnebago)

2811 8th St S Ste 30 Wisconsin Rapids, WI 54494

Office: 715-422-4716 Fax: 715-422-4721

Contact: Cynthia Kiesling – CWDP, Executive

Director

cynkiesling@yahoo.com

FOX VALLEY WORKFORCE DEVELOPMENT BOARD, Inc.

SELF-SUFFICIENCY POLICY

Self-Sufficiency for individuals participating in the WIOA Adult Program is 200 percent or more of the Federal Poverty Guidelines for family size. An individual with a disability whose own income is below 200 percent of poverty of the Federal Poverty Guideline for a family of one qualifies regardless of other family income.

Individuals participating in the Dislocated Worker Program are not required to meet the same self-sufficiency as Adult Program for enrollment into the program. They must meet state and federal requirements for WIOA enrollment eligibility.

Exit from program self-sufficiency for dislocated workers shall be defined as having attained an income which is greater than 200% of poverty or 80% of the individual's dislocation wage.



FVWDB Career Pathways - Guidance Model

<u>Overview</u>: FVWDB views the Career Pathways model as a multi-tiered approach for delivering support to clients enrolled in the Workforce Investment Act (WIOA) program. The model is structured in a way that allows individuals to enter and exit according to their needs and goals. Career Pathways is a long-term approach designed to develop a quality workforce on multiple levels and will be implemented across all WIOA programs (Dislocated Worker, Adult, and Youth).

<u>Focus Areas</u>: FVWDB has elected to concentrate on six focus groups that play a vital role in our economic engine. The intent is to provide a near continuous pipeline of qualified individuals who are able to meet the dynamic needs of our local workforce. The focus areas with their additional career subsets include:

- Advanced Manufacturing
 - a. Financial / Human Resources / Information Technology
- 2. Call Centers / Business Services
 - a. Financial / Human Resources / Information Technology
- 3. Construction
 - a. Financial / Human Resources / Information Technology
- 4. Health Care
 - a. Financial / Human Resources / Information Technology
- 5. Modernized Agriculture
 - a. Financial / Human Resources / Information Technology
- 6. Logistics (CDL / Supply Chain)
 - a. Financial / Human Resources / Information Technology

<u>Basic Guidance</u>: Although requirements may vary slightly amongst WIOA program areas, before any training can be provided, the training must meet current FVWDB policy.

<u>Action Plan</u>: The FVWDB version of the Career Pathways model is centered on three critical steps: 1) Assessments, 2) Career Planning, and 3) Action

- 1. Assessments: Necessary to determine "where" the individual is at now (skills) and where do they want to be tomorrow and in the future.
 - a. Various tools are currently in existence or are being planned within our Workforce Development Area (WDA), such as Workkeys and others as necessary with FVWDB approval.
 - b. The assessments will be used to develop a comprehensive picture of what skills (hard/soft) the client currently possesses and how that impacts future plans.

- 2. Career Planning: Necessary to determine or identify any "skill" gaps or barriers to employment, along with strengths. This planning will be used to initiate the "way ahead" for the client as a systematic "career roadmap" is developed. The focus of the roadmap should be on what the program can provide to the client in order to reach their goals. Goals outside the scope of the program need to be considered and if feasible, guidance on how to reach those goals can be given. For example, a typical client may be working towards a two-year degree initially and then will go for a four year degree. The two-year degree would be within the scope of the program; however, the four year degree would not in this case (Note: someone already in their third year may qualify as well). The roadmap should address this limitation and give some guidance (or provide referral) on how to continue towards the advanced degree. The roadmap will consist of the following components:
 - a. Training Plan: Clearly outline the training actions necessary to reach the client's goals. If applicable, the plan should tie in directly with the ASSET's Individual Employment Plan (IEP) / Individual Service Strategy (ISS) modules.
 - b. Support Plan:
 - i. Support services- If applicable, address transportation and childcare issues within the scope of the current FVWDB Support Services Policy.
 - ii. Other barriers- If applicable, address other barriers (e.g. physical, mental, domestic environment, etc) that might impact training. In some cases, addressing these issues (e.g. spousal abuse) must be accomplished prior to the training phase if there's to be any reasonable chance for success.

3. Action:

- a. Assign an entry point for the client.
- b. Coordinate with partner agencies.
- c. Track progress.
 - i. Current status / review goals.
 - ii. Preparation for the next step (advanced training or program exit). The exit brief should be a review of where the client initially started, where they are now, and where they want to be with their career.
 - iii. Follow-up (WIOA). Maintain contact with the client per program guidance and provide allowable services as necessary.

Summary: FVWDB believes that the Career Pathways model is the best approach for addressing the ever changing demands of employer workforce requirements. This multi-tiered model in conjunction with a proactive case management system and partner agencies provides a flexible means for developing that workforce for now and into the foreseeable future.

FVWDB Career Pathways Model - Tier Descriptions

Tier 1 – Intensive Work Readiness & Follow-up Supports

Target Audience:

Desire to work

Featured Instruction:

- Assistance accessing income supports
- Drug and/or alcohol treatment
- Transitional employment
- Intensive work-readiness preparation
- Job placement and follow-up support for participant and/or employer

Tier 2 – Lower Level Bridge (Workplace Basics, Vocational, English Language Learners (ELL), Adult Basic Education (ABE))

Target Audience:

- 5th 6th grade reading level
- Low-intermediate ELL level
- With or without high school diploma or GED/HSED
- Little work experience
- Desire to improve basic skills to advance to a better-paying job

Featured Instruction:

- Basic reading, writing (sentences), speaking (workplace vocabulary), and math (arithmetic) taught in context
 of job and life "success skills", such as writing a resume, interviewing for a job, providing customer service,
 using basic computer programs at home and on the job, workplace safety, workplace rights, and exploring life
 and work values and goals
- Training in industry-specific vocabulary and skills
- Workplace communication skills
- Job placement assistance

Tier 3 – Higher Level Bridge (Contextual Secondary-level ABE/ELL Bridge)

Target Audience:

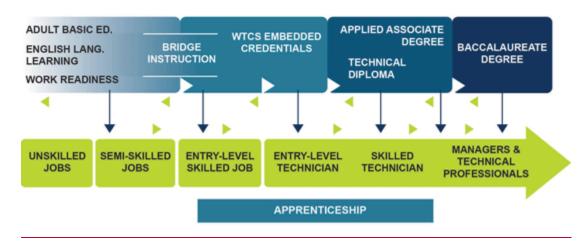
- 7th 8th grade reading level
- High-intermediate ELL level
- With or without a high school diploma or GED/HSED
- Stable work history
- Desire to pursue postsecondary technical training or education

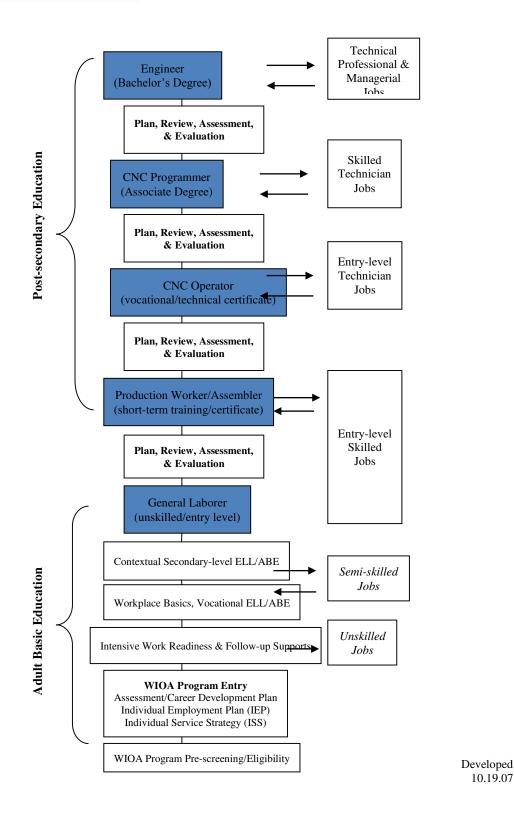
Featured Instruction:

• Outcome competencies set by employers and college occupational degree program facility (i.e. 4 hr. blueprint reading class, Microsoft Office Suites software program)

- Basic reading (reading for information), writing (paragraphs), speaking (presentations), math (pre-algebra), and computer applications (word processing, spreadsheet, presentation software) taught in the context of exploring careers and postsecondary training options and preparing a career plan
- Learning success skills (for school and on the job), including note-taking, study habits, time management, financial literacy, and test-taking (i.e. Accuplacer)
- Training in industry-specific vocabulary and technical fundamentals taught using workplace problems and tools and materials from introductory college-level courses (in field-specific programs)
- College credits or "credit equivalencies" for competencies developed and documented during bridge training
- Job shadowing and internships
- Job and/or college placement assistance

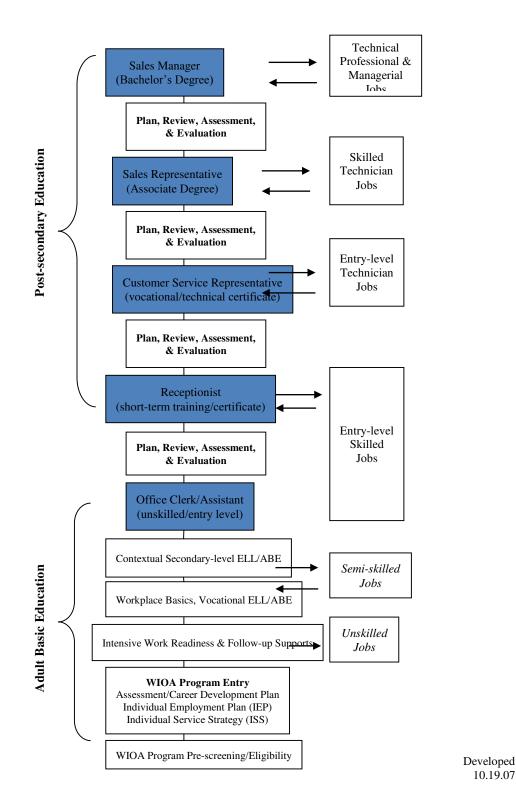
WISCONSIN CAREER PATHWAYS



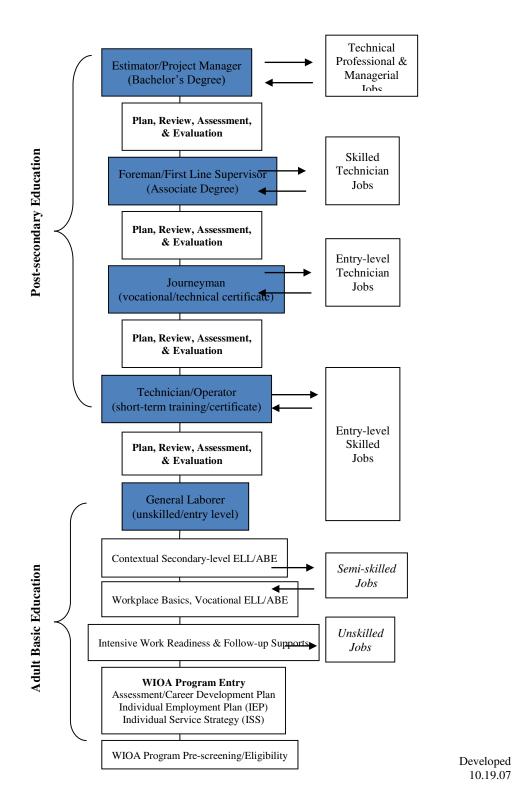


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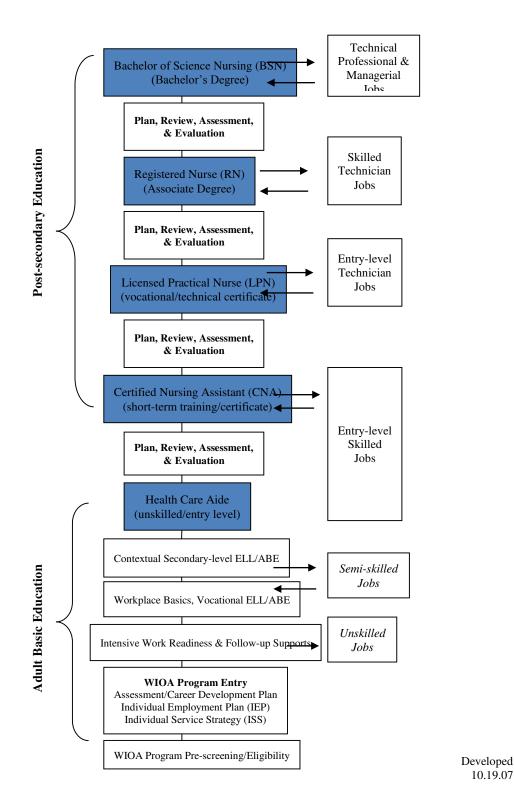




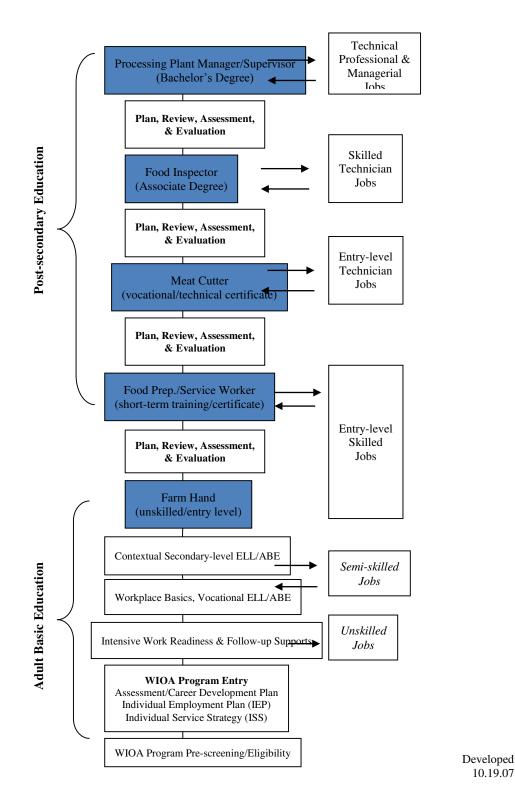


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FOX VALLEY WORKFORCE DEVELOPMENT AREA

Annual Average Employment by Subsector WDA4: Calumet, Fond du Lac, Green Lake, Waupaca, Waushara, and Winnebago Counties

NAICS Code	Industry/NAICS Title	Y. 2014	ear 2011	Change 2011-2014	Percent Change
000000°	All NAICS Subsectors	183,670	179,023	4,647	2.6
111	Crop Production	404	463	-59	12.7
112	Animal Production and Aquaculture	1,776	1,517	259	17.1
113	Forestry and Logging	20	19	1	5.3
115	Support Activities for Agriculture and Forestry	276	235	41	17.4
212	Mining (except Oil and Gas)	473	419	54	12.9
221	Utilities	396	409	-13	=3.2
236	Construction of Buildings	2,650	2,459	191	7.8
237	Heavy and Civil Engineering Construction	1,011	879	132	15.0
238	Specialty Trade Contractors	4,914	5,090	-176	-3.5
311	Food Manufacturing	4,763	3,824	939	24.6
312	Beverage and Tobacco Product Manufacturing	75	138	-63	-45.7
314	Textile Product Mills	147	131	16	12.2
315	Apparel Manufacturing	198	228	-30	-13.2
321	Wood Product Manufacturing	958	955	3	0.3
322	Paper Manufacturing	6,386	6,617	-231	-3.5
323	Printing and Related Support Activities	2,587	2,760	-173	-6.3
325	Chemical Manufacturing	358	351	7	2.0
326	Plastics and Rubber Products Manufacturing	3,789	3,264	525	16.1
327	Nonmetallic Mineral Product Manufacturing	334	253	81	32.0
331	Primary Metal Manufacturing	3,753	3,792	-39	-1.0
332	Fabricated Metal Product Manufacturing	4,602	4,395	207	4.7
333	Machinery Manufacturing	7,785	6,457	1,328	20.6
334	Computer and Electronic Product Manufacturing Electrical Equipment, Appliance, and Component	735	1,527	-792	-51.9
335	Manufacturing	899	846	53	6.3
336	Transportation Equipment Manufacturing	6,312	7,547	-1,235	-16.4
337	Furniture and Related Product Manufacturing	318	338	-20	-5.9
339	Miscellaneous Manufacturing	739	706	33	4.7
423	Merchant Wholesalers, Durable Goods	3,972	4,028	-56	-1.4

424	Merchant Wholesalers, Nondurable Goods	1,833	2,606	-773	-29.7
425	Wholesale Electronic Markets and Agents and Brokers	573	491	82	16.7
441	Motor Vehicle and Parts Dealers	2,702	2,417	285	11.8
442	Furniture and Home Furnishings Stores	297	366	-69	-18.9
443	Electronics and Appliance Stores	528	551	-23	-4.2
444	Building Material and Garden Equipment and Supplies Dealers	1,503	1,485	18	1.2
445	Food and Beverage Stores	3,454	2,861	593	20.7
446	Health and Personal Care Stores	867	828	39	4.7
447	Gasoline Stations	2,205	1,875	330	17.6
448	Clothing and Clothing Accessories Stores	953	954	-1	-0.1
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	423	450	-27	-6.0
452	General Merchandise Stores	4,003	4,068	-65	-1.6
453	Miscellaneous Store Retailers	906	807	99	12.3
454	Nonstore Retailers	1,635	1,563	72	4.6
484	Truck Transportation	3,878	3,928	-50	-1.3
485	Transit and Ground Passenger Transportation	1,068	854	214	25.1
488	Support Activities for Transportation	186	154	32	20.8
492	Couriers and Messengers	503	463	40	8.6
493	Warehousing and Storage	414	382	32	8.4
511	Publishing Industries (except Internet)	1,858	1,894	-36	-1.9
512	Motion Picture and Sound Recording Industries	83	85	-2	-2.4
515	Broadcasting (except Internet)	149	145	4	2.8
517	Telecommunications	1,181	394	787	199.7
518	Data Processing, Hosting, and Related Services	94	118	-24	-20.3
519	Other Information Services	160	115	45	39.1
522	Credit Intermediation and Related Activities	3,526	3,542	-16	-0.5
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	257	169	88	52.1
524	Insurance Carriers and Related Activities	2,890	2,236	654	29.2
531	Real Estate	726	749	-23	-3.1
532	Rental and Leasing Services	234	279	-45	-16.1
541	Professional, Scientific, and Technical Services	4,622	4,229	393	9.3
551	Management of Companies and Enterprises	3,711	2,943	768	26.1
561	Administrative and Support Services	7,125	7,059	66	0.9
562	Waste Management and Remediation Services	398	298	100	33.6
502		370	270	100	าวเป

611	Educational Services	12,233	12,119	114	0.9
621	Ambulatory Health Care Services	7,017	6,215	802	12.9
622	Hospitals	5,645	6,106	-461	-7.5
623	Nursing and Residential Care Facilities	8,443	8,087	356	4.4
624	Social Assistance	4,087	4,712	-625	-13.3
711	Performing Arts, Spectator Sports, and Related Industries	111	127	-16	-12.6
712	Museums, Historical Sites, and Similar Institutions	70	61	9	14.8
713	Amusement, Gambling, and Recreation Industries	1,663	1,521	142	9.3
721	Accommodation	1,319	1,174	145	12.4
722	Food Services and Drinking Places	12,887	12,541	346	2.8
811	Repair and Maintenance	1,432	1,648	-216	-13.1
812	Personal and Laundry Services Religious, Grantmaking, Civic, Protessional, and Similar	1,629	1,648	-19	-1.2
813	Organizations	2,308	2,449	-141	-5.8
814	Private Households	388	505	-117	-23.2
921	Executive, Legislative, and Other General Government Support	5,105	5,180	-75	-1.4
922	Justice, Public Order, and Safety Activities	2,459	2,496	-37	-1.5
923	Administration of Human Resource Programs	690	648	42	6.5
924	Administration of Environmental Quality Programs	191	176	15	8.5
926	Administration of Economic Programs	105	103	2	1.9

Source: Longitudinal Employer-Household Dynamics (LEHD), Quarterly Workforce Indicator (QWI). Employment values are an annual average of the beginning of quarter employment for each 3 NAICS-digit industry.

^{*}Due to required BLS suppression, the sum of employment for the listed 3-digit industries may not equal the level reported for all NAICS subsectors '000000'. Suppressed industries not listed

FOX VALLEY WORKFORCE DEVELOPMENT AREA-LONG TERM INDUSTRY PROJECTIONS, 2012-2022

WDA4: CALUMET, GREEN LAKE, FON DU LAC, WAUPACA, WAUSHARA, AND WINNEBAGO COUNTIES

Industry	2012 Employment*	2022 Projected Employment	Change (20 Employment	12-2022) Percent
Total All Industries	284,635	307,699	23,064	8.10
Goods-Producing	81,844	87,067	5,223	6,38
Natural Resources and Mining	2,251	2,442	191	8.49
Construction	13,976	16,736	2,760	19.75
Manufacturing	65,617	67,889	2,272	3.46
Services-Providing	185,700	203,226	17,526	9.44
Trade, Transportation, and Utilities	51,266	53,891	2,625	5.12
nformation	4,619	4,170	-449	-9.72
Financial Activities	13,177	14,204	1,027	7.79
Professional and Business Services	25,256	29,584	4,328	17.14
Education and Health Services	39,768	45,668	5,900	14.84
Leisure and Hospitality	25,856	28,361	2,505	9.69
Other Services (except Government)	9,333	10,023	690	7.39
Government, excluding Post Office, Education and Hospitals	16,425	17,325	900	5.48
Self Employed and Unpaid Family Workers, All lobs	17,091	17,406	315	1.84

^{*} Due to confidentiality, data is suppressedand so detail may not add to totals.

Information is derived using annual 2012 QCEW unpublished data from the US Bureau of Labor Statistics and Current Population Survey data from the US Census Bureau was also used. To the extent possible, the projections take into account anticipated changes in Wisconsin's economy from 2012 to 2022. It is important to note that unanticipated events may affect the accuracy of these projections.

Source Office of Economic Advisors, Wisconsin Department of Workforce Development, September 2015.

Projection Economists:
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Aziz Tursunov (608) 267-9607

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Local Economist: Jeff Sachse (920) 448-5268 Jeff.Sachse@dwd.wisconsin.gov

FOX VALLEY WORKFORCE DEVELOPMENT AREA-LONG TERM OCCUPATIONAL PROJECTIONS, 2012-2022

WDA4: CALUMET, GREEN LAKE, FON DU LAC, WAUPACA, WAUSHARA, AND WINNEBAGO COUNTIES

		Occupation						Vage		
Rank	SOC Code	SOC Title	Percent (hange (2012-2022)	Average Annual Total Openings	Ent	ry Hourly	_	erienced lourly		Median annually
	00-0000	Total, All Occupations	8.10	9,115	s	9.51	5	24.11	5	33,280.00
1	29-1141	Registered Nurses	19.03	179	\$	24,56	s	32,23	\$	62,047.00
2	53-3032	Heavy and Tractor-Trailer Truck Drivers	9.73	148	\$	14.54	\$	23.10	\$	40,189.00
3	47-2031	Carpenters	25.89	96	\$	15 29	S	24.94	s	40,045.00
4	43-1011	First-Line Supervisors of Unice and Administrative Support Workers	9.82	82	s	14.97	s	28.20	\$	46,416.00
5	51-4011	Computer-Controlled Machine Lool Operators, Metal and Plastic	17.82	72	\$	11.67	\$	19.04	\$	33,850.00
6	13-2011	Accountants and Auditors	9.16	62	s	20,33	s	36.48	s	58,485.00
7	49-9041	Industrial Machinery Mechanics	23.85	57	s	19.69	\$	27.17	\$	51,384.00
8	41-3021	Insurance Sales Agents	10.18	52	\$	10.67	\$	24.73	s	34,0 50.0 0
9	51-4041	Machinists	11.02	51	\$	14.53	s	23.79	\$	43,519.00
10	51-9061	tisspectors, Testers, Sorters, Samplers, and Weighers	8.90	48	s	10.45	\$	20.00	\$	34,707.00

FOX VALLEY WORKFORCE DEVELOPMENT AREA-LONG TERM OCCUPATIONAL PROJECTIONS, 2012-2022

WDA4: CALUMET, GREEN LAKE, FON DU LAC, WAUPACA, WAUSHARA, AND WINNEBAGO COUNTIES

		Occupation			Change (2012-2022)	12-2022	AND.	Average Annual Openings	49,111		
Kank	SOCCode	SOCTHIE	2012 Employment (1)	2022 Projected Employment	Employment	Percent	Due to Growth	Due to Replacements [2]	Total Openings (3)	Typical Education for Entry (4)	Related Occupation Work Experience (5)
	000000	Total All Occupations	204,635	307,699	23,064	8.10	2,4114	1693	511/6		
=	41-2031	Retail Salespersons	8,339	8,651	312	3.74	31	282	316	Less than high school	None
72	43-4051	Customer Service Representatives	169'9	7,808	1,117	16.69	112	182	294	High school diploma or equivalent	None
m	35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	5,253	6,064	811	15.44	19	201	282	Less than high school	None
4	41-2011	Cashiers	6,313	6,323	10	0.16	-	273	27.4	Less than high school	None
w	35-3031	Waiters and Wattresses	4,481	4,729	248	5.53	25	216	241	Less than high school	None
9	43.9061	Office Clerks, General	8,215	8,509	294	3.58	29	173	202	High school diploma or equivalent	None
7	29-1141	Registered Nurses	4,667	5,555	888	19.03	68	06	179	Associate's degree	None
80	53-7062	Laborers and Freight, Stock, and Material Movers, Hand	4,037	4,280	243	6 02	24	125	149	Less than high school	None
6	53 3032	Heavy and Tractor-Trailer Truck Drivers	5,773	6,335	562	9,73	56	26	148	Postsecondary non- degree award	None
10	35-3011	Bartenders	2,683	2,941	258	29.6	26	66	125	Less than high school	None
11	39.9021	Personal Care Aides	4,014	4,952	938	23.37	94	29	123	Less than high school	None
12	37-2011	Jankors and Cleaners, Except Maids and Housekeeping Cleaners	3,643	4,077	434	11.91	43	69	112	Less than high school	None
13	41-4012	Manufacturing, Except Technical and Scientific Products	4,118	4,400	282	6.85	28	80	108	High school diploma or equivalent	None
14	43-5081	Stock Clerks and Order Fillers	3,336	3,204	-132	-3,96	0	101	101	Less than high school	Nane
15	51-2092	Team Assemblers	4,553	4,822	269	5.91	27	72	66	High school diploma or equivalent	None
16	31-1014	Nursing Assistants	3,740	4,010	270	7.22	27	71	86	Postsecondary non- degree award	None
17	47-2031	Carpenters	2,518	3,170	259	25.89	65	31	96	High school diploma or equivalent	None
18	11-1021	General and Operations Managers	3,528	3,811	283	8.02	28	99	94	Bachelor's degree	Less than 5 years
19	43-3071	Tellers	1,936	1,953	17	0.88	2	06	92	High school diploma or equivalent	None
20	43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,423	2,661	238	9.82	24	28	82	High school diploma or equivalent	Less than 5 years
21	49.9071	Maintenance and Repair Workers, General	2,964	3,183	219	7.39	22	57	79	High school diploma or equivalent	None
		Hairdressers, Hairstylists, and		1 1 1	6			4		Postsecondary non-	

23	43-4171	43-4171 Receptionists and Information Clerks	1,923	2,134	211	10.97	21	52	7.3	High school diploma or equivalent None
	47-2061	47-2061 Construction Laborers	1,928	2,237	309	16.03	31	43	22	Less than high school None
	51-4011	Computer-Controlled Machine Tool 51-4011 Operators, Metal and Plastic	1,577	1,858	281	17.82	28	44	72	High school diploma or equivalent None
	37-3011	37-3011 Landscaping and Groundskeeping Workers	1,765	2,022	257	14.56	56	44	70	Less than high school None
	53-7064	53-7064 Packers and Packagers, Hand	2,343	2,423	80	3.41	80	62	70	Less than high school None
	13-2011	13-2011 Accountants and Auditors	1,594	1,740	146	9.16	15	47	29	Bachelor's degree None
	35-3022	Counter Attendants, Cafeterla, Food Concession, and Coffee Shop	1,016	1,004	12	-1.18	0	62	62	Less than high school None
	51-9111	Packaging and Filling Machine Operators and 51-9111 Tenders	2,262	2,349	87	3.85	6	53	29	High school diploma or cquivalent

III Employment is a count of jobs rather than people, and included all jart- and full-time nonfarm jobs. Employment also includes jobs among self-employered and unpaid family workers. Totals may not add due to suppression.

(3) Replacement openings are an estimate of the number of job openings expected because people have permanently left a given occupation. Permanent exits occur if someone dies, retires, or otherwise leaves the labor force. Permanent exits also include openings resulting from someone permanently changing employers, but staying in the same occupation are not included.

(1) Total openings are the sum of new jobs and replacements. Total openings are an indication of how many new people are needed to enter a given occupation.

(4) Typical education needed for entry is what most workers need to enter the occupation.

Information is derived using May 2014 0ES Survey and annual data 3012 QCEW Unpublished data from the US Bureau of Labor Statistics, CPS and US Census Bureau was also used. To the extent possible, the projections take into account anticipated events may affect the accuracy of these projections.

Source: Office of Economic Administry Wisconstin Department of Workforze Development, September 2015 (5) Belted-accupation work experience. Although work experience in a related occupation is beneficial for all occupations, this metric is meant to capture work experience that it commonly considered necessary by employers, or is a commonly accepted substitute for all occupations, this metric is more

FOX VALLEY WORKFORCE DEVELOPMENT AREA-LONG TERM OCCUPATIONAL PROJECTIONS, 2012-2022 WDAY CALDHET, GREEN LAKE, FON DULAC, WAUSHARA, AND WINNEBAGO COUNTES

	SIGNO-	Smith Turk Constant Turk Const	CHILD CONT. Control Co	al and to alder	lerasi	Dupte Growth	or and the second secon	d Ppentags	Togles/Constitution Institution	in ed Occupation	Interest Becupation Postitive Training Work Experience Seculed for William Contractify	fetty Hourty	Four Annual	Median Viage Annually	75th PCT 90th PCT Annually Annually
	Policina Property	PARTY OF THE PARTY	(Toplomen)				J.		for faire in		נטונינייני ()	Hourly	100	Annually	18
	Total an expension in	THE STATE OF THE S	Markey.	11111	630	1111	Mer					3 272 5	Str Strassa	TAR PRINCIPALIFICATION OF THE PERSON NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TRANSPORT NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TRANSPORT NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TRANSPORT NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TRANSPORT NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TRANSPORT NAMED IN COLUMN TWO IS NAMED IN COLUMN TWO IS NAMED IN	The state of the state of
	Management of Street, Square,	14.00 4.00 46.5	15,000												
		465		The state of	1000	118	- 100	-					STATE STATE OF	C. K. Standaller, S.S.	SMILE STREET
	Tellicetto	465	1861	111	1.00	n.	8	311		Contract No.		٠	- 0	1000	101
	Chef Executives		490	38	\$38	35	en	12 B	Bachelor's degree	Syears or more	None	\$ 41.16 \$	00'946'8118 88'601	\$ 179,178.00	\$ 196,543.00 \$ 202,521.00
100	General and Operations Managers	3,528	3,831	281	10.0	為	3	25	Bachelor's degree	Less than 5 years	None	\$ 18.08 \$	60.20 \$ 48,222.00	\$ 81,263.00	\$ 119,187,00 \$ 190,561.00
	Legislators	202	220	*	230	×	*	9	Bachelor's degree	Less than 5 years	None		\$ 16,653.00	17,887.00	\$ 19,121.00 \$ 46,197.00
	District of Sections 1	1,004	1,000	17.	735	1	III	3.0			Contraction of		1		100
	Advertising and Promotions Managers	â	(7	:ei	5.13		05 5 8	1 8	Bachelor's degree L	Less than 5 years	None	\$ 20.74 \$	39.30 \$ 46,803.00	\$ 58,396.00	\$ 85,194.00 \$ 122,697.00
11-2021	Marketing Managers	27.1	303	Ħ	11.44	(30)	3 .	9	Bachelor's degree 5	Syears or more	None	\$ 30.26 \$	61.60 \$ 75,660.00	\$ 100,366,00	\$ 131,435.00 \$ 166,759.00
11-2022	Sales Managers	6.55	069	震	5.34	3	±	81	Bachelor's degree	Less than 5 years	None	\$ 25.39 \$	61.73 \$ 63,626.00	\$ 96,953.00	\$136,064.00 \$166,639.00
11-2031	Public Relations and Fundratsing Managers	39	#	098	12.82	(:e)		1 B	Bachelor's degree 5	5 years or more	None	\$ 11.82 \$	44.17 \$ 59,275.00	\$ 76,803.00	\$ 93,259.00 \$118,431.00
11 3100	Securior Speciality Manger	X100		H	641	æ	100	¥				٠			
11-3011	Administrative Services Managers	401	439	59	7.23		ø	6	Bachelor's degree L	Less than 5 years	None	\$ 20.48 \$	47.42 \$ 51,55t.00	\$ 79,663.00	\$ 100,933.00 \$ 130,207.00
11-3021	Computer and Information Systems Managers	374	604	30	8.02		**	8	Bachelor's degree 5	S years or more	None	\$ 34.33 \$	58.67 \$ 82,110.00	\$ 100,179,00	\$ 123,725.00 \$ 150,686.00
11-3031	Floancial Managers	935	993	28	6.20	9		24 B	Bachelor's degree 5	Syears or more	Nane	\$ 23.67 \$	54.35 \$ 57,083.00	\$ 83,528.00	\$ 108,844.00 \$ 154,888.00
11-3051	Industrial Production Managers	756	793	37	4.89		: 2	18	Bachelor's degree 5	Syears or more	None	\$ 25.13 \$	\$1.76 \$ 63,305.00	\$ 82,961.00	\$111,960.00 \$142,892.00
11-3061	Purchasing Managers	362	111	15	926	· ·		9	Bachelor's degree 5	Syears or more	None	\$ 1406 \$	S4.97 \$ 76,844.00	\$ 93,370.00	\$119,191.00 \$149,103.00
11-3071	ransportation, Novage, and Lambudion Managers	283	230	17	7.98	3 PM		7	2	S years or more	None	\$ 1921 \$	45.86 \$ 46,908.00	\$ 70,862.00	\$101,801.00 \$132,873.00
11:3111	Compensation and Benefits Managers	36	37	1	278		-		Bachelor's degree 5	5 years or more	None	\$ 26.83 \$	64.90 \$ 63,761.00	\$ 87,236.00	\$ 138,666.00 \$ 190,966.00
11-3121	Buman Resources Managers	222	245	23	10.36	H		8	Bachelor's degree 5	S years or more	None	\$ 99.62 \$	53.33 \$ 69.939.00	\$ 83,941.00	\$110,997.00 \$146,034.00
11(313)	Training and Development Managers	91	102	11	12.09	ž	**	33	Bachelor's degree 5	5 years in more	Море	\$ 27,73 \$	54.97 \$ 69,128.00	\$ 88,499.00	\$112,909.00 \$154,759.00
35-100G	Who Mangater Dangering	Sauts.	Ante	454	8.65	25	100	1101				•			
11.9013	raimers, functions, and takes American Managers			•):	*10	•0)			or equivalent 5	S years or more	Уопе				
11-9023	Construction Managers			0 * 0		3 8 0	() <u>*</u> ()		Bachelor's degree N	None	Möderate-term ön- the-job training		٠	٠	
11-9031	EdUCation Administrators, Presences and Childrare Center/Program	501	001	帧	-4.76	0	3	m	Bachelor's degree	Less than Syears	Моте	\$ 12.03 \$	21.00 \$ 29,738.00	\$ 37,688.00 \$	44,137,00 \$ 48,128,00
2506-11	Education Administrators, Elementary and Secondary School	120	124	*	3.33	0	9	8	Master's degree 5	S years or more	Мопе		\$ 81,144.00	\$ 90,663,00	\$ 102,975.00 \$ 120,167.00
11-9033	Education Administrators, Postsecondary	78	87	200	11.54	1	2	3	Master's degree 5	S years or more	Мопе	\$ 26.32 \$	4613 \$ 60,264.00	\$ 77,839.00	\$ 95,607.00 \$ 124,960.00
6106-11	Education Administrators, All Other	22	28	P.	12.00	0	1	-	Bachelor's degree	Less than Syears	None	\$ 2183 \$	3625 \$ 53,686.00	\$ 65,934.00	\$ 82,731.00 \$ 91,551.00
11-9043	Architectural and Engineering Managers	305	320	ž	4.92	2	-	01	Bachelor's degree 5	5 years or more	None	\$ 37.31 \$	\$9.22 \$ B6,899.00	\$ 104,625,00	\$123,568.00 \$151,190.00
1506-11	Food Service Managers	123	729	104	12.64	0.	15	25 84		Less than 5 years	None	\$ 15.50 \$	27.64 \$ 37,111.00	\$ 46,919.00 \$	63,314.00 \$ 73,459.00
1906-11	Funeral Service Managers	•	•			٠	•	•	- 1	Less than Syears	None	٠	•	9	
11-9061	Lodging Managers	29	8.7	7	-3.45	0	1	-	equivalent	Less than Syears	None	\$ 17.27 \$	31.04 \$ 39,803.00	\$ 44,15400 \$	48,875.00 \$ 110,437.00
111-6-11	Medical and Realth Services Managers	645	759	111	17.67		16	27 B	Bachelor's degree N	None	None	\$ 26.80 \$	49.10 \$ 66.384.00	\$ 80,161,00 \$	97,228.00 \$ 126,963.00
11-9121	Natural Sciences Managers			*					Bachelor's degree 5	5 years or more	None				
11-9131	Postmarters and Mail Superintendents	51	R	⊙ ∓	-1.96	٥		- 63		Less than 5 years	the-job training	\$ 25.60 \$	35.27 \$ 58,250.00	\$ 64,945.00 \$	77,610.00 \$ 85,725.00
11-9141	Association Managers	130	147	ĬĬ.	13.06	2		15		Less than 5 years	None	\$ 16.72 \$	24.13 \$ 35,791.00	\$ 41,368.00 \$	48,470.00 \$ 69,148.00
11-9151	Social and Community Service Managers	712	299	22	7.94	2	9	ed as	Bachelor's degree 5	Syears of more	None	\$ 1824 \$	34.14 \$ 43,444.00	\$ 57,566.00 \$	72,279,00 \$ 86,946,00
11 9161	Emergency Management Directors		•	610			•	p6 ==	Bachelor's degree 5	Syears or more	None	-		٠	
6616-11	Mangers, All Other	1,8%	1667	43	10'5	01	42	52 0	. 01	Less than 5 years	None	\$ 21.40 \$	39:90 \$ 46,301.00	\$ 69,049,00 \$ 6	\$ 48,301.00 \$ 69,049.00 \$ 86,549.00 \$104,446.00
No. of	Securificación personal en pro-	31003	12.00	100		=	-	E				N. SORTH	TANK STREET,	-1 Speking	STATE STREET
25 20th	Parabers Operation Sections	100	8,315	1845	87.8	E:	155	100							

13-1011	Performers, and Athletes			•					Contraction of the services	Less than 5 years	None					
13-1021	Buyers and Purchasing Agents, Farm Products	Ŧ	42	-	227	0	-	-	High school zipioma or equivalent No	None	Long-term ba-rae- job training	\$ 20.68 \$	39.59 \$ 55,381.00	00/804/69 \$ 00/1	0 \$ 79,734.00	\$ 92,525.00
13.3022	whosesale and Metali Buyers, Except balting	250	250	۰	0.00	0	9	9	High school diploms or equivalent No.	None	Lang-termi bn-the	\$ 12.05 \$	27.17 \$ 29.025.00	500 \$ 41,780.00	\$ 49,332.00	\$ 61263.00
1	Purchasing Agencs, Except Wrotestae, Retail, and										Long term on the					
13-3023	Farm Products	792	698	11	9.72	00	14	22	or equivalent Nor	None	job training	17.48 \$	30.84 \$ 43,846.00	200 \$ 24,499.00	\$ 64,943.00	\$ 78,846,00
12 103 1	Claims Adjusters, Examiners, and Investigators	457	477	20	438	2	11	13	or equivalent None		ph training	\$ 19.66 \$	32.47 \$ 44,225.00	5.00 \$ 57,415.00	0 \$ 70,137.00	\$ 85,435.00
13-1032	Insurance Appraisers, Auto Damage	128	121	.7	-5.47	0	E	m		None	the-job training	\$ 21.34 \$	31.53 \$ 51,638.00	00,7467.00	\$ 69,237,00	\$ 79,281.00
13-1041	Compliance Officers	253	1,12	118	7.11	2	٧1	7	Bachelor's degree No.	Name	Moderate-term on- the-job training	\$ 18.68 \$	33.90 \$ 43,777.00	7.00 \$ 52,944.00	\$ 70,519.00	\$ 104,340.00
13-1051	Cost Estimators	089	914	134	19.73	13	22	35	Bachelor's degree No	None	Мопе	\$ 18.47 \$	3185 \$ 44,800.00	100 \$ 56,704.00	0 \$ 69,371.00	\$ 78,796.00
13-1071	Human Resources Spectalists	837	838	-	0.12	0	15	15	Bachelor's degree Nor	None	Мове	\$ 16.07 \$	27.12 \$ 37.244.00	100 \$ 47,797,00	\$ 58,082.00	\$ 69,391.00
13-1075	Labor Relations Specialists	759	735	-24	-3.16	0	14	=	1	None	None	\$ 8.17 \$	11.79 \$ 17,034,00	100 \$ 18,564.00	\$ 21,399.00	\$ 37,797.00
1301-£1	Logisticians	195	235	94	20.51	*	7	9		None	None	17.59	3529 \$ 44,816.00		\$ 74,734.00	\$ 92,797.00
13-1111	Management Analysts	614	702	8	14.33	0	10	61		Less than 5 water	None	2064	-		\$ 75.410 PM	S ING 217 BO
1000	Management of the control of the con			20 6				: -		2000		2000	٠,	٠ ،	de la contraction de	
1	Meeting, Lonvention, and Evens Planners	147	1/1	74	ig:	7	7	*		noe.	None	18:97		-	2 48,926,00	00618.67.2
13-1131	Fundraisers Tomobers an industrial and the Analysis			•					Bachelor's degree None	me	None	\$ 15.05 \$	28.95 \$ 36.857.00	7,00 \$ 49,003.00	\$ 67,379.00	\$ 74,424.00
13-1141	Specialists	162	166	*	247	0	200	Е	Bachelor's degree None	ine	None	\$ 16.37 \$	25.19 \$ 36,598.00	300 \$ 43,041.00	\$ 52,811.00	\$ 65,275.00
13:1151	Training and Development Specialists	419	452	33	7.88	8	8	11	Bachelor's degree Les	Less than 5 years	Nane	\$ 15.55 \$	26.34 \$ 35,819.00	3.00 \$ 44,102.00	\$ 57,072.00	\$ 68,653.00
13-1161	Market Research Analysis and Marketing Specialists	751	924	173	23.04	4	9	27	Sachelor's degree None	The	None	\$ 15.09 \$	30.46 \$ 36,168.00	100 \$ 47,298.00	\$ 64,125.00	\$ 87,384.00
	American Court letter All Other	1146	1 202	5	4.00	4	2	33	High Schöol diploma	2	Money	15.42		-	¢ 64 020 00	20000 PM
		C COUNTY	18180	- 100	400	3	9					١.				
									9					1		
13-2011	Accountants and Auditors	1,594	1,740	146	9.16	15	41	62	Bathelor's degree None		None Librar term on the	\$ 2033 \$	16.48 \$ 48,388.00	100 \$ 58,481.00	\$ 73,680.00	\$ 92,541,00
13-2021	Appraisers and Assersors of Real Estate	120	129	6	7.50	-	-	2	Bachelor's degree None		job training	1 19:41 \$	3250 \$ 48,176.00	100 \$ 63,518.00	\$ 70,967.00	\$ 75,436.00
13-2031	Budget Analysts	43	45	2	4.65	0	2	2	Bachelor's degree None	De	None	\$ 20.69 \$	33.63 \$ 47,539.00	000 \$ 58,344.00	\$ 76,255.00	\$ 89,558.00
13-2041	Credit Analysis	130	14	9	435	-	m	*	Bachelor's degree None	90	None	\$ 16.99 \$	31.05 \$ 37,476.00	100 \$ 46,676.00	\$ 67.991.00	\$ 77,349.00
13-2051	Financial Analysts	321	345	24	7.48	2	80	10	Bachelor's degree None	35	None	\$ 22.90 \$	38.50 \$ 51,901.00	100 \$ 61,583.00	\$ 77,846.00	00.886,96 2
13-2052	Personal Financial Advisors	534	129	93	17.42	e	6	=	Bachelor's degree None	2	None	\$ 18.29 \$	\$1.27 \$ 42,621,00	.00 \$ 55,226.00	\$ 100,993.00	\$ 155,847,00
13-2053	Insurance Underwritters	95	427	-29	953	0	12	12	Bachelor's deerse None		Moderate term no the-lob training	20.46	-	41	\$ 70.20800	\$ 80.612.00
	Flandsi Eraminera	23	24	-	435		-	-	1		Moderate-term in-	398	-	-	\$ 117 978 66	111675688
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1	A Collection of the Collection										Moderate-term on-	1	1			
Е	Long Officers The Examinets and Lone 22515, and neversit	4%	6 6	23	4	7	6		-1		the-job training M6GefatE-térm.66F-	1793 \$	31.31 \$ 40,013.00	00 \$ 46,191.00	\$ 65,252.00	\$ 95,446.00
13 2081	Agends				•	•			Bachelor's degree None		the-job training Moderate term on-		•	•	•	
13-2082	Tas Preparers	143	182	99.	2.82	0	-	-	or equivalent Name	THE .	the-job training	\$ 9.02 \$	16.67 \$ 20,435.00	00.737,757.00	\$ 37,037.00	\$ 45,334.00
13 2099	Financial Specialists, All Other	.9	69	2	2.99	0	100	1	Bachelor's degree None	100	_	\$ 15.17 \$	2963 \$ 35,133,00	00:018'59 \$ 00"	\$ 65,328.00	\$ 87,557,00
	Compatible And Malmonto of Programs	a see	4115	- 100	1466	N.	20	100	Section Sections			A MINISTRA	385 2 SET	10 (C. 1882)	Name and Address of	- SAMETE
8	The second Comment	è	10	¢	t	c										
15-1111	Computer and Information Research Scientists					306	300		professional degree None		None			٠		
12:11:51	Computer Systems Analysts	583	P69	111	19.04	9	*	20	Bathelot's degree None		None	\$ 22.30 \$	3632 \$ 51,073.00	00 1 62,843,00	\$ 78,597.00	\$ 91,705.00
15-1122	Information Security Analysts	53	11	15	24.19	**	3	m	Bathelor's degree Les	Less than 5 years	None	\$ 20.50 \$	3274 \$ 48,868.00	100 \$ 54,978.00	\$ 61,055.00	\$ 92,313.00
15-1131	Computer Programmers	407	395	12	-2.95	٥	8	=	Bachelor's degree None		None	\$ 14.55 \$	33.67 \$ 34,562.00	:00 \$ 50,246,00	\$ 70.251.00	\$ 94,924.00
2611-51	Software Developers, Applications	342	381	39	11.40	×	*	00	Bachelor's degree None		None	\$ 27.57 \$	38.71 \$ 63,306.00	100 \$ 71,625.00	\$ 83,685,00	\$ 95,483.00
15-1133	Software Developers, Systems Software					۰	3. * 3		Bachelor's degree - None		None					
15-1134	Web Developers	227	247	20	8.83	300	3	9	Associate's degree None		None	\$ 14.04 \$	26.54 \$ 30,628.00	100 \$ 39,276.00	\$ 58,706.00	\$ 75,935.00
15-1141	Database Administrators	79	83	4	5.06	e	n fré	2	Bachelor's degree Les	Less than 5 years	Nome	\$ 23.03 \$	4087 \$ 55,104.00	00 8 71,499.00	\$ 91,547.00	\$ 106,679,00
15-1142	Network and Computer Systems Administrators	415	442	27	6.51	æ		6	Bachelor's degree None		None	\$ 21.02 \$	35.72 \$ 48,331.00	.00 \$ 62,974.00	\$ 79,131.00	\$ 91,930.00
15-1143	Computer Network Architects	67	93	-	1.49	D	200	-	Bachelor's degree 5 ye	Syears or more		\$ 23.55 \$	43.46 \$ 52,696.00	00 \$ 81,379.00	\$ 95,261,00	\$ 109,353,00
15-1151	Computer User Support Specialists	638	089	42	829	*	01	15			Moderate-term on- the-job training	\$ 1421 \$	25.74 \$ 35,407.00	00 \$ 43,700.00	\$ 52,565.00	\$ 68,075.00

Particular continues	15-1199	Comparter Occupations, All Other	S	02		2.45	٥			Bachelor's degree	None		11 70 \$	30.75 8.26	\$ 26,690,00 \$ 4	\$ 4741400 \$ 6817300		\$ 87.395.00
Continue		Management of the second							Ī				ŀ					
Participation Participatio			3	2	123	8	2	92	١			ACTOR OF CA	1		0			1
Section of the control of the cont	15-2011	Actuaries	Χ.		*					Bachelot's degree		training			2	•		(4.1)
Particular continuents	15-2031	Operations Research Analysts	2	24	25.0	29.17	en.	æ		Bachelor's degree			15.97 \$	33.13 \$ 36,	36,558.00 \$ \$	54,478.00 \$ 72	72,765.00 \$ 90	96,733.00
Particular Par	15-2041	Skatisticians	30	*	5 # 2	•	۰	*		Master's degree		-						000
Contact Cont	X7,684m	Antoniosis of Engineering Competitus	4000	(Albert)	182	1985	i	整	400				Appropriate	THE RES	BRAN A.A.	STREET, SA	ACCOUNT.	No.
Continue Carry Landship and Notes 151 51 51 51 51 51 51	12.190	Antikula Sengal self-tengenten	197	100	ā	306	- 11		10					20			,	
Contract Processment	17-1013	Architects, Except Landscape and Naval	142	154	3	8.65	æ		-53	Bachelor's degree		_	24.43 \$	46.37 \$ 54.	\$ \$4,993.00 \$ 6	67 994.00 \$ 94	11\$ 00'005'16	\$ 147,079,00
Secreption	17-1012	Landscape Architects	() 9 ()	((•)	(*)	0.00	830)	8.9%	=10	Bachelor's degree		emsin p/residenc				٠		
Secretarian control processes of the control pro	17-1021	Cartographers and Photogrammetrists	Ω	ī.		5.00	()景	•	(d.125)	Bachelor's degree			18.67 \$	29.18 \$ 42.	42,252,00 \$ 5	52,734.00 \$ 60	66.259.00 \$ 7;	73,872.00
Proceeding	17 1022	Surveyors	84	×	23		2.			Bachelor's degree		Je Je		٠				
Control Edystert	TE SEE	Description of the last of the	1000	and a	#	414	R		1001					-	9	34		1
Provided Education Provide	17.2011	Aerospace Engineers		٠	*		38	80		Barthelor's degree		94						
Convenigle Equation	17.2021	Agricultural Engineers	*	30	*	86	30	*	ries).	Bachelor's degree		2				٠		
Control Engineers 2, 2, 2, 2, 2, 2, 2, 2, 2, 2, 2, 2, 2,	17,2031	Biomedical Engineers	90	*0	20	***	23	83		Bachelor's degree		2						
Compact interior in Exposers Compact in	17.2041	Chemical Engineers	6	*:			- 53			Burhelor's degree		2						
Exercised Experiences Foundation Found	17-2051	Civil Engineers	402	473	1.1	17.66	OH:	01		Archelor's degree			24.53 \$	39.69 \$ 56,	9 \$ 00.056,95	28 \$ 00,687,69	85,417,00 \$ 10	\$ 103.405.00
Exercised Engineers Comparers Compar	17-2061	Computer Hardware Engineers		(O*			99 3			Archelor's degree								
Externation Deginers (Except Computer) 1	17-2071	Electrical Engineers	409	422	14	3.43		6		Bachelor's degree			22.00 \$	36.95 \$ 51.	51,902.00 \$ 6-	64,811.00 \$ 81	8 0019E(B	94,796.00
Entretwentern Entretwenter	17.2072	Electronics Engineers, Except Computer								Jachelor's degree								
Participation Participatio	17.2081	Environmental Environers		104	17	19.54	20	2		Sachelor's deeres			20.54 \$	38 30 \$ 51	\$1849 DO \$ 6	67.175.00 \$ 79	\$ 7911200 \$ 97	97 545 00
Mainting Engineers and Name (Academy Carlotte	17.7100	Health and Safety Engineers, Except Mining	3	7		94.70		,		Sector Park			30.74					¢ 1m2 box on
Machine Equipment Company Co	11.5133	Section of the sectio	8	š.	B 1	47.61	8 9	,		and an address			14.33	n 1	n 1	4 1		204.00
Matter Equators Matter	2112-11	Industrial Engineers	1,028		8	5/3	S	2		samelor s degree				41.05 \$ 58.	28,446,00 5 7.	72,035,00 \$ 88	113 00718789	\$ 111,004.00
Material Engineers 66 75 9 11644 1 2 3 4 2 1 4 4 4 4 4 4 4 4 4	17-2121	Marine Engineers and Naval Architects	0	٥	0	000	9	0		Sachelor's degree		2						
Manuay Salery Engineers 1	17-2131	Materials Engineers	8	75	e.	13.64	*	2		Sachelor 1 degree			19.78 \$	19.53 \$ 460	46,614.00 \$ 6	69,038.00 \$ 85	\$ 85,639,00 \$ 10.	\$ 102,522.00
Ministry Engineers 1 1 0	17-2141	Mechanical Engineers	938	516	17	1.81	74	12		Sachelar's degree			15.39 \$	35.67 \$ 48.0	48,804.00 \$ 6	64,009 00 \$ 78	78,536.00 \$ 91	91,181.00
Muchate Engineers 1 1 0 0 0 0 0 0 0 0 0 Mone None None None None None Segment Authority degree None None None Segment Authority degree None Segment Authority degree <th< td=""><td>17-2151</td><td>Mining Safety Engineers</td><td>-</td><td>-</td><td>0</td><td>00.0</td><td>0</td><td>0</td><td></td><td>Jachelor a degree</td><td></td><td>2</td><td></td><td></td><td></td><td></td><td></td><td></td></th<>	17-2151	Mining Safety Engineers	-	-	0	00.0	0	0		Jachelor a degree		2						
Engigneer All Other 512 545 545 540 The 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	17-2161	Nuclear Engineers	-	-	0	0.00	0	0		Sachelor i degree					٠			
Actohicterial and Electronics Drafters 178 168 -10 -5.62 0 2 2 Associate's degree Hone None 3 Bectrical and Electronics Drafters 41 41 0 0.00 0 2 2 2 Associate's degree Hone None 3 Mechanical Drafters 41 41 0 0.00 0 0 Associate's degree Hone None 3 Oral Elegineering Technicitant 80 86 2 2.27 0 2 2 Associate's degree Hone None 3 Crit Elegineering Technicitant 80 86 2 2.27 0 2 2 Associate's degree Hone None 3 Destrice-Mechanical Technicitant 41 47 3 6.82 0 1 1 Associate's degree None 5 Electronicatial Engineering Technicitant 175 1 2 4 4 Associate's degree None	17-2199	Englorers, All Other	245	251	9	2.45	#	+		Sachelor's degree			26.76 \$	4221 \$ 62	62.518.00 \$ 7	74,255.00 \$ 92	92,807.00 \$110	\$ 110,881.00
Accordinates and Electronics Drafters 178 189 -10 -56.2 0 2. 2 Associate's degree None 9 Electrical and Electronics Drafters 41 41 0 0.00 0 <t< td=""><td>11,000</td><td>July bridge.</td><td>1986</td><td>1,949</td><td>- 0</td><td>3.6</td><td></td><td>M</td><td>16</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>	11,000	July bridge.	1986	1,949	- 0	3.6		M	16									
Machanical Drafters 41 41 60 600 60 60 60 60 60	17.3011	Architectural and Civil Drafters	178	168	01:	-562	0	95		Associate's degree			16.93 \$	25.90 \$ 39,	19,484.00 \$ 44	46,401.00 \$ 56	56,076,00 \$ 66	66,433.00
Anterbalcal Deraters 423 408 -13 -3.99 0 6 6 Associate's degree None 18 Deraters All Other 43 50 7 16.29 7 16.29 7 16.29 7 None 18 None 18 None 18 None 18 18 None 18 None 18 None 18 18 None 18 None 18 18 None 18 18 None 18 18 None 18 18 18 None 18 18 18 18 None 18	17 3012	Bectrical and Electronics Orafters	Ŧ	114	0	0.00	0			Associate's degree			21.03 \$	30.46 \$ 48,	48,541.00 \$ \$4	56,863.00 \$ 63	\$ 63,851.00 \$ 74	\$ 74,919.00
Challetine And Other 43 50 7 16.20 3 4 Associate's degree None 15 Chall Equivering Technician 68 66 -2 2.27 0 2 2 2 Associate's degree None 5 Peckatrikal and Methodisting 397 4.29 3.2 6.62 0 1 1 Associate's degree None 5 Evertroblation 44 47 3 6.62 0 1 Associate's degree None 5 Evertroblation 44 47 3 6.62 0 1 Associate's degree None 8 Industrial Engineering Technicians 175 15 1 0.46 0 4 Associate's degree None 8 Mechanici Engineering Technician 15.3 17.0 17.11 2 4 Associate's degree None 8 Dispersion of technician 15.3 17.0 17.11 2 1 Associate's degree	17.3013	Mechanical Oraflers	423	408	-13	-3.09	0	on.		tssociate's degree			17.31. \$	25.05 \$ 39,	\$ 39,514.00 \$ 42	45,343.00 \$ 53	\$ 51,659,00 \$ 64	64,776.00
Chil Engineering Technicians 68 66 -2 227 0 1 2 Associate's degree None 1 Peterrial and Lectronicia Lagineering 397 429 32 8.06 3 8 11 1 Associate's degree None 1 1 1 Associate's degree None 1 1 1 Associate's degree None 1 1 1 1 Associate's degree None 1	17-3019	Drafters, All Other	43	8	4	16.28	**	:=:		Associate's degree			15.14 \$	ZS.14 \$ 33,	\$ 33,812.00 \$ 41	41,856.00 \$ 53	3 53,559,00 \$ 70	70,006.00
Petrolician and Extraories 240	17-3022	Civil Engineering Technicians	88	98	ç	227	0	200		sandaps, aprinoss			18.92 \$	26.94 \$ 46,	46,901.00 \$ 5	53,593.00 \$ 57	57,750.00 \$ 61	61,041.00
Exercite-Methanicial Technicians 45 53 68 1778 1 1 1 2 Associate's degree None None Same Same Same Same Same Same Same Sam	17-3023	Technicians	397	429	32	90'8		((Associate's degree			15.36 \$	26.55 \$ 35,	\$ 35,653,00 \$ 44	44,292.00 \$ 60	60,555.00 \$ 72	72,077.00
Environmental Engineering Technolicians 45 53 6 11,79 1 1 2 Associate's degree None None 5 Industrial Engineering Technolicians 176 196 20 11,13 2 4 Associate's degree None None 5 Hechanical Engineering Technolicians 153 170 17 11,11 2 7 1 1 2 Associate's degree None None 5 Hechanical Engineering Technolicians 153 170 17 11,11 2 7 1 1 2 Associate's degree None None 5 Surreying and Mapping Technolicians 82 86 4 488 0 7 2 None None 1 1 1 1 1 1 1 1 1	17.3024	Electro-Machanical Technicians	ī	47	۳	6.82	0	*		tesociate's degree			17.45 \$	23.97 \$ 38,	\$ 38,216,00 \$ 44	44,583.00 \$ 50	50,408.00 \$ 59	\$9,213.00
Industrial Engineering Technicians 176 196 20 11.35 2 4 6 Associate's degree None None 1 1 1 1 1 2 2	17 3025	Environmental Engineering Technicians	45	53		17,78	••		O.T.	tesociate's degree			1484 \$	23.42 \$ 32.	\$ 32,335.00 \$ 37	37,610,00 \$ 53	\$ 53,044.00 \$ 58	58,531.00
Mechanical Engineering Technicians 216 215 .1 .044 .0 .4 .4 .4 .4 .4	920£ 41	Industrial Engineering Technicians	176	961	0.2	11.36	2	*	e9).	Usociate's degree			16.69	25.98 \$ 37,	\$ 37,851.00 \$ 47	47,283,00 \$ 57	57,109,00 \$ 62	62,903.00
Outpressing tectmodation, parcel to the control of	17-3027	Mechanical Engineering Technicians	216	512	7	-0.46	0	:#:		tesociate's degree			17.13 \$	26.92 \$ 40,	\$ 40,305.00 \$ 51	51,823,00 \$ 58	\$ 58,282.00 \$ 62	\$ 62,383,00
Surveying and Mapping Technicians 82, 86, 4, 888 0 7 2 Or equivalent Mone Une-job Institute 1	17 3029	cagneering reconcising bateful arriens, and	153	0.11	17	11.11	2	se:	CAC 1	tssociate's degree			17.38 \$	29.46 \$ 44,	\$ 44,769.00 \$ 54	54,273.00 \$ 61	\$ 61,659.00 \$ 72	\$ 73,212.00
	17 3033	Surveying and Mapping Technicians	82	989	4	4.80	0	1	11	tign school alpontal			1450 \$	26.31 \$ 34,	\$ 34,364.00 \$ 40	40,649 DO \$ 63	63,438.00 \$ 73	\$ 73,678.00
Food Scientists and Technologists (30) 220 (77 8,57) 3 7 9 Bachebr's degree None Now 8		Un representative and pro-	- 100	No.		MHA.			100				0.00		STATE STATE	Control of the	STATE CASE	Total Control
Pood Scientists and Technologies (19) 320 IT 837 3 7 9 Bachelor's degree None None 8	100000	the sorwitte	. 275	111	z	158	9	湯	ス									į,
	19-1012	Food Scientists and Technologists	203	320	17	133	H	e		Sachelor's degree	14/		13.50 \$	30.71 \$ 32.	32,944.00 \$ 44	46,465.00 \$ 73	73,557,00 \$ 88	88,375.00
19.1013 Coll and Photo Consolicity of the last to the state of the sta	19.1013	Coll and Plant Crimatics	144	380	¥	3404	æ	ě	1 62	Parthelogie degrees		9						

19.1021	Biochemists and Biophysicists		0	a	00.0	0	a	Þ	professional degree None	None	٠					1
19-1022	Microbiologists	<u> </u>	39	203	25)	88	8.		Bachelor's degree None	None						(*)
EZ01-61	Zoologists and Wildafe Biologists	38	35	S.	28	225	æ		Bachelor's degree None	None	100	114		95E		Œ
19-1029	Biological Scientists, All Other	300	18	ī.	(2)	881	525	٠	Bachelor's degree None	None	æ		88	::: :::		(6)
19-1031	Conservation Scientists	62	128	0	0.00	9.9	355	2	Bachelor's degree None	None	3 2323 \$	31.33 \$ 52;	52,719,00 \$ 6t,	61,299.00 \$ 65,7	65,726.00 \$ 75,	75,643,00
19-1032	Foresters	æ	•0	*	**	œ8	:: :::::::::::::::::::::::::::::::::::	•	Bachelor's degree None	None						
19-1041	Epidemiologists	**	260	0	000	0	0	0	Master's degree None	None	*	*	90	8		200
19-1042	Medical Scientists, Except Epidemiologists	1.5	E •12		•15	*13	1	٠	professional degree None	None		20	200	80	**	(%)
16,390	The address of	- 116	186	2.	11111		-0	(3)	The state of the s							
19-2012	Physicists	300	200	Sice.	35	\$55	2		professional degree None	None	(0)				23.4	100
19-2021	Atmospheric and Space Scientists	236	×	3.E		38	je.		Bachelor's degree None	None			30	(G)		6
16-2031	Chemists	12	(m)	49	60%	39	800	-		None	\$ 2152 \$	29.68 \$ 48,5	48,829.00 \$ 55,	33,466.00 \$ 61,8	61,82400 \$ 73	73,882,00
19-2032	Materials Scientiss	236	(0)	()®)		333	65.65		Bachelor's degree None	None						
19-2041	Environmental scientists and Specialists, Including Health	25	12	2	15.67	*	35	м	Bachelor's degree - None	None	1 989 1	30.40 \$ 47,0	47,069,00 \$ 35,	169 \$ 001E955	63,073,00 5 74,	74,624.00
19-2042	Geographers	98	*0	•		23	80		Bachelor's degree None	Nome						
19-2043	Hydralogists	11	30	6	17.65	ě	90	0	Master's degree None	None	\$ 11.71 \$	32.09 \$ 52,	52,191.00 \$ 55,	55,576.00 \$ 62,4	62,455.00 \$ 86.	86.81400
19-2099	Physical Scientists, All Other	+	+	a	000		0	0	Bachelor's degree None	None	•			The same of the sa		
19.1500	Smith Supering and Bellind Supering	.24	38.7	*	6.17	11	-	.10					i i	,	Ì	
19-3011	Economists		9	30.			35		Master's degree None	None	94	50		3.4	34	
19-3031	Chaical, Counseling, and School Psychologists	6E\$	(4)	:	82.8	ie.	₹	W	troctoral of professional degree None	-	\$ 2424 \$	39.79 \$ 55,1	55,015.00 \$ 68,0	68,931.00 \$ 88,6	00.E21,941 \$ 00.294,83	153.00
19-3039	Psychologists, All Other		•	Ж	*	98			Master's degree None	internsmp/restating y						7.
19-3041	Sociologists		•0	*	£	*	*	•	Master's degree None	None			•			
19-3053	Urban and Regional Planners	78	83	9	641	0	*	-	Master's degree None	None	\$ 1432 5	28.93 \$ 29,5	29,913.00 \$ 48,0	48,857,00 \$ 62.5	62,578.00 \$ 78,	78,616.00
16-3091	Anthropologists and Archeologists	2	n	0	00'0			0	Maxter's degree - None	Mone		•				
19-3093	Mistortans	-	()	۰	000	e.	9	0	Master's degree None	Name						
19.3099	Social Scientists and Related Workers, All Other		4		į.	žŧ.	0 1	٠	Bachelor's degree None	None						
15.4900	Life Physics, 494 Schill Stewer Tetherland	300	835	Z.	1130	201	10				÷					
19-4011	Agricultural and Food Science Technicians	177	385		452		9	1	Amoctate's degree None		\$ 10.37 \$	1634 \$ 225	22,536.00 \$ 27,	27,412.00 \$ 37,508.00	57	44,364.00
19-4021	Biological Technicians		•	•		*	*		Bachelor's degree None	None	٠	•				
19-4031	Chemical Technicians	86	108	22	25.58	<u>(6)</u>	**	+	Associate's degree None	the-job training	\$ 22.20 \$	35.22 \$ 52.4	52,457,00 \$ 68,	68,299.00 \$ 75,4	75,455.00 \$ 79,	79,748.00
19-4061	Social Science Research Assistants Enforcemental Science and Protection		•0	•	-	• ;	•1		Associate's degree None	Мопе						
19-4091	Technicians, Including Health	92	911	24	26.09	N	•	9	Associate's degree None	None Modelsterrebbs.	\$ 11.70 \$	18.94 \$ 26,1	26,188.00 \$ 32,	32,207.00 \$ 42,1	42,195.00 \$ 48,	48,699.00
19-4092	Forensic Science Technicians		•			*	•		Bachelor's degree None	the-job training						
19-4093	Forest and Conservation Technicians Line, Physical and Social Science Technician, All	47	15	*	153		24	2	Associate's degree None	None	\$ 1266 \$	20.52 \$ 26.5	26,532,00 \$ 36,	36,714.00 \$ 44,0	44,073,00 \$ 51,	51,783.00
6601-61	Other		(*)	-	-	٠	٠		Associate's degree None	None					١	
-	Character and Application of Control	The same	1007	101	416	R	2	×			A stead of	2017 1 100	(A10) A (M)	ALC: ALTON	Section 18 and	P
3111100	Managence Amare 1716 Senavoral Installer	2300	Ant	-	3.00	114	*	H	edupedro jernina užini	Moderate-term on-	٠	•				
21.1011	Courselors Educational, Lititance, School, and Vocational	26	112	<u>*</u>	14.29		*	*			19.11		147	40		181700
21 1012	Counselors	131	139		6.11	*	ex.	*	Master's degree None	None International	\$ 17.01 \$	26.65 \$ 39,757,00	50	46,674.00 \$ 58,4	58,481.00 \$ 70,	\$ 70,584.00
21-1013	Marriage and Family Therapists	76	85	6	11.84	+	е.		Master's degree None	_	\$ 12.88 \$	30.20 \$ 34,845.00	141	54,978.00 \$ 67,865.00		\$ 75,205.00
21-1014	Mental Reath Counselors	142	153	11	7.75	-	1		Master's degree - None		1 19.85 \$	29.70 \$ 49,099.00	100	55,523.00 \$ 62,906.00		\$ 73,747.00
21 1013	Rehabilitation Counselors	111	112		06:0	0	e e	2	Master's degree None	None	\$ 16.16 \$	21.40 \$ 34,451,00	-	38,909.00 \$ 46,445.00		\$ 52,520.00
51 1019	Counselors, All Other	829	99	co	13.79	-	-	2	Master's degree None	None	\$ 17.40 \$	25.18 \$ 19,078.00	w	46,129,00 \$ 54,707,00		\$ 62,366.00
21-1021	Child, Family, and School Social Workers	419	4114	52	5.97	œ	39e	11	Bachelor's degree None	None	\$ 18.48 \$	27.55 \$ 42,072,00		49,041.00 \$ 60,927.00		\$ 70,727.00
23 1022	Healthcare Social Workers	215	239	24	11.16	99	*	7	Master's degree None	None	\$ 18.95 \$	2925 \$ 432	43,283,00 \$ 53,	53,268.00 \$ 65,3	65,359,00 \$ 73,	73,147.00
	Methal Health And Survey inc Addition															

6201 12	Social Workers, All Other	222	53	96	-3.64	9	•	_	Bachelor's degree None	Nene	\$ 25.06 \$	35.22 \$ 60,026.00	\$ 65,727,00	\$ 75,363.00 \$ B	\$ 81,851,00
1601-12	Realth Educators	***	135	æ	18.42	655	(T)	en	Bachelor's degree None		\$ 0602 \$	32.64 \$ 50,151.00	\$ 59,247.00	\$ 72,236,00 \$ 83	\$ 82,157.00
21-1092	Specialists	181	051	ুক	99.0-	•		-	Bachelor's degree None	Short-term bh-the- job training	\$ 55.61 \$	26.15 \$ 45,769.00	\$ 49,361.00	\$ 54,701,00 \$ 6	\$ 61,410.00
21-1093	Social and Human Service Assistants	968	114	17	202		11	27	Nign school alpioma or equivalent None		\$ 10.24 \$	21.45 \$ 24.227.00	\$ 34,045.00	47,993.00	\$ 60,818,00
21-1094	Community Health Workers	30	35	箫	16.67	0	-	1	itign school diploma or equivalent None	Short-term on-the- job training	٠	٠			
21-1099	Community and social service specialisms, All Other	145	155	00	6.90	30	27	so.	Master's degree None	None	\$ 12.43 \$	1857 \$ 29,192.00	\$ 13,845.00	\$ 37,557.00 \$ 43	45,411.00
CARRIED .	John Willen	40	39)	*	14.00	1	=	12				A 16			
21.2011	Clergy	18	•			- 15 July 1	•33	٠	Bachelor's degree None	the-job training	\$ 17.29 \$	25.16 \$ 39,107,00	8 39,698.00	\$ 54,057,00 \$ 63	63,371.00
17:502:1	Directors, Religious Activities and Education	908	S(*)	3.0	0.	028	33 0 3	•	Bachelor's degree Less than 5 years	None			STATE OF THE STATE	•	
1	Applications of the second	1991	1,4200	100	- CERBA	-11	-	36			のお客は	BEST 8 - 8 - 19 20 20	1 1 132TTON	C SECURITION OF 18	REES B
1000	Jemist Johnson History Michigan	344	3	T.	11,91	150		-				14		***	10
Z3-1011	Lawyers	545	613	- 13	12.48	激		91	professional degree None	None	\$ 25.86 \$	00 269 \$ 57,997 00	\$ 82,671.00	\$ 124,006.00 \$ 197	\$ 197,908.00
23-1012	Judicial Law Clerks		::⊛:	⊛		(8)	555		Doctoral or professional degree None	None					
23-1021	Asministrative Law Plages, Aspasicators, and Hearing Officers		*	*:	8 2	*	*		professional degree Less than 5 years	Short-telm bn-the- job training			•	<u>*</u>	1
23-1022	Arbitrators, Mediators, and Concibators	•	*		*	**	æ		Bachelor'i degree Less than 5 years	Moderate-term bit- the-job training			**	**	0
23-1023	judger, Magistrate Judges, and Magistrates						•		9	Short term on-the-				***	
100	Angel Separat Markets	- 500	- 1690	III	20.00	10		188		The same of	*				
23-2011	Paralegals and Legal Assistants	161	440	t	21.88			14	Associate I degree None		\$ 13.20 \$	21,33 \$ 31,828,00	\$ 39,503.00	\$ 46,005,00 \$ 51	51.489.00
23-2091	Court Reporters		•	::•		i i	:E		Postséchnosiry non- degree award None	Shorf-term bn-the-					
23-2093	Title Examiners, Abstractors, and Searchers	٠	*	300	35	Œ	8		High scrabil diploma	Short-term bin-the-				3.5	Ē
23-2099	Legal Support Workers, All Other		•	•		*	30		High school diploma	Shorr-term on-the-				*	
	State of Training of Lawrence	No.	4731	-	103	3	100	100	П		Olive G.	SAME L'OWN	Appropriate to	ST. WHITE	ı
900	Personality Toother	1966	934	200	1886	11	15	127				5		- 0	
25-1011	Business Teachers, Postsecondary	G	59	۰۵	11.12	1	-	2	professional degree None	None	110	\$ \$8,925.00		\$ 79,318.00 \$101,764.00 \$118,144.00	8,144.00
25-1021	Computer Science Teachers, Postsecondary	=	21	-	404	o	(0	0	professional depree None	Nine		\$ 51,630.00	\$ 63,789.00	\$ 74,331,00 \$ 86	\$ 86,728.00
25-1022	Mathematical Science Teachers, Postsecondary	27	2	-1	31.14	· n	0	0	Doctoral of professional degree None	None		\$ 41,740.00	\$ 50,355.00	F 65,907.00 \$ 74	74,883.00
25-1032	Engineering Teachers, Postsecondary		•		: ::::	5.8	838		Doctoral of professional degree None	None	154		•	•	
25-1041	Apricultural Sciences Teachers, Postsecondary		•	•	*	•	*		Doctoral by professional degree None	None	DE DE		13	3.5	
25-1042	Biological Science Teachers, Postsecondary	29	333	υŋ	17.86	0	•	0	Doctoral or professional degree None	Name	Seg :	\$ 47,442.00	\$ 57,659.00	\$ 68,915.00 \$ 76	76,438.00
25-1051	Atmospheric, Lattit, Maitine, and Space Sciences Teachers, Postsecondary		**	90	93	Đ	*	•	professional degree None	None	90	(4)			
25-1052	Chemistry Teachers, Postsecondary	17	62	N.	1176	0		0	professional degree None	None	3	\$ 45,838.00	\$ 54,607,00	\$ 64,391,00 \$ 83	83,072.00
25-1054	Physics Teachers, Postsecondary	•	100	.*2	•	æ	•	٠	professional degree None	None	100		•	٠	
25-1061	Anthropology and Arthropology resulters, Postsecondary	٠	(a)	•	•	٠	(e)		professional degree None	None	0.00	(4)	ti⊕ti	2.52	ne:
25-1063	Economics Teachers, Postsecondary	٠	æ	œ)) *	.Œ		professional degree Nane	None	612 628		154		-
25-1064	Geography Teachers, Postsecondary	٠	%	19	(≆)	€	æ		professional degree None	None	100 100	## ## ## ## ## ## ## ## ## ## ## ## ##	Œ.		88
25-1065	Political Science Teachers, Postsecondary		٠	æ	٠	(*)	(*)		Doctoral of professional degree None	None	1		•		
25-1066	Psychology Teachers, Postsecondary	16	2	н	12.50		0	0	Doctoral by professional degree None	None	9	\$ 43,773.00	\$ 55,350,00 \$	69,051.00 \$	76,356.00
25-1067	Sociology Teachers, Postsecondary	2	×	æ	14.29	۰	0	0	Doctoral by professional degree None	None	3000	\$ 43,398.00	\$ 49,754.00 \$	\$8,586.00 \$	68,162,00
25-1071	Health Specialities Teachers, Postsecondary		¥33	6	*	*0	•	•	Doctoral or professional degree Less than Syears	None	()	٠	•		
25-1072	Autyng instructors and (eathers). Postsecondary	70	63	ន	32.86	Č.	н		Master's degree Less than 5 years	None	(4)	\$ 45,160.00	\$ 54,039,00 \$	68,063,00	\$ 83,451.00
25-1081	Education Teachers, Postsecondary	74	83	300	12.16	4	.	2	professional degree None	None		\$ 37,273.00	\$ 50,862.00 \$	64,999.00 \$	75,727.00
25-1111	Chrunal justice and Law Enforcement Teachers, Postsecondary		٠	89		:::e	93 *	٠	Doctoral of professional degree None	None	群			•	
25-1113	Social Work Teachers, Postsecondary	6	10	æ	11.11		۰	٥	professional degree None	Kone	Œ.	1 41,760.00	\$ 47,190.00	\$ 56,302.00 \$ 66	\$ 66,925.00
25-1121	Art, Drama, and Music Teachers, Postsecondary	я	26	æ	12.00	·	<u>.</u>	2	Master's degree None	None		\$ 40,011.00	\$ 50,587,00 \$	59,144.00 \$	68,868 00
25.11.52	Communications Teachers, Postsecondary	29	32	¥	10.34			0	professional degree Note	None	•	\$ 45,659.00	\$ 55,768.00	\$ 66259.00 \$ 74	\$ 74,357,00
	Particular Shartshee and I mershire I particular								III MANUAL PROPERTY AND A PROPERTY A						

	25-1125 25-1126 25-1191 25-1192	History Teachers, Postsecondary erulosopny and Keligion Teachers,	12	13		1220	a	. 0	0	professional degree		None		255	4			
Contact Cont	25-1126 25-1191 25-1192	emidsophy and Keligion Leachers.	-	AND DESCRIPTION OF THE PARTY.		-				Doctoral or	And the Control of th		-		2007	26,096,00	62,254 00 5	72,477,00
The control protection The Control protect	25-1191	Postsecondary	R	22	-	13.00	0	ø	0	professional degree		None	52		48,957.00	56,079 00	64,527.00 \$	73,503,00
Particular Par	25-1192	Graduate Tearthing Assistants	Œ.	88	Œ	٠	33	NE.		Bachelor's degree		None	Ē	9				
		Home Economics Teachers, Postsecondary	*	*	*	*	*	•	٠	Master's degree	None	None	363			*	*	35
	25-1193	Retreation and vitness studies (eacher). Postsecondary	6	Ω	30	3000	0	0	0	professional degree		None	1.9674		38,333.00	44,955.00	53,812.00 \$	63,507.00
Protection Pro	25-1194	Vocational Education Teachers, Postsecondary	φE	\$	æ	10.25	9	*	-	Bachelor's degree	Less than Sysars	None	3966	\$1.82	61,702.00	103,231.00	\$ 116,738 00 \$	\$ 124,842.00
Properties Pro	25-1199	Postsecondary Teachers, All Other	- T. S.						•	professional degree		None		100		•		
Particular protection Part	25 peeds	Charging Steel Tracker	2,543	2403	161	- 157E	11	28	- 22		The State of the S	Mark Tens	i i			•		
Decimal properties Comparison Comparis	25-2011	Preschool Teachers, Extept Special Education	\$	157	7	990-	(a)	2	13	Associate's degree	Notive	None	S &111	11.19	1	19,545.00	\$ 22,732.00 \$	\$ 26,989.00
	25-2012	Kindergarten Teachers, Except Special Education	55	20	-	30.34		24		Bachelor's degree	None	internship/residency	200			49,197.00	59,147.00	\$ 71,010.00
Second	25-2021	Education	189	740	潴	9.84	æ	. 52	22	Bachelor's degree	None	Internship/lesidency	100		46,803.00	\$4,806.00	\$ 61,555.00 \$	\$ 71,827.00
Control of the cont	25-2022	Missie schöoff eathers; Extept special and Career/Technical Education	482	230	2	96.6	36	æ	91	Bachelor's degree	Kone	Internship/residenc			44,036.00	53,107.00	\$ 00.189,00	70,834.00
Accordance Acc	25-2023	Univery intrinscal Entication Teachers, Minnie School		(6)	*		90	*		Bachelor's degree	Less than 5 years	Internship/residenc		l.				
Second Control Contr	25-2031	Secondary School i eachers, Except Special and Career Technical Education	633	653	育	3.16	Ħ	17	61	Bachelor's degree	None	Internship/residency			42,002.00	50,771,00	\$ 00,947.00 \$	67,045.00
Protective continue and any	25.2022	Carred or School	12	17	S () 4	212			-	Rachelor's degree	Level Phan Spears	Internship/residenc			41 909 00	21 951 00	50 51000 \$	65.784.00
	2000	Special Education Latine Pt, Mindergatter and	: :									internantyresidenc				22 000 00	١.	2000
Special Extension Transfer Science (1967) 25 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	25-2052	Elementary School	29	19		454	0	•		Bachelor's degree	Ивъе	Interning/residenc			45,610.00	23,009,00	*	\$ 69,541,00
	25-2053	Special Education Teachers, Middle School	40	S	_	707	0	-	-	Bachelor's degree	None	y Internation Pesidence		1	19,194 00	50,522.00	\$ 57,780,00 \$	62,519.00
Secretification Product of Secretificatio	25-2054	Special Education Teachers, Secondary School	23	23	0	00'0	ю		0	Bachelor's degree	Nome	*			18,375,00	49,334,00	\$ 59,304.00 \$	71,795.00
No. 1 1 1 1 1 1 1 1 1 1	25-2059	Special Education Teachers, All Other			·		•		•	Bachelor's degree	None	memsup/residency						
Pure of tend to be common statements 51 51 51 51 51 51 51 5	20,000	Detection and Associates	ALTER .	17000	H	595	305	20	×	11				0.000		•		
September Packers Sept	25-3011	Asset by the And Secondary Education and Literacy Teachers and Instructors	15	35	.0	5.88	0	,	1	Bachelor's degree	Nane	Internanch internent	20.25	20.01	45,584.00	50,952.00	\$ 55,877,00 \$	70,369.00
Submitted Trachers Sept.	25-3023	Self-Enrichment Education Teachers	193	426	#	8.40	æ	8	30	Huggi school ai plama or equivalent	Less than 5 years	None	8.09	13.97	18,213.00	22,020.00	28,830.00 \$	40,456.00
Tatcher and international All Control	25-1098	Substitute Teachers	857	908	- 4	2,60	S Ref.	ুপ্ত	20	Bachelor's degree	None	Internship/hesidenc y	\$ 9.96	15.73	22,770.00	27,274.00	33,655.00 \$	41,598.00
Authorities	25-1099	Teachers and Instruction, All Other	210	226	2	7.62			9	Bachelor's degree	None	memsnip)lestarnc		3				
Authoritists Auth	- Calen	Department Communication to the Communication	-100	100	18	100	,		316									
Hatter Control	25-4011	Archivists	100							Master's degree	None	None	-	8	0	36	18	92
District			8	5	6	(8	19						6	0.000	3	9		75
Mattern Technician and Conservators 1	25-4012	Curators			9 3	2 9	*	6		Haster's degree	None	None	ŭ.	70907	3	20	•	6
Unitarization Vision Vis	25-4013	Museum Technicians and Conservators	٠		•	æ	×	ě		Bachelor's degree	Name	None			0.00			
District Pertheticate District Pertheticate District Distric	25-4021	Ubrarians	163	2117	25	121	**	*	9	Master's degree	Nane	None	15.78	26.33	36,647,00	45,216.00	57,113.00 \$	68,462.00
Specified 14 14 14 15 16 16 17 17 18 18 18 18 18 18	1104-52	Library Technicians	240	279	61	131	- K	14	16	degree award	None	None	9.78	16.34	21,838.00	26,774.00	36,851,00 \$	45,048.00
Participation Participatio	\$5.00mm	- October - Octo	980	1001	10	440	*	11	22				0 1	.0				
Parmiand Home Management Advisors 124 134 100 600 1 1 2 2 2 2 2 2 2 2	25-9011	Specialists	14	*	8≡	000		0	0	Bachelor's degree	Less than 5 years	None	13.83			47,845.00	\$ 27,026.00 \$	61,771.00
Particular Control C	1206-52	Farm and Home Management Advisors		334	32	æ	Œ	D.		Master's degree	None	Name	o.			٠		
Packer Assistants 786 FFF 787 78	25-9031	Instructional Coordinators	124	134	0	8.00	-		2	Master's degree	눔	None		35.89	45,102.00	62,050,00	76,826,00 \$	96,188.00
Patchelor's degree None	25-9041	Teacher Assistants	786	\$15	£	140	36	g B	21	degree	None	Nome			19,083.00	23,754 00	28,001.00,82	30,446.00
Art Directors Art Art Art Art Directors Art	25.9099	Education, Training, and Lintary Workers, All Other		**	100	*	*		٠	Bachelor's degree	None	None	10	٠	٠			
Art Directors Art Di	100	The state of the s	11011	Charles	2100	141415	1830		100				1	ALC: ADM.	L. Manager 1	PARTIE 1	Sentinger 2	1111001
Sachelor idegree System or more None	- 27 time	Act and Disagn Waything	1,423	1,486	-	4114		THE PERSON NAMED IN	41		1		-		1000	STATE OF THE PARTY OF	100	
Craft Autists	27 1011	Art Directors	153	191	01	57			ы	Bachelor's degree		None		17.71		\$ 00.190,09	85,706.00	\$ 102,120.00
Hote Artists Including Palmers Number Lingsfarth or hisk- Li	27-1012	Craft Artists		98	84	Si.	99	(O)		High School diploma or equivalent	None	Lång-tertti öts-trse- Job training		Ĭ.				
Authimedia Artists and Animators 29 31 6.90 0 1 1 Backbell's degree None Unity-political terminoh 3 16.83 3 6.375.00 3 41.559.00 Commercial and Industrial Designers 44 47 3 6.82 0 1 1 8.4chell's degree None None None 8.575.00 \$ 50,531.00 Fashion Designers 3 4 1 3.333 0 0 0 Backbell's degree None Non	27.1013	Fine Arrists, including Painters, Scuppers, the Hustrators		100	88		33	3%		High school appoint or equivalent	None	Libra term brime.	25.5		3	332	Œ	22
Commercial and Industrial Designers 44 47 3 682 0 1 1 Sackston Vote Note Note Note 1683 8 2505 8 36,076,00 8 50,631,00 Retailed to Commercial and Industrial Designers 3 4 1 3 33.33 0 0 0 Retailed to Commercial Note Note Note Note Note Note Note Note	27 1014	Multimedia Artists and Animators	29	#2	94	06.9	0		1	Bachelor's degree	None	Moderate-term on- the-job training	1614	21.72	36,575.00	41,959.00	46,421.00 \$	49,341.00
Fasklein Destgeers 3 4 1 33.233 0 0 Bachslei's dergree None None None High strakol biploms None High strakol biploms	27-1021	Commercial and Industrial Designers	7	47	m	6.82	0	-	-	Sachelor's depres	Nane	None	16.83	29.05	36,076.00	50,631.00	67,259.00 \$	75,335.00
High schools also with the model to the mode	27-1022	Fashion Designers	1		¥	33.33	0			Bachelor's degree	None	None						
Shool December 17.9 11.72 (17.74 M) (10.74 M)	770-074	Elections (Sections)	118	2314	947	41.4	ä	9		High school diploma	None a	Moderate-termon-	200	11113	4 17 795 nn 4	10 753 00	¢ 2426700 ¢	4 70055.00

27, 1024	Graphic Designers	703	722	14	4.67		13	±2	Bachelor's degree Nane	None	~	13.21 \$	22.79 \$ 32.527.00	1,00 \$ 39,746.00	6.00 \$ 48,325.00	DO \$ 59,727.DO
27-1025	Interior Designers	23	Ħ	-	243	. 0		-	Bachelor's degree None	Notes	97	1254 5	22.40 \$ 30,743.00	13.00 \$ 41,590.00	0.00 \$ 47,020.00	00 \$ 55227.00
27.1026	Merchandise Displayers and Window Trimmers	133	343	S/₩	673	-		v	High school biploma or equivalent None	the-job training	-yo	10.62 \$	15.12 \$ 24.50	24,569.00 \$ 28,327.00	7.00 \$ 32,413.00	00 \$ 37,184.00
27.1029	Destinants All Other					.00		•	Bachelor's degree None	Nape				•		
20000	The state of the s	- with	AU	34	192	,		100	п	The state of the s				+		*
27.2011		c	c	e	900	q		0	Soral tasegr, no Rose	Lang-Hiffmon-ma	ź			ľ		ľ
	Property of the contract of th			6 9	100			,			1	4 66 7	۰	١		00 0 00 10 000
7107-17	Producers and University	7	2	E B3	1.80	• 3	9 (7	High school alegare	Lons trien 5 years none Long-termion-the-			77.17 3 32,007.00	- 1	20.00	•
27.2021	Athletes and Sports Competitors		-	•		•	•::	•	or equivalent None	job tratning	•			•	•	•
27.2022	Coarthes and Scouts	289	319	R	10.38		P	12	Bachelor's degree None	None	21		\$ 10.40	18,474.00 \$ 32,154.00	400 \$ 42,582.00	00 \$ 56,886.00
27-2023	Umpires, Referees, and Other Sports Offictals	39	45	*	15.38	-	-	2	or equivalent Kone	the-job training		•	\$ 16.47	16,476.00 \$ 17,632.00	2.00 \$ 18,788.00	00 \$ 19,564.00
27-2031	Dancers	7	7		0.00	0	P	0	or equivalent None	Long-term on-t	· ·			٠	•	
27-2041	Music Directors and Composers	12	9	.79	.16.67	0	0	0		Less than Sycars None	Lun	15.49 \$	21.03 \$ 33,817.00	00616'9E \$ 00'21	90.709,02 \$ 00.6	00 \$ 57,185.00
27.3043	Workelson and Conterry						•		High school diploma	H						•
27 1000	External series and retrotment, Sports and Kelated			i h	10000	6	8 9	•	High school alpoins	N State			•	•	•	•
21-2079	Workers, All Urber				porani:				or equivalent Aurae	TOTAL		ĺ		i		l
21,8890	Media deal Cracion apport Michigan	1411	1003	N.	4.00	17	22	38						***	1	Ħ
27-3011	Radio and Television Announcers	19	29	9	9.84		1	2	Bachelor's degree None	None	44	8 00 8	17.59 \$ 17,463.00	3.00 \$ 26,076,00	6.00 \$ 40,262.00	00 \$ 50,178.00
27 3012	Public Address System and Other Announcers	78	3	-13	-16.67		14	2	or equivalent None	pop training	o+	R.12 S	9.68 \$ 16.884.00	H.00 \$ 18,307.00	7.00 \$ 20,229.00	00 \$ 24,043.00
27-3021	Broadcast News Analysts		3	-				٠	Bachelor's degree None	Notice			•	•	٠	•
27-3022	Reporters and Correspondents	28	7	÷	-14.29	(e	94	2	Bachelor's degree None	None	54	10.77 \$	1648 \$ 25,510.00	0.00 \$ 30,260.00	0.00 \$ 36,111.00	00 \$ 40,875.00
27 3031	Public Relations Specialists	\$52	279	22	9.84	79	· 3 +	9	Bachelor's degree None	None	14	13.39 \$	29.75 \$ 34,302.00	2.00 \$ 45,740.00	0.00 \$ 60,279.00	00 \$ 87,977.00
27.3041	Editors	115	107		-6.76			24		Less than 5 years None		\$ 0611	28.60 \$ 36,280.00	0000 \$ 49,461.00	1.00 \$ 62,536.00	00 \$ 74,814.00
27.3042	Technical Writters	189	170	61.	10.05	0	9	90		Less than 5 years lob training	l w	18.46 \$	27.20 \$ 41.738.00	800 \$ 48273.00	3.00 \$ 61.051.00	**
27 3043	Writers and Authors	133	127	φ	451	0						49	l to	W	- 50	1/1
27.3091	Interventure and Translatory	17.1	214	RS	6343		-	01	Bachelor's degree - None	Short-term on-the		17.16.5	25.22 \$ 40.678.00		100 1 54 300 00	00 \$ 61975.00
27.3000	Marks and Communication Workers All Other					15	30	•	High School diploma	Short-term brithe-						
		94.0	清		100					The Particular Printers	-					
27-4011	Audio and Video Enginment Technicisms	1	10	4	-20.00	e	-	-	Postsecondary hon-	SNOTT-RETTH ON-THE-		823 \$	1955 \$ 1820	1820900 \$ 2634900	00 2 49 544 00	00 1 59 104 00
27 4013	December Tackening one		3		1132	100		,		Short-teinfon-this-			۱×			
2000	Contract productions			6 9		9			3	Short term on the			-		١.	1
*104-77	Sound Engineering econocians	383	8	ē					THE SCHOOL BIDIOMS	LONG-term on-the-						
27-4021	Photographers Lamers Uperstors, Jesemsson, Video, and Motion	110	143		6.52	¥ (-)	•	3		gentulant do		20 \$	4.04 \$ 27,	200	22,	20
27-4031	Picture	-		•60	8	• 88	•363	•	- 1	None					•	•
27-4032	Film and Video Editors Media and Communication Equipment Workers		2 888	•	€E 93	•33	•	-	Bachelor's degree None	None SAMT-term 86-1			•	•	•	•
27-4099	All Other			9		4		STREET, STREET	or equivalent None	pob training						•
24.4400	Account of the second	14200	(Dody)	28%	11811		I	Š				100.3	440,140	Apr. 1. 1654	200 2 2000	N ASSESSMENT
24 1706	South Dagway and Landag Professory	1233	36,136	1,234	1628	161	176	197		NAME AND ADDRESS OF TAXABLE PARTY.		1				•
1101-62	Chiropractors	175	165	n	1985	0	*	•	professional degree None	None	25	27.94 \$	50.33 \$ 67,419.00	900 \$ 76,894.00	4.00 \$ 109,129.00	DO \$139,584.00
29-1021	Dentista, General	246	273	12	10.01	æ	0	0.	professional degree None	None	44	32.76 \$ 1	102.97 \$ 75,490.00	0.00 \$ 152,203.00	3.00 \$ 198,229.00	00 \$ 209,062.00
29-1022	Oral and Maxillofactal Surgeons	2	2	*	*		3.5		professional degree. None	mersup/resoency	· ·			•	٠	•
29-1029	Dentists, All Other Spectalists	۰	a			۰	(O)	٠	professional degree None	mernsup/resoency	oenc .				•	
29-1031	Dettitians and Nutritionists	147	169	п	14.97	3090	(4)	+	Bachelor's degree - None	mernsup/res. y	99	18.61 \$	27.86 \$ 44,549.00	9:00 \$ \$1,476.00	6.00 \$ 59,912.00	00 \$ 68,781.00
29-1041	Optometrists	123	131	-	6.50	. -	:: 9 €	s	professional degree None	None	**	25.99 \$	6451 \$ 57,776.00	6.00 \$ 87,523.00	3.00 \$ 153,473.00	00 \$194,526,00
29-1051	Pharmadas	461	125	190	13.02	۰	#	17	professional degree None	Nane	- 01	5182 \$	66.10 \$122,797.00	17.00 \$ 133,514.00	4.00 \$145,077.00	00 \$152,230,00
29-1061	Anesthesiologista	39	47		20.51	139 139	e s	2	professional degree None	y y	eenc .	٠	\$ 190,646.00	192,743.00	3.00 \$ 196,568.00	00 \$ 196,568.00
29-1062	Family and General Practitioners	224	255	33	13.84	*	æ	œ	professional degree None	memsnip/residenc y	67	73.37 \$ 1	121.00 \$ 167,589.00	00'612'061 \$ 00'61	9.00 \$ 208,774.00	00 \$210,026.00
29-1063	Internists, General	33	36	*	12.50	*	2	1	Uoctoral of professional degree None	memship/resident y	defic		\$ 190,646.00	16.00 \$ 190,646.00	00319'061\$ 009	00.895,841.00
								The second secon	ALKANDAL TAL	"Water far fast.	No. of Lot,					

29-1066 PYPICE 29-1067 SUFE 29-1067 PPICE 29-1067 PPICE 29-1061 PPICE 29-1071 PPICE 29-1071 PPICE 29-1124 Rect 29-1129 Rect 29-1129 Rect 29-1129 TPICE 29-11	Pyrchiatrists Surgeora Physicians and Surgeora, All Other Physician Assiciants Physician Assiciants Physician Therapists Reductional Therapists Recreational Therapists Recreational Therapists Recreational Therapists Recreational Therapists Therapists Therapists Therapists And Other Nurse Amerikeists Nurse Amerikeists Nurse Amerikeists Nurse Amerikeists Nurse Amerikeists Nurse Amerikeists Other Other Other	33 196 196 190 180 329 36 21 21 21 21 21 21 21 21 21 21	242 242 411 196 405 44 44 44 44 465 1466 1466 1466 1611 1611	25 5 5 7 6 6 6 8 8 8 8 8 8 8 8 9 9 9 9 9 9 9 9 9	22.69 22.69 38.03 15.00 21.10 27.22 142.9 26.03 25.00	a s = s - n = -			ree None Tree None None None			\$190,790,000 \$192,772,000 \$204,590,000 \$190,790,000 \$190,790,000 \$190,790,000 \$190,790,000 \$190,790,000 \$190,790,000 \$190,790,000 \$190,790,000 \$190,790,000 \$190,790,000 \$190,790,000 \$190,790,000 \$190,790,000 \$190,790,000 \$190,790,000 \$190,790,000 \$190,790,790,000 \$190,790,790,790,790,790,790,790,790,790,7	\$209,736.00 \$209,719.00 \$194,388.00
	idian and Surgeon, All Other sidan Assistanta latrica sidal Therapista sidal Therapista sidal Therapista sidal Therapista sidal Therapista sidal Therapista realonal Therapista realonal Therapista residental Therapista residental Therapista sidal Therapista sida	196 142 142 190 190 181 181 181 181 181 181 181 181 181 18	242 411 196 207 405 44 44 44 146 161 161 283 5255 92 92	27 27 27 27 28 88 88 88 88 88 88 88 88 88 88 88 88	22.69 38.03 0 15.00 23.10 23.10 24.29 25.00 25.00 25.00 25.00 25.00 25.00 25.00 25.00 25.00 25.00 25.00 25.00 25.00 25.00 25.00	0 = x x = = =	N 20 M • N 20 M		None None None			0.00000 \$ 0.000000 \$ 0.0000000 \$ 0.00000000	09,719,00 94,388,00 19,663,00
	idean and Surgeons, All Other idean Assistants latiness steal Therapists steal Therapists lation Therapists lation Therapists lation Therapists pirationy Therapists rebleaguage Pathologists respect, All Other repleas, All Other replease, All O	335 142 180 180 1829 36 181 181 181 181 181 181 181 181 181 18	444 444 4465 1466 1466 1661 1661 1661 16	27 27 27 26 28 28 28 28 28 28 28 28 28 28 28 28 28	22.60 11.00 21.10 22.22 22.22 14.29 20.66 9.52 25.00 2		m • 14 00 17		None None	vs . vs		0.000 \$ 94,482.00 \$ 190,493.00 19.78 \$ 78,728.00 \$ 94,482.00 \$ 110,493.00 19.47 \$ 61,318.00 \$ 71,328.00 \$ 80,581.00 15.48 \$ 63,721.00 \$ 77,594.00 \$ 90,498.00	19,663.00
	isticss quational Therapists sical Therapists sical Therapists restional Therapists resting Pathologists rest Physiologists resting Pathologists resting Mureer so Amerithenists so Amerithenists so Mureers so Practitioners so Dapposing and Treasing Practitioners re	142 180 180 180 181 181 181 181 181	1946 207 405 444 444 1466 163 95 95 95 95 95 95 97 97 97 97 97 97 97 97 97 97	27 27 27 28 88 88 88 88 88 88 88 88 88 88 88 88	38.01 21.10 22.22 14.29 20.66 9.52 20.66 19.03 19.03 19.03 19.03 19.03 19.03 19.03 19.03 19.03 19.03 19.03 19.00 19.	* * * * *	M • M 50 17	250,1160	None None	(M)		1978 \$ 78,725.00 \$ 94,82.00 \$110,491.00 \$ 0.05.10 \$ 17,291.00 \$ 0.05.11 \$ 6.05.10 \$ 17,591.00 \$ 90.05.10 \$ 0.05.10 \$	19,663.00
	izitiess prational Therapies sical Therapies strong Therapies reation Therapies reation Therapies reation Therapies relical Therapies please Pathologiesi relected Nurses se Ameribacies s	180 180 180 181 181 181 181 181	207 405 44 44 44 163 163 95 5235 92 92 92	27 27 76 76 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	15.00 11.00 12.22 14.29 20.66 9.52 2.500 25.00 13104 19.03 13.75	£ ####	. 2 8 1	550, H60 T F1	Мопе	0.1		947 \$ 6121200 \$ 0232500 \$ 0056100 00089400 \$ 00532500 \$ 7759000	4
	pational Therapists lation Therapists lation Therapists restional Therapists restional Therapists restional Therapists friedengage Pathologists riche Physiologists riche Physiologists repets, All Other se Amerithenists we Amerithenists we Amerithenists we Marchiness so Practitioners rich Dapposing and Treating Practitioners of Therapists rich Dapposing and Treating Practitioners rich Dapposing and Treating Practitioners rich Therapists	329 36 23 121 121 147 - - - - - - - - - - - - - - - - - - -	207 405 44 44 146 161 163 95 5255 92 92	27 76 8 8 13 13 19 19 19	15.00 22.22 14.29 26.65 25.00		8 1 0					\$ 41,718.00 \$ 71,728.00 \$ 80,581.00 \$ 63,723.00 \$ 77,594.00 \$ 90,698.00	
	ital Therapists restonal Therapists restonal Therapists instanguage Pathologists reth-Latour Therapists reth-Latour Pherapists reth-Latour ge Pathologists reth-Latour ge Pathologists reth-Latour ge Pathologists reth-Latour ge Maren re Marchetists re Marchetists re Marchetists re Marchetists re Marchetists re Dupposing and Iteating Practitioners rt	329 36 21 121 121 147 76 5667 73 73	405 44 24 146 161 6 95 5.555 5.555 92 92	76 8 8 13 13 19 19 19 19	22.22 14.29 20.66 9.52 9.52 9.52 0.05 25.00 25.0	OH OH	8 1 0	medil m	Master's degree None None	\$ 255	25.15 \$	\$ 63,723.00 \$ 77,594.00 \$ 90,698.00	99,939.00
	usional Therapitis vestional Therapitis piratory Therapitis reh-Language Pathologists reh-Language Pathologists respirat, Ald Other respirat, Ald Other se Ameritherists se Ameritherists se Ameritherists se Practitioners lologists on Dapposing and Treating Practitioners of	23 23 121 147 76 5230 5250 73 73 73 73	24 24 346 161 6 95 5.555 8 92 6 92	13 25 25 25 25 25 25 25 25 25 25 25 25 25	2222 1429 2066 922 922 922 1903 2500 2500 2500 2500 2500 2500 2500 25	æ	0		poccaral of professional degree None None	\$ 27	\$ 8272		\$ 101,405.00
	vational Therapits JIPATORY Therapits The Language Pathologists Trapits, All Other Trapits, All Other Trapits All Other To Midwives To Midwives To Midwives To Practitioners To Practitioners To Dapposing and Trasting Practitioners For	21 121 147 6667 73 73 73 73 73 73	24 146 161 95 95 5.555 92 000	53 53 68 88 88 88 88 88 88 88 88 88 88 88 88	25.00 25.00		0		Associate's degree None None	•	•		
	MITTORY Therapies ren-Language Pathologists rice Physiologists rice Physiologists spirs, AB Other richarter se Amerikentist se Amerikentist se Mutwees se Practitioners so Practitioners rich Dapposing and Teating Practitioners et	121 147 76 76 730 73 73 73 73 73 73 73 73 73	146 161 95 52555 92 92 92	23 53 19 19 19 19	2066 952 0 2500 2300 23104 1903 2603 0 2503	q		0	Bachelor's degree None None	69	9.02 \$	15.94 \$ 20,133.00 \$ 24,188.00 \$ 35,050.00 \$	37,528.00
	rich Language Pathologists riche Physiologists riche Physiologists second Nurses se Amerikerists se Materives se Practitioners to Diagnosing and Teasing Practitioners of	76 76 730 4,667 73 73	161 95 92 92 92 93 90 90	53 53 60 19 77 77	25.00 25.00 23.00 23.00 23.00 23.00 35.75	(84)	2	+	Associate's degree None None	\$ 21	21.42 \$ 2	28.51 \$ 47,733.00 \$ 54,468.00 \$ 60,692.00 \$	69,475.00
	Tapies, All Other rinarian sterred Nurses se Ameribetists se Marbres se Practitioners in Disposing and Teating Practitioners, Au ri	76 730 73 73 73	95 2883 2883 9.2 9.2 9.2 9.2 9.2 9.2 9.2 9.2 9.2 9.2	53 53 79 79 79	25.00 23.04 19.03 26.03 26.03		2	3	Master's degree None None	\$ 23	23.02 \$	34.62 \$ 53,853.00 \$ 64,495.00 \$ 73,609.00 \$	63,577,00
	ripates, All Other rinarian stered Nurses se Alertherists se Martrees se Partitioners se Partitioners so in Diagnosing and Treating Practitioners, or Diagnosing and Treating Practitioners or se	76 4,667 773 221 221	95 283 5.555 92 92 92 92 92 92 92 92 92 93 93 93 93 93 93 93 93 93 93 93 93 93	53 53 53 79 79	25.00	*	•		Bachelor's degree None None	•	•		
	itered Nurses Marchetists Re Markres Partitioners ologists on Diagnosing and Iteating Practitionets, Au	730 (500)	2833 92 92 300	199	2104 1903 2603	2	**	(m)	Bachelor's degree None None	\$ 21	21.96 \$ 3	3734 \$ 61,320,00 \$ 72,227,00 \$ 83,026,00 \$	90,855,00
	stered Nurses Re Anscheitsts Re Midwires Partitioners Re Practitioners obogsts on Drapposing and I reating Practitioners, All of	752 122	300	19 79	1903	85	7	12	professional degree None None	30	30.46 \$ 6	60.00 \$ 72,961.00 \$ 87,357.00 \$ 125,586.00 \$	\$ 181,662.00
	is Awarthetists Re Midwires Re Practitioners Re Practitioners To Diagnosing and Iteating Practitioners, Amaret et	221	300	19 - T79	35.75	68	06	621	Associate's degree None None	\$ 2.9	24.56 \$ 3	32.23 \$ 54,046.00 \$ 62,047.00 \$ 69,950.00 \$	76,321.00
	e Midwives re Practitioners	122	300	779	35.75	2	-	E	Master's degree None None	\$ 82	8264 \$ 10	101.10 \$170,342.00 \$ 184,333.00 \$191,647.00 \$	\$ 197,499.00
	re Practitioners longists for Use grooting and I teating Practitioners, All et	122	300	82 -	35.75	•	•		Haster's degree None None		•		
29-1171 Nurs	loogists FIND JOSHING and I feating Praktitionets, All FIT	2000			- 18		æ	12	Master's degree None None	85	39.04 \$	48.07 \$ 83,567.00 \$ 92,215.00 \$104,868.00 \$	\$ 118,287.00
	រប Visignosing and Treating Pratentionets, កំដ	2.000 2.000	SHE	. 10			530		res None				
	Stringer of training	2919	3487	1200		(1)	•		Nane	•	•	•	•
		704	-		- Marie	130	. 116	238					
29-2011 Medi	Medical and Chnical Laboratory Technologists	- P - P	336	80	12.75		В		Bachelor's degree None None	\$ 23	23.85 \$ 2	29.83 \$ 51,977,00 \$ 57,598.00 \$ 64,057,00 \$	71,999.00
	Medical and Chinical Laboratory Technicians	382	473	16	23.82	(#)	10	61		\$ 15	15.50 \$ 2	23.91 \$ 35,626.00 \$ 43,095.00 \$ 50,286.00 \$	59,808.00
	Dental Hygsenists	572	728	156	72.72	2	15		None	\$ 25		\$ 53,697.00 \$ 59,525.00 \$ 67,976.00	75,873.00
	Cardiovascular Technologists and Technicians	27.	101	26	34.67	. 77	-	+	Ansectite's degree None None	\$ 19	19.71 \$ 1	33.24 \$ 47,322.00 \$ 63,101.00 \$ 72,209.00 \$	79,967,00
	Diagnostic Redical Sonographers	118	176	27	49.15	ø	23	6		\$ 29	1	40.00 \$ 64296.00 \$ 76,734.00 \$ 88,337.00 \$	95,697.00
29-2033 Nuch	Nuclear Medicine Technologists	82	*	9	23.43	ii e	0	н	Amounte's degree None None	\$ 29	29.93 \$ 4	42.73 \$ 65.616.00 \$ 75,917.00 \$ 89,927.00 \$	\$ 123,078.00
29-2034 Radiu	Radiologic Technologists	341	423	63	24.13	*		13	Amounts's degree None None	\$ 20	20.34 \$ 2	28.27 \$ 46,315,00 \$ 53,487,00 \$ 59,961,00 \$	66,884.00
29-2035 Magn	Hagnetic Resonance Imaging Technologists					(8)	•	•	Amoniate's degree Less than Syears None	•		•	
29-2041 Emel	Emergency Medical Technicians and Paramedica	620	723	103	19.91	3.0	17	27	Postskondaly non-	w.	8.17 \$ 1	1778 \$ 18.411.00 \$ 28,727.00 \$ 39,869.00 \$	50,468.00
29-2051 Diete	Dietetic Technicians		-	•					Могое	•	٠	*	
29-2052 Phan	Pharmacy Technicians	296	1,112	165	14.99	7.	9	24 0	High school diploma Adelate - lefth on- or equivalent None the-job training	40	9.B3 \$	14.45 \$ 21,935.00 \$ 26,136.00 \$ 31,475.00 \$	36,730.00
29-2053 Payo	Psychiatric Technicians	051	191	=	9.33	-	2	3	None	9-CD4-	14.47 \$ 2	20.40 \$ 34,675.00 \$ 35,712.00 \$ 41,420.00 \$	54,747.00
29-2054 Resp	Respiratory Therapy Technicians	•			٠				Amerite's degree None the-job training	laing .	•		
29-2055 Surp	Surpical Technologists	231	306	120	32.47		2	01	PSERVERALITY NON- degree award None	\$ 16	1828 \$ 2	25.05 \$ 40,202.00 \$ 47,816.00 \$ 55,151.00 \$	59,926.00
29-2056 Veter	Veterinary Technologists and Technicians	168	216	8	40.48	2	2	6	Associate's degree None None	\$ 11	11.97 \$	1642 \$ 26.854.00 \$ 31,460.00 \$ 35,979.00 \$	38,523,00
29-2057 Opted	thalmic Medical Technicians		-	96	•		•		POSSECONGLIS None None None	•	•	•	
29-2061 Nurs	Liberised Practical and Licensed Volational Nurses	1,093	1,263	170	15.35	17	22	7	degree award None None	\$ 16	1631 \$ 2	21.08 \$ 36,204.00 \$ 40,579.00 \$ 45,175.00 \$	48,320.00
29-2071 Tech	Medical Kecotos and Hearth Unotthation Technicians	346	4ZB	6.2	23.70		6	17	None	49	12.47 \$	19.73 \$ 28,063.00 \$ 33,015.00 \$ 41,438.00 \$	52,050.00
29-2081 Optiv	Opticians, Dispensing	234	526	22	9.40	2	7	6	None	100	9.48 \$	15.75 \$ 21,540.00 \$ 26,136.00 \$ 30,433.00 \$	40,158.00
29-2091 Orth	Orthotists and Prosthetists			٠	•		•		None	, residenc	٠		
29-2099 Heal	Health Technologists and Technicians, All Other	183	221	38	20.77	+	2	9	etign school diploma or equivalent None None	8 14	1453 \$ 2	29.05 \$ 32,725.00 \$ 45,209.00 \$ 63,111.00 \$	78212.00
25 5000 16	gettier	199	161	×	10.00			10		•	0.		
29-9011 0000	Occupational Health and Safety Specialists	156	175	19	12.11	**	*	49	Sachelor's degree Nane job training	61	19.01 \$ 3	36.73 \$ 44,181,00 \$ 59,111,00 \$ 80,162,00 \$	\$ 103,549.00
39,9017 Den	Decreasional Health and Safety Technicians	=	ρ	_	1,323		H	-	Right school to plants or equivalent Name Name the-lob tra		1804 5	2411 \$ 4058500 \$ 4489500 \$ 5213600 \$	60 787 09

Z9-9091 A	TEMETRE I SAMMET S		K	0	66.63									
29-9099 A	Hearthare Practitioners and Technical Workers. All Other	72		51	20.83	08		2.	Bachelor's degree None		1 14.92 \$	31.62 \$ 34,896.00 \$ 4	48,486.00 \$ 70,404.00 \$ 98,4	98,418.00
	Miles Tayed Seatons	10,000	4536	- Bar	1,000	100	1991	100			1	A campang.	Total and and and	
44,4100	Contract of the last of the la	10,000	2,000	944	919	i e	-	200				10		
ı				JB-W	7		10000	Ì	The state of the s	Smitt-lerm on-line		9		1
13:1011 H	Home Health Aides	630	730	100	15.07	98	n	22	High school diploma	Job training	\$ 686 \$	13.69 \$ 21,666.00 1 2	25,747,00 \$ 29,996,00 1 33,122,00	22.00
31-1013 P	Psychiatric Aides	-		(*)		*	81		or equitalent None	Job training				
31-1014 N	Nursing Assistants	3,740	01074	270	1777	27	318	86	degree award None	None	\$ 10.48 \$	14.17 \$ 23,159.00 \$ 20	26,946.00 \$ 29,885.00 \$ 31,9	33,971.00
31-1015 0	Orderites		٠	٠	20	*	80	٠	rign school apioma or equivalent Nane	Soon-reim on-use- job training	٠	٠	٠	
11/200E	COST SPEAKE	The	200	Mon	3186	W.000	1	#				14	20 20	
31-2011 0	Occupational Therapy Assistants	æ	611	22	26.60	OM:	::es	-	Associate's degree None	None	\$ 68:02 \$	25.49 \$ 43,467.00 \$ 43	47,523.00 \$ 55,117.00 \$ 65,5	65,518.00
31-2012 0	Occupational Therapy Aides		:•·			8.0	æ		High school ciploms or equivalent None	Short-term bh-tne- job training			•	
	Physical Therapist Assistants	(4)	122	32	22.38	Si E	100	9	Associate's degree - None		\$ 16.33 \$	26.56 \$ 38,073.00 \$ 44	48,430.00 \$ 58,620.00 \$ 67,1	67,18810
31-2022 PI	Physical Therapist Aides					58	5.		High school diploms or equivalent None	Short-térm an-me-				
11,0000 10	And the streams to special front process	2008	op.	313	14.00	P	8	122	The state of the s	The same of the sa			0 0	192
31-9011 M	Massage Therapists	179	202	23	12.85	38	355	*	restreement non-	Мопе	\$ 12.38 \$	21.18 \$ 31,187,00 \$ 3;	35,857.00 \$ 50,648.00 \$ 58,021.00	2100
	Dental Assistants	\$26	627	101	19.20	at	100	21	Postsecondary non- degree award None	None	\$ 8911 \$	1983 \$ 31,286,00 \$ 33	35,845.00 \$ 43,127.00 \$ 50.9	50.957.00
31-9092 M	Medical Assistants	1,109	1,380	27.1	24.44	27	23	48	Possecondary hon- degree award Kone	None	\$ 1263 \$	16.69 \$ 27,110.00 \$ 34	10,855,00 \$ 36,194,00 \$ 41,4	41.460.00
	Medical Equipment Preparers					(0)	6.50		-	Modefate-Term on-				ĺ.
	Medical Transcriptionists	271	287	91	2.90	(0	e de la composition della comp	-		None	3 1488 \$	E \$ 31,71000 \$ 31.	35319.00 \$ 39.166.ht \$ 45.3	5,280,00
	urmary Alder						88*			Short-term as-tne-				
	V ecchnist Assistants and Laboratory Asimal	170	202	33	18.82	186	327	9	400	Saort-repm bit-the-	8 R19 S	12.60 \$ 18.57600 \$ 2	22.783.00 \$ 27.182.ms \$ 30.2	30 270 00
	Phiebotomists	222	269	47	21.17	000	102	6		Nome	12.34	\$ 26,767.00 \$	\$ 3582900 \$	39.677.00
	Healthcare Summer Workers All Other	٠					*		High lethfell diploms	None			•	
п			1000000	1000	1		1000	S. Carrier	ı		Section 1		The state of the s	
	The second secon											-		
ı	A STATE OF THE PERSON NAMED IN COLUMN NAMED IN		010			- 33				Moderate-lifth on-				
33-101; FI	Pirst :Line Supervisors of Correctional Officers	76	2	*11	5.26	0	•	3	or equivalent Less than 5 years High school diploma	the-job training Moderate-term on-	5 26.72 \$	32.65 \$ 59,008.00 \$ 6.	62,425.00 \$ 66,007.00 \$ 75,338.00	38.00
33-1012 FI	First Clark Supervisors of Police and Detectives PIRS Clark Supervisors of Police and	165	4	B	123	-	9	9	or equivalent Less than 5 years Prosteedard non-	-1	\$ 29.16 \$	36.96 \$ 64,447.00 \$ 71	71,169,00 \$ 79,106,00 \$ 90,3	90,331,00
33-1021 Pr	evention Workers	591	111	22	127	9	٠		degree award Less than 5 years		\$ 12.87 \$	28.60 \$ 28,254.00 \$ 44	44,762.00 \$ 67,826.00 \$ 77,7	77,719.00
33-1099 W	Watkers, All Other	73	72	e	411	0		2	or equivalent Less than Sycars	Моне	\$ 11.95 \$	21.78 \$ 26,091.00 \$ 10	30,710,00 \$ 40,700,00 \$ 70,8	70,843,00
11,3000 F	Physical President Weight	12001	ton	A	24		82	A	A PARTY OF THE PAR					
33-2011 F	Brefighters	626	1052	t	3.46	书	22	34	depre award None		\$ 864 \$	14.80 \$ 19,471.00 \$ 22	22,201,00 \$ 31,098,00 \$ 46,573,00	73.00
33-2021 FI	Fire Inspectors and Investigators	82	15	4	25.00			2	or equivalent Syears or more	the-job training	\$ 14.91 \$	31.08 \$ 34,626.00 \$ 61	63,474.00 \$ 71,687.00 \$ 76,6	76,615.00
Hanse A	A Software of Without	1,000	1004	134	9.29	21	32	65		Control of the last		Total Commence	Alexander Alexander	
33-3011 Bu	Bailiffs	6 €0	\$(• 13	(0)	0.00	808	0.00		Mgn leguivalent None	the job training				
33-3012 Cc	Correctional Officers and Jailers	171	2468	3年	567	•	Ė	23	ings school appoints or equivalent None	Moderate-term on- the-job training	\$ 17.08 \$	22.42 \$ 37,073.00 \$ 41	41,639,00 \$ 48,128,00 \$ 53,7	53,701.00
33-3021 De	Detectives and Criminal Investigators	101	111	28	55		†e	E	High school diploma or equivalent Less than 5 years		\$ 25.78 \$	34.95 \$ 57,856.00 \$ 67	67,197.00 \$ 74,590.00 \$ 80,2	80,262.00
33-3031 81	Fish and Game Wardens			::::::::::::::::::::::::::::::::::::::		3.5	Œ	٠	High school diploma or equivalent None	Short-term on-the- job training				
33-3041 Pa	Pariting Enforcement Workers	•	*	ж	*	*	•	٠	High school diploma or equivalent None	Short-rerm on-the- job training		٠		
33-3051 Pc	Police and Sheriff's Patrol Officers	1,106	11112	3.6	48.8	*	25	43	High school aplana or equivalent None	_	\$ 17.05 \$	28.60 \$ 42,270,00 \$ 53	53,143,00 \$ 60,572,00 \$ 70,9	70,944,00
All more co	St. Projective Shirty - Workers	1981	16422	195	7.00	п	5	2		The second second second	0		Samuel Samuel	
33-9011 Au	Animal Control Workers		(le)			8 : 3			or equivalent None	the job training				ĺ.
33-9021 Pt	Private Detectives and Investigators	•	•	(F)		•	3. .		or requireslent Less than 5 years		Ligar.	٠		
33-9032 Se	Security Guards	ean	741	୍ଷ	18'8	4	91	16	High school apjoins or equivalent None	Short-term on-the- job training	\$ 9.41 \$	12.84 \$ 20,771.00 \$ 23	23,378,00 \$ 27,679,00 \$ 31,162,00	62.00
33-9091 Cr	vising Guards	126	121	190	-3.97		m	2	erign school appoints or equivalent None		\$ 8.64 \$	13.30 \$ 19,498,00 \$ 22	22,538.00 \$ 27,002.00 \$ 39,718.00	18.00
33-9092 Pt	Literatives, and Patrol, and Uther Metreanonal Protective Service Workers	143	486	::#	9.71	24	30	34	right school diploma or equivalent None	n-Chd-	\$ 60.0 \$	8.72 \$ 16,543.00 \$ 17	17,744.00 \$ 18,946.00 \$ 20,769.00	99.00

35-1011. Cheft and Head Co. 35-2011. Cooks, Festavrand 35-2011. Cooks, Festavrand 35-2013. Cooks, Festavrand 35-2013. Cooks, Festavrand 35-2013. Cooks, Festavrand 35-2013. Cooks, Short Order 35-2013. Cooks, Short Order 35-2013. Cooks, Short Order 35-3023. Wasters and Wasters 35-3023. Wasters and Wasters 35-3023. Wasters and Wasters 35-3024. Eartenders 36-3024. Eartenders 37-3024. Ear	Cooks, Fast Food Cooks, All Other Cooks, All Other Cooks, All Other Food Preparation Werkers Food Preparation and Jaffring Kentred Werkers Food Servers, Nonrestaurant Food Preparation and Jafring Kentred Werkers Food Preparation and Food Food Freparation and Freparation and Food F	2.557 1.257 1.353 1.482 445 445 1.016 4,481 2.253 2.253 2.253 1.016 4,481 1.079	1000 1436 1436 1436 1436 1440 1440 1440 1440 1440 1440 1440 144	11 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	453 1946 1559 1559 1559 1559 1554 118 553 1546 118 553	= - 2 2 - 5 - 2 4 - 6 2 2 2 6 2 4	* * * * * * * * * * * * * * * * * * *		Then opermand and opermand and opermand	Less than 5 years None Less than 5 years None None None None None None None None	None None None Look Training Node Training Node Training None Node Training None	\$ 10.51 \$ 10.5	1825 5 1829 5 1306 8 1227 5 1220 5 1220 5 929 5 929 5 929 5	\$ 21,407.00 \$ 2 \$ 21,407.00 \$ 2 \$ 16,591.00 \$ 1 \$ 20,709.00 \$ 2 \$ 17,194.00 \$ 1 \$ 20,522.00 \$ 2 \$ 17,184.00 \$ 1 \$ 2,50,522.00 \$ 2 \$ 1,50,500.00 \$ 2	26,561.00 \$ 12.8 26,561.00 \$ 12.8 17,795.00 \$ 18.9	38,569.00 \$ 46,2 32,801.00 \$ 39,3 18,999.00 \$ 20,5 26,403.00 \$ 31,5	46.227.00 39,207.00
	Supervisors of 60d prepriation and freezes standard and freezes standard and Cafeters a standard and Cafeters a standard and Cafeters a standard and Cafeters a standard freezes from the freezes and the freezes from the freezes and the fre	1,153 1,142	1,476 1,161 1,161 1,161 1,1713	11 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	15.59 15.59 15.59 15.59 15.59 15.54 11.8 15.54 11.8 15.54 11.8 15.54 11.8 15.54 11.8 15.54 11.8 15.54				lond.	han S years han S years	None None None John Talaing	101 101 101 101 101 101 101 101 101 101	18.29 \$ 8.29 \$ 11.20 \$ 11.20 \$ 9.29 \$ 9.29 \$ 9.29 \$ 9.29 \$ 9.29 \$ 9.21 \$		ut ut on on	60 80 60 60 60	227.00
	State Household State Househol	1,153 772 1,153 772 445 445 1,318 1,016 4,481 2,099	1,426 1,1161 845 1,1161 845 1,1713 1,1713 1,1719 4,779 4,779 4,779 1,156 1,156	110 111 111 111 111 111 111 111 111 111	11.18 11.18 11.18 11.18 11.18 11.18 11.18 11.18	- 5 2 5 7 5 2 2 - 5 2			- Hori-	han 5 years han 5 years	None None Lot Training Abort rating Abor	\$ 811 \$ 805 \$ 806 \$ 922 \$ 806 \$ 806 \$ 808 \$ 808	1131 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	n en en en en en	n un un un	n to 00	207.00
	st Food standard and Cafeteria standard and Cafeteria standard Verlets paration Werkers standard Verlets sta	1,153 772 772 1,153 1,148 445 1,016 4,481 2,059 1,099	1,161 1,161 1,161 1,173 460 1,173 4729 4729 4729 4729 4729 1,156	11 11 12 12 14 15 14 15 15 15 15 15 15 15 15 15 15 15 15 15	9.46 9.46 15.59 3.37 2.05 2.05 2.05 2.05 2.05 2.05 2.05 2.05	x x			- 100 Port-	han Syears	And the state of t	8 8111 8 805 8 8 8111 8 8 805 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	1306 8 1106 8 11006 8 1100 8 1		1 00 00	• • •	207107
	st Food stanton and Cafeteria reate Household staurant on Order 10ther 1	1,153 772 772 1,482 445 1,016 4,481 2,059 1,079	1,161 945 1,713 460 1,713 6,064 1,004 4,729 336 1,156	27 77 77 77 77 77 77 77 77 77 77 77 77 7	946 946 1539 1337 205 205 205 214 118 533 1346 118	1 1 - 1 5 x z - 1 +			- Port	han S years han S years	Moder Left me Belline John Taslang John Tasl	\$ 810 \$ 800	1306 8 91120 8 11250 8 922 1 1250 8 929 8 929 8 929 8 929 8 929 8 921 8 921 8	un un un un un	60 60	47 47	,
	st Food stitution and Cafeteria rate Household staurant off Order 1 sood repairation and astering 1 should fast Food Untertainst. Lateria. 1000 Lonceston, 2 shop utertainst. Lateria. 1000 Lonceston, 1 shop paration Werters 1 shop 1 shop repairation 1 shop 1 sho	1,153 772 . 1,482 445 445 1,218 1,016 4,481 2,253 1,016 1,099	1,161 945 1,713 460 2,941 6,064 4,729 336 1,156	71 11 11 11 11 11 11 11 11 11 11 11 11 1	946 946 18529 1844 118 962 1844 118 1346 144 148 144 144 144 154 154 154 164				-tug	han 5 years	Abort cathing the Pobrt animal to the Tauling to training the Pobrt animal to the Pobr	\$ 807 \$ 806 \$ 922 \$ 922	11306 8 11227 8 1227 8 1220 8 1230 8	un un un un un	** **	w w	
	reaction and Cafeteria reactions and Cafeteria reaction of Order 1 sood repairation and serving 1 serving and serving reaction 1 sockesses, bestaurang leatted wereservers 1 sockesses, bestaurang leatted weresty, 1 sockesses, bestaurang leatted leatt	772 1,482 445 445 445 2,683 2,683 1,016 4,481 291 201 1,099	945 1,713 460 1,345 6,064 1,064 4,729 336 1,136	11 11 12 12 12 12 12 12 12 12 12 12 12 1	946 1529 1529 1544 118 962 1544 118 1546 1546 1546 1546 1546 1546 1546 1546	r - n	20 - 21 - 21 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2		-Hoff	han S years	po training Moderale: terms an Moderale: ter	9.36 9.860 9.8	1306 \$ 1227 \$ 1227 \$ 992 \$ 989 \$ 989 \$ 923 \$	00 00 00 00	-	**	20,580.00
	roate Household staurant ont Order 10ther 11 book repairation and serving Intending Fast Food Abnession, 12 shop on Walterses 12 shop on Walterses 12 shop on Mairteses 13 shop on Mairteses 14 shop on Mairteses 15 shop on Mairteses 15 shop on Mairteses 15 shop on Mairteses 16 shop on Mairteses 17 shop on Mairteses 18 shop o	1,482 445 	1,713 460 1,713 1,345 1,004 4,729 336 1,136	111 12 12 12 12 12 12 12 12 12 12 12 12	15.29 15.29 2.05 2.05 2.04 1.18 5.53 15.46 1.18 5.53		* * * * * * * * * * * * * * * * * * * *			han 5 years	None the Job training the Job training but raining the Job training None	8 807 8 806 8 922 8 806 9 8 809 8 809 8 808 8 808 808	992 \$ 992 \$ 988 \$ 989 \$ 989 \$ 989 \$ 989 \$ 989 \$ 923 \$ 923 \$	an an an an			31,84400
	Staurant Or Order Other Jacob Vverbritten and Jetring Incheding Fay Food Maintenant, Laferilla, Food Lonession, e Shop Maintenant, Laferilla, Food Lonession, e Shop And Waittesses Trip, Monresaurant Trip, Monresaurant Tripper Per Tripper Monresaurant Tripper Monresaurant Tripper Monresaurant Tripper Monresaurant Tripper Monresaurant Tripper Monresaurant Monresaurant Tripper Monresaurant Monresaurant Tripper Monresaurant Monresau	1,482 445 2,683 2,253 1,016 4,481 2,91 2,91	460 - 1345 1345 1345 1346 2,941 6,064 4,729 336 1,004 4,729 336 1,136 - 1,136	234 43 43 43 43 43 43 43 43 43 43 43 43 4	15.59 3.37 2.05 9.62 15.44 1.18 5.53 15.46 16.64 17.46 17.46	n	27 - 27 M 28 S S S S S S S S S S S S S S S S S S			han S years	the boot standing Mann't ferm hit. Leb. Dob training None standing None	\$ 805 \$ 9,22 \$ 8,09 \$ 8,00 \$ 8	992 8 11250 8 989 8 989 8 989 8 923 8 923 8				
	Uther Jarahan Werkers Jacob Preparation and Jetting Incheding Fast Food Maintenant, Jarenia, 1600 Lonceston, e Shop Maintenant Maintenant Anternant Anternant Inchessa, Nexturant, Lunge, Jand Paraban and Jetting Medied Witters, Anternant Morkers M	445 2683 2683 2683 1,079 1,079	400	24 23 24 43 43 43 43 43 44 45 45 45 45 45 45 45 45 45 45 45 45	205 208 962 1544 118 5.53 1346 1446 1446 1446	~ ~ 5 % c c n +	2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				when the first his to be training to be training to be training to be training	8 806 8 809 8 810 8 810	997 \$ 11250 \$ 988 \$ 999 \$ 928 \$ 928 \$ 923 \$ 923 \$		21,341,00 \$ 26,8	26.899.00 \$ 32.2	32,209.00
	Uther Jarahan Werkers 19 000 Preparation and Jetting Incheding Fast Food Avaitesses The Montestantant Lateralia, 1000 Loncestion, e Shop MAINTESSES THE MONTESTANTANT LATERALISIS and THE PART	2683 2683 2683 1016 4481 291 291	1345 1345 2941 2004 4.729 336 1126 1.136	246 246 246 246 25 25 25 27	205 208 962 1544 118 5.53 1346 1446 1446 1446 1446	· 7 5 5 10 0 11 +	- 10 10 10 10 10 10 10 10 10 10 10 10 10				the-bot training Aboff term on-the- peb training peb training Aboff term on-the- peb training Aboff term on-the- Aboff term on-the- Aboff term on-the- Aboff term on-the- peb training be training to	\$ 8.10 \$ 8.09 \$ 8.09 \$ 8.00 \$ 8.00 \$ 8.00 \$ 8.00	9.89 \$ 9.89 \$ 9.23 \$ 9.23 \$ 9.23 \$	m m	19,086.00 \$ 22,0	22,011.00 \$ 23,5	23,904.00
	Jaration Werkers 19 000 Prepaintion and Setting Inchesting Food Avaitesses on Waitesses res, Monresaurand rights	2683 2683 2683 1016 4481 291 291	1345 2941 2004 4.729 336 11.56	23 48 43 52 53 53 53 53 53 53 53 53 53 53 53 53 53	205 204 962 1544 118 553 1346 1446 1446 1446 1446 1446	7 E & # 6 N +	20 20 20 20 20 20 20 20 20 20 20 20 20 2				Short certific to his Topi- tion of the training for the training for training for training for training the training for	\$ 8.12 \$ 8.09 \$ 8.09 \$ 8.06 \$ 8.05	988 \$ 989 \$ 958 \$ 953 \$ 931 \$	89	23,846,00 \$ 27,3	27,375.00 \$ 29,7	29,759.00
	11 DOG PY PAINTION 2nd SHYING Incheling Fay From Incheling Fay From Incheling Fay From MAINTESSES AND MAINTESSES FAY, MORY PRAINTING FIRE FIR	2,683 2,253 1,016 4,481 2,91 1,099	2,941 6,064 1,004 4,729 336 112 1,136	256 811 248 248 45 52 52 57	962 1544 118 553 1546 164 1846 1836	4 4 6 5 +	20 50 52 52 52 52 53 53 53 53 53 53 53 53 53 53 53 53 53				Heart ferm on-the- bob training tob training	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	9.89 \$ 958 \$ 923 \$ 931 \$	١	100	**	25,649,00
	19 000 Preparation and Setting Inchestion. Inchestion, Inchestion, 19 000 Longestion, 19	2,683 5,233 1,016 4,481 7,60 1,099	2941 6.0664 1.0004 4.779 336 112 1.136	22 23 23 25 25 25 25 25 25 25 25 25 25 25 25 25	962 118 144 146 146 147 147	92 0 52 +	201 201 201 201 201 201 201 201 201 201				pob training Short-term on-the- job training Short-term on-the- job training Short-term on-the- job training job training job training	\$ 809 8 805 8 805 8 805	9.89 \$ 9.58 \$ 9.23 \$ 9.31 \$	- 14	U	1	
	1900 Prepaintion and Astring Incheding Faye Food Contradants, Lafeteria, 1600 Landession, e Shop and Waittesses free, Nontresaurant free, Nontresaurant for the pressurant, Launge, and paration and Serving Medited Whereter, paration and Serving Medited Whetery, paration and Serving Medited Whetery, wheretery is a serving Medited Whetery, wheretery is a serving Medited Whetery, wheretery is a serving Medited Whetery Morkery of Landesping, Lawn	2,063 1,016 4,481 7,60 1,099	4.779 4.779 11.004 4.779 1336 11.26	244 45 45 52 52 52 52 52 52 52 52 52 52 52 52 52	15.44 1.18 5.53 15.46 16.84 1.18	\$ 5 0 N +	23 23 24 25 29 28				pob training Nadri-term bn-the Short-term on-the job training Short-term bn-the job training Short-term bn-the job training	8 8 8 9 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	928 8 923 8 923 8	F.	1		
	Inchesting Firs Food E Shop ad Waiterses First, Nonrestaurant om and Lainte in Antendants and fighters paration and Serving Medited Wirelest, paration and Serving Medited Wirelest, Morkers in the Medite	291 1,016 4,481 291 1,099	6,064 1,064 4,729 336 1,156	248 248 45 45 45 45	1.18 5.53 15.46 15.46 5.94 5.94	5 ° n +	206 226 226 236 236 236 236 236 236 236 23				job training Short-term on-the- job training Skort-term bil-tha- job training Short-term on-the-	\$ 809 \$ 800 \$ 800 \$ 810	9.23 \$	16,836.00 \$ 11	18,348.00 \$ 20,9	20,997,00 \$ 26,2	26,229,00
	HETAMEN, LIFERTIA, FOOD LONGESSOR, SENDO ON MAINTENANT ON AND LIFE IN AKENDANIS AND HISTORY MATERIALISM PRINTER HOSERSEY, DESIGNER, LIMBE, AND PATERIAL HOSERSEY, DESIGNER, LANGESPING, AND MATERIAL HOSERSEY, MATERIAL MOCKET MOCKET MOCKET MOCKET MATERIAL MATERIAL MOCKET MATERIAL M	1016 4.481 291 10.099	1,004 4,779 336 812 1,156	45	1.18 5.53 15.46 5.94 6.94	• n •	22 E 23 E 23 E 24 E 25				Short term bn-the- job training Short term bn-the- job training	\$ 8.10	923 \$	16,739,00 \$ 11	18,148.00 \$ 19,708.00	44	25,235,00
	net, Montesses ret, Montesses on and Livie in Artendants and libers libers palence and Serving Metited Witteret, palence and Serving Metited Witteret, Workers Noperitors of Linekaping Lawn	291 291 1099	4,729 336 812 1,156	248 45 52 52 57	13.46	n -	23 m = 23				SABIT LEITH BH-THA- job training SABIT-term BH-THA- job training	\$ 8.06 \$ 8.10	9.31 \$	16,735.00 \$ 11	18,148.00 \$ 19,6	19,691.00 \$ 23,2	23,228.00
	ers, Norrestaurads Helpers His His pers His His bestaurant, Lounge, and His bestaurant, Lounge, and His bestaurant, Lounge, and His bestaurant, Lounge, and His bestaurant, His bestaurant, Lounge, and His bestaurant, His be	162	336 812 1.156	2 2 2 2 .	15.46		* 23 23 4				Short term on-the-	\$ 8.05 \$ 8.10		16 549 00 \$ 1	1781600 \$ 190	19.084.00 \$ 22.7	22.779.00
	FIT, CONTRACTOR OF THE PATENDANS AND FIElgers FIELGERS OF A SET OF THE PATENDANS AND PROPERTY OF THE PATENDANS AND PATENDANS AN	200	1350 112 1.156	2 2 2 2	# # # # ·		# # # E				POD ITZIRING	8 8.10		٠.	1	١.	
	on and Line is Artendants and idelers ers 1000265554; Vestultarr, Lisinge 2000 100026554; Vestultarr, Lisinge 2000 100	1,099	1,156	E 3 5 4 .	# F F F F F F F F F F F F F F F F F F F		# R #					8 8.10	11.19	17 440 10 3 2	20,7 5 00.0c/,05	27 t 00 689777	00 586 77
	ers felbers ers free free free free free free free f	1,099	1,156	S	813	=	£ £				A Section of Section 1	8 8.10			Alternative Control		
	inseesse, lessurant, Dunge, Jad paradon and Serving Wellted Workert. The transmission of Lancesping, Lawn Superviors of Lancesping, Lawn	1,099	1,156	x × .	3.19	in	22				job training		B.40	\$ 16,496.00 \$ 17	17,618.00 \$ 18,7	18,740.00 \$ 19,4	\$ 19,424.00
	Hostesses, lesticitat, Dange, Jado paradon and Serving Medited Wirelest, The Hostesses of Lancescong, Lawn Supervisor of Lancescong, Lawn			și.	90	38					Sport-term and the	\$ 8.10 \$	8.74 S	16,597,00 \$ 17	0,61 \$ 00.018,71	19,062.00 \$ 21.4	21,448.00
	Mindon and Sefving Wedited Workery. Workers II Leseping a Workery Workers II Lawn	100				*	*			None	None	\$ 8.10 \$	9.30 \$	16,711.00 \$ 1	18,068.00 \$ 19,4	19,443.00 \$ 22.5	22,526.00
	uaet Judassen en invensebud	401	1000		ŧ	¥	*		school No	None	Shart-term on-the- job training						
	Workers Wor	414			1200	44	100	152		The state of the s		S. 8/8 X	1186-3	Allen I.	THE PARTY IN	PA 500 1 1 100	1
	Workers Workers of Landscaping, Lawn	-	7.00	100	Canal .	-		11					The state of				
	WALL SHIPERS OF LANGESTHING LAWS	265	298		12.45	1	89	6	high learning apioms or courtaient	Less than 5 years	None	\$ 13.59 \$	22.40	S 31,713.00 S 3	37.337.00 \$ 49.00	49.008.00 \$ 60.9	00 096 09
	and Commendation when the summer	9	101	3	100	3	6 99		High Schööl aspibms	3 -4	1	66.30	92.99	1.			000000
	Service, and woundstoryping workers	IO.	17.	1	24.77				or equivalent	Ato toan 2 years	None	-	28.73 2	-	-	4	No.
	Paristing Security and Peristing Markets	A	5,014	200	1235	4	101	164	Cara Total bigo		Short-Germ on-Tis-	1	1011	24	0		
	Housekeeping Cleaners	3,643	4,077	13	1131	P	\$	112		Nane	job training	\$ 8.1B S	14.39 \$	18,611.00 \$ 2:	23,595,00 \$ 10,941,00	41.00 \$ 38,745.00	745.00
	Maids and Housekeeping Cleaners	1,559	1,760	202	12.97	20	33	21		None	Job training	\$ 609 \$	10.29 \$	17,096.00 \$ 10	18,843,00 \$ 22,4	22,422.00 \$ 26.8	26,879,00
	Building Cleaning Workers, All Other	0	0	0	000		0	0	chool No	None	job training						
	Pest Control Workers	63	77	14	2222	0.4	(1	3	Night school diploma	None	Moderate-term on- the-job training	\$ 996 \$	15.75 \$	21,139,00 \$ 24	24,338.00 \$ 37,1.	37,127,00 \$ 44,4	44,425.00
CORP. Semistrick	Seminar Michol	1,000	THE	丟	1479	Ä		11	100000		A CONTRACTOR OF THE PARTY OF TH		161	(0)			
37.3011 Landscapin	Landscaping and Groundskeeping Workers	1,765	2,022	757	14.56	×	=	70 8		None	job training	\$ 9.57 \$	15.47 \$	21,363.00 \$ 25	25,487,00 \$ 32,5	32,997,00 \$ 42,7	42,713,00
37 3012 Vegetation	Handself, Sprayers, and Appacators,	8	87	1	8.75	-	: He		High sknool dipioma or equivalent No		Moderate-lerm on- the-job training	- 64	64	w	97	44	48,053.00
	The Digmentand Propers	٠		4					High school dipions		Short-term on-the-						
	Grounds Maintenance Workers, All Other						⊙		LPSS DIAM TARM		Short-termion-the-						
	STATISTICS TRANSPORT	- Anne	- their	.0102	1000	1,000	1995	and a					West All	A STATE OF THE PERSON NAMED IN	N. S. William	The same	0000
The same of	Contribution and Service	- 100	***		44.0		- 18						The state of		1		
l				(0)	-	30			transection to the united united to the unit			113	1				
	Not Supervisors First-Libé Supervisors Di Personal Septice	9232	884	(S)		(800	0.00		High School dipains	Less than 5 years	Nome	83					
39-1021 Workers								1	or equivalent Le	Less than 5 years	None	\$ 12.08 \$	19.71 \$	27,257,00 \$ 33	33,845.00 \$ 42,44	42,488.00 \$ 52,7	52,709.00
s 2008 Actual Co.	or and South Wighter	306	970	2	16.67		91	2	The section of the other	The second	Moderate Termon.		180	- 10			
39-2011 Animal Trainers	falmers	£	3	•	œ	(a)	946		ar equivalent No	Коре	the-job training	٠	٠				
39-2021 Nonfarm A	Nonfarm Animal Caretakers								chool No	None	job training	\$ 60.8 \$	9.65 \$	16,845.00 \$ 18	18,356.00 \$ 20,81	20,801.00 \$ 24,4	24,487,00
LANDE SEASONER	THE PROPERTY OF SPICES WHEN	MIL	87		136	*	z	n	The state of the s			•	100		0.00		
19.3071 Metion Plo	Morion Picture Projectionists								Len han ngn	None	South-lefth on-little						1

39.3031	Ushers, Lobby Attendants, and Ticket Takers	#	.9	я	12.99	0	×	+	Less than high Name Name	Short-term on-the-	\$ 7.98 \$	8.69 \$ 16,239.00	\$ 17,383,00	\$ 18,576.00 S P	19,213,00
19-3091	Amusement and Recreation Attendants	306	323	#	25.5	74	13	17	school Name	Short-telmi bn-tne- job fraining	\$ 8.10 \$	10.12 \$ 16,892.00	\$ 18,433.00 \$	21,042,00 \$	26,382.00
19-3093	Lockef Room, CoatroomCang Dressing Room Attendants		٠	S)*		(C.	_ 		High school diploms or equivalent None	Short-term bn-the- job training		٠			
19-3099	Emertainment Attendants and Keisted Worters. All Other		٠	38	3	:::	100		High school dipidma or equivalent None	Mort-telm br-the- job training		•	•		
1007-11	Famout Stretch Working	1118	110	•	- 100	2		7			٠	· #	٠		9
39-4021	Funeral Attendants	16	10	0	000		0	0	or equivalent None	job training	\$ 8.52 \$	1089 \$ 19,295.00	\$ 21,282,00 \$	23,203,00	\$ 24,356.00
39-4031	Morticians, Undertakers, and Puneral Directors	26	107	*	(408)	8	25	2	Associate's degree None	tob training	\$ 22.63 \$	30.20 \$ 50.306.00	\$ 57,608.00 \$	64,743.00 \$	72,890.00
JA 2000	Permittel Appeniates Western	- 6110	.2451.	376	12.06	R	***	2			* -	25.00	Signature	To de la constante de la const	1
39-5011	Barbers			H.S	(0)	F. F.	e . €9		restrection of the second of t	None	٠	٠	٠		٠
39-5012	Hairdressers, Hairstylists, and Cosmetologists	2,094	2,376	282	1347	表	\$	11	Postseconduly non- degree award None	Уопе	\$ 118 \$	13.07 \$ 18,068.00	S 24,538,00 S	27,493.00 \$	15,625.00
2902-95	Manicurities and Pedicurities			338		#E		•	Possecondary non-	None	٠	٠	•		
39-5094	Skincare Spectalists	5.6	43	11	48.28				restrictionality non- degree award None	None	\$ 954 \$	22,16 \$ 20,536,00	\$ 37,895.00 \$	\$ 00.055,06	60,260,00
19 600	Regard Person Chellage, and Consegger	ě	•	•					Halff School diploma	Sacificatin on-the-					
1109-60	Baggage Porters and Bellhaps		•	•	::	•	3		or equivalent None	Moderate-term bn-		•			
39-6012	Contestos			80		83	•		or equivalent None	the-job training			-		Ì
381186	Test inf Drint Seeks		Total Control	2000	The same of		The state of the s	The state of	Mar school dispositio	Molerate-lefth on-				St. 100.00	100
19-7011	Tour Guides and Escorts	11	39		11.27	-		+	or equivalent None	the job training	\$ 9.80 \$	1324 \$ 20,561,00	\$ 22,634,00 \$	24,440.00 \$	38,706.00
- James	New Properties and Service Washers	2,000	- 8336	1000	1551	1118	101	215	HER SCHOOL GI DAOWA	Short-term in-the	4	4 4	3	1	
39-9011	Childran Workers	1,542	1,556	14	0.91		\$	46	or equivalent None	Spots settle on-the-	\$ 8.10 S	10.18 \$ 17,069.00	\$ 18,789.00 \$	22.353.00 \$	26,883.00
39-9021	Personal Care Aldes	+10'+	4,952	938	23.37	7	£	123	school statement	pob training	\$ 10'6 \$	10.97 \$ 19,845.00	\$ 21,625.00 \$	23,404.00 \$	24,691,00
39-9031	Fitness Trainers and Aerobics Instructors	269	802	108	15.49	=	æ	19	or equivalent None	politizating	\$ 8.09 \$	15.89 \$ 17,421.00	\$ 19,730.00 \$	15,982.00 \$	45,635.00
39-9032	Recreation Workers	788	864	88	10.15	60	*	17	Bachelor's degree None	None	\$ 808 \$	11.24 \$ 16,985.00	\$ 18,705.00 \$	\$ 00.792.65	33,398.00
39-4041	Residential Advisors	٠	-			٠	8 23	•	or equivalent None	ob training	\$ 9.71 \$	13.49 \$ 21,101.00	\$ 23,857,00 \$	29,176,00 \$	35,445.00
39-9099	Personal Care and Service Workers, All Other						es:	•	or equivalent None	job training					
A COUNTY	Sittles to be of the species	STATE .	THE .	100	385	107	100	776			3 110.3	COMPLETENCE	To STREET OF	manage a	and the same
49-1000	September of Sent Weiter?	120	15/2	7	1115		22	Ti.	- Control Constitution		4		E+.		
1101:14	First Line Supervisors of Refail Sales Workers	2,655	2,623	-32	121	0	3	58	or equivalent Less than 5 years	None	\$ 1067 \$	2024 \$ 25,146.00	\$ 31,227.00 \$	43,075,00 \$	55,207.00
41-1012	Vorkers	1,092	1,091	-111	101		×	11	or equivalent Less than 5 years	None	\$ 17.93 \$	43.48 \$ 45,034.00	\$ 65,838.00 \$	90,724.00	\$ 135,322.00
- 48339F	Contrador Services	Triange	15,487	17/5	2.89	4	198	- axe			ö	100	٠		
41-2011	Cathlers	6,313	6,323	9	0.16		ttt	274	school Kone	job training	\$ 8.16 \$	9.45 \$ 16,940.00	\$ 18,390.00 \$	20,129.00 \$	23,658.00
41.2021	Courter and Rental Clerks	877	686	112	12.77	=	22	33	school Nane	job training	\$ 8.13 \$	00726'21 \$ 19'65'00	\$ 21,243.00 \$	28,892,00	\$ 42,745.00
41-2022	Parts Salespersons	491	520	58	163	e	22	15		the-job training More term in the	\$ 900 \$	17.41 \$ 21,110.00	8 29,741,00	36,980.00 \$	46,538.00
41-2031	Retail Salespersons	B.339	1598	312	3.74	11	285	316	school None	job training	S 8.14 S	14.33 \$ 17,498.00	\$ 00.8+9'61 \$ 1	27,684.00 \$	42,447.00
1	May hope manny lender	1491	1	335	04'0	- 12	-	177	HIER SCHOOL GIDSONIA	Moderate-termon-					
41-3011	Advertising Sales Agents	711	210	-	142			9	or equivalent None	the-job training	\$ 1023 \$	2402 \$ 25,435.00	\$ 32,280.00 \$	45,004.00 \$	61,218.00
41-3023	Insurance Sales Agents Securities, Librandians Pinancial Services	1,523	1,678	155	10.10	3	35	52	or equivalent None	the-job training	\$ 10.67 \$	24.73 \$ 24,530.00	\$ 34,050.00 \$	41,446.00	\$ 70,052.00
41.3031	Sales Agents	249	274	ฆ	10.04	26	æ	-	Bachelor's degree None High strook triploms	the-job training	\$ 14.01 \$	45.99 \$ 37,005.00	\$ 49231.00 \$	90,596.00	\$ 122,488.00
41:3043	Travel Agents	135	118	-17	-12.59		×		or equivalent None Nigfi school aiploma	the-job training	9.15	41	\$ 25,423.00 \$	10,303.00	\$ 36,650.00
41 3066	Sales Representatives, Services, All Other	1,379	1545	166	12.04	4	38	55	or equivalent None	job training	\$ 21.85 \$	2684 \$ 28,019,00	\$ 35,231,00 \$	54,720.00 \$	81,288.00
41,400	Name of the second seco	*******	1000	夷	459	ut.	2	118	THE REAL PROPERTY.	Hodgerste form on					
1101-11	Manual Structures Technical and Scientific Products	273	387	*	3.75	-	(e)		Bachelor's degree None	the-job training	\$ 20.45 \$	4480 \$ 46,907.00	\$ 70,295.00 \$	93,680.00	\$115,685,00
41-4012	Manufacturing, Except Technical and Scientific	4,118	4,400	282	5879	12	2	108	or equivalent Name	the-job training	\$ 12.57 \$	37.11 \$ 37,533.00	\$ 51,045,00 \$	71,637.00	\$ 108,826.00
17,000	Protection and Automobilities	100	1951	1694	1131	11	2	u		and the same of the same of		(4)		٠	
41-9011	Demonstrators and Product Promoters	22	25	**	13.64	0	Œ.	-	or equivalent None	job training	\$ 8.14 \$	15.43 \$ 10,401.00	\$ 23,162.00	\$ 30,285,00 \$ 5;	\$ 52,493.00
1706-11	Real Estate Brokers	194	172	22	18.84	æ	æ	4	High school dipioma or equivalent Less than 5 years	None	\$ 11.45 \$	20.46 \$ 29,232.00	\$ 34,847.00 \$	39,252.00 \$	64,349.00
41-9022	Real Estate Sales Agents	22	*	36	*9	90	100		High school diploma or equivalent None	Long-termion-the-	٠		•		
					8					607	100				

41-9031	WHEN EARLING IN		1	•	The state of the s				I Fee than north	7			
41-9041	Telemarketers	370	482	n	29.65	810	-	=	school		\$ 10.48 \$	16.09 \$ 24,544.00 \$	28,340,00 \$ 34,651,00 \$ 42,849,00
41-9091	Door-to-Door water, News the Street Vendors, and Related Workers	-	-	a #0	000	۰	•	0	High school diploma or equivalent	She re-lerm on-the-	1001		•
6606-19	Sales and Related Workers, All Other			98		000	13.	٠	High school alpisma or equivalent None	None	·		
AL 1500	Officer of African Angle of Age of African and	160000	MARK	1000	Charles .	0,00		1			A . 400 14	A STATE A STATE OF	petron Colleges of the
47:1000	Machine	0	×								٠		*
43-1011	Adridustrative Support Workers	2,423	1991	238	9.82	24	3.0	62	Mign ichool dipsoma or equivalent Less than 5 years	None	\$ 14.97 \$	28.20 \$ 36.324.00 \$	46.416.00 \$ 60.269.00 \$ 76.535.00
4,030,000	Committee Designation Committee		0				The section			12			- 1
43-2011	Service	7	11	47	18.09	0	-	~	Ingh khoos apama or equivalent Yone	Scort derm an-the	\$ 10.99 \$	1551 \$ 2435600 \$	27.912.00 \$ 31.626.00 \$ 38.017.00
+1-300U	Promitticante	2000	4,979	419	424	29	182	194			Ó		
43.3011	Bill and Account Collectors	222	m	ĸ	15.77	3.4		QI	enga school cipioma or equivalent None	-	\$ 13.80 \$	19.84 \$ 30.477.00 \$	34.995 DO \$ 39.563 DO \$ 52.241 DO
43 3021	Billing and Posting Clerks	100	806	95	13.32	01	2	23		-	1156 \$	\$ 25,727.00	\$ 35,993.00 \$
43.3031	Bookkeeping, Accounting, and Auditing Clerks	3,177	3,397	220	6.92	22	ž	55		1	2000	\$ 26.110.00	1904500
43.3051	Parertly and Track confee Darks	300	443	7		-		3 2		-	2007	00011102	DOCHOUSE &
42.3061	Premium files he							2		-	1	00000075 c 21:17	17,727,00 3 42,727,00 3 52,500,00
43,300	Tallace.	1.672	1063		900		. 1	2		-	700	75.4.0.00	e 00.127,cp e
41-304	Financial Clerice All Other	057.1	66,7		0.88	3	2 .	7.	High school of pions	Short term on the	7 ·	12.67 \$ 20,889.00 \$	23,580,00 \$ 27,543,00 \$ 30,532,00
-014000	Management and Spinish Street	of the state		(report	The same of	•	700	100	ľ			17	
47.4011	Brakerses Clerke									Moderate-term off-		The same of the sa	
	The state of the s	10		ě		19				Short-term on-the-			
43-4021	Contribution Central	- 100 M		6 3		8 8		•	of equivalent None High school diploma	_			•
43-4011	Court, Municipal, and License Clerits	191	326	SE.	12.03	×	•	-	of equivalent None	the-job training	3 9.44 \$	18.34 \$ 21,275.00 \$	30,008.00 \$ 42,301.00 \$ 48,305.00
43-4041	Credit Authorizers, Checkers, and Clerks	20	329	æ	-3.70	0	0	0	or equivalent None	-	\$ 14.74 \$	22.83 \$ 34,117.00 \$	40,664.00 \$ 47,818.00 \$ 60,437,00
13-4021	Customer Service Representatives	16979	1,908	1,117	16.69	1112	182	962	or equivalent None	pob training	\$ 9.73 \$	17.31 \$ 22.560.00 \$	28,861.00 \$ 37,492.00 \$ 45,881.00
1901-61	Eligibility Interviewers, Government Programs	74	8	*1	18.92	-	z	м	or equivalent None	the-job training	\$ 13.27 \$	17.77 \$ 29,015.00 \$	00345,00 \$ 37,791,00 \$ 41,398,00
1201-64	File Clerks	061	103	7	-3.68	0			or equivalent None		\$ 10.01 \$	16.59 \$ 24,690.00 \$	30,175.00 \$ 36,167.00 \$ 41,828.00
43-4061	Hotel, Motel, and Resort Desk Clerks	366	409	43	11.75	+	17	21	rign school dipional		\$ 218 \$	9.72 \$ 17,189,00 \$	18,973.00 \$ 21,832.00 \$ 21,730.00
43-4111	Interviewers, Except Eligibility and Loan	145	35	=	7.59	-	۳	+	or equivalent None	95.00	\$ 13.45 \$	20.52 \$ 29,785.00 \$	37,589,00 \$ 44,969,00 \$ 49,687,00
43-4121	Ubrary Assistants, Clerical	267	311	7	16.48	-	12	16	or equivalent None	Job training	\$ 8.14 \$	12.57 \$ 17,972.00 \$	21,521.00 \$ 27,206.00 \$ 31,056.00
43-4131	Coan Interviewers and Clerks	317	327	QI .	3.15	-	2		or requirement None	Job training	\$ 12.28 \$	15.65 \$ 26,149,00 \$	29,148.00 \$ 33,620.00 \$ 39,086.00
43-4141	New Accounts Clerks		٠	٠	٠			٠	or equitalent None	Moderate-rerm on- the-job training		•	
43-4151	Order Clerks	792	758	6	1.17	٥	20	02	or equivalent None	Job training	\$ 9.33 \$	16.89 \$ 21,528.00 \$	27,565,00 \$ 36,535,00 \$ 46,550,00
43-4161	Timekeeping	243	234	6.	-3.70	0	9	9	or equivalent None	-	1 12.00 \$	1954 \$ 28,896,00 \$	34,985.00 \$ 41,309.00 \$ 51,164.00
43-4171	Receptionists and Information Clerks Resetration and ITansportation Incide agents	1,923	2,134	211	10.97	21	25	22	or equivalent None	Job training Snort term Shittle	\$ 406 \$	14.03 \$ 20,722.00 \$	26,215.00 \$ 30,003.00 \$ 34,708.00
43-4181	and Travel Clerks	•	•		-	•		•	of equivalent None	job tratolng			
43-4199	Information and Record Clerks, All Other	221	166	i.e	-3.49	0	-	4	or equivalent None	pot training	\$ 698 \$	16.99 \$ 19,527.00 \$	27,355.00 \$ 37,887.00 \$ 45,752.00
\$1200A	Purchasing Workers.	1,400	Sar	-000	176	=	315	223	March of the College	A DANTE PARTO AM PRA			
43.5011	Cargo and Freight Agents	53	36	2	24.14	*	-	2	W equivalent None	job training	\$ 13.06 \$	3 000E8EZ \$ E90E	43,146.00 \$ 56,087.00 \$ 109,504.00
43 5021	Courters and Messengers	118	233	7	.5.93	0	2	2	or equivalent None	job training	\$ 056 \$	13.21 \$ 20,760.00 \$	23,192.00 \$ 27,131.00 \$ 36,757.00
43-5031	Police, Fire, and Ambulance Dispatchers	144	158	14	9.72	æ	+	κı	or equivalent None	-	\$ 15.47 \$	23.92 \$ 35,099.00 \$	43,083.00 \$ 53,544.00 \$ 59,016.00
43-5032	Dispatchers, Except Police, Fire, and Ambubace	161	111	23	2.88	49	11	13	ough school explains or equivalent None		\$ 12.52 \$	23.88 \$ 30,124.00 \$	37,985.00 \$ 50,649.00 \$ 63,631.00
43-5041	Meter Readers, Utilities	7.1	%	15	-21.13		2	2	righ school diptoma of equivalent None	job training	\$ 1478 \$	25.69 \$ 33,637,00 \$	43,357,00 \$ 56,204.00 \$ 71,648.00
43-5051	Postal Service Clerks	150	132	81	.12.00		2	2	nign schools alpaoma or equivalent	job training	\$ 1274 \$	26.23 \$ 26,949.00 \$	55,582.00 \$ 56,764.00 \$ 57,769.00
43-5052	Postal Service Mail Carriers	646	607	-39	-6.04	e	22	77	High school diploma or equivalent None	Short-term on-the-	\$ 1874 \$	27.21 \$ 41,467.00 \$	55,661.00 \$ 57,215.00 \$ 60,535.00
43.5053	PORAL SETVICE MAIL SOFTETS, PTOCESSORY, AND Processing Machine Operators	154	140	114	60'6-		-	-	High school dipional	_	\$ 18.28 \$	26.28 \$ 51,787.00 \$	54,522,00 \$ 54,533,00 \$ 55,704,00
43.5061	Production, Planning, and Expediting Clerks	637	657	02	3.14	æ	91	18	High school dipional	Moderate-term on- the-lob fraining	\$ 16.01 \$	24.70 \$ 35,745.00 \$	43,429.00 \$ 54,821.00 \$ 62,379.00
12 0031									THE PARTY NAMED IN COLUMN TWO IS NOT THE PARTY NAMED IN TH				

712 713 714 715	Stock Carts and Order Filters Weights: Weissurers, Lecters, and Samplers, Recordseeping Extending accordance of the Cartesian Administrative Assistants Administrative Assistants	3,336 62 62 596 161	3204 72 104 574	-132 10 419 -22 2	11th 10th 1369		101 1 101	101 2 7 7	Less than high None school of the school of poor sc	John Lern on the look training Sharker of the look training Ob training None Moderate term on the look training	\$ 820 \$ \$ 932 \$ \$ 1723 \$	1272 \$ 17,611.00 13.64 \$ 20,393.00 25.60 \$ 39,242.00 20,727.5 \$ 34,727.00	\$ 1973500 \$ 27,96500 \$ \$ 23,18720 \$ 10,36200 \$ \$ 6,34820 \$ 5,5222000 \$ \$ 3,915620 \$ 44,18600 \$	\$ 36,282,00 \$ 16,237,00 \$ 61,901,00 \$ 47,584.00
10 10 10 10 10 10 10 10	B1005	2,092	2,337	245	17.11	\$ 5 A a	5 N 2 -		High Redoct application High Reheld application High Reheld application High Reheld application High Remarks particle High Remarks p		11.76	on on [122] on	30,501.00 \$ 36,324.00 \$ 32,592.00 \$ 37,676.00 \$ 38,411.00 \$ 47,016.00 \$	3,974.00
12 13 13 13 13 13 13 13		19	300	-102	-8.20	a • o m			High Schold rapkins Mone or equivalent Mone or equivalent Mone or equivalent Mone Associate degree None High school thought of equivalent None None High school though the None None None None None None None Non	1 1 1	9.11	211 5	19,909.00 \$ 27,545.00 \$ 40,728.00 \$ 40,728.00 \$ 33,287.00 \$ 38,993.00 \$	0.635.00 0.252.00 0.675.00
1	1 1 "1 1	308 8,215 138	275 8.509 120	-33	158	29	, E			4 1 1 1	627 982 889	4.79 \$ 6.98 \$ 5.46 \$	24,605.00 \$ 33,046.00 \$ 29,268.00 \$ 16,080.00 \$ 27,523.00 \$ 34,113.00 \$	8,226,00 3,808,00 8,514,00
1		204	216		. 888				Bathelor's degree None Bathelor's degree None High School tapema or equivalent None	term bn-tne		7.61.5	29,343,00 \$ 36,844,00 \$	5,683,00
Succident Aggres Nove No		я	35	*	274	e e					18.50	A	\$ 00.77789 \$ 00.752,42	5,513.00
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1,11		1149	160	* =	738						13.34 8.74	50 60	34.507.00 \$ 37.714.00 \$ 29.720.00 \$	5,896.00
1,10 6,52 2,589 6,5 11 11 11 11 11 11 11		. 3 E	NAME AND ADDRESS OF TAXABLE PARTY.	- 5 E	100					b training				
1,170 6,22 2,549 6,51 1,170 6,52 2,549 1,170 6,52 2,549 1,170 1,170 6,52 1,170 6,52 1,170 6,52 1,170 6,52 1,170 6,50 1,170 1,170 6,50 1,170 6,50 1,170 6,50 1,170 6,50 1,170 6,50 1,170 6,50 1,170 6,50 1,170 6,50 1,170 1,170 6,50 1,170 6,50 1,170 6,50 1,170 6,50 1,170 6,50 1,170 6,50 1,170 6,50 1,170 6,50 1,170 1	100	180	****	- ALCT	14.13	40	2 di .		or equitalent sycars or more might school diploma		SENT .		e America e anticome	
13 13 13 13 13 13 13 13		2518	3,170	652	25.89	2 -	5.		or equivalents None High strategistes or equivalents Less than high None Kets than high None Kets than high	1 1 1	15.29	2 16 1	40,045.00 \$ 56,076.00 \$	9,635,00
High State 1973		\$772 1.928	705 2,2337	133	23.25	• 2 5	m + F			1 1 1	15.31	V1 V1 V1	40,728.00 \$ 61,146.00 \$ 40,121,00 \$ 30,754.00 \$ 39,790.00 \$	1,109.00
		162	110	120	15.71				Two of	1 1 1	18.62	97 97	45,621.00 \$ 46,986,00 \$	9,928.00

47-2121 Gutiers 47-2131 Insulation Workers, Floor, Celling, and Well 47-2132 Insulation Workers, Mechanical 47-2142 Painters, Construction and Malintenance 47-2142 Paperhangers 47-2151 Phumbers, Pipefitters, and Stamfitters 47-2152 Phumbers, Pipefitters, and Stamfitters 47-2151 Reinfording fron and Rebair Workers 47-2191 Sheet Metal Workers 47-2211 Sheet Metal Workers 47-2221 Shoutural from and Steel Workers 57-2221 Sheet Metal Workers	. 41	• 15			S. 10	S# 3		Mignisched diploma er equivalent None	Apprenticeship		1921 \$ 25,965.00	•	٠
Insulation Workers, Floor, Celling, and Wall Insulation Workers, Roor, Celling, and Wall Insulation Workers, Mechanical Painters, Construction and Maintenance Paperhangers Planters and Succo Masons Planters and Succo Masons Reinforcing Iron and Rebar Workers Roofers Sheet Metal Workers Structural Iron and Steel Workers	41	15				20.00		1	100000000000000000000000000000000000000		01		
Insulation Workers, Mechanical Painters, Construction and Malmenance Paperhangers Planterers and Stuceo Masons Planterers and Stuceo Masons Reinforting item and Rebar Workers Roofers Sheet Metal Workers Structural Iron and Steel Workers			2	26.20		•		Less trainings None	Short term bif-the-	\$ 1047 \$	•	\$ 19276.00 \$ 43.762.00	0 \$ 4645400
Painters, Construction and Maintenance Paperhangers Pipelpers Pipelpers Planterers and Sucon Maions Planterers and Sucon Maions Reinforting iron and Rebar Workers Roofers Sheet Metal Workers Shoutural Iron and Steel Workers			2 .		105	E 60.*		ambi	Annestineshin				
Painters, Construction and Malintenance Paperhaingers Pipelayers Planterers and Succo Masons Planterers and Succo Masons Reinforting iron and Rebar Workers Roofers Sheet Metal Workers Structural Iron and Steel Workers					ĕ	3	18.75	Less than high	Moderate-termi on-		0 10 0 0 0 0 0	0 44770	1.
Paperhangers Planters Planters, and Steamfitters Planterers and Stucco Maions Reinforting iron and Rehar Workers Roofers Sheet Metal Workers Structural Iron and Steel Workers	471	578	101	22.22	Ŧ	6	81	High school diploms	the-job training Moderate-repth on-	11.38 \$	127 \$ 27,352.00	\$ 35,736.00 \$ 47,900.00	2 56,940.00
Pipelayers Plumbers, Pipelitters, and Steamfitters Platterers and Stucco Matons Retnioring iron and Rebar Workers Roofers Sheet Metal Workers Structural Iron and Steel Workers						.		or equivalent None	the job training	٠		•	
Plumbers, Pipelitiers, and Steamfitters Platterers and Stucco Matons Retuloring Iron and Rebar Workers Roofers Sheet Metal Workers Sheet Metal Workers	45	46	+	878	×	×	-	school	pob training	\$ 10.50 \$	20.12 \$ 24,669.00	\$ 28,056,00 \$ 52,391,00	0 \$ 60,879,00
Platters and Stucco Majons Retailoring Iton and Rebar Workers Roofers Sheet Metal Workers Structural Iron and Steel Workers	1,103	1,201	86	8878	10	. 14	24	nign school dipional or equivalent None	Apprenticeship	\$ 19.15 \$	34.73 \$ 45,735.00	\$ 60,744.00 \$ 78,664.00	0 \$ 90,474.00
Retailorting Iron and Rebar Workers Roofers Sheet Metal Workers Street Metal Workers					(•)	2000		chool None	Long-term on-the- job training				
Roofers Sheet Metal Workers Structural Iron and Steel Workers			٠		2.0			High school diploms or equivalent None	Apprenticeship				
Sheet Metal Workers Shruttural Iron and Steel Workers		547	=	191	-	6	12	4	Moderate-term on-	\$ 1153 \$	18.87 \$ 25.777.00	\$ 33,329.00 \$ 42,183.00	0 \$ 47,406.00
Sheet Metal Workers Shuctural Iron and Steel Workers			: ;		S(e)).			High school diploms		90 04	6 45 107 00	47 577 00	1 *
п		303	82	91.01	20	9 (9		High school diploma	Apprehensing	0000	DOT 2 100	יייייייייייייייייייייייייייייייייייייי	٠.
College Colleg								r equivalent None	Apprenticeship				-
THE PARTY CONTRACTOR OF STREET	100		8			٠		ATT BOOK PAGE	Application on the				
47 3012 Helpers-Carpenters		•	*		•3	**		school	job training			•	
47.3013 Helpers-Electricians	308	370	3	29.13	*	(95)	11	or equivalent None	Job training	\$ 954 \$	15.39 \$ 21,921.00	\$ 27,729,00 \$ 33,957.00	0 \$ 37,641.00
Heipers-Pauxers, Paperhangers, Planerers, and 47, 2014 Stuces Masons			(e	3.0	230	208		Less than nigh school None	Short term on the				٠
Heipers - Heipers - Hopelayers, Prümbers, Hopelaters, and						85 :		Pund	Short term on the		-		
					39	92		Less than high	Sport term on the				
47-3019 Helpert, Lonsyluction 1780et, All Other	100			-								-	
CARGO COM CONTRACTOR OF BUILDING MANUAL	960	78	11	1028	20	13		нир жиее аравия	Mari Pate-term on-	- Constitution			
47-4011 Construction and Building Inspectors	127	136	*	3,09	÷		+	or equivalent Syears of more	the-job training	\$ 14.05 \$	3140 \$ 37,328.00	\$ 52,166.00 \$ 69,085.00	\$ 104,338.00
47-4021 Elevator Installers and Repairers			(a)	100	(8)	.		ar equivalent None	Apprenticeship				•
47-4031 Fence Erectors	•		*	32	95	26		requivalent Mone	the-job training	•			
47-4041 Hazardous Materials Removal Workers	29	34	•	1724	0.		1	High school diploma or equivalent None	Moderate-refm on- the-job training	\$ 10.04 \$	31.02 \$ 22,802.00	\$ 36,055,00 \$ 85,771,00	0 \$ 96,028.00
47-4051 Highway Maintenance Workers	360	385	ាន	H.9	· 8	9	7	High school diploms or equivalent None	Moderate reem on- the-job training	\$ 12.83 \$	20.38 \$ 31,907.00	\$ 38,317.00 \$ 44,674.00	3 46,455.00
47-4071 Septic Tank Servicers and Sewer Pipe Cleaners	93	08	20	nn	ęw.	i e i		Less than high school Mone	Moderate-term on- the-job training	\$ 13.24 \$	20 62 \$ 30,174.00	\$ 38,184.00 \$ 44,960.00	\$ 50,787.00
47-4099 Construction and Related Workers, All Other	•				8.8	505		High school apients or equivalent None	Moderate-term on- the-job training				
	漢			*	10.						100		
47-5012 Rotary Drill Operators, Oil and Cas				×		*		chool None	the job training				
47-5021 Earth Drilbers, Except Oil and Gas		*	100		•			High school diploms or equivalent None	Magainte-termon- the-lob training				
explosives Workers, Upsnance Handing Experts, 47-5031 and Slaters	0			000	0		0		Long-term on-the-	·			
47-5041 Continuous Mining Marchine Operators	,		•	•				ligh school diplôma Fequivalent None	Moderate-term bn- the-job trauning		٠		
					٠	(3)	1 6	High school diploma or equivalent None	Moderate-term on- the-job training				
		80	()((g;€	318	48		High kenddi dipiomä m equivalent None	Moderate-term on- the-job training		6		
47-5051 Rock Spiriters, Quarry		9	(%	88	æ	*		High school dipiomal or equivalent None	Short-term bu-the-				
		3	×	3#5	(0)			tign school diproma Feguivalent None	Moderate-term bn- the-job training		a		
	100	No.	- tuni	Opposed to	-	- 10	100			A Abarette	GOLD STANSBURG	Companie Attached	NAME OF TAXABLE
Participation of the control of the	100	1004	¥	4.00	30	36	9.	The same of the sa					
and Repairers		1074	*	184	98	256	36	Hugh kenski dapoma or equivalent Less than Syears	None	\$ 21.64 \$	12.85 \$ 49,908.00	\$ 61,706,00 \$ 71,371.00	8 77,176.00
Continue and Report of		time	i.	5.80	100	16			THE NAME OF THE PARTY OF THE PA				п
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Hadis, Lebuist, and Tower Equipment Installers 40-7021 and Remain		109	100	83	- E	33		unactute's degree None	Maderate term and				
1		9	18	38	3#	35		Postsecondary non- degree award None	Moderate-term on- the-lob training				
		9		(H)	<u>(%)</u>			Minichte's degree None	None	٠			•
T	82	5	*	3880	(0	0	2.4	Hostsechnaary hon-	Libra-term on-the-	1601 \$	20.72 \$ 33.917.00	\$ 17,955.00 \$ 45,736.00	\$ \$3,660,00
ERETTED and Electronics installers and		9	*						Long-tehm dis-the-				н

Security and Park Agriculture 1,000 1,00	and Industrial Contamons						2		2	Dog term on the	,					
Securing year for the Alpha Person Intalient Automatic National Security and for Alpha Person Intalient Automatic National Security and Fraction Intalient Automatic National Security and Alpha Person Intalient Automatic National Security Alpha Person Intalient Automatic National Security Alpha Person Automatic National Nat	Electronic Equipment instances and Repairers,	889+		85.		883	203		None	Short-termion-tne-		124		9069		
March Marc	Proceedings of the Street Control of the Str	33			100	2 69	800		pioma	Moderate-Lèrm on-		303	38	62		5 3
Managarery Bioly and Relative Resperiency 255 251 254 25	Security and Fire Alarm Systems Installers						-		or equivalent None the-	the-job training						
Anternation and Server's Problemates 565 773 340 6411 1 14 9 4811 1 <th< th=""><th>Seather selflygames</th><td>- 6000</td><td>-</td><td>486</td><td>1000</td><td>*</td><td>- MI</td><td>100</td><td>Physia-Conda IV Poss.</td><td>The same of the sa</td><td>2</td><td></td><td></td><td></td><td></td><td></td></th<>	Seather selflygames	- 6000	-	486	1000	*	- MI	100	Physia-Conda IV Poss.	The same of the sa	2					
Automation Recipitate Resistant 415 414 9 2.05 1.05	Auroraft Mechanics and Service Technicians	\$08	753	248	49.11	25	41	39	Mone	None	18.10 \$	23,72 \$ 4	40,646.00 \$	44,911.00 \$ 4	49,660,00 \$ 5	59,181,00
Accordance Can Institute to a definition of patients and the patients and	Automotive Body and Related Repairers	435	**	ď	292	æ		o	Mone	_	\$ 12.13 \$	20.91 \$ 2	28,737,00 \$	35,754.00 \$ 4	45,116.00 \$ \$	55,361.00
Macronic percent between the bedomine 1554 1551 1570 15	Automotive Glass Installers and Repairers	٠			*	83	٠		None	Moderate-term on- the-job training	ь					
Main and the state and but better larger 414 477 51 12.59 55 12.5 17 17 18 18 18 18 18 18	Automotive Service Technicians and Mechanics	1,536	1,551	25	0.98	N.	39	÷	None	Long-term on-the-	11.81 \$	18.91 \$ 2	27,061,00 \$	33,012,00 \$ 4	41.073.00 5 4	48.425.00
Full field parter of Michael and Service 434 477 513 1250 55 57 57 57 57 57 57	HUS AND VITER MECHANICS AND DESETABLISH Sections	946	1.048	102	10.78	98	20	30	None	o-tue-	15.85				"	00 200 07
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Material Methodic and Service Technicisms	Mooile Heavy equipment Mechanics, Except			3 5	0000	i i e			1000	n-the-		٠ [١	٠.		1	-
Marcyce behaviors and Server Technicians 48		7	in	2	14.77	4 .80	7	•	Nane	n-the-	17.43	n	-	n	V4	00784729
Macancy week pulpinent and word shall 112 118 6 455 6 6 6 6 6 6 6 6 6	Motorboat Mechanics and Service Technicians	82	86	4	4.88	•	2	2	er equivalent None job ti	spok training s	12.20 \$	16.90 \$ 2	26,902.00 \$	32,016,00 \$ 30	36,743.00 \$ 3	39,843.00
Engine Metabolist Properties and Continued Properties Properti	Motorcycle Mechanics	#	46	2	4.55	39	1		Жопе	s solution s	9.74 \$	17.95 \$ 2	\$ 00.416.22	12,198.00 S 3	38,146.00 \$ 4	46,081.00
Recrustional Vibride Service Technician 1. 1. 1. 1. 1. 1. 1. 1	Course Mechanics	132	138	9	4.55	*	m	*	Мопе	the-job training 8	9.38 \$	2 \$ 18E1	\$ 00.498,05	24,172.00 \$ 2	29,614.00 \$ 3	35,238.00
The Bepairest and Dangers Technicians The Bepairest The Be	Bicycle Repairers		•			•		•	None	hefate-term bit- lob training						
The paper and characteristic content of the conte	Demositional Valida Coming Technical use				*	*			Von	Lang derm on-trae-						
The Repairer and Dalagers The Repairer and Repairer The Repairer and Repairer	WELL CANADIAN V CHACK DELVICE ACCIDISCALIZA				800	323	500		pioms	Short term on-the-						
Metabacial Door Repairers Metabacial Door Metabacial Metabacial Door Metabacial Door Metabacial Door Metabacial Metabacial Door	The Repairers and Changers	-							or equivalent None job to	training	Time I	1				
Nethablicity Replaces Nethablicity Nethablici	O-spaties.	9,640	2388	024	- Name -	- 12	185	7116								
Formation Figure	Mechanical Door Repairers		29	:			٠		night school diploms or equivalent None the-	Model Training						
Hetching and Institutes 197 96 15.13 6.04 3.6 15.13 6.04 15.13 6.04 15.13 6.04 15.13 6.04 15.13 6.04 15.13 6.04 15.13 15.13 15.13 15.13 15.13 15.13 15.13 15.13 15.13 15.13 15.13 15.13 15.13 15.13 15.13 15.13 15.13 15.13 15.13	County and Vare installers and Repairers, Except Mechanical Door	25	88	0	00'0	0			None	Möderaté-térmon- the-job training 5	20.75 \$	27.28 \$ 4	44,344,00 \$	51,107.00 \$ \$	\$9224.00 \$ 6	67,645,00
Home Applainer Repairers	Heading, Air Londitioning, and Remgeration Mechanics and Installers	553	609	35	10.13	9	**	20	None	Löng-term ön-tne- job training	1651 \$	23.09 \$ 3	•	-	**	57 179.00
Maintenance Workers, Machinery Methods M	Home Appliance Repaired	97	96	-	.103	0			Kore	Moderate-term on-	1768 \$	1760 8 2	\$ 77.971.00 4	١.		44.467.00
Majortenance Worker, Machinery 643 727 644 1305 64 1	Industrial Narhinger Martinales	1 086	1745	750	72.05	32	1.0	5	pioms	Long-termi on-tne-	5701	٠ .		-1	٠ ١	200
Milderlane Vorlate, Machinery 643 727 84 1306 8 8 16		COOPE			777	0.7	4	3	ADDRE	-uo	1163	4	-	*	^	07,818,20
Millbridght Abstrated Replices, 157 156 15 156 15 156 15 156 15 15	Maintenance Workers, Machinery	643	121	94	13.06		8	16	or equivalent None the-j	S She-job training S	17.46 \$	24.96 \$ 3	\$ 19,187,00 \$	46,800.00 \$ 5-	54,961.00 \$ 5	59,973.00
Discription	Mitterights Retraftion Laterian Renalters Lens M	157	951	-	1970-	0	2	2	None	Apprenticeship	16.12 \$	24.58 \$ 3	16,507,00 \$	46.268.00 \$ 5	54,733.00 \$ 5	59,329.00
Discription Power-Live Installates and Repairers 159 166 7 440 1 129 1 1 2 3 3 Discription Power-Live Installates and Repairers 84 103 21 2500 2 2 4 4 4 4 4 4 4 4	Brickmasons		•	•		•	•		None	the-job training	-					
Vacious Repairers Section 1.12.9	Electrical Power-Line Installers and Repairers	159	166	7	4.40	••	9	7	None	lob training 5	28.40 \$	38.31 \$ 6	\$ 00,080,00	75,068.DO \$ 84	84,590.00 \$ 9,	92,337,00
Medical Equipment Repairers 844 105 21 2500 2 2 4 4 4 4 4 4 4 4	rescontinuities de la	3	\$	7	11.29	_	2	m	None	John Freining 5	11.53 \$	23.15 \$ 2	25,766,00 \$	40,674,00 \$ 50	50,434,00 \$ 64	60,802.00
Musical Instrument Repair Vorters 1	Medical Equipment Repairers	20	105	21	25.00	2	3	4	Kone	Moderate-termion-	15.09 \$	26.55 \$ 3	33,863.00 \$		-	71,601.00
Vision institute the pair of	Musical Instrument Repairers and Tuners								None	Apprenticeship	1					
Maintenance and Repair Workers, General 2,964 3,183 219 739	PT-645500 Institutent and Equipment Repairers. All Other	83	16	01	12.35	-	2			Lang-term on-tre-	19.21 \$	26.66 \$ 4	42,796.00 \$	48,447,00 \$ 56	\$6,683.00 \$ 6	\$ 61,951.00
Wind Turbine Service Technicians Light Yearing Medical Perhaticians Light Yearing And Repairers Lockstandth and Repairers Lockstandth and Sir fe Repairers Friendly Health Service and Sir fe Repairers Friendly Health Service and Mobile Health Health Service and Sir fe Repairers Friendly Health Service and Mobile Health Health Ser	Maintenance and Repair Workers, General	2,964	3,183	219	7.39	22	72	79	None	Lang-term an-toe-	11.31 \$	21.60 \$ 2	28,085,00 \$	37,106.00 \$ 47	47,569,00 \$ 54	56,780.00
Contracting Workers and Platchers 137 14 126 16 16 17 17 18 18 18 18 18 18	What Turbine Service Technicians		•	•					degree None job to	Lang-term an-the-					1	
Locksmith and Safe Repairers Locksmith and Safe Repairers Locksmith and Safe Repairers Locksmith and Safe Repairers Locksmith and Bouste Home List Li	Lain, Vending, and Amatement Machine Servicers and Repairers	7	11	4	-9.76	0	0 m		None	Shart-term an-the-	18.11 \$	25.84 \$ 4	42228.00 \$	51,054,00 8 54	56.543.00 \$ 59	59.834.00
Matter M	Cocksmiths and Safe Repairers			•			200		None	Long-term on-the-						
Higher-Histolation, Adjunctation, 2, 2nd Nepalit Wolfers 164 179 15 15 7 7 7 7 7 7 7 7 7	Minutactured building and Mobile Home Installers			*	•	:	*		None	Moderate-term bn- the-lob training						
All Other All Internation, and Nepair Workers, and Fluishers 78 93 52715 64 123 77 44 Operating Workers, Tapers, and Fluishers 78 93 52 641 641 661 77 77 44 Electrical and Electronic Equipment Assemblers 78 93 52 641 77 77 78 78 78 78 78 78 78 78 78 78 78	Hepers Installation, Maintenance, and Repair Workers	164	179	N	9.13	99	36	7	None	Moderate-term on-	R. 82 S	1673 \$ 2	20 \$82.00 \$	28 797 00 \$ 36	36.240.00 \$ 4	\$ 41924 DO
Piret Link by with the state of the state	Installedor, Maintenance, and Répair Wotzett. All Other	166	404	25	10.18	*	19	30		Moderate-term on-	13.46	- 44	*	- 41	1	65 780 00
Part Links Aparthments of Pronunction and Operating Workers Pronunction and Operating Workers Part Links Aparthment Part Links Aparthment Part Links	Sales Supplies	- 44178	44.017	-5807	STATE SALVES	1000	COLUMN TO	(April)			3000			В	в	1
Particular Logical Production and Operating Workers 2,547 2,715 data 1237 7 744 Coall Winders, Tabers, and Fluidhers 78 93 5 6,41 0 1 1 Electrical and Exertical Equipment Assemblers 123 133 10 11 1 2 3	Specialism of Pendastine Women	2005	250		100	March Co.	and the same	77		diameter.		10.0				
Coll Winders, Tapers, and Fluishers 78 93 5 641 0 11 1 1 1 1 1 3 3	PATE LIDE Septimates of Production and Described Workers	2647	2715	1	247		11	44	Pourhecondaly non- degree award Less than Swears None		17.25 6	2 11 5 4	47 55200 6	55 786 PO \$ 70	70416.00 4.83	82 130 00
Coil Winders, Typers, and Fluishers 78 93 5 6.41 0 1 1 1 Electrical and Electronic Equipment Assemblers • • • • • • • • • • • • • • • • • • •					The same of	1						П				
Electrical and Electronic Equipment Assemblers	Pall the nation To annual Chalabana	2		139		204				Sheet Servey on this		•	ŀ	•	1	I
Exercised and Exercisive Equipment Assemblers 123 173 170 100 1.117 1 2 3	Constitution of the Consti		2	RC 034	74.0	90 3	3 33		моне	Short-term on-the-	\$ 06.01	247	23,017,00.3	200	30,644100 5 4.	41,417,00
Electromechanical Equipment Assemblers 123 133 137 10 L.1.1 2 3	Electrical and Electronic Equipment Assemblers	•		8	65	8 3	80 8	I	None	ob training	- 1		-		- 1	
	Electromechanical Equipment Assemblers	123	133	g.	- KD	H	es.		Могме	job training Short tetm on rise	9.83 \$	2 00.02	25,146,00 \$	34,331.00 \$ 43	43,870.00 \$ 52	52,825,00
51-2031 Engine and Other Matchine Assemblers and Other Matchine As	Engine and Other Machine Assemblers		\$55 5	20	•	æ	2		None	ob training						

1607-10	Schedulal Metal Fabricators and Fitters	38	200	6	****				Minute of the part	the state of the	777	19.57 \$ 22,568.00	D019745 F D0	3 41,977,000 \$	
51-2091	Fiberguss Landautors and Fabricators	0			900	29	11,90	0	Mign school diploma in equivalent None	Modefate-term on- the-job training		٠	٠		
51-2092	Team Assemblers	4.553	4.822	269	291	A	7	8	High school diploma	Moderate-term on-	\$ 846 s	(5.19 \$ 19.105.00	00 \$ 2539400	\$ 3292900 \$	38 599 00
\$1.7099	Accomplement and Cabric att Cities					(A)			High School dipidma	Modefale-lefm bn-					
	Particular County and County and County	0.000	10000	1	1		100	4		The state of the s		N.	1	184	8
	Total Control of Market	Trito	87	H	***		4		Last transluga	Larre - Certm Oal-tree					
51-3011	Bakers	295	308	*	203		ħ	•	school Nane	Job training	\$ 1631 \$	13.72 \$ 20,138 00	00 \$ 24,178.00	\$ 29,404.00 \$	36,012.00
51-3023	Butchers and Meat Cutters	394	804	*	372	æ	30	=	school	Job training	\$ 1133 \$	19.50 \$ 27,399 00	00 \$ 35,403.00	\$ 42,454.00 \$	47.93.00
51-3022	Meat, Poultry, and Fish Cutters and Trimmers		-	93	90	55	*		Less than righ None	Short-term on-the-					
51-3023	Staughterers and Meat Packers	29	22	e	000) e	::5	-	Less than Algo school	Short-tefmibil-the-	\$ 10.79 \$	18.55 \$ 22.804.00	00 \$ 25,448.00	\$ 35,353,00 \$	63.529.00
51-3091	Nachipe Operators and Tenders			10	250	Sit	81		Less man Aign None	Moderatifiteimi en-					
51.2002	Total Backmakes	27	29	33#		100	1.55	9)		Moderate-term on-		1		1	40.010.00
2000	FOOD GALLETTA	ř	200	5 (3)	4444	:83		2	High school diploma	Mödefaté-term on-	4 /8/01	00848/67 \$ 6171	0076077 00	2 17,238.00 3	45,813.00
51-3093	Food Cooking Machine Operators and Tenders	105	105	0	600	0	it.	M	requivalent None	the-job training	\$ 10.49 \$	13.12 \$ 23,012.00	00 \$ 25,838.00	\$ 28,340.00 \$	29,841.00
\$1-3099	Food Processing Workers, All Other	•			*)*(38		school	the-job training					
4000	Marky Workship and Physics Workship	Inder	10.000	423)	485	36	230	290			Ā	/0			
	Lampater - confinent Machod Total (perators,			146	0.00		***			Habitiste-lerm on-		١,	Į,		
	Lomparter Numerically Commisses Machine Thor	//21	1,636	182	7000	2	Į.	77	or equivalent none	Lang-term on-tine-	\$ 1157 3	19.04 \$ 27,825.00	00 8 33,850.00	\$ 39,455.00 \$	2 46,917.00
\$1-4012	Programmers, Metal and Plastic	207	272	53	31.40	ø	g	12	or equivalent None	Job training	\$ 12.15 \$	22.63 \$ 31,618.00	00 \$ 39,213.00	\$ 47,872.00 \$	58,528.00
51-4023	Operators, and Tenders, Metaland Plastic	•	•	•	٠	۰	35		or equivalent None	the-job training				٠	
51-4022	Forging Machine Setters, Upen in Cand Tenders, Metal and Plastic	143	143	7	-0.70		0=	E	High school diploms or equivalent None	ė.	5 R53 S	1264 \$ 1921600	00 \$ 21.825.00	\$ 2424200 \$	2931500
51-4023	Name Machine Settle H. Uperators and Lengers, Metal and Plastic	3	25	4	8.70			-	High tendof dipama	1,00	1550 8	-		-	\$8 190 no
	Cutting Punching and Press Machine Settlers.		-	Ser.		9	100	,		1,			ŀ	ų.	
1104-15	Operators, and Tenders, Metal and Plassic Liviting and Böhing Machine 1861 Setters,	299	578	-	15.5-	0	•	2	or equivalent None High school diploma	the-job training	\$ 11.95 \$	10.87 \$ 29,535.00	00 \$ 34,764.00	\$ 19,043.00 \$	47,348.00
21:4032	Operators, and Tenders, Metal and Plastic Lithorner Tabular Progenies and pointed	101	96	32	4.95	0	ð	2	or equivalent None	the-job training	\$ 15.74 \$	18.55 \$ 33,179.00	00 \$ 36,107.00	\$ 39,035.00 \$	45.312.00
51-4033	Machine Tool Setters, Operators, and Tenders,	•	•	*		36	3 0		or equivalent Mone	the-job training					
51-4034	Coperators, and Tenders, Metal and Plastic	127	118	9	7.09	٥	**	2	Nuga scroon apperent or equivalent None	Moderate term on- the job training	\$ 8.32 \$	20.70 \$ 16,827.00	00 \$ 36,505.00	\$ 45,550.00 \$	54,189.00
51-4035	Munng and Planing Machine Setters, Operators, and Tenders, Metal and Plastic					•	5		High School diptoma or equivalent None	Moderate-term on-					
69.4041	the same of the sa	1 5.07	****	277		153		:	рюта	Long-term on-the-				1	
	The training of training of the training of the training of the training of th	À	2000	001	-	10		10		Moderate-term on-	14.55		- 1	25,151,000	25,956.00
51-4051	Metal-Refining Furnace Operators and Tenders	-	•	•					or equivalent None	the-job training Modelate-term on-			-	•	
51-4052	Pourers and Casters, Metal				•	*	31		or equivalent None	the job training					
51-4061	Model Walters, Metal and Plastic	101	100	Ţ	-0.94	<u>.</u>	24	2	of equivalent None	the-job training	\$ 14.02 \$	24.98 \$ 33,347.00	00 \$ 45,065.00	\$ 55,289,00 \$	61,121.00
51-4062	Patternmakers, Metal and Plastic	69	73	ø	W.96	æ	æ	2	nign school ai pioma or equivalent None	_	\$ 18.60 \$	2644 \$ 44,119.00	00 \$ 52,346,00	\$ 57,174.00 \$	60,070,00
51-4071	Foundry Mold and Coremakers				89	*	*		High school diploma or equivalent None	Moderate term on-					
51-4072	Moding, Lifemating, and Lasting Machine Setters, Operators, and Tenders, Metal and	485	454	New Y	.639	ō	9	9	High school diploma	_	\$ 1133 \$	1894 5 27 216 00	00 5 14 357 00	\$ 42 122 DH \$	46 874 00
	Musique Machine 1001 Settern, Uperathri, and								High school dipidma	I, ita					
21-4081	Tenders, Metal and Plastic	1,401	1,302	66.	7.07	ė.	R:	27	or equivalent None	the job training	12.69 \$	1782 \$ 27,204.00	20 \$ 10,939.00	\$ 37,776,00 \$	16.B6-1 00
21-111	Tool and Die Makers	175	105	01	5.71	-		2	or equivalent None	ob training	\$ 1463 \$	00'560'12 34'00\$'00	00116'19 \$ 00	\$ 51,458.00 \$	57,726,00
1211-15	Welders, Cutters, Solderers, and Brazers	1,829	1,927	8	5.36	2	皇	SS	er equivalent None	the-job training	\$ 11.21 \$	20.47 \$ 28,574.00	00 \$ 35,632,00	\$ 43,316.00 \$	53,418.00
51-1122	Operators, and Tenders	88	234	94	24.47		in	01	or equivalent None	_	\$ 14.89 \$	20.90 \$ 33,142.00	00 8 38,578.00	\$ 44,923.00 \$	49,102.00
51-191	tieat Ireaning Equipment Setters, Uperators, and Tenders, Metal and Plastic					300			High School dipions no equivalent None	Mödelate-term ön- the-lob training					
51-4192	Layout Workers, Metal and Plastic	‡	42	79	4.55	0	æ	_	High school diploma	_	\$ 1453.5	2290 \$ 1716500	00 8 4128100	1 4965100 \$	58 389 00
	Plating and Louting Machine Setters, Uperators,		4						1	_		1			
21-112	And tenders, Metal and Passic	787	007		483	66	*6	0	or requiratent None	_	- 1	n	n	33,635,00 \$	36,858.00
51-1194	Tool Grinders, Filers, and Sharpeners	49	8	-	204	0	Ħ	-	or equivalent None	-	\$ 14.54 \$	2502 \$ 34,444.00	00 \$ 49,173.00	\$ 55,223.00 \$	29,066.00
51-4199	Metal Workers and Plastic Workers, All Other	•	٠						or equivalent None	the-job training		1010	Service of the servic		
A STATE	Principalitation	2000	1778	- 1800	(215)	1.0	24	15	All Control of the Co	The state of the s		(0) (0)			
51 5111	Prencess Technicians and Workers	270	196	36	92.0	- 10	P		Purinempatry non-	_	4 1305 6	0011761 \$ 251100	9 00	9 00 130 70 3	63 63 6 00
					i	0139	583			-	25.51	٠.		Adjacent a	A PARTO CO
21 2117	Frinting evers operators	1,798	ISF	*	2.83	0	75	37	ploma	hing ba-the-	\$ 14.10 \$	2339 \$ 34,067,00	00 \$ 42,905.00	\$ 00.881.02 \$	58,574.00
51 5113	Print Binding and Finishing Workers	229	199	a	673		=	15	of equivalent None	-	\$ 10.67 \$	17.25 \$ 23,999.00	X0 \$ 29,708.DO	\$ 37,801.00 \$	45,510.00
100	Tree Appellant fursiding Protect	1,901	17.062	27	- 101		2	444				100	1,0		
						1	7		The second secon	AND DESCRIPTION OF PERSONS ASSESSMENT			1	The second second	

1209-15	Pressers, Textile, Garment, and Related Materials	7.3	4	*	1117	ē		-	Cets than high school	None	Short-term bh-the-		13.85 \$ 18,514.00	\$ 23,105.00 \$ 27,854.00	\$ 30,930.00
11:09:15	Sewing Machine Operators	417	3	:	11.73	•		4	Less than fugn school	None	Short-teith bn-the- job training	\$ 8.95 \$	13.68 \$ 20,346.00	\$ 25,491.00 \$ 29,024.00	\$ 32,919.00
11-6041	Shoe and Leather Workers and Repairers	\$	a	্ৰক	12.50	i e	i e	-	High school diploma or equivalent	None	the-job training	\$ 1333 \$	16.79 \$ 27,477,00	\$ 30,310,00 \$ 17,480,00	43,850,00
51-6042	Shoe Machine Operators and Tenders		10%			22.5	1876		High School diploma or equivalent	None	Short-term on-ine-				
51-6051	Sewers, Hand			*	*	*	(8)		Less than high school	None	Moderate-term on- the-job training				
\$1-6052	Tailors, Dressmakers, and Custom Sewers		*	*		2	*		Less than Night school	None	Moderate-reimi on-				
51-6062	Lexile Cutting Mathine Settler, Operators, and Trenders				8		×		High school diploma	None	Moderate tirm on- the-job training				
51-6063	lestife tratting and Weaving Machine Setters, Operators, and Tenders		٠	٠			٠		High school diploma or equivalent	None	Moderate-term in the-sot training	9.0			
\$1-6091	Extruduing and Forming Matrick Setters, Operators, and Tenders, Synthetic and Glass		•	٠	•	2000	57780		Hight school diploms or equivalent		Modefate-term in-		10.		
\$1.6092	Fabric and Apparel Patternmakers		536	35 4	124	200	GE:		High stradel diploma or equivalent		Moderate term on-				
\$1-6093	Uphokterers	43	4	æ	117	0	-	-	High stradidiploma or equivalent		Moderate term on- the-job training	\$ 1001 \$	1458 \$ 22,179.00	\$ 25,575,00 \$ 31,370,00 \$	37,861.00
6609-15	lextile, Apparet, and Furnishings Workers, Ad Other			0.0	3.0	030	3		High school alpion of equivalent	None	Shart-term on-the- job training				
10,000	Mosestand	100	1000	- 44	2015			(1)					100		100
\$1.7011	Cabinetmakers and Bench Carpenters	256	275	*	338	÷	18	m	High school aspents or equivalent	None	the-job training	\$ 69.01 \$	16.73 \$ 25,715.00	\$ 30,291,00 \$ 36,753,00 \$	42,412.00
51-7021	Furniture Finishers	æ	*3	*	*	•	*3		High school diploma	None	bot training			•	
\$1-7041	Sawing Machine Setters, Operators, and Lenders, Wood		16	•	•	•		٠	High school diploma or equivalent	None	Short: term on-the- job training	\$ 10.56 \$	16.12 \$ 22,694.00	\$ 27,026.00 \$ 36,522.00	\$ 44,153,00
51-7042	Woodworting Machine Setters, Operators, and Tenders, Except Sawing	181	426	- 12	11.11		*	9	High school diplon or equivalent	None	Short-rerm an-the- pob training	\$ 996 \$	13.83 \$ 21,170.00	\$ 24,696.00 \$ 29,791.00	\$ 35,789,00
Streets	Plant and Strates Specialism	333	315		454	*	=	22	10000		The state of the s				
51-8013	Power Plant Operators	32	4	·	1250	0		-	or equivalent	None	Job training	\$ 19.29 \$	23.79 \$ 40,426.00	\$ 45,886.00 \$ 50,393.00 \$	\$6,541.00
51-8021	Stationary Engineers and Bokler Operators	82	11	ु	-13.41	o	- 39	2	High School diplon or rouivalent	None	Lang-term on-the-	\$ 20.16 \$	27.00 \$	00 901 8 8 30 12 8 3	\$ 61643.00
51-8031	Water and Wastewater Treatment Plant and System Operators	364	373		2.47	æ	9	14	High school ciptoms or equivalent		Lang-term bn-the-	16.35	26.44 \$	\$ 46,562,00 \$ 57,307,00	69,541.00
21-8092	Cas Plant Operations		100	*		•	36		High school Supland or equivalent		Long-term ba-the-			-	
\$1-8093	Petroleum Fump System Uperators, Keinery Operators, and Gausers	0	-	+	000		.0	o	High school diploma or equivalent		Long-term britine				
\$1-8099	Plant and System Operators, All Other				•	-			High school diploma		Long term on-the-				
CLASSO	Committee in Commi	40000		1000	400			400					11		
				. 23					Pagit school diploft	7	Moderate termon				
1106-15	Chemical Equipment Uperators and Tenders Separating, Futering, Cashrying, Precipitating.	2	*	0	000	•	0	0	High sendorapioma	None	Uhe-job training Modélaté-tértit ôn-		20.46	\$ 40,387,00 \$ 44,750,00 \$	47,368.00
21-9012	and Still Machine Setters, Operators, and Litsmine Lehneime San Philippine	213	198	9	7.04	a	2	7	or equivalent Him school alhiems	None	the-job training	\$ 18.70 \$	29.11 \$ 44,323.00	\$ 54,921.00 \$ 63,004.00	\$ 70,820.00
51-9021	Setters, Operators, and Tenders	107	111	÷	3.74	0	3	m	or equivalent	Могие	the-job training	\$ 862 \$	17.56 \$ 19,603.00	\$ 00.078,8 00.070,85 \$	45,343.00
\$1-9022	Crinding and Polishing Workers, Hand	472	462	-10	-2.12		2	13	school	Моря	the-job training	٠			
51 9023	Aixing and horizing posterior perfectors, operators, and Tenders	773	782	*	1.16	*	222	23	or equivalent	None	Moderate-term on- the-fob training	\$ 12.79 \$	21.35 \$ 30,609.00	\$ 40,959.00 \$ 45,670.00	\$ 48,506.00
51 9031	Cutters and Thinners, Rand	173	121	¥	16.2	9	E	3	school	Mane	Job training	\$ 10.41 \$	1564 \$ 23,372,00	\$ 27,250.00 \$ 30,931.00 \$	38,789.00
\$1.9032	and Traders	246	688	₽S+	-6.12	0	16	16	or equivalent	None	job training	\$ 11.17 \$	19.47 \$ 27,163.00	\$ 35,923.00 \$ 43,115.00	\$ 47,230.00
1106-15	Machine Setters, Operators, and Tenders	246	252	9	2.44	(4)	7	100	ruga screde at pages or equivalent	None	the-job training	\$ 10.89 \$	16.96 \$ 24,296.00	\$ 28,944.00 \$ 38,311.00	\$ 45,386,00
1506-15	rumaes, Min, Gren, Otter and Mette Operators and Tenders	75	66	**	18.67		7	ęn	or equivalent	None	Moderate term bn- the-job training	\$ 12.30 \$	16.77 \$ 26,723.00	\$ 30,763.00 \$ 36,789.00	\$ 42,541.00
1906:15	Inspectors, Testers, sorters, Samplers, and Weighers	1,540	1,677	137	8.90	3	34	48	High school alpoma or equivalent	None	Moderate-termion- the-job training	\$ 10.45 \$	20.00 \$ 26,389.00	\$ 34,707.00 \$ 43,309.00 \$	21,671,00
1/06:15	Jewelers and Precious Stone and Metal Workers	٠	٠	•	•	3340			High school diplom or equivalent	Kone	Löng-term öd-tne- job tratning	•			
1806-15	Dental Laboratory Technicians		٠	٠	•	90	•		High school diploma	Mone Kone	Moderate-termion- the-job training	٠		•	
\$1.9082	Medical Appliance Technicians		•	٠	٠	90			High school apploma	None	Long-termi on-the-	٠			
51-9063	Ophthalmic Laboratory Technicians	83	97	71	16.87	×		*	High school aspidm or equivalent	None	Moderate-term on- the-job training	\$ 10.79 \$	15.39 \$ 25,088.00	\$ 28,674.00 \$ 33,606.00	\$ 37,762.00
51-9111	Patraging and Plang Machine Uperators and Tenders	2,262	2,349	13	3.85		G	29	High school dipioms or equivalent	None	Madefate-term on- the-job training	\$ 11.30 \$	17,76 \$ 27,074,00	\$ 33,029.00 \$ 37,260.00 \$	43,072.00
51-9121	Loading, Painting, and Spraying Marnine Settlers, Operators, and Tenders	398	*11 *	16	4.02	Pre	-	6	High behödi dipioma or equivalent	None	Moderate-refittion- the-job training	\$ 12.44 \$	OG. 71E.85 \$ 9271	\$ 31,463.00 \$ 37,506.00	\$ 41,810.00
51-9122	Painters, Transportation Equipment	386	416	30	7.77	(ex	Ŧ	10	High school diplom or equivalent	Мож	Möderate-tehmon- the-job training	\$ 845 \$	19.89 \$ 19,131,00	\$ 31,576.00 \$ 41,691.00 \$	65,031.00
51-9123	Painting, Coating, and Decorating Workers	0	0	0	0.00	0	: 		Less than hagn school	None	Moderate-term on- the-job training		٠		
51-9151	Photographic Protess Workers and Protessing Markine Operators	94	42	₹	-8.70	0		-	High school alploms or equivalent	None	Short-term on-tise- job training	\$ 8.38 \$	15.81 \$ 19,029.00	\$ 24,231.00 \$ 37,714.00	\$ 45,144.00
1616-15	Assetive Bonding Mathine Uperators and Tenders	82	B3	-	1.22	0	×	2	High school biplom or equivalent	None	Moderate-term bn- the-job training	\$ 13.07 \$		\$ 37,714.00 \$ 47,895.00	56,595.00
51.9192	Garang Washing and Helsi Highing Equipment Operators and Tenders						1 0		Leas than high school	Name	Moderate term on-		•		
												-			

2012122	I shoets															
51.9194	Enthers and Engravors	47	49	10	426	3.5	-	-		Moderate-term br-	0 70 0	2557 6 22	22 62100 6 38	1005 tm 1 400	27 9 0010107	76.707.00
	Mondell, Snapert, and Lamers, except Metal and					E c	983			_		٠ ١	•	٠.	•	Trans and
51.9195	Pastic Pastic Matchine Settlers Understates and	B3	101	32	13.48	•	3)	-	of equivalent None	job training	1109 \$	16.94 \$ 27	\$ 27,717,00 \$ 32	32,793.00 \$ 36,446.00	- 1	\$ 38,638.00
9616:15	Tenders	2,781	2,564	-405	-7.80	39	12	22	or equivalent None	_	\$ 14.60 \$	21.74 \$ 33.	\$ 33,155,00 \$ 40	40,019.00 \$ 47,3	47,370.00 \$ 55,	55,343,00
21.9197	The Builders		٠	*		*	٠	•	High school of paints or equivalent None	Moderate-term on-						
8616-15	Helpers-Production Workers	2.421	2,476	SS	777		24	48	LASS true night None	_	\$ 10.19 \$	18.68 \$ 23,	23,546.00 \$ 32	32,571.00 \$ 42,6	42,606,00 \$ 48.	48,185.00
51.9199	Production Workers, All Other	331	375	\$	13.29	÷	*	13	High school appoint.	Moderate term on the job training	9.72	- 10	**	91	w	45.987.00
110000		20100	36865	18885		The same	400	455		П	2		H		ı	B
20,000	Person Program of the Springer Springer and Persons Persons from	100	4 300 4	1000	-16.76											
		120							साहार बटानका दाक्रकाच							
53-1011	Aircraft Cargo Randing Supervisors First Line Substratels of Helberts, Labolters and	œ.	÷	*	*	÷	•	•	or equivalent Less than 5 years	None						
53.1021	Material Movers, Mand		٠	*	S:E	Œ	38	•	or equivalent Less than 5 years	None	\$ 9.19 \$	23.25 \$ 21.	\$ 21,370,00 \$ 35,	35,963.00 \$ 51,702.00	6/3	63,195.00
\$3.1031	HINK-LINE SUPERVISORS OF JURISPONISHON SING Material-Moving Matchine and Vehicle Operators	550	634	10	1527	200	22	23	High school alplomd or equivalent Less than 5 years	None	\$ 12.70 \$	27.81 \$ 32,	32,244.00 5 44.	44,308,00 \$ 62,8	62,860.00 \$ 77,	77,197.00
33,000	As fromportation Workers	20	2	30	3724	9	180	- 1			ē	200				
53-2011	Alstine Pilots, Copilots, and Fight Engineers			80		٠			Bachelor's degree Less than Sycars	Moderate-Limon- the-job training						
\$2,2017	Commercial Pilate			*	*	,	*		High school diploma	Modelate-term bit-						1.
77.77				90 5 5		9	99 33			Long-term on-the-						
53-2021	Air Traffic Controllers	100	-	•	•		•	•	Amounts's degree None	Job training						
53-2022	Airfield Operations Specialists	0		0	900	0	ø	0	or equivalent None	Job training				•		
53-2031	Flight Attendants	11	13	*	16.11			0	or equivalent Less than Syears	Moderate-term on- the-job training					THE REAL PROPERTY.	
200000	Man Thursdipperion	20,000	itra	100	310	2	THE STATE OF	190		The second secon				8		
\$1:3011	Ambusante intvers and Attendams, except Emergency Medical Technicians	1.6	101	10	10.31		A	500	High action diploma or equivalent None	_	\$ 8.00 \$	16.89 \$ 18.	18.102.00 \$ 28.	28.988.00 \$ 38239.00	•	44.693.00
\$11-3021	Bus Drivers, Transit and Intercity	61	3		5.06		æ	-	High school diploma	the-tob training	\$ 1226 \$	- 41			-	47.932.00
\$3.3022	Bas Drivers School of Soecial Client	1131	1.202	22	6.28	÷	B	23		1.	17.07				-	00.101.02
47 1021	Part of the things	100	100	2 0	40	6 8	:	9	7	_	1 5		٠.		٠ ١	3
33-3033	Unver/Saks worters	C .	West	20	4.24	513	3 63	2	- 1		473		-		*	44.271.00
13.1011	Heavy and Tractor Trailer Truck Drivers	\$773	6,335	2995	9.73	3	35	148	degree award None	-	\$ 1454 \$	23.10 \$ 33,	\$ 33,417,00 \$ 40.	40,189,00 \$ 48,734,00	No.	62,017,00
53-3033	Light Truck or Delivery Services Driven	1,272	2,369	86	4.32	2	25	46	or equivalent None	T	\$ 818 \$	17.67 \$ 18,	\$ 18,549.00 \$ 25,	25,764.00 \$ 37,102.00	64	53,731.00
23-3041	Taxi Drive mand Chauffeurs	199	725	19	9.19	æ		4	school None	-	\$ 018 \$	10.92 \$ 17,	\$ 17,657.00 \$ 20,	20,075.00 \$ 23,333.00	- 1	\$ 27,340.00
53-3099	Motor Vehicle Operators, All Other	125	138	[1]	10.40			יט	or equivalent None	_	8 826 \$	2023 \$ 18.	18,186,00 \$ 35,	35,814.00 \$ 47,7	47,780,00 \$ 56,2	56,256.00
33.4600	Kid Tümpertitteri Wiebers	8		•				•		Contract of the last of the la	•	100				
53-4031	Ratingad Conductors and Yandmasters			16			•		or equivalent None	the-job training						
53.3000	Water Disciplishers Waters													8		
53-5021	Captains, Mates, and Pilots of Water Versels		0		000	0	0	0	Bachelor's degree None	None						
11-400M	Ottor Prospection Without	123	100	¥	112.30		- 10	116		The state of the s				10		
\$3-6011	Bridge and Lock Tenders	5	5	(24	0.	Đ.	(0.1)	٠	or equivalent None	Job training	٠	•				
53-6021	Parking Lot Attendants	•	90	×	33	:		•	achool None	Job training		•				
\$3-6031	Automotive and Watercraft Service Attendants	366	101	12	13.36		*	23	school None	pob training 5	8 326 8	10.94 \$ 17,3	(61 8 00 887,71	19,887,00 \$ 23,264	\$ 00	28,559.00
1909-55	Traffic Technicians	٠		130	٠	(0)	36	٠	High Achool dipional or equivalent None	Moderate-term bn- Ube-job training	٠					
1509-55	Transportation Inspectors	•	¥8	*	300	96	900	٠	Mygn School diploms	Hoderate-term on- the-tob training						
53-6099	Transportation Workers, All Other	•		¥6	¥6	98	**	*	High Krhool diploma	bob training		٠				
Same.	Metals Melana Machet	31731	181	101	442	禁	387	395	The second second		TOTAL STREET	2016				
53-7011	Conveyor Operators and Tenders	866	(in)	•	S(*)		500		school None	Mort-term on-the-					500	i.
53-7021	Crane and Tower Operators	108	113	22	25.00	i th	€	7	High School Diploma or equivalent Less than 5 years	the job training 5	15.66 \$	24.09 \$ 34,3	14,387,00 \$ 39,	39,476.00 \$ 51,3	51,312.00 \$ 67,8	67,825.00
53-7032	excavating and madding matchine and smagatic	212	238	36	12.26	348	- to	en.	High School diploma or equivalent Less than 5 years	the-job training 5	16.41 \$	28.63 \$ 38,7	38,244.00 \$ 46,	46,893.00 \$ 65,0x	65,069,00 \$ 76,9	76,956.00
53-7041	Hoist and Winch Operators		(84)	•			•		Less than fugn school None	Shorf-term on-the- job training						
53-7051	Industrial Truck and Tractor Operators	2,329	2.402	73	3.13	98	***	63	school Nane Nane	Short-termion-the-	1264 \$	17.40 \$ 27,4	\$ 27,428.00 \$ 31,	31,509.00 \$ 37,925.00		\$ 44,684,00
53-7061	Geaners of Vehicles and Equipment	865	886	24	2.77	H	**	26	school Name Name	Short-termon-the-		0062081 8 6921	~			\$ 34,155.00
	THE SALVE THE REGION OF PARTY HAS IN PERSON															

53-7063	53-7063 Nachine Feeders and Officearers	121	739	8	2,0	7	14	16	Less than rugh	None	Shart-term on-the	١.	1711 6 32 505 00	2 2021500 6	30 522 00 6 4	2071.00
									Lets than augh	Mine.	Shart-termi bis-the-	+ 1030	11.11 a 22,000.00 a 28,000.00 a 37,000.00 a 48,711,000	2 70,527,02 8	37,243,00 3	00177
53-7064	53-7064 Packers and Packagers, Hand	2,343	2,423	8	3.41	00	29	70	school	None	job training	8.50 \$	1428 \$ 19,234.00 \$ 25,143.00 \$ 31,006.00 \$ 36,803.00	\$ 25,143.00 \$	11,006.00 \$ 3	6,803.00
									Lets than high		Moderate-term on-			THE RESIDENCE AND ADDRESS OF THE PERSON SHAPE SH		
53-7072	Pump Operators, Except Wellhead Pumpers	•	•		•	٠	•	•	school	None	the-job training	٠		•		
									Less than fagn		Short-tehm bit-the-					
53-7081	53-7081 Refuse and Recyclable Material Collectors	187	185	?	70.1	0	*	*	school	None	job training	\$ 9.83 \$	9.83 \$ 15.08 \$ 21,609.D0 \$ 25,170.00 \$ 32,463.D0 \$ 42,363.D0	\$ 25,170,00 \$	32,463.00 \$ 4	2,363 00

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[608] 267-7314
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Aziz Turrunov (608) 267-9607 Aziz Turrunov®dwd wisconsin gov

Dec 224,699 208,400 16,299 7.3%	Dec 223802 209322 14480 6.5%	Dec 224,682 210,647 14,035 0.1%	Dec 158,634 149,694 8,940 5,6%	Dec 158,735 151,572 7,163 4.5%		
Nov 225,258 208,998 16,260 7.2%	Nov 224392 210258 14134 6.3%	Nov 225,179 211,976 13,203 0.1%	Nov 159,102 150,582 8,520 5.4%	Nov 159,246 152,510 6,736 4.2%		
Oct 228,085 210,306 15,779 7.0%	Oct 225686 211430 14256 6.3%	Oct 225,423 212,620 12,803 0.1%	Oct 159,131 150,752 8,379 5,3%	Oct 159,344 152,933 6,411 4.0%		
Sep 226.272 210,178 16,094 7.1%	Sep 226151 211262 14889 6.6%	Sep 224,551 211,456 13,095 0.1%	Sep 159,429 150,942 8,487 5.3%	Sep 158,693 151,956 6,737 4.2%	Sep 157,985 152,550 5,435 3.4%	
Aug 229.007 211,217 17,790 7.8%	Aug 228201 212033 16168 7.1%	Aug 226,743 211,883 14,860 0.1%	Aug 159,494 150,127 9,367 5.9%	Aug 157,779 150,465 7,314 4.6%	Aug 157,219 151,602 5,617 3.6%	
Jul 230,057 211,654 18,403 8.0%	Jul 229440 212589 16851 7.3%	Jul 229,197 213,094 16,103 0.1%	Jul 161,601 151,866 9,735 6.0%	Jul 159,474 151,459 8,015 5.0%	Jul 158,689 152,094 6,595 4,2%	
Jun 2230,066 210,877 19,169 8.3%	Jun 2229710 211804 17906 7.8%	Jun 230,366 213,672 16,694 0.1%	Jun 162,827 152,515 10,312 6.3%	Jun 161,663 153,320 8,343 5,2%	Jun 160,809 153,566 7,243 4,5%	
May 225,377 207,037 18,340 8.1%	May 225279 208979 16300 7.2%	May 225,389 210,320 15,069 0.1%	May 159,776 150,513 9,263 5,8%	May 158,634 150,916 7,718 4.9%	May 158,570 151,726 6,844 4.3%	
Apr 225,983 206,569 19,414 8.6%	Apr 224777 207912 16865 7.5%	Apr 223,961 209,267 14,694 0.1%	Apr 159,257 148,885 10,372 6.5%	Apr 158,174 149,762 8,412 5.3%	Apr 157,611 151,361 6,250 4,0%	
nt Data Mar 224,741 202,344 22,397	Mar 225511 206914 18597 8.2%	Mar 223,746 207,070 16,676 0.1%	Mar 158,780 147,508 11,272 7,1%	Mar 158.646 148.356 10,290 6.5%	Mar 158,447 150,138 8,309 5.2%	
Unemployme Feb 224,797 201,585 23,212 10.3%	Feb 225860 206266 19614 8.7%	Feb 223,982 206,553 17,429 0.1%	Feb 159,305 147,292 12,013 7.5%	Feb 158,307 147,690 10,617 6.7%	Feb 158,552 149,947 8,605 5.4%	
Fox Valley WDA Unemployment Data 2010 Jan Feb Mar 223,809 224,797 224, 201,568 201,585 202, 22,241 23,212 22, 9,9% 10,3% 10	2011 Jan 225,136 206,370 18,766 8,3%	2012 Jan 223,909 207,313 16,596 0.1%	2013 Jan 159,004 147,029 11,975 7.5%	2014 Jan 157,177 147,266 9,911 6.3%	2015 Jan 158,731 150,231 8,500 5,4%	
100	Name of the	Tall	77 52		7 7	A 11 15
				Change from 2013 Change 2014-2010 192 (429) 2,833 6,328 (2,641) (6,757) -1,2% -3.0%		w
	(182) (182) 2,034 (2,216)	(570) 894 (1,464) -0.6%	2012 131 567 (436)	12013 Cha 192 2,833 (2,641)		nation-LAU! me Date
	Change from 2010 (182 2,034 (2,216	Change from 2011 (570 894 (1,464 -0.69	Change from 2012 131 567 (436	Change from		Development Market Inform Trent as of Sar
2010 Annual 226,346 207,561 18,785 8.3%	2011 Annual 226164 209595 16569 7.3%	2012 Annual 225594 210489 15105 6.7%	2013 Annual 225,725 211,056 14,669	2014 Annual 225,917 213,889 12,028	2015 Nine Month Avg 158,513 151,488 7,044 4.4%	Wisconsin Department of Workforce Development Bureau of Workforce Training - Labor Market Information-LAUS Office of Economic Advisors Cueried on November B4, 2015 & Current as of Same Date
Year Period Labor Force Employed Unemployed Un Rate	Year Period Labor Force Employed Unemployed Un Rate	Year Period Labor Force Employed Unemployed Un Rate	Year Period Labor Force Employed Unemployed Un Rate	Year Period Labor Force Employed Unemployed Un Rate	Year Period Labor Force Employed Unemployed Un Rate	Wisconsin Department of Wic Bureau of Workforce Training Office of Economic Advisors Queried on November B4, 20

Table 1: Estimated Labor Force Participation Rate (LFPR) WDA: For Volley Wortforce Development Areo

Alternative	lion)	1939	7007	1003	1661	2002	Wint I	1001	8.5.50	C1007	2000	2007	2002	2003	1007	2002				2009					2014
Calumet	QQ.	88.6%	90.0%	90.1%	92.6%	92.4%	%E'16	91.6%	89.3%	84.3%	80.7%	79.2%	77.5%	76.1%	74.4%	72.6%		12		72.5%			i A		1.6%
Fond du Lac	73.7%	78.5%	77.9%	76.5%	B0.4%	79.8%	785%	77.7%	76.5%	75.0%	75.6%	75.5%	74.9%	73.8%	73.0%	71.4%				70.0%					1.1%
Green Lake		72.6%	715%	71.4%	75.5%	74.7%	73.8%	727%	71.2%	70.2%	72.1%	73.2%	71.7%	712%	69.2%	966.99				65.7%					57.0%
Waupaca	68.7%	70.4%	71.5%	74.7%	74.1%	73.4%	73.6%	74.6%	73.2%	70.9%	72.5%	72.4%	71.1%	71.0%	%569	68.2%				96799					28.8%
Waushara		61.1%	61.5%	62.4%	61.3%	62.9%	64.0%	66.5%	64.9%	63.1%	65.1%	67.3%	66.1%	66.8%	65.4%	65.1%				64.3%			Н		20.7%
Winnebago	78.1%	79.3%	91.1%	82.7%	84.0%	83.7%	83.8%	83.0%	81.9%	B0.9%	75.1%	76.1%	75.2%	73.8%	72.9%	718%	722%	73.0%	73.0%	72.9%	71.2%	70.3%	70.1% 6		69,2%
Анетаре	72.7%	75.1%	75.6%	76.3%	78.0%	77.8%	77.5%	77.7%	76.2%	74.7%	73.1%	74.0%	72.8%	72.1%	70.7%	962'69	Ī	Ĭ	Ĭ	68.7%	Ì	Ĭ	Ī	50.0% 6	2,696
Table 2:	Table 2: Estimated Employment to Population Ratios (EPOP)	mploymer	nt to Popul	ation Ratic	us (EPOP)																				
WDA4: Fa	VDA4: Fox Valley Workforce Development Area	Gerce Develop	tement Area				1777			1911		100000	2000000						CONTRACT.						
Chunty	1990	1651	1992	1993	1661	1995	1996	1997	1,99;	1944	2000	2001	2002				2006	1007	2002	- 2004			ű	1007	2111.4
Calumet	8518	82.0%	84.9%	85.6%	88.0%	88.1%	89.0%	B9.0%	86.9%	B5.6%	77.5%	75.5%	73.6%				1								8.5%
Fond du La	69.7%	74.0%	743%	73.4%	77.1%	77.1%	76.2%	75.4%	742%	72.4%	72.6%	71.9%	71.3%	70.3%	69.64	68.2%	68.1%	%1789	67.7%	63.7%	64.7%	65.5% 6	65.7% 6	66.7%	67.5%
Green Lake		67.2%	67.2%	67.0%	70.9%	71.2%	70.5%	69.3%	67.8%	948799	68.6%	68.8%	67.2%												2.6%
Waupaca	65.2%	66.1%	67.8%	71.3%	70.1%	70.1%	71.2%	72.2%	70.9%	68.0%	69.4%	68.6%	67.4%									П		П	20%
Waushara		56.2%	57.1%	57.9%	56.8%	59.3%	60.5%	62.9%	61.7%	59.7%	61.8%	63.3%	620%												6.4%
Winnebago		75.8%	78.1%	79.5%	80.7%	81.2%	818%	80.9%	79.7%	78.5%	72.4%	72.7%	71.511												35.5%
		100 00	107 700	144.	40.00		40.007	200 000	W2 CA1	me 0.00	W. 484		- CO. CO.	l	ŀ	ŀ	ŀ	l	l	l	ı	ı	l	ı	4.000

Disability Labor Force

	Wisconsin	WDA 4	Calumet	Green Lake	Fond du Lac	Waupaca	Waushara	Winnebago
Estimate; Total:	3,535,060	252,601	30,346	10,887	62,190	30,797	13,580	104,801
Estimate; Worked full-time, year round:	1,844,050	136,748	18,241	5,826	34,279	16,635	6,478	55,289
Estimate; Worked full-time, year round: - With a disability	71,505	5,292	504	239	1,340	983	315	1,911
Estimate; Worked full-time, year round: - No disability	1,772,545	131,456	17,737	5,587	32,939	15,652	6,163	53,378
Estimate; Worked less than full-time, year round:	1,122,232	78,455	8,296	3,322	19,825	9,259	4,432	33,321
Estimate; Worked less than full-time, year round: - With a disability	87,441	6,351	539	340	1,661	756	447	2,608
Estimate; Worked less than full-time, year round: - No disability	1,034,791	72,104	7,757	2,982	18,164	8,503	3,985	30,713
Estimate; Did not work:	568,778	37,398	3,809	1,739	8,086	4,903	2,670	16,191
Estimate; Did not work: - With a disability	165,468	10,775	861	492	2,291	1,543	1,031	4,557
Estimate; Did not work: - No disability	403,310	26,623	2,948	1,247	5,795	3,360	1,639	11,634

Veteran Labor Force

Winnebago 108.904	42,350	1,014	831	784	47	183	41,336	32,557	29,960	2,597	8,779	46,037	3,370	2,841	2,750	91	529	42,667	35,574	33,573	2,001	7,093	20,517	2,957	1,860	1,746	114	1,097	17,560	11,713	11,232	481	5,847
Waushara 14,675	4,032	154	108	87	21	46	3,878	2,850	2,539	311	1,028	6,810	601	454	426	28	147	6,209	4,816	4,497	319	1,393	3,833	648	406	362	44	242	3,185	2,028	1,866	162	1,157
Waupaca 31.123	9,094	252	237	222	15	15	8,842	7,330	6,416	914	1,512	14,775	1,007	807	752	55	200	13,768	12,145	11,569	929	1,623	7,254	1,119	595	565	30	524	6,135	4,424	4,111	313	1,711
Fond du Lac 63,220	21,007	482	446	400	46	36	20,525	17,580	15,916	1,664	2,945	28,688	1,790	1,558	1,491	29	232	26,898	23,845	22,540	1,305	3,053	13,525	2,215	1,442	1,376	99	773	11,310	8,160	7,747	413	3,150
Green Lake F 10.934	3,084	83	29	22	10	16	3,001	2,509	2,336	173	492	5,009	248	207	207	1	41	4,761	4,218	3,968	250	543	2,841	395	506	202	7	186	2,446	1,778	1,659	119	999
Calumet G	9,228	152	149	138	7	က	9'0'6	7,747	7,270	477	1,329	15,263	813	168	742	56	45	14,450	12,890	12,383	202	1,560	5,933	802	556	495	61	249	5,128	3,670	3,508	162	1,458
WDA 4 259.280	88,795	2,137	1,838	1,688	150	299	86,658	70,573	64,437	6,136	16,085	116,582	7,829	6,635	6,368	267	1,194	108,753	93,488	88,530	4,958	15,265	53,903	8,139	5,068	4,746	322	3,071	45,764	31,773	30,123	1,650	13,991
Wisconsin 3.576.198	1,276,865	27,435	23,339	20,762	2,577	4,096	1,249,430	1,016,761	913,059	103,702	232,669	1,572,182	96,103	82,854	76,825	6,029	13,249	1,476,079	1,271,750	1,192,955	78,795	204,329	727,151	98,485	62,039	56,936	5,103	36,446	628,666	439,414	415,092	24,322	189,252
Estimate: Total:	Estimate; 18 to 34 years:	Estimate; 18 to 34 years: - Veteran:	Estimate; 18 to 34 years: - Veteran: - In labor force:	Estimate; 18 to 34 years: - Veteran: - In labor force: - Employed	Estimate; 18 to 34 years: - Veteran: - In labor force: - Unemployed	Estimate; 18 to 34 years: - Veteran: - Not in labor force	Estimate; 18 to 34 years: - Nonveteran:	Estimate; 18 to 34 years: - Nonveteran: - In labor force:	Estimate; 18 to 34 years: - Nonveteran: - In labor force: - Employed	Estimate; 18 to 34 years: - Nonveteran: - In labor force: - Unemployed	Estimate; 18 to 34 years: - Nonveteran: - Not in labor force	Estimate; 35 to 54 years:	Estimate; 35 to 54 years: - Veteran:	Estimate; 35 to 54 years: - Veteran: - In labor force:	Estimate; 35 to 54 years: - Veteran: - In labor force: - Employed	Estimate; 35 to 54 years: - Veteran: - In labor force: - Unemployed	Estimate; 35 to 54 years: - Veteran: - Not in labor force	Estimate; 35 to 54 years: - Nonveteran:	Estimate; 35 to 54 years: - Nonveteran: - In labor force:	Estimate; 35 to 54 years: - Nonveteran: - In labor force: - Employed	Estimate; 35 to 54 years: - Nonveteran: - In labor force: - Unemployed	Estimate; 35 to 54 years: - Nonveteran: - Not in labor force	Estimate; 55 to 64 years:	Estimate; 55 to 64 years: - Veteran:	Estimate; 55 to 64 years: - Veteran: - In labor force:	Estimate; 55 to 64 years: - Veteran: - In labor force: - Employed	Estimate; 55 to 64 years: - Veteran: - In labor force: - Unemployed	Estimate; 55 to 64 years: - Veteran: - Not in labor force	Estimate; 55 to 64 years: - Nonveteran:	Estimate; 55 to 64 years: - Nonveteran: - In labor force:	Estimate; 55 to 64 years: - Nonveteran: - In labor force: - Employed	Estimate; 55 to 64 years: - Nonveteran: - In labor force: - Unemployed	Estimate; 55 to 64 years: - Nonveteran: - Not in labor force

	Wisconsin	WDA 4	Calumet	Calumet Green Lake Fond du Lac Waupaca Waushara Winnebago	ond du Lac V	Vaupaca V	Vaushara V	Vinnebago
Total; Estimate; Population 18 to 24 years	553,912	39,175	3,497	1,205	8,983	3,547	1,627	20,316
Male; Estimate; Population 18 to 24 years	282,481	20,030	1,956	605	4,464	1,930	946	10,129
Female; Estimate; Population 18 to 24 years	271,431	19,145	1,541	009	4,519	1,617	681	10,187
Total; Estimate; Less than high school graduate	12.7%	11.1%	16.8%	12.4%	11.6%	15.6%	26.4%	7.9%
Male; Estimate; Less than high school graduate	14.8%	13.5%	20.1%	15.9%	14.6%	15.4%	28.6%	86.6
Female; Estimate; Less than high school graduate	10.5%	8.7%	12.5%	%0.6	8.7%	16.0%	23.3%	5.9%
Totat; Estimate; High school graduate (includes equivalency)	31.3%	33.4%	36.6%	38.8%	33.3%	47.9%	43.1%	29.3%
Male; Estimate: High school graduate (includes equivalency)	34.4%	36.8%	40.6%	44.3%	37.5%	50.2%	46.4%	31.8%
Female; Estimate; High schoof graduate (includes equivalency)	28.1%	29.9%	31.5%	33.3%	29.2%	45.2%	38.5%	26.8%
Total: Estimate; Some college or associate's degree	46.7%	49.2%	37.6%	43.9%	48.7%	32.9%	27.5%	56.4%
Male; Estimate; Some college or associate's degree	43.2%	45.0%	31.9%	37.2%	43.5%	32.2%	22.4%	53.2%
Female; Estimate; Some college or associate's degree	50.3%	53.7%	44.9%	50.7%	53.8%	33.7%	34.5%	59.7%
Total; Estimate; Bachelor's degree or higher	9.3%	6.2%	9.0%	4.8%	6.4%	3.6%	3.0%	6.4%
Male: Estimate: Bachelor's degree or higher	7.6%	4.7%	7.4%	2.6%	4.5%	2.3%	2.5%	5.1%
Female; Estimate; Bachelor's degree or higher	11.1%	7.7%	11.1%	7.0%	8.3%	5.1%	3.7%	7.6%
Total: Estimate; Population 25 years and over	3,827,815	283,040	32,784	13,470	69,933	37,141	18,088	111,624
Male; Estimate; Population 25 years and over	1,872,272	140,431	16,201	6,577	33,797	18,469	9,496	55,891
Female; Estimate; Population 25 years and over	1,955,543	142,609	16,583	6,893	36,136	18,672	8,592	55,733
Total; Estimate; Population 25 years and over - Less than 9th grade	3.3%	3.1%	3.1%	4.2%	3.3%	3.3%	4.2%	2.5%
Male; Estimate; Population 25 years and over - Less than 9th grade	3.5%	3.3%	2.7%	4.4%	3.4%	3.6%	4.4%	2.9%
Female; Estimate; Population 25 years and over - Less than 9th grade	3.2%	2.9%	3.6%	4.0%	3.2%	3.0%	4.0%	2.2%
Total; Estimate; Population 25 years and over - 9th to 12th grade, no diploma	6.2%	6.5%	4.7%	8.5%	6.4%	6.9%	8.8%	6.4%
Male; Estimate; Population 25 years and over - 9th to 12th grade, no diploma	%6.9	7.5%	5.0%	10.0%	7.4%	7.8%	9.4%	7.5%
Female; Estimate; Population 25 years and over - 9th to 12th grade, no diploma	5.6%	2.6%	4.4%	7.2%	5.5%	5.9%	8.1%	5.4%
Total; Estimate; Population 25 years and over - High school graduate (includes equivalency)	32.8%	38.0%	36.4%	41.9%	39.0%	43.8%	42.1%	34.8%
Male; Estimate; Population 25 years and over - High school graduate (includes equivatency)	33.8%	39.2%	38.7%	44.2%	40.4%	45.6%	43.2%	35.2%
Female; Estimate; Population 25 years and over - High school graduate (includes equivalency)	31.9%	36.9%	34.2%	39.8%	37.6%	42.0%	40.9%	34.5%
Total; Estimate; Population 25 years and over - Some college, no degree	21.2%	20.5%	17.3%	20.4%	21.0%	20.4%	22.8%	20.9%
Male; Estimate; Population 25 years and over - Some college, no degree	20.7%	20.2%	16.3%	18.4%	20.9%	19.7%	22.5%	20.8%
Female; Estimate, Population 25 years and over - Some college, no degree	21.6%	20.9%	18.3%	22.4%	21.1%	21.2%	23.1%	21.0%
Total; Estimate; Population 25 years and over - Associate's degree	%9.6	9.7%	10.8%	8.3%	10.3%	9.1%	7.8%	8.6
Male; Estimate; Population 25 years and over - Associate's degree	8.8%	9.1%	10.8%	7.4%	9.5%	8.0%	7.5%	9.5%
Female; Estimate; Population 25 years and over - Associate's degree	10.2%	10.4%	10.9%	9.1%	11.1%	10.2%	8.1%	10.5%
Total, Estimate, Population 25 years and over - bachelors degree	17.7%	0.0%	19.0%	71.4%	13.7%	%5.C1	%6.6 %6.6	17.9%
mate; Estimate; Population 25 years and over - bachelor's degree Female: Estimate: Domilation 25 years and over - Bookslor's degree	10.9%	16.0%	21 49	9.0%	12.2%	10.4%	44.2%	10.3%
Total's Estimate: Donniation 25 years and over - Cardinate or professional degree	20.5%	86.0	7 0%	5 2%	6.2%	75.5 V	7 7 7 8	7.6%
Male: Estimate: Population 25 years and over - Graduate or professional degree	% 6	%6.9	8.7%	%6.5	6.2%	4 9%	4.3%	2 Z
Female: Estimate: Population 25 years and over - Graduate or professional degree	8.9%	6.3%	7 2%	4.5%	6.2%	4.5%	4.5%	7.1%
Total: Estimate: Population 25 to 34 vears	724.823	49.736	5.731	1.889	12.046	5.547	2.407	22.116
Male; Estimate; Population 25 to 34 years	368,418	25,875	2,838	933	6,016	2.824	1,401	11,863
Female; Estimate; Population 25 to 34 years	356,405	23,861	2,893	926	6,030	2,723	1,006	10,253
Total: Estimate; Population 25 to 34 years - High school graduate or higher	91.7%	91.7%	94.3%	78.7%	93.5%	%9.06	87.7%	91.9%
Male; Estimate; Population 25 to 34 years - High school graduate or higher	90.5%	90.2%	94.4%	80.8%	80.06	90.1%	86.7%	90.1%
Female; Estimate; Population 25 to 34 years - High school graduate or higher	93.0%	93.3%	94.2%	76.6%	96.2%	91.0%	89.0%	94.0%
Total; Estimate; Population 25 to 34 years - Bachelor's degree or higher	31.2%	25.0%	33.2%	16.0%	23.2%	15.7%	14.5%	28.2%
Male; Estimate; Population 25 to 34 years - Bachelor's degree or higher	26.2%	18.0%	24.4%	12.3%	16.1%	9.7%	9.6%	20.9%
Female; Estimate; Population 25 to 34 years - Bachelor's degree or higher	36.4%	32.7%	41.9%	19.6%	30.3%	21.9%	21.2%	36.7%

Total; Estimate; Population 35 to 44 years	713,866	52,366	7,099	2,106	12,862	6,354	2,797	21,148
Male; Estimate; Population 35 to 44 years	360,676	26,927	3,508	1,092	6,619	3,188	1,532	10,988
Female; Estimate; Population 35 to 44 years	353,190	25,439	3,591	1,014	6,243	3,166	1,265	10,160
Total; Estimate; Population 35 to 44 years - High school graduate or higher	92.1%	91.9%	94.6%	86.0%	92.1%	92.8%	88.2%	91.6%
Male; Estimate; Population 35 to 44 years - High school graduate or higher	%8.06	90.5%	95.2%	81.1%	91.3%	91.3%	86.5%	89.7%
Female; Estimate; Population 35 to 44 years - High school graduate or higher	93.3%	93.4%	94.0%	91.3%	92.9%	94.3%	90.2%	93.7%
Total; Estimate; Population 35 to 44 years - Bachelor's degree or higher	31.7%	26.0%	35.0%	16.5%	22.0%	21.9%	14.5%	29.1%
Male; Estimate; Population 35 to 44 years - Bachelor's degree or higher	28.9%	23.5%	32.4%	11.8%	19.6%	16.3%	11.6%	27.9%
Female; Estimate; Population 35 to 44 years - Bachelor's degree or higher	34.4%	28.6%	37.6%	21.5%	24.5%	27.5%	18.0%	30.4%
Total; Estimate; Population 45 to 64 years	1,586,873	118,195	14,097	5,744	29,361	15,675	7,856	45,462
Male; Estimate; Population 45 to 64 years	791,774	59,964	7,166	2,911	14,573	8,028	4,135	23,151
Female; Estimate; Population 45 to 64 years	795,099	58,231	6,931	2,833	14,788	7,647	3,721	22,311
Total; Estimate; Population 45 to 64 years - High school graduate or higher	92.8%	93.0%	94.8%	92.3%	93.1%	93.5%	89.5%	92.8%
Male; Estimate; Population 45 to 64 years - High schoot graduate or higher	91.9%	91.8%	94.1%	91.2%	92.1%	92.6%	89.0%	91.1%
Female; Estimate; Population 45 to 64 years - High school graduate or higher	93.8%	94.2%	95.4%	93.5%	93.9%	94.4%	%0.06	94.7%
Total; Estimate; Population 45 to 64 years - Bachelor's degree or higher	26.5%	21.9%	25.9%	16.0%	20.2%	16.5%	14.5%	25.6%
Male; Estimate; Population 45 to 64 years - Bachelor's degree or higher	26.2%	21.6%	27.2%	14.6%	19.0%	16.9%	12.9%	25.5%
Female; Estimate; Population 45 to 64 years - Bachelor's degree or higher	26.8%	22.2%	24.6%	17.4%	21.3%	16.2%	16.2%	25.6%
Total; Estimate; Population 65 years and over	802,253	62,743	5,857	3,731	15,664	9,565	5,028	22,898
Male; Estimate; Population 65 years and over	351,404	27,665	2,689	1,641	6,589	4,429	2,428	688'6
Female; Estimate; Population 65 years and over	450,849	35,078	3,168	2,090	9,075	5,136	2,600	13,009
Total; Estimate; Population 65 years and over - High school graduate or higher	83.0%	83.2%	80.6%	84.5%	81.1%	81.7%	82.1%	86.0%
Male; Estimate; Population 65 years and over - High school graduate or higher	82.5%	81.9%	81.6%	81.3%	79.1%	78.6%	80.8%	85.6%
Female; Estimate; Population 65 years and over - High school graduate or higher	83.3%	84.3%	79.8%	86.9%	82.6%	84.3%	83.2%	86.4%
Total; Estimate; Population 65 years and over - Bachelor's degree or higher	19.2%	16.7%	17.0%	17.9%	15.4%	13.6%	13.8%	19.2%
Mate; Estimate; Population 65 years and over - Bachetor's degree or higher	23.4%	19.5%	19.5%	21.5%	18.1%	15.3%	15.8%	22.8%
Female; Estimate; Population 65 years and over - Bachelor's degree or higher	15.9%	14.5%	14.8%	15.1%	13.4%	12.1%	12.0%	16.5%

FOX VALLEY WORKFORCE DEVELOPMENT BOARD, INC. WIOA TRAINING ANALYSIS

NAME	
1.	Is suitable employment available using current skill sets? YES NO If no, include information such as job search records, LMI data, etc. to support decision.
2.	Training meets FVWDB's six specific focus areas and/or additional career subsets as required. NO YES if yes, explain and attach any necessary documentation (LMI data, etc.):
3.	Training is on the ITA list: YES NO If yes, list ITA #
4.	Participant is qualified to undertake and complete training program: Copy of assessments in file YES NO
5.	Math & Reading scores in file YES NO Training is available within program limits, in accordance with current Training Services Policy. YES NO
	Additional Comments:
Case N	lanager Signature below signifies training approval:
WIOA (Case Manager Date

Date of Issuance: August 2013 Updated 2015-10-08

FOX VALLEY WORKFORCE DEVELOPMENT BOARD EMPLOYMENT AGREEMENT

This agreement dated June 26, 2018, by and between Fox Valley Workforce Development Board, 1401 McMahon Drive, Neenah, Wisconsin, 54956, hereafter referred to as "the Board" and Anthony E. Snyder, 3320 E. Canvasback Lane, Appleton, WI, 54913, hereinafter referred to as "CEO."

WHEREAS, the Board and the Chief Elected Officials have a need of a CEO to serve full time as Chief Executive Officer; and

WHEREAS, Anthony E. Snyder wishes to serve in that capacity upon the following terms and conditions:

- 1. <u>DUTIES AND RESPONSIBILITIES OF CEO</u>: The CEO shall be available to perform the services hereinafter set forth for an average of forty (40) hours per week.
 - a. The CEO shall manage all activities of the Fox Valley Workforce Development Board (FVWDB) and shall supervise all staff, develop a budget and be responsible for the day to day operations of the FVWDB.
 - b. The CEO shall assure that all services required by the Federal Department of Labor and the State Department of Workforce Development are delivered in accordance with the statutory and policy requirements of those entities.
 - c. The CEO shall develop relationships with the business community within the six (6) county area in order to adequately determine the workforce needs within the area.
 - d. The CEO shall develop a relationship with the educational institutions and those organizations that provide services to workers seeking employment training.
 - e. The CEO shall perform all other duties as assigned and provided in the job description.
- 2. <u>REPORTING RELATIONSHIP</u>: The CEO shall report directly to the Executive Committee of the Board and be available to attend all meetings of the Executive Committee, the entire Board and the Chief Elected Officials.
- 3. <u>COMPENSATION OF CEO</u>: The Board shall pay the CEO and the CEO shall accept from the Board as full payment of the CEO's services hereunder, compensation as follows:
 - a. Effective with the date of this agreement, an annual salary of \$99,450.00 (No increase over PY17) to be paid in 26 equal installments on a bi-weekly basis.
 - b. In addition to the above salary, the CEO shall be compensated for expenses related to the performance of his duties as authorized by the Executive Committee of the Board.

4. FRINGE BENEFITS:

a. The CEO shall be entitled to all of the benefits as provided to any full-time employee of the Board.

- b. The CEO shall be entitled to paid vacation, as well as, all holidays available to the other employees of the Board. Current FVWDB Policy provides that Individuals not requesting health insurance coverage will receive two weeks of vacation in addition to the accrued vacation. The extra two weeks of vacation will be accrued in addition to the regular vacation accrual schedule.
- c. If the Board increases the benefits of the other employees during the term of this contract, the CEO shall benefit proportionately in those changes.
- 5. <u>TERM</u>: This agreement will commence no later than July 1, 2018, for a period of one (1) year, with a formal review by the Executive Committee at the end of that time, unless terminated for a cause or by the parties as provided in #6.
- 6. <u>TERMINATION</u>: The CEO shall provide at least a thirty (30) day notice of intent to sever his employment relationship to the Chair of the Executive Committee. The Board shall provide a sixty (60) day notice of their intent not to renew this agreement.
- 7. <u>NOTICE PROVISION</u>: Any notice required to be given hereunder shall be in writing and may be submitted in person or by certified mail, return receipt requested, showing the addresses as follows:

Employee: Anthony E. Snyder

3320 E. Canvasback Lane Appleton, WI 54913

Copy to:

Fox Valley Workforce Development Board Chair

1401 McMahon Drive Neenah, WI 54956

or to such changed address as may be designated by like notice. The effective date of any such notice shall be the date of mailing thereof.

By: Anthony E. Snyder

AMPLOYER: FOX VALLEY WORKFORCE DEVELOPMENT BOARD

6 36 18

Date

6 26 18

Date

Fox Valley Workforce Development Board Cash Management Policy and Procedure

Cash Accounts

General Checking Account (operating account):

The primary operating account provides for routine business check disbursements. All cash deposits are made to this account.

Cash transfers are done on an as-needed basis to cover disbursements. Excess funds in this account are transferred into short-term investments or higher interest-bearing cash equivalents.

In addition, all advances of federal funds shall be deposited in an interest-bearing account and interest earned in excess of \$500 shall be returned to the Federal Payment Management System (PMS). Interest earned on such funds will be allocated to federal awards based on the percentage of funds received during the month for each award.

Payroll Account:

The Organization does not maintain a payroll bank account separate from the operating account.

Savings Account:

The Organization also maintains an interest-bearing savings account. Any funds in excess of two months' anticipated cash flow needs held in the operating checking account shall be transferred into the Organization's savings account. Transfers to or from the savings account shall be initiated by the Controller.

<u>Authorized Signers</u>

Authorized Signers

It is the policy of FVWDB to limit signing of checks and release of EFTs (Electronic Funds Transfers

drawn on the accounts held at financial institutions.

The following FVWDB personnel are authorized to sign checks and release EFTs (Electronic Funds Transfers) drawn on the general operating and savings accounts:

- · Chair, Board of Directors
- Treasurer, Board of Directors
- Secretary, Board of Directors
- Chief Executive Officer (CEO)
- Chief Operations Officer (COO) / Chief Technology Officer (CTO)
- Business Services Manager, located in Administrative office facility

The Controller will promptly notify the Organization's financial institutions of changes in authorized signatures upon the departure of any authorized signer. Refer to the section titled "Check Signing" for procedures.

Bank Reconciliations

A review of the original bank statement and items returned with the statement, as well as preparation or review of the bank reconciliation is a critical component of the segregation of duties that is essential to strong internal controls.

Bank account statements are received each month and forwarded unopened to the Controller. The Controller shall open the statement and review its contents for unusual or unexplained items, such as unusual endorsements on checks, indications of alterations to checks, etc. (This review must be performed in a timely manner so that reconciliation of the bank account is not delayed.) Unusual or unexplained items shall be reported immediately to the Finance / Audit Committee.

On-line electronic access to the bank account to obtain electronic statements and copies of cancelled checks may be used in lieu of receiving mailed statements and cancelled checks.

After this review is complete, the entire bank statement is forwarded to the designated Accounting and Finance Department staff who prepares the reconciliation between the bank balance and general ledger balance. The bank reconciliation process will be completed no later than the 15th of the following month.

The reconciliation process shall involve an inspection of the fronts and backs of cancelled checks returned with the bank statement. The purpose of this inspection is to identify signs of forgery, altered or substitute checks, unusual endorsements, or other signs of fraudulent activity. If the Organization's financial institution does not return original cancelled checks or paper copies thereof, the person preparing the monthly bank reconciliation shall view electronic copies of cancelled checks provided by the financial institution via Internet access to the Institution's website. At a minimum, payments to new contractors and for large amounts are examined. Quarterly, the Finance / Audit Committee reviews all payments of \$5,000 or greater.

All bank reconciliations, including any adjusting journal entries resulting from preparing bank reconciliations, are reviewed and approved by the Controller on a monthly basis.

Bank reconciliations and copies of resulting journal entries are filed in the current year's accounting files.

Cash Flow Management

The Controller monitors cash flow needs on a weekly basis to eliminate idle funds and to ensure that payment obligations can be met. Cash transfers between accounts are performed on an as-needed basis.

FVWDB adheres to the requirements of its grants which prohibit loaning funds between programs; therefore, cash management and reporting is performed at the program level as well as for the Organization as a whole.

The Organization maintains bank account balance(s) with the intent that funds in any particular financial institution do not to exceed the federally-insured threshold (\$250,000).

Stale Checks

FVWDB will make reasonable efforts to contact the payee/owner of stale, uncashed checks to resolve the issue prior to presuming abandoned property and writing off checks. Uncashed checks which remain unclaimed by the owner for more than one year after becoming payable are presumed abandoned and unclaimed. The amount below which the Organization need not perform due diligence and attempt to contact the owner prior to reporting funds as unclaimed property in the state of Wisconsin is the aggregate amount of \$50.

FVWDB will also comply with the Wisconsin escheat laws regarding unclaimed property. Accordingly, if uncashed checks are subject to a state reporting and transfer requirement, the Organization shall file all appropriate forms and remit unclaimed property to the appropriate jurisdiction.

All stale checks that are written off within the same grant and fiscal year as they were written shall be credited to the same expense or asset account that was debited when the check was written or the expenditure incurred. For stale checks written off in fiscal years subsequent to the year in which the check was written, the credit shall be to miscellaneous income unless the same program / funding stream has continued and then the process is the same as when it is the same grant and fiscal year.

Accounting and Finance Department staff will notify the Controller of all uncashed checks that are more than 45-days old.

Petty Cash

FVWDB may provide imprest funds for valid, minor office expenditures (<u>not</u> for travel or employee advances), and to periodically replenish these funds up to its authorized balance. The Petty Cash Custodian is responsible for ensuring that the petty cash fund is locked at all times.

Determination of the authorized balance is based on one month's petty cash expenditures, up to \$100.

All disbursements from the petty cash fund must be accompanied by a completed and approved petty cash voucher. Receipts are required for all disbursements from petty cash.

The Petty Cash Custodian shall prepare a reconciliation of the petty cash account on a periodic basis.

Petty cash reconciliations are subject to review by the Accounting and Finance Department who may also perform periodic surprise cash counts and reconciliations.

Wire Transfers

Wire transfers from FVWDB bank accounts are not authorized.



Fox Valley Workforce Development Board, Inc. (FVWDB)

"HOW WE WORK"

Personnel Manual

April 2018

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SECTION 1: INTRODUCTION

Thank You for Being Part of our Team

Thank you for your employment with the Fox Valley Workforce Development Board. (Also referred to as the "Board"). We value each one of our employees and hope that you find your work here rewarding and satisfying.

We think it's important for our employees to know what they can expect from the Board and what the Board expects from them. This handbook will familiarize you with the privileges, benefits, and responsibilities of being an employee with us.

Enjoy the challenge of being a part of the Fox Valley Workforce Development Board and wish you great success in your future here!

Purpose of Handbook

This handbook highlights and summarizes some of the current practices followed by the Board. Its intent is to ensure uniformity in personnel practice and eliminate the need for personal decisions on matters of companywide policy.

Nothing in this handbook is a contract or a promise. No employee handbook can anticipate every situation, circumstance, or question that may arise. The Board may revise, rescind or supplement any part of this document in whole or in part at any time, for any reason, without warning. If you have any questions regarding anything in this handbook, please see your supervisor or the CEO for assistance.

This handbook supersedes and replaces any and all personnel manuals previously distributed, made available or applicable to employees.

At-Will Employment

All employment at the Fox Valley Workforce Development Board is at-will. An at-will employment relationship can be terminated at any time, with or without reason or notice, by either the Board or the employee. This at-will employment relationship exists regardless of any statements by corporate personnel to the contrary.

This handbook reflects a commitment to maintain an efficient and cooperative work environment and is not intended to alter the employment-at-will relationship. All procedures and practices will be carried out in a fair, non-discriminatory manner in accordance with the Board's Equal Employment Opportunity Policy.

INTRODUCTION

Administration of Policies & Procedures

The Fox Valley Workforce Development Board of Directors is responsible for the adoption of the Board's personnel handbook. The Chief Executive Officer (CEO) is responsible for administering the practices in this handbook and for directing the operations of the Board in the accomplishment of its objectives. To that end, the CEO may implement such operating procedures and work rules as are deemed necessary, except where regulated otherwise. The CEO is accountable to the Board of Directors of the Board. All other employees are accountable to the CEO and his/her management structure.

This section introduces you to our Board's mission, vision, and values. Please read it carefully so that you can better understand who we are and what we do. All employees are expected to incorporate this information into their day-to-day job performance and strive to reflect our Board's values in everything they do.

The Fox Valley Workforce Development Board, Inc.

The Fox Valley Workforce Development Board, Inc., is a non-profit, 501(c)(3) organization that serves as one of Wisconsin's 11 workforce investment boards. FVWDB works to build a world-class workforce in northeast Wisconsin. Serving six counties – Calumet, Fond du Lac, Green Lake, Waupaca, Waushara, and Winnebago – FVWDB collaborates with a number of state and local agencies to help job seekers gain the skills needed to find employment, and to help businesses find the highly skilled workers they need. The board office is located in Neenah, WI.

The FVWDB functions as a catalyst between public and private partnerships. By anticipating and developing workforce solutions, the organization achieves an environment of accessible, high quality, efficient and affordable training and employment opportunities.

The FVWDB administers state and federal workforce programs and operates six Job Centers. More than 50,000 visits are made annually to the Job Center resource rooms where job seekers take advantage of job search and resume writing assistance and the expertise of coaches who can assist with help understanding the labor market and use of the computer as a job search tool.

The FVWDB assists companies to find solutions to workforce challenges by leveraging federal, local and workforce partner resources. The organization believes in collaboration and regularly partners with schools, colleges, agencies, and businesses to address local workforce needs.

Ongoing successes include training and workforce skills building for seniors age 55 and up and programs to address incarcerated individuals soon to be released with the goal of reducing recidivism.

Mission

Connect talent with career opportunities.

Vision

Build a world class workforce.

Values

The way FVWDB does business is just as important as the business itself. Employees understand the responsibility we have as we work together toward our common goal: to provide the highest quality and most effective workforce development services to the residents and businesses of Calumet, Fond du Lac, Green Lake, Waupaca, Waushara and Winnebago counties. FVWDB has developed a set of unifying values to guide us in achieving our mission. The values are the foundation of FVWDB's reputation.

- o **ALWAYS COMMUNICATE:** We engage in clear, timely, and open communication
- OWN IT: We take full accountability for our results, avoiding blame and excuses, and respond
 positively to feedback.
- o **PRODUCE EXCELLENCE**: We strive to exceed goals and achieve high-quality results in all that we do.
- EMBRACE CHANGE: We continually seek opportunities for personal and professional growth.
- o **BE INNOVATIVE:** We pioneer creative solutions to drive results.
- CHAMPION OUR CUSTOMERS: We put our customers' best interests and satisfaction first.
- ENGAGE IN COLLABORATION: We promote inclusive collaboration that embraces diversity and acceptance of new ideas.
- VALUE EVERYONE: We value all of our team members and take time to recognize positive contributions.
- HAVE FUN: We work hard and deserve to have fun while doing so.

Organizational Structure

Wisconsin is divided into 11 Workforce Development Areas. Our area is Workforce Development Area 4 (or WDA4). A local Workforce Development Board consisting of representatives from business, education, labor, community-based organizations, economic development agencies, and one-stop center partners, oversees each area's workforce investment system. The majority of the Fox Valley Workforce Development Board members represent the business sector. This volunteer Board meets not less than quarterly. In addition, Board members serve on various workforce-related committees that meet throughout the year.

Fox Valley Workforce Development Board (FVWDB) serves as the administrative agent for the Board and is committed to increasing the employment, retention, earnings, and occupational skill of the regional workforce. Administrative staff provides overall program planning, management, and support services. The Business Services area is responsible for establishing links to the business community. Our One Stop and Adult, Dislocated Worker and Youth area lead the marketing of job center services, while assisting clients with job development activities. Program staff, along with sub-recipient staff (subcontractors), provide individual case management services to eligible participants.

In 2015, the Workforce Innovation and Opportunity Act (WIOA) replaced the Workforce Investment Act of 1998 (WIA) and is expected to be in effect for approximately five years. The WIA replaced the Job Training Partnership Act (JTPA) and the local Private Industry Councils (PICs) with Workforce Investment Boards. The WIOA was created to provide state and local areas the flexibility to collaborate across systems in an effort to better address the employment and skills needs of current employees, job seekers, and employers.

In addition to WIOA funded activities, the Board also leads an employment and training program for individuals aged 55 and over through the Title V Senior Community Service Employment Program.

Our signature program in partnership with the Wisconsin Department of Corrections is Windows to Work. The Windows to Work program provides inmates from the FVWDB's region with education, support and other case management services. It is a voluntary program designed to assist incarcerated men in making a successful transition back into the community. The program's case managers serve as the client's advocate, working with the Wisconsin Department of Corrections and other corrections personnel to help participants get on track and start a new life.

The Board also receives funds that may not be governmental or WIOA funds.

For further information, please consult the following sources:

- Fox Valley Workforce Development Board: <u>www.foxvalleywork.org</u>
- Workforce Innovation and Opportunity Act

Federal: www.doleta.gov/wioa/

State: www.dwd.wisconsin.gov

o WIOA Policy: www.dwd.wisconsin.gov/wioa

Responsibilities and Authority

Clear delegations of authority and organization structure are essential to effective and efficient management. As a result, the responsibilities and authorities outlined in this section are meant to provide an operational mode for FVWDB personnel policies.

Fox Valley Workforce Development Board/Executive Committee is Responsible for the Following:

- Approve personnel adjustments
- Select and hire the CEO
- Advise the CEO on matters concerning implementation of personnel policy
- Review proposed personnel policies and amendments as developed by the CEO and make recommendation to FVWDB for consideration and action
- Review personnel action as reported by the CEO
- Approve annual salary budget

Fox Valley Workforce Development Board CEO is Responsible for the Following:

- Maintain a list of all employees which shall include the position, title, pay, status, and other pertinent data
- Develop and oversee the recruitment and selection program
- Maintain employment and performance records of employees
- Oversee the administration of salaries and benefits in accordance with established plans and budgets
- Disseminate information regarding the personnel program, fringe benefits and conditions of employment to all employees
- Monitor temporary and overtime assignments
- Establish standards and procedures to ensure uniformity in the application of discipline and the processing of employee grievances
- Coordinate programs to improve employee effectiveness and training
- Select or serve as an Equal Opportunity Officer for FVWDB who will review and administer the Program
- Investigate unemployment compensation claims and represent the agent at hearings

One-Stop Centers

The job center or "one-stop" concept is a unique strategic alliance of business, education and government that was created in response to an identified need by the community at large. Partner agencies include county health and human services departments, economic development organizations, technical colleges, private forprofit and non-profit agencies, Wisconsin Job Service, and Fox Valley Workforce Development Board staff.

The Board's employees and sub-recipient staff are located in six one-stop job centers in Calumet, Fond du Lac, Green Lake, Waupaca, Waushara, and Winnebago Counties:

Berlin

237 Broadway St. Suite C Berlin, WI 54923 920-361-1164 **Fox Cities**

1802 Appleton Road Menasha, WI 54952 920-997-3272 Fond du Lac

349 N. Peters Avenue Fond du Lac, WI 54935 920-929-2921

Oshkosh

219 Washington Ave. Suite 107 Oshkosh, WI 54901 920-232-6273 Waupaca

1979 Godfrey Dr. PO Box 467 Waupaca, WI 54981 715-258-8832 Wautoma

205 E. Main Street Suite #23 Wautoma, WI 54982 920-787-3338

For more information about the Workforce Development Centers in the Calumet, Fond du Lac, Green Lake, Waupaca, Waushara, and Winnebago area, including links to partner agency websites, visit www.foxvalleyjobcenters.com or the Board's web site at www.foxvalleyyoork.org.

SECTION 2: WORKPLACE COMMITTMENT

Equal Employment Opportunity Policy

Fox Valley Workforce Development, Inc. is committed to providing equal employment opportunity to its employees, WDB members, and program participants. FVWDB shall comply with all applicable Wisconsin Statutes, state regulations, and federal laws relating to nondiscrimination in employment and service delivery, as well as with any applicable statutes and regulations governing any applicable grants or contracts operated by Fox Valley Workforce Development, Inc. (including, but not limited to, those from the Wisconsin Department of Workforce Development and from the Wisconsin Department of Vocational Rehabilitation). During the life of the contract Fox Valley Workforce Development, Inc. will comply with 16.765, Stats., state regulations and federal laws, and shall continue to work cooperatively with governmental and community organizations to ensure equal employment and advancement opportunities.

No otherwise qualified person shall be excluded from employment, be denied benefits of employment, or otherwise be subject to discrimination in employment in any manner on the basis of age, race, religion, color, sex, national origin or ancestry, disability, physical condition, developmental disability, arrest or conviction record, sexual orientation, marital status, or military participation including membership in the national guard, state defense force or any reserve component of the military forces of the United States or this state. Except with respect to sexual orientation, Fox Valley Workforce Development, Inc. will take affirmative action to achieve a balanced workforce and ensure equal employment opportunities. All employees are expected to support our goals and programmatic activities relating to nondiscrimination in employment.

No otherwise qualified applicant for services or service recipient shall be excluded from participation, be denied benefits, or otherwise be subject to discrimination in any manner on the basis of race, color, national origin, sex, religion, age, or disability. This policy covers eligibility for and access to service delivery and treatment in all of our programs and activities.

The responsibility for the coordination of this policy and the coordination of any discrimination complaint is assigned to the Workforce Delivery Area EEO Officer; the may be reached Monday through Friday from 8:00 AM to 4:30 PM at 920 720-5600. Information concerning the discrimination complaint resolution process is available upon request.

Administrative Responsibility

The CEO/the Equal Employment Opportunity (EEO) Officer of the Board shall ensure internal monitoring and the compilation of appropriate EEO data, analysis, and reports. In addition, the CEO shall disseminate the EEO Policy Statement to all employees of the Board to ensure that they are fully aware of these policies and of their related rights and/or responsibilities.

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WORKPLACE COMMITTMENT

Sexual Harassment

It is the policy of the Board to promote a productive work environment and to not tolerate verbal or physical conduct by any employee that harasses, disrupts, or interferes with another's work performance or that creates an intimidating, offensive, or hostile environment. Employees are expected to maintain a productive work environment that is free from harassing or disruptive activity. Special attention is paid to the prohibition of sexual harassment.

Sexual harassment as defined by the U.S. Equal Employment Opportunities Commission:

"Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment."

Sexual harassment includes (but is not limited to):

- Unwanted sexual advances, propositions, or sexual comments, including making sexual gestures, jokes, or comments;
- Posting or displaying pictures, posters, calendars, cartoons, graffiti, objects, or other materials that could be construed as sexual or pornographic in nature;
- Intentional physical conduct that is sexual in nature, including but not limited to: touching, pinching, patting, or brushing up against another employee's body;
- Physical assaults on another employee, including but not limited to: rape, sexual battery, molestation, or attempts to commit these assaults; and
- Stalking and using other methods of intimidation of a sexual nature.

All forms of sexual harassment are strictly forbidden.

Employees are responsible for reporting any incidents of sexual harassment to their supervisor, the CEO, and/or the Chair of the Board immediately after its occurrence.

Complaints of harassment shall be handled and investigated by the CEO and/or assigned personnel unless special procedures are considered appropriate. All complaints of harassment shall be investigated promptly and in as impartial and confidential a manner as possible. Employees are required to cooperate in any investigation.

WORKPLACE COMMITTMENT

Any employee found to be in violation of the sexual harassment policy will be subject to progressive discipline, up to and including termination. The investigating authority will follow up with the reporting employee and any other pertinent employees to ensure the matter has been resolved.

Retaliation against any employee for filing a complaint or participating in an investigation is strictly prohibited and is subject to disciplinary action, up to and including termination.

Whistleblower Protection

It is the policy of the Board to treat complaints seriously and expeditiously.

Employees will be given the opportunity to submit for review confidential and anonymous complaint.

If requested by the employee, the Board will protect the confidentiality and anonymity of the employee to the fullest extent possible, consistent with the need to complete an adequate review.

Any person may submit a written complaint to the CEO in person, via mail or via email:

Anthony Snyder, CEO Fox Valley Workforce Development Board 1401 McMahon Drive Suite 200 Neenah, WI 54956 asnyder@fvwdb.com

Any person may also contact the Board Chair.

Employees submitting the information need not provide their name or other personal information and reasonable efforts will be used to conduct the investigation that follows a complaint in a manner that protects the confidentially and anonymity of the employee submitting the complaint.

The CEO or Board Chair will review complaints under the direction of the Board of Directors.

Complaints and any resulting investigations, reports or resulting actions will generally not be disclosed to the public except as required by any requirements or regulation or by any corporate policy in place at the time.

The Board will not retaliate against employees who submit complaints under these procedures

WORKPLACE COMMITTMENT

Grievance Policy & Appeals Procedure

For the purpose of maintaining harmonious relationships, the Board strives to give prompt consideration to employee grievances on an informal basis. Both supervisors and employees are expected to make every effort to resolve problems as they arise.

It is recognized that at times employees may have grievances that require a formal process of review and appeal. The Board's Grievance and Appeals Procedure has been established to cover such situations. This process is open to all employees. Grievances are limited to any cause of complaint arising between the Board and its employees with reference to a condition of employment. Employees are encouraged to file formal complaints at the local level first.

Formal complaints should be filed as soon as possible after the issue has arisen. Deadlines for filing discrimination complaints at the state and federal levels should be taken into consideration when filing a complaint at the local level.

Steps:

- 1. In the event of a complaint of a non-criminal nature, the employee and his/her immediate supervisor shall attempt to resolve the issues of the complaint in an informal manner.
- 2. If a person wishes to file a formal complaint, it must be in writing within 180 days after the issue has arisen. This establishes the filing date. The complaint should be directed to the Board's CEO.
- 3. The CEO or assigned personnel shall investigate the complaint and attempt to achieve a satisfactory settlement of the matter.
- 4. If the CEO or assigned personnel cannot resolve the complaint within 15 working days, s/he shall inform the complainant, in writing, that a hearing will be scheduled. The CEO or assigned personnel will forward the complaint and a written summary to the Fox Valley Workforce Development Board Hearing Special Committee (composed of three members of the Fox Valley Workforce Development Board of Directors) and provide copies to the appropriate parties.
- 5. Within two weeks after the Hearing Committee receives the complaint and written summary, the Hearing Committee shall hold a hearing on the complaint. (In no case will the hearing be held more than 30 days after the formal complaint was initiated in Step 2, unless a delay is warranted due to an unforeseen event). The employee, the immediate supervisor, and the Board's CEO shall appear before the Hearing Committee at the hearing and present testimony on the issue.
- 6. Within one week after the hearing, the Hearing Committee shall issue a written decision for resolution of the complaint to the complainant and other parties. The communication from the Hearing Committee shall explain the reasons for the decision.

SECTION 3: EMPLOYMENT

Job Position Creation, Salary & Employment Status

The Fox Valley Workforce Development Board of Directors will approve the creation of positions, acting upon the recommendation of the CEO.

Any position within the FVWDB will include title, duties and a salary range. Compensation levels will be competitive and equitable with regard to the local labor market and available funding. The CEO is authorized to fill job positions for approved position classifications within the budget constraints and personnel policies adopted by the Board of Directors.

It is the policy of the Board that employees should be considered for promotion to higher-level open positions within the Board when they exhibit appropriate qualifications and their performance warrants it.

The following definitions apply to the categories of employment status in the Board's workforce:

- Regular Employment: Employment is for no specific duration.
- Temporary/Seasonal/Limited Term Employment: employed for a limited time period or to perform a specifically defined set of duties or to work on a specific project, after which, employment will be terminated.
- o Full-Time Employment: employed to work 32 or more hours per week.
- Part-time Employment: employed to work less than 32 hours per week.
- Exempt Employment: exempt from wage/hour requirements of the Fair Labor Standards Act as defined by the US Department of Labor. This includes executive, administrative, and professional employees in the Board.
- Non Exempt Employment: covered by the wage/hour requirements of the Fair Labor Standards Act.

Recruitment & Selection

The policy for employee recruitment and selection was established to ensure hiring of the best-suited applicants for available positions, making the best use of employee abilities, promoting job satisfaction, and ensuring that appropriate communications, records and human resource systems are maintained.

When possible, there shall be an open recruitment process for the filling of vacancies. Such vacancies may be advertised through area papers, Job Center of Wisconsin, circulation among partner agencies, and any other methods deemed appropriate to reach enough qualified individuals.

It is the policy of the Board to fill vacancies with individuals who have the qualifications that best meet the requirements of the position and are supportive of corporate goals. Current employees shall be considered for promotion into vacancies based on their qualifications and on past performance.

All applicants must complete and sign a standard application form and an authorization for release of information. Resumes are required as part of the application process.

All persons interviewed for a position but not hired will be notified by phone or written correspondence. The Fox Valley Workforce Development Board of Directors has designated the CEO to be the hiring authority. The CEO may also designate other corporate personnel to be the hiring authority in her/his absence.

Background & Reference Checks

Fox Valley Workforce Development Board trusts that hiring qualified individuals to fill positions contributes to the overall strategic success of the Board. Completing background and reference checks serve as an important part of the recruitment and selection process.

The Board will conduct background and reference checks for all new hires, including full-time, part-time, temporary, seasonal, or limited term employees. If a former employee is being rehired following an absence of one year, Human Resources will conduct another background and reference check.

All employment is subject to the receipt of acceptable background and reference checks. All background checks are conducted in conformity with the EEOC, Wisconsin Fair Employment Act, and other applicable state and federal laws to ensure privacy and antidiscrimination laws. An offer of employment may be extended to applicants after the completion of acceptable background and reference checks.

Reports are kept confidential and are only viewed by the CEO, other staff performing human resources functions or, when necessary, a hiring committee of the Board.

Additional checks such as a driving record or credit report may be made on applicants for particular job categories, if appropriate and job related.

The Board also reserves the right to conduct a background check requested by a third party if and when the program design requires it.

Orientation

All applicants who are hired must complete the Employment Eligibility Verification Form (I-9). Every new employee will be provided with a copy of the following:

- Job description
- Employee Handbook: includes
 - Affirmative Action Statement & Administrative Responsibility
 - Equal Employment Opportunity
 - Grievance Policy & Appeals Procedure

Introductory Period

It is Fox Valley Workforce Development Board policy that all new employees, and all current employees promoted to a new classification, successfully complete a required 90-day introductory period. This period is critical, as intensive training will take place and close supervision is required to ensure employee understanding and continued progress toward achieving position performance expectations.

During or immediately after this period, the CEO or assigned personnel has the option to make a decision, with input from the immediate supervisor, written performance evaluation and other information, as to whether to continue employment or reclassify the employee. If the employee has not progressed sufficiently by the end of the required 90-day period, the CEO or assigned personnel also has the option to extend the period for an additional 90 days, up to a maximum of 6 months.

The employee may be terminated at any time during the introductory period. As stated previously, all employment is at-will, and completion of the required 90 day period (up to a 6-month period with extended review) does not constitute a contract of employment.

Employees may be assigned and stationed to more than one location as their official office location. An official office location may consist of where an employee spends the largest part of his/her daily working time and where business travel begins and ends. An employee's official office location(s) may change throughout their employment as assignments require or other circumstances are warranted.

Personnel Records

A personnel file will be kept for all employees of the Board. These files shall include the following records:

- 1. Employment application and resume
- 2. Background and information on reference checks
- 3. Job description
- 4. Employment/job offer letter
- 5. Salary
- 6. Performance evaluations and any special memorandums regarding employee performance or discipline
- 7. Results of any employment testing (e.g. typing speed)
- 8. Employee Handbook Acknowledgement Form
- 9. Annual Conflict of Interest and Media Release Form
- 10. Updated employee information (e.g. changes of address, telephone, person to notify in an emergency)

The personnel files will be kept in a locked file drawer to safeguard confidentiality, with direct access to the files available only to the CEO and those with Human Resources roles. Relevant information will be made available as appropriate to supervisors for performance evaluations.

Employees have a right to examine their personnel records in the presence of the CEO or Human Resources. Information concerning an employee's work status, salary history or performance may not be released to someone outside of the Board, except as required by law, without the written consent of the employee or former employee.

Employee Medical Records

In some instances, the Board may have been provided medical reports on an employee. In accordance with the requirements of the American with Disabilities Act (ADA), this information will be kept in an Employee Medical File, separate from the employee's personnel record.

Disciplinary Action

The Board desires effective employee-employer relationships in order to conduct business in an efficient and economical manner. It is the philosophy of the Board to make every effort to avoid involuntary termination of an individual's employment. However, conduct detrimental to the Board, customers or employees is not acceptable. Unsatisfactory job performance must be addressed with appropriate and timely actions. For these reasons, the Board has developed a policy for disciplinary action.

Gross misconduct on the job, theft, possession of firearms at the workplace, reporting to work under the influence of illegal drugs or alcohol, aggressive and/or threatening unprofessional behavior, violation of the sexual harassment policy, and/or other conduct as severe in magnitude are behaviors subject to immediate termination without prior notice or less severe disciplinary actions.

Less severe violations, sub-standard work performance, and poor attendance will be subject to progressive disciplinary actions to allow the employee to correct undesirable conduct without losing employment. The employee's immediate supervisor must make a reasonable effort to resolve the problem with the employee. Progressive disciplinary actions generally consist of the following steps:

- 1. **Verbal Warning** The employee is told what conduct, performance or violations must stop or change. The warning includes information about further disciplinary actions up to and including termination if conduct does not change. Verification that a verbal warning was given is signed by the employee and documented in the employee's personnel file.
- 2. **Written Warning** The employee is given a written explanation of the conduct, performance or violations that must stop or change. The warning includes information about termination if conduct does not change. A copy of the written warning is given to the employee. The original, signed by the supervisor is kept in the employee's personnel file.
- 3. **Disciplinary Action and/or Termination –** The CEO will make a final determination on disciplinary action or termination.

These disciplinary steps are to be considered a guideline only. The Board reserves the right to fully consider all pertinent facts in taking disciplinary action. Numerous minor offenses, at various levels of discipline, will not be tolerated and may accelerate the process. When an employee commits a flagrant violation or has violated a series of separate rules in a short period of time, disciplinary stages may be skipped or accelerated.

Insubordination, Suspected Misconduct & Dishonesty

Like all organizations, ours is faced with the risks that come from wrongdoing, insubordination, misconduct, dishonesty and fraud. As with all business exposures, we must be prepared to manage these risks and their potential impact in a professional manner.

The impact of insubordination, misconduct and dishonesty may include but are not limited to:

- the actual financial loss incurred
- damage to the reputation of our organization and our employees
- negative publicity
- the cost of investigation
- loss of employees
- loss of customers
- o damaged relationships with our contractors and suppliers
- litigation
- o damaged employee morale

Our goal is to establish and maintain a business environment of fairness, ethics and honesty for our employees, customers, suppliers and anyone else with whom we have a relationship. To maintain such an environment requires the active assistance of every employee and manager every day.

Our Board is committed to the deterrence, detection, and correction of insubordination, misconduct and dishonesty. The discovery, reporting and documentation of such acts provides a sound foundation for the protection of innocent parties, the taking of disciplinary action against offenders up to and including dismissal where appropriate, the referral to law enforcement agencies when warranted by the facts, and the recovery of assets.

Purpose

The purpose of this document is to communicate company policy regarding the deterrence and investigation of insubordination, suspected misconduct, and dishonesty by employees and others, and to provide specific instructions regarding appropriate action in case of suspected violations.

Definition of Insubordination, Misconduct and Dishonesty

For purposes of this policy, insubordination, misconduct, and dishonesty include but are not limited to:

- o conscious rebellion against established policies, procedures or practices
- o inappropriate and/or unprofessional behavior
- acts which violate business ethics
- theft or other misappropriation of assets, including assets of the company, our customers, suppliers or others with whom we have a business relationship
- misstatements and other irregularities in company records, including the intentional misstatement of the results of operations
- wrongdoing
- o forgery or other alteration of documents
- o fraud and other unlawful acts
- o any similar acts

The Board specifically prohibits these and any other illegal activities in the actions of its employees, managers and others responsible for carrying out the Board's activities.

Reporting

It is the responsibility of every employee to immediately report insubordination, suspected misconduct or dishonesty to their supervisor. When supervisors are made aware of such potential acts by subordinates, they must immediately report such acts to the CEO or in his/her absence the Chair of the Board. Any reprisal against any employee or other reporting individual because that individual, in good faith, reported a violation is strictly forbidden.

Due to the important yet sensitive nature of the suspected violations, effective professional follow up is critical. Managers/supervisors, while appropriately concerned about "getting to the bottom" of such issues, should not, in any circumstances, perform any investigative or other follow-up steps on their own. **Concerned but uninformed managers represent one of the greatest threats to proper incident handling.** All relevant matters, including suspected but unproved matters, should be referred immediately to those with follow-up responsibility.

Additional Responsibilities of Managers/Supervisors

In addition to reporting suspected violations as required above, employees with supervisory and review responsibilities at any level have these additional deterrence and detection duties:

- To become aware of what can go wrong in their area of responsibility
- To put into place and maintain monitoring, review and control procedures which will prevent acts of wrongdoing
- To put into place and maintain monitoring, review and control procedures that will detect acts
 of wrongdoing promptly should prevention efforts fail.

Authority to carry out these additional responsibilities is often delegated to subordinates. However, accountability for their effectiveness cannot be delegated and will remain with supervisors and managers.

Responsibility & Authority for Follow Up & Investigation

The CEO or assigned personnel has primary responsibility for all investigations involving the Board. The CEO may request the assistance of other staff, partners, sub recipients or others in any investigation.

Properly designated members of the investigative team will have:

- Free and unrestricted access to all company records and premises, whether owned or rented.
- The authority to examine, copy and/or remove all or any portion of the contents of files, desks, cabinets, and other storage facilities (whether in electronic or other form) without the prior knowledge or consent of any individual who might use or have custody of any such items or facilities when it is within the scope of investigative or related follow up procedures.

All investigations of alleged wrongdoing will be conducted in accordance with applicable laws and company procedures.

Reported Incident Follow-Up Procedure

Care must be taken in the follow up of insubordination, suspected misconduct and dishonesty to avoid acting on incorrect or unsupported accusations, to avoid alerting suspected individuals that follow up and an investigation is underway, and to avoid making statements which could adversely affect the company, an employee, or other parties.

Accordingly, the general procedures for follow up and investigation of reported incidents are as follows:

- Employees and others must immediately report all factual details as indicated above under "Policy."
- The CEO or assigned personnel has the responsibility for follow up and, if appropriate, the investigation of all reported incidents.
- All records related to the reported incident will be retained wherever they reside.
- Those involved in the investigation should carefully consider whether communication with the suspected individual(s) about the matter under investigation is warranted.
- The CEO or assigned personnel will determine whether this matter should be brought to the attention of the Fox Valley Workforce Development Board's Executive Committee.
- The CEO or assigned personnel may also obtain the advice of the Board of Directors at any time throughout the course of an investigation or other follow-up activity on any matter related to the report, investigation steps, proposed disciplinary action, or any anticipated litigation.
- Neither the existence nor the results of investigations or other follow-up activity will be disclosed or discussed with anyone other than those persons who have a legitimate need to know in order to perform their duties and responsibilities effectively.
- All inquiries from an attorney or any other contacts from outside of the company, including those
 from law enforcement agencies or from the employee under investigation, should be referred to
 corporate counsel.

Investigative or other follow-up activity will be carried out without regard to the suspected individual's position, level or relationship with the company.

Questions or Clarifications

All questions or other clarifications of this policy and its related responsibilities should be addressed to the Board's CEO who shall be responsible for the administration, revision, interpretation, and application of this policy.

Separation of Employment & Recalls/Reinstatement

- Layoffs: Funding for the Board is primarily dependent upon allocations, grants and donations. It
 may become necessary for the Board to lay off an employee due to reduced funding availability
 and/or reduced workload. Any employee may be laid off due to lack of funding. The Board will make
 a reasonable effort to give advanced written notice of layoff to an affected employee.
- **Recalls/Reinstatement**: An employee on layoff may be recalled, without open recruitment, if the funding availability or workload needs change during the layoff status and the hiring manager believes the employee can be effective in the role.
- **Voluntary Employment Resignation**: If an employee decides to resign, s/he is requested to give two weeks written notice, not to include vacation days.
- Termination and Job Abandonment: Employees of the Board are employed on an at-will basis, and the company retains the right to terminate an employee at any time, with or without reason or notice. An employee who fails to show up for work for five consecutive work days without any notice or notification will be considered to have abandoned the job, and therefore will be terminated, unless some highly unusual circumstance has taken place.
- **Prior Employee Returns:** For any employee who leaves the Board in good standing and returns at a later date, the Board will reinstate the employee with credit for previous years worked, following the 90 day re-introductory period.

Cobra Continuation, Benefits & Final Paycheck

For employees permanently laid off:

- The employee's retirement contributions remain in the 401K plan during the layoff period but no further payments to the plan will be made by the Board.
- Insurance may be continued at the employee's own expense. Information on COBRA is provided to all employees.
- Upon permanent layoff, the employee is allowed the pro-rated amount of PTO earned as of the date of layoff forfeiting the remaining amount that will not be paid. If the employee has a negative PTO balance as of the layoff date, the value of the overage will be deducted from the employee's final pay check. If this amount exceeds the amount of the employee's final check, the employee will be invoiced for the remainder.

Voluntary Employment Resignation & Termination

- Upon resignation or termination, the employee's retirement contributions shall be made available to the employee according to the rules of the plan and applicable federal law.
- Insurance may be continued at the employee's own expense. Information on COBRA is provided to all employees.
- Upon resignation or termination, the employee is allowed the pro-rated amount of PTO earned as of the date of separation forfeiting the remaining amount that will not be paid. If the employee has a negative PTO balance, the value of the overage will be deducted from the employee's final pay check. If this amount exceeds the amount of the employee's final check, the employee will be billed for the remainder.

Return of Property

The separating employee must return all Board property at the time of separation, including but not limited to keys/fobs, PCs/laptops, flash drives, corporate credit cards and any other materials in their possession. Failure to return all items may result in deductions from the final paycheck. The Board may also take other action to recover items or its value.

SECTION 4: WORKPLACE EXPECTATIONS

Confidentiality

Our customers and other entities with whom we do business entrust Fox Valley Workforce Development Board with important information relating to themselves or their business(es). It is the Board's policy that all information considered confidential will not be disclosed to external entities and individuals or to employees without a "need to know." If an employee questions whether certain information is considered confidential, s/he should first check with his/her immediate supervisor.

This policy is intended to alert employees of the need for discretion at all times and is not intended to inhibit normal business communications.

Public Relations

The Board strives to provide the public accurate and timely information, communicated in a professional manner, and in accordance with the laws regarding public information and data practices. In order to promote our customer service image, it is important to respond quickly, courteously and professionally to all media calls. All inquiries from the media must be referred to the CEO's assistant or, in that individual's absence, the CEO. The CEO may direct and authorize any Employees, Sub recipient, Board Member, Partner, or Customer to speak on behalf of the Board.

Media consists but is not limited to:

- o Reporters/journalists
- Bloggers
- Broadcasters
- o Radio
- o TV
- o Printed materials such as newsletters, articles, and brochures
- Electronic materials such as email, postings to web sites or social media sites

Additionally, the Board's website and social media accounts are designed around our mission and vision. To protect the Board, its employees, and partners from criticism, litigation, or embarrassment that may result from inaccurate content, the CEO will provide oversight over staff who administer and maintain the Board's website(s) and social media accounts.

Questions associated with the Board's website, Facebook, Twitter, Craigslist, amongst other accounts are to be directed to the CEO. Unauthorized access or use of these accounts is strictly prohibited.

Work Schedule

The operating days and hours are 8:00 A.M. to 4:30 P.M., Monday through Friday. All employees are expected to be at work during these hours unless approval is granted for a flexible work schedule (flextime).

Flextime is a work schedule with time of arrival and departure that differs from the standard operating hours. Flextime is approved on a case-by-case basis. Full-time employees who have completed at least 1 year of employment are eligible for flextime. The employee must first discuss possible flextime arrangements with his/her supervisor and then submit a request to the CEO via email. Flextime requests will be approved or denied based on staffing needs, the employee's job duties, the employee's work record and the employee's ability to temporarily or permanently return to a standard work schedule when needed or for any other reason. A flextime arrangement may be suspended or cancelled at any time.

Lunch times are not prescribed. However, employees at the Neenah office should work together to ensure at least one Board employee is in the office at all times during open hours.

Exempt-employees are encouraged to take a one-half hour lunch break.

Non-exempt employees are encouraged to take a one-half hour unpaid lunch break and two fifteen minute paid breaks each day.

Attendance & Tardiness

Regular attendance is a key factor in an employee's job performance considered in granting promotions and salary increases. The Board expects employees to be reliable and punctual when reporting to work, meetings, conferences, and all work related activities/events. Employees are also expected to remain at work for their entire work schedule.

Patterns of absenteeism or tardiness (whether excused or unexcused) are unacceptable and may result in discipline up to and including termination of employment.

Employees must notify and provide a reason for absence and/or tardiness to his/her immediate supervisor or the CEO at a minimum of 30 minutes before the Board's scheduled start time.

Shortened Workdays on Friday

Year round, employees may request an adjustment to their work hours, adding four hours of work Monday-Thursday to allow for taking Friday afternoons off (12:30-4:30 pm). A request for a shortened Friday schedule must be submitted to an employee's immediate supervisor and approved by the CEO. Arrangements need to be made with co-workers to ensure there will be adequate staff coverage during Friday afternoons. The employee's work calendar shall be updated to reflect hours in and out of the office. The Board reserves the right to end the program at any time for any or all employees, including temporary halts to the program during busy periods. Due to the nature of some roles, this may not be an option for every employee.

Closing of Job Centers and Corporate Office Locations

In the event of severe weather, power outage, or other event which causes problems in getting to work or in keeping the office open, Board and sub recipient staff officed in a job center will follow the individual job center closing policies. Under some circumstances, FVWDB's CEO also has the discretion to close the centers.

In the event that a job center office or Board offices are closed due to reasons above, employees will be compensated as they had been regularly scheduled to work during those hours. Employees are expected to take the initiative to see that their work responsibilities are accomplished during such circumstances.

If the office is not closed and employees have determined that bad weather or other circumstances make it impossible to get to work, with supervisor and CEO approval, the employee will be allowed to work extra hours during the week in order to be compensated for a full week's pay. When inclement weather is predicted, employees are encouraged to take work materials and computers home in anticipation of a work-from-home day. Employees may use Paid Time Off (PTO) when the office is not closed and they are unable to get to work.

Additionally, closing exemptions may be made by the CEO due to business and/or program needs such as grant applications, quarterly report deadlines, and Board/Committee meetings.

While our work is important and everything possible should be done to minimize unscheduled closures for our customers, our first priority is the safety of those we employ and those we serve. In instances where weather or other issues limit your ability to get to the office safely, please err on the side of caution and stay home.

Leaving the Office

Employees must indicate where they can be reached during normal business hours as requested and in the manner designated in each location. All employee calendars should be updated frequently to ensure any staff member can determine your availability.

Personal Appearance

Personal appearance is instrumental to the image projected to customers, business partners, visitors to the Workforce Development Centers, and co-workers. The Board's employees are expected to be neat, clean and well-groomed while on the job. Clothing must be consistent with the standards for a business environment and must be appropriate for the type of work being performed.

Employees who are not involved in meetings with customers, business associates, or center partners are allowed to wear "casual clothing" on any day they wish. Casual clothing must remain neat, clean, and appropriate for a professional business setting.

The Board is confident that employees will use their best judgment regarding attire and appearance. Management has the right to determine appropriateness. Any employee who is improperly dressed will be counseled or, in certain cases, may be sent home to change clothes. Continued disregard of this policy may be cause for disciplinary action or elimination of this benefit. Come on, don't blow this for your co-workers!

Code of Professional Conduct & Ethics

The Board is committed to conducting business consistent with the highest ethical, moral and legal standards. The trust of our customers, business partners, subcontractors, and the community we serve is an asset that cannot be purchased. It must be earned. Employee conduct is the cornerstone of this trust. In essence, each employee will conduct Board business with integrity, in compliance with applicable laws, and in a manner that excludes consideration of personal advantage.

Of highest priority, all persons are to be treated in a fair and equitable manner. No employee shall take unfair advantage of any fellow worker, customer, subcontractor, or business partner. Representatives of the Board are expected to display dignity and courtesy in all business dealings.

The resources of the Board, including its money, property, and the time and talent of its employees, are to be used solely for conducting Board business and meeting the needs of those we serve. These resources are to be handled prudently by those to whom they are entrusted. They most certainly are not to be diverted to the personal use of any employee.

The internal and external reporting and exchange of information is a critical part of the conduct of our business. Internal and external communication will be complete, candid and accurate, and reliable to the greatest extent possible.

All decisions made on behalf of the Board are to be made in the best interest of its customers, business partners, subcontractors, the community served, and the good of the Board. Therefore, the acceptance, in a business context, of lavish gifts, loans, entertainment, personal favors, or anything that would influence a business decision or appear to influence a business decision is strictly prohibited and will result in disciplinary action up to, and including, termination of employment.

It is critical that staff does not allow personal interests to affect the business they conduct for the Board. It is expected that all employees will be sensitive to the dangers presented by the potential or the perception of conflicts of interest and to consult with supervisors or other reliable sources of advice when doubtful or confusing situations arise. The general rule for recognizing conflicts is that employees must avoid any activity that compromises their judgment, causes them to show or give the perception of undue favoritism, or causes them to receive a benefit of any kind.

Adherence to this policy will protect the Board and its employees from criticism, litigation, or embarrassment that might result from alleged or real conflicts or unethical practices. Any suspected violations should be reported to the CEO and Human Resources.

Fraternization Policy

Activities that compromise judgment, gives the perception, or causes undue favoritism may create unwanted problems for the Board. For this reason, the Board desires to avoid situations where there is a romantic or marital relationship between a supervisor and a subordinate, between co-workers, between an employee and sub recipient or an employee and a program participant.

Employees with, or who develop, such relationships must immediately notify and disclose all relevant circumstances to the CEO. Although we have no prohibition regarding such relationships, we discourage such relationships and reserve the right to take appropriate action should it become necessary.

Any failure to disclose the nature of such relationships, as expected in this policy, will result in disciplinary action up to and including immediate termination of employment.

Conflict of Interest

Annually, all employees of the Board are required to disclose information regarding ownership interest in, investment in, employment with, contractual relationship with, or fiduciary or professional relationship with any organization or entity which receives or may seek to receive funds from or which does business or may seek to do business with the Board. All new employees will be required to complete a disclosure form.

No employee of the Board may participate in the making of a contract or in the procurement of supplies, equipment, or services in which s/he or a member of his/her immediate family has a private pecuniary interest, direct or indirect. Nor may any employee accept a gratuity or favor of value for any contract, goods, or services which the Board procures.

No employee will hold a job with the Board while s/he or any member of his/her immediate family serves on the Fox Valley Workforce Development Board's Board of Directors.

No employee shall effectively recommend or decide to hire, promote, establish the salary of, or give preferential treatment in the supervision of any person who is a member of his/her immediate family.

The term "immediate family" in this section means spouse, child, parent, sibling, aunt/uncle, niece/nephew, stepparent, stepchild, or any in-law relationship of the same.

All employees shall abide by the federal Hatch Act in regard to political activity. Employment shall not be offered as a consideration or reward for the support or defeat of any political party or candidate for elected office.

No employee shall support either religious or anti-religious activities in the capacity of his/her employment.

Outside Employment

An employee may hold other employment only if it does not distract, discredit or otherwise interfere with employment at FVWDB. No outside employment may be in contradiction to the Board's mission and values or can, in any way, be in violation of our conflict of interest policies.

An employee is not required to disclose outside employment. However, any potential conflict of interest must be disclosed to the CEO. Non-compliance may result in discipline, up to and including termination. On an annual basis, all employees of the Board will be required to complete a conflict of interest form. By signing, an employee understands, accepts and agrees to comply with the policy listed above during employment with the Board.

If at any time following the submission of the conflict of interest form, an employee becomes aware of any actual or potential conflicts of interest, or if the information provided becomes inaccurate or incomplete, the employee must promptly notify the Board's CEO in writing.

Solicitation of Funds, Signatures & Distribution of Leaflets, Notices or Other Materials

Employees may not engage in solicitation at any time during their working time or during the working time of the employee being solicited.

Employees may not engage in distribution of literature of any kind during their working or during the working time of the employee receiving literature. Persons who are not Board employees may not solicit or distribute literature for any purpose anywhere on the Board's property.

Working time includes authorized breaks or meal periods and working areas include break rooms, restrooms and parking lots.

Information Technology, E-mail, Internet & Social Media Use

The Board provides employees with computer hardware and software products, Internet access and email connections in order to maximize productivity.

We recognize that employees may, on occasion, use Board equipment for personal use. This should be kept at a minimum whenever possible.

The Board will monitor all computer systems and the files, e-mails, Internet sites and software packages used or created by employees. Noncompliance with this policy is grounds for disciplinary action up to and including termination.

Information Technology

- Workstation computers, laptops, iPads, copiers, printers and fax machines are the property of the Board. The contents of any of these items, including online applications and email accounts, are not the private property of the employee using them, and the Board reserves the right to access any information stored therein, as well as monitor and track Internet usage. Accordingly, employees may not delete browsing history or disable cookies from their Internet usage.
- Employees are expected to respect and safeguard these resources. Their use are privileges, not rights, and may be limited or revoked at any time. Violations will lead to removal of unauthorized or unacceptable data and/or applications, followed by appropriate disciplinary action, up to and including termination and/or legal action.
- An employee who wishes to add a software program, cloud based applications, and services
 to enhance job performance needs the written permission of the immediate supervisor and the
 IT Manager. The Supervisor will determine if the Board will purchase the program and the IT
 Manager will ensure that the equipment is adequate to accommodate the software. Employees who
 have purchased their own software must also obtain written approval to add it to their PC's through the
 IT Manager. Unapproved use and installations are prohibited.
- User accounts and login credentials for network access, email accounts, online applications and MIS systems must not be shared with anyone.
- Employees who work with participants and participant data in any cloud based application, CRM database or MIS system must ensure that any Personally Identifiable Information (PII) is safeguarded. PII is defined by s. 19.62(5) Wis. Stats. as "information that can be associated with a particular individual through one or more identifiers or other information or circumstances." PII usually involves information such as social security numbers, addresses and phone numbers.
- Employees should regularly perform virus checks of their assigned PC. They should ask IT staff for assistance if needed. Virus checks should be performed on any medium coming from an outside source or that originated from another computer.
- Employees should always seek assistance if they are unsure about any computer function or task.

E-mail

The purpose of e-mail is to conduct corporate business. The messages sent and received on the e-mail system are the property of the Board and are subject to monitoring.

- Any e-mail communication that contains harassing, discriminating, obscene, sexual or demeaning content is prohibited.
- Employees are prohibited from engaging in illegal, fraudulent or malicious activities using the email system.
- Employees are prohibited from sending or storing offensive, obscene or defamatory material.
- Employees are prohibited from using another individual's account or identity without explicit authorization.
- Employees are prohibited from attempting to test, circumvent or defeat security or auditing systems without prior authorization.
- Employees are prohibited from permitting any unauthorized individual to use the Board's email system.
- Employees are expected to report to their immediate supervisor the receipt of any e-mail that is harassing, obscene, discriminatory and/or offensive.
- Do not forward or reply to chain letters, junk e-mail or phishing correspondence. Do not download or open questionable attachments, and check the address of the sender. Best practice is to notify the IT Manager of emails suspicious in nature, then delete.
- When sending any e-mail the "Subject" line should be clearly defined.
- Do not email personally identifiable information (PII) of individual(s) or participant(s) across domains. If necessary, information must be encrypted before sending.
- All emails are expected to be responded to or acted upon within 48 hours, unless employee is out of the office. Failure to respond to emails in a timely manner may be considered unprofessional behavior, and subject to disciplinary procedures.

Internet & Social Media

- Use of the Internet is intended for business purposes only. Internet usage and site destinations may be monitored.
- Use of the Internet to access, distribute or download inappropriate Internet content is prohibited. (Examples are sites that offer or contain material that is obscene, profane, abusive, derogatory, etc.)
- Downloading and/or installing any software or executable files, and using cloud based applications/services are prohibited without prior approval from an employee's supervisor and IT Manager. This includes but not limited to, software, games, music, streaming music radio/video, screensavers, and Google Apps and Docs.
- Board email accounts must not be used for non-Board business communication or representation.
- Federal, state and software copyright/licensing laws must not be violated.
- Internet usage/site destinations of all employees can and will be monitored when mandated.

The Workforce Development Centers may have additional policies regarding the use of information technology, Internet and e-mail for all center partners. Board employees are expected to adhere to all policies.

Drug-Free Workplace

The Board is committed to promoting and maintaining a drug-free workplace in order to protect the health and safety of all its customers and employees. In accordance with this policy, the unlawful use, possession, solicitation for, or sale of narcotics or other illegal drugs, alcohol, or prescription medication without a prescription by any employee in any workplace or off-site work assignment location is strictly prohibited.

Because prescription medication can also affect an individual's demeanor and job performance, it is the employee's responsibility to advise her/his immediate supervisor if s/he is taking legal prescription drugs which may impact performance. Such prescription drugs must be given under medical supervision.

All employees are required to abide by the terms of this policy and are also required to notify the CEO in writing if any conviction that results from a violation of a criminal drug statute occurring in the workplace or outside of work within five calendar days after such a conviction. Failure to provide such notification may result in disciplinary action up to an including termination of employment.

The Company will conduct drug and/or alcohol testing under any of the following circumstances:

- Random Testing: Employees may be selected at random for drug and/or alcohol testing at any interval determined by the Board.
- For-Cause Testing: The Board may ask an employee to submit to a drug and/or alcohol test at any time it feels that the employee may be under the influence of drugs or alcohol, including, but not limited to the following circumstances: evidence of drugs or alcohol on or about the employee's presence or in the employee's vicinity, unusual conduct on the employee's part that suggests impairment of influence of drugs or alcohol, negative performance patterns, or excessive an unexplained absenteeism or tardiness.
- Post-Accident Testing: Any employee involved in an on-the-job accident or injury under circumstances that suggest possible use or influence of drugs or alcohol in the accident or injury event may be asked to submit to a drug and/or alcohol test.

Tests resulting in positive findings for drug and/or alcohol abuse will be subject to disciplinary action up to and including termination of employment. In such a case, the employee will be given an opportunity to explain the circumstances prior to any final employment action becoming effective.

Smoke Free Workplace

By policy, no smoking is allowed inside any facility owned, leased, or rented by the Board. The Board will abide by the technical colleges no smoking policy on campus premises and similar policies on state owned buildings.

Scent Reduction in the Workplace

Board employees will do their part to reduce unnecessary scents in the office. To accommodate staff and customers who are sensitive to fragrances and other scented products, please do not apply scented products during working hours including cologne, perfume, after shave lotions, scented lotions, fragranced hair products and/or similar products. Air fresheners and fragrance sprays should be used sparingly. In addition, be careful with food cooked in the microwave that has a lingering odor. Be a good neighbor and don't stink the place up.

SECTION 5: COMPENSATION

Administration of Compensation Policies

The Fox Valley Workforce Development Board of Directors shall adopt a wage/salary for each position. The Board of Directors shall determine for the beginning of each fiscal year to what degree, if any, the levels of wage/salary shall be changed due to inflation, funding availability, and other considerations.

The CEO is authorized to approve a specific salary level for each employee within the salary range of the position into which a new employee is hired. Annual salary adjustments at the beginning of each fiscal year, or other times during the year, shall be considered for each employee based on (but not limited to) employee performance and any inflationary increase in the overall budget approved by the Board of Directors.

The following wage placement guidelines shall be generally utilized in establishing at what point each employee's salary is placed within his/her salary range and for administering the progression within that range.

- Salary adjustments for employees remaining in the same position: Each employee shall have their salary reviewed at least once during each 12-month period. Their supervisor will conduct a performance evaluation prior to this review. Based upon performance evaluation results, goals, attendance record, any other relative written personal documents, and available funding, the supervisor will make a recommendation regarding adjustment. Wage increases are within the sole discretion of management and there is no guarantee that wage increases will be made every year or that every employee will get a wage increase.
- Salary adjustment for employees entering a new classification: This can occur in two possible ways: through promotion or re-classification through applying and being selected for a posted opening. In each case, a salary adjustment will be made based upon the new salary range, the employee's previous salary, and the employee's perceived competency level in handling the new responsibilities.

All starting salaries and salary adjustments require the CEO's approval. The Executive Committee of the Board of Directors shall determine the salary level of the CEO. The Board's payroll procedures, as outlined in the Board's Financial Procedure Manual, shall compensate employees at approved salary levels.

In accordance with the Fair Labor Standards Act (FLSA), non-exempt employees are eligible for overtime pay at a rate of one and one-half times their regular pay for work performed in excess of forty (40) hours per week.

Exempt employees are not eligible for overtime payment. Such employees are compensated on the basis of the work and responsibilities of their positions and not for the hours worked. The compensation levels for employees in these positions take into consideration the responsibility level of the job and the need for occasional hours in excess of 40 per week.

When the job requires it, salaried (exempt) employees may need to work longer than 8 hours per day or on weekends. The Board will recognize Compensatory ("Comp") Time for salaried employees on an occasional basis and when possible. The recognition of Comp Time may be eliminated at any time, for any reason.

Hourly/non-exempt employees who anticipate the need for overtime to complete the week's work must notify their supervisor in advance and obtain written approval prior to working hours that extend beyond their normal schedule. Hourly employees who fail to obtain approval prior to working hours that extend beyond their normal 40 hour work week will be subject to disciplinary action.

Performance Evaluation & Salary System

The Board shall maintain an employee performance evaluation system. Performance reviews provide an opportunity for an employee and supervisor to review strengths and areas where improvement is needed. The performance evaluation system shall be based upon and encourage significant communication between the employee and supervisor.

Generally, an employee will receive a written performance review following the completion of the required 90 day introductory period as either a new employee, or as a promoted employee. Thereafter, the employee's performance will be formally reviewed on a semi-annual basis. The employee shall have the opportunity to review the evaluation and provide written comment. A copy of each evaluation will be kept in the employee's personnel file.

Performance evaluations represent an important factor in determining salary adjustments. Typically, salary adjustments, if offered, will be made by/on July 1 of each year. Circumstances may require this to be delayed or eliminated. Those completing a 3-month or 6-month introductory period may have their salary evaluated at the end of their introductory period.

Recognizing that funding is primarily grant-driven, a salary increase may be considered when a new grant necessitates an expansion of an employee's responsibilities.

The CEO or assigned personnel shall ensure that the performance evaluation system is fair, operational and practical. A common format will be utilized. The CEO or assigned personnel shall review completed performance evaluations for consistency and fairness. Indications of minor weaknesses should not be construed as a negative assessment of the employee's contributions to the Board, but as potential for growth. Evaluations that indicate significant under-performance should include a corrective action plan consisting of goals, methods, and timelines for addressing deficiencies.

Payroll Procedures

Employees are paid every two weeks for time worked over the previous two-week pay period. They are paid by direct deposit into their checking or savings account and no exceptions will be granted.

For direct deposit, a voided check is required to prove the employee's bank account number and bank routing number. In general, direct deposits occur on Fridays, but may happen earlier or later if circumstances warrant.

Time Reporting

All employees are required to complete a bi-weekly time card for review and approval to Payroll by Monday at 9 a.m. to ensure timely processing. Due to holidays or other unforeseen circumstances, this due date and/or time may need to be adjusted.

Employees may not submit timesheets for another employee.

An unsigned timesheet or an incomplete timesheet may result in the employee not being paid on the anticipated date. If so, the employee will be paid on the following pay day when the timesheet has been completed, signed or corrected.

Incentive Awards & Severance Pay

Incentive awards can be used as a reward or a retention mechanism, and they do not increase the base annualized salary or wage for pension benefit calculations. Severance pay, on the other hand, is to ease the transition from employment to a permanent layoff. Incentive awards and severance are normally a one-time payment for a designated period.

The CEO may approve up to a \$250 incentive award to an employee, provided the dollars are within the budget as approved by the board. Any incentives larger than \$250 shall be recommended by the Finance & Personnel Committee and approved by the Executive Committee or Board of Directors.

Severance pay is to be recommended for award amount and method of distribution by the Executive Committee or Board of Directors.

Employee Recognition, Celebrations and Retirement Recognition

The Board wants to recognize employees for long-term service to the Board. After five years of service and at every five year increment thereafter, employees will be recognized with a small gift selected by the CEO. The dollar value will not be more than \$50.

The Board will hold an annual holiday event for all employees. At this event, the Board will purchase a meal and arrange for an activity that fills the hearts of all employees with joy. The average cost for this event will be less than \$25 per person.

For employees who have achieved at least five years of service, have reached the age of 62 and have decided to retire from their position, the Board wishes to honor the individual for their years of service. The CEO is empowered to purchase a gift of not more than \$100 and plan for a recognition lunch or dinner for the honoree and his/her immediate family. The average cost of the event should be less than \$25 per person.

Telephones, Cell Phone, Fax, Printers and MFDs

The Board may provide employees with a Board-issued cell phone for work purposes only. Employees may also be provided with a desk phone and have access to a Fax machine, copier/multi-function device, and a printer. The expectation is that personal use of these items will be kept to a minimum. The Board does not reimburse employees with a cell phone stipend for use of their personal device. The Board does not reimburse employees for use of personal equipment at a home office.

Work-Related Expenses

Expenses

There may be times when you may incur expenses in the course of doing your job. This may include, but are not limited to: parking fees, tolls, public transportation costs or other minor costs. As long as your supervisor or CEO is aware of the expense in advance and an appropriate purchase order has been prepared (for items over \$50) and a receipt is provided (when available) with your expense report, reimbursement will be granted. No item over \$50 will be reimbursed without a receipt. When reimbursements are made from a federal or state grant, sales tax will not be reimbursed. Employees are reminded to show the Board's tax exempt certificate when making a Board purchase to see if eliminating the sales tax is possible. Should the merchant refuse to the honor the certificate, the employee should purchase elsewhere.

Travel

All employees will be reimbursed for travel expenses incurred as a result of work assignments. Mileage reimbursement is meant to cover only those miles incurred above and beyond the employee's normal commute from home to his/her official office location. Commuting between home and office location is not qualified business mileage.

All employees will be assigned an office location, which may be changed at any time.

When possible, when two or more employees are attending the same event or meeting, employees are encouraged to carpool to reduce mileage expenses. In addition, employees should make every effort to consider teleconferences over face-to-face meetings when possible.

Work related travel will be reimbursed to the employee based on the shortest distance taken. Whether departing from your residence or assigned office or returning to your residence or assigned office, the employee should submit the shortest distance.

The easiest way to calculate your mileage may be to track all mileage from the time you leave your home and arrive at your first work stop and then return home. When complete, subtract the actual miles of your standard commute to come up with reimbursable mileage.

The IRS allows tax-free mileage reimbursement only for driving directly related for work. Travel from an employee's residence to their official office location is non-reimbursable. Employees may be assigned and stationed to more than one location as their official office location. An official office location may consist of where an employee spends the largest part of his/her daily working time and where business travel begins and ends. An employee's official office location(s) may change throughout their employment as assignments require or other circumstances are warranted.

All employees traveling outside of the state must have written pre-approval from their immediate supervisor with final approval made by the CEO.

Employees who have travel expenses will complete an expense account form. Travel advances are not permitted.

The corporate mileage reimbursement rate will match the IRS approved mileage rate and will be adjusted whenever the IRS rate changes. Mileage reported on the travel voucher may be based on odometer readings. Only the person driving may be reimbursed for mileage.

All employees must possess a valid driver's license. All employees using an owned vehicle must maintain state minimum liability and property damage insurance coverage. In the event of an accident, the employee's coverage will be exhausted before liability claims can be made against the Board's non-owned auto liability insurance. All employees are strongly encouraged to verify they have appropriate insurance coverage for using their personal vehicle for work travel.

All employees are required to abide by the terms of this policy and are also required to notify the CEO in writing of any conviction that affects his/her driving privileges within five (5) calendar days after such a conviction. Failure to provide such notification may result in disciplinary action up to and including termination of employment.

Transportation expenses which are not reimbursable include: repairs and maintenance, towing, traffic citations, or parking tickets.

COMPENSATION

Meals & Lodging

The cost of meals, lodging, and other travel-related expenses will be reimbursed for any employee traveling on official business. Reimbursement will be based upon properly signed travel reimbursement form with necessary documentation. Itemized receipts must be attached to the travel reimbursement forms for lodging, common carrier transportation, and parking fees incidental to official corporate business. No receipt is required for tips to housekeeping staff. Meals are reimbursed via per diem and no receipts are required. Lodging costs must be reasonable and pre-approved by the immediate supervisor with final approval made by the CEO.

Meal Allowance While Travelling

When travelling on business, an employee will be reimbursed for meals at the rate of the federal per diem guidelines. Such expenses are permitted when authorized personnel are involved in a work related activity away from their official office location over a mealtime. These expenses should be added to the regular expense report. Current per diem rates can be found at: www.gsa.gov/portal/category/21287.

Employees, with pre-approval by the CEO, may submit for reimbursement the meal costs of Committee members or Board members when official Board business is conducted during the meal. The CEO, as needed, may include meal costs of employees when official Board business is being conducted. This should be done sparingly and only when necessary.

Preparing Monthly Expense Account Forms

The monthly expense form will be totaled, signed by the employee, and submitted to their supervisor with supporting documentation attached as soon as possible after the last day of the month. The supervisor will submit the reimbursement form to the CEO after they have reviewed/approved.

The review of expense accounts is made easier by reports that are clear and complete. Adherence to the following directions will facilitate this review.

Incomplete expense account forms will be returned to the employee and late submission will result in delay of the reimbursement.

An accounting staff member, or assigned personnel will verify the expense account form and validate the amount of total travel reimbursement.

Checks will be prepared in accordance with cash disbursement procedures. Board members may be reimbursed for meals, lodging, and transportation costs for special conference/conventions. Reimbursement is subject to the procedures stated in this manual.

COMPENSATION

The expense account form is made up of five major sections: date, destination of travel, purpose, miles, and meals. These sections should be filled out as follows:

• **Date** Self-explanatory

Destination of Travel: Record where the trip started as well as the destination.

The destination should include the name of the

Company/school/building/individual/etc., visited, and the location.

If more than one destination is planned for the trip, each

destination must have its own line/mileage.

Purpose: Explain why the trip was made in concise but

understandable terms.

Miles
 An employee may fly or take alternative transportation

for a work-related trip. Only the least expensive way will be reimbursed. Employees are permitted to attach personal travel to a work related trip, but the Board will only cover the work portion of the trip. Mileage calculations can be made using the automobile

odometer.

Meals Cost for meals should be documented in accordance

with established limits. Receipts are not required when using per

diem rates

Hotel Receipt required.

Any questions should be directed to the Board Accountant or the CEO.

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SECTION 6: BENEFITS, PTO, & LEAVE OF ABSENCE

The Fox Valley Workforce Development Board, Board of Directors has approval of the following benefits. These benefits are subject to change based on board action from the Board of Directors.

Insurance/Retirement/Other Benefits

The Board shall provide the following benefits to its employees working 32 hours or more a week, should there be enough interest to meet minimum coverage levels:

- 1. Health Insurance Shared Cost
- 2. Dental Insurance Shared Cost
- 3. Vision Insurance Shared Cost
- 4. Life Insurance Board Cost
- 5. Long Term Disability Insurance Board Cost
- 6. 401(K) Plan Percentage Matched by Board

The Board shall provide the following benefits to all employees regardless of number of hours worked:

- 7. Worker's Compensation Insurance Board Cost
- 8. Unemployment Insurance *Board Cost*
- 9. Employee Assistance Program Board Cost

The Board may administer other employee-paid benefit options.

All plans are subject to eligibility and applicable waiting periods.

Health/Dental/Vision Insurance

It is the policy of the Board that employees shall pay a portion of the premium for health, dental, and vision insurance. The Board will annually designate the shared premium costs. Additional coverage for spouses, partners and children may be available at the employee's expense.

All benefits listed above are for employees working 32 hours or more. Those working less than 32 hours are not eligible for Health/Dental/Vision insurance.

Any employee eligible for the Health Insurance benefit and who chooses not to accept the coverage is entitled to two (2) additional weeks of PTO, accrued and managed in the same way as standard PTO.

In accordance with federal legislation, employees, their spouses, and dependent children are entitled to COBRA continuation coverage under certain circumstances. This allows for a temporary extension of health coverage at group rates in certain instances where coverage under the plan would otherwise end. Those instances and specific details regarding this coverage are provided to employees following their termination from employment.

When it makes sense financially, the CEO may decide to pay an active employee's COBRA (if they are coming to the Board from another employer) or other portable health insurance in lieu of enrolling the employee in the Board's insurance coverage. In instances where the Board is paying these insurance premiums, the employee would not be eligible for the additional two weeks of PTO. In addition, the employee is responsible for applicable taxes.

The Board requires that if an employee's spouse has the option to take health insurance with their employer, they will utilize their spouse's insurance. Dependents who are eligible to participate in their employer's plan are not eligible for coverage under the Board's plan.

The CEO is authorized to enter into contracts with insurance or other agencies to provide these benefits, with budget constraints adopted by the Board and within the policies of this section or others adopted by the Board.

Life Insurance

Life insurance shall be provided at 1-1/2 times the employee's annual salary level up to a maximum of \$100,000.

401(K) Plan

The Board will match up to 5% of the contributions employees make to their 401(K) Plan. The match percentage may be revisited in the future. The employee may begin investing in their 401(K) plan after completion of their introductory period. Following 1 year of employment and 1000 hours of service, the employee becomes eligible for company matches in a three-year tiered process. In the first year, the employee is zero percent vested. At the beginning of the second year, the employee is 50% vested. In the third year and beyond, the employee is 100% vested. All employee contributions are 100% vested and property of the employee at all times.

Long Term Disability Insurance

Long term disability insurance is provided to each employee that works 32 hours or more, with the premium 100% paid by the Board. Consult the provider for information on waiting periods and coverage.

While on long-term, or any type of leave of absence where the employee is not receiving pay from the Board, PTO will not be earned or accrued and 401K contributions will not be made.

Social Security/Workers Compensation/Unemployment Insurance

All employees will have the required amount of their Federal Social Security taxes deducted from their pay and the Board will provide its required contribution as the employer.

The Board, as a qualified employer, contributes to the Wisconsin Unemployment Compensation Fund.

Employees of the Board are covered for benefits under the workers' compensation laws of the State of Wisconsin. Job related injuries are required to be reported as soon as possible and an accident report filed.

Employee Assistance Program

All employees, both full and part-time, are eligible for benefits under an Employee Assistance Program or EAP. The objective of EAP is to reduce problems in the workforce and retain employees through a comprehensive mental health program. Any contact between the employee and EAP will remain confidential. EAP is available to any employee and eligible family members.

A current summary of fringe benefits will be distributed to new employees upon hire.

Staff Training & Development

The Fox Valley Workforce Development Board believes that a responsible employer values its employees and is dedicated to support their growth with the developmental and technological tools needed to achieve excellence on the job.

Training and development activities are needed to help employees build the technical, human relations and conceptual skills vital to sustain the organization's development.

Within this broad context, the Board will strive to:

- Think strategically about training and staff development, relating activities to the achievement of the organization's mission.
- Recognize staff training and development as an investment in organizational capacity-building rather than just a benefit.
- Create a climate of continuous learning that promotes and encourages professional training and development.
- o Involve employees in planning and developing their own professional careers.
- Be open and creative in considering a diverse range of methods for professional development.
- Maintain consistency between messages sent to customers concerning the importance of workforce development and the manner in which staff training and development is handled internally.

It is expected that employees share a vested interest and responsibility in planning and pursuing personal and professional development opportunities.

Allowable Training Activities

Employees will be encouraged to participate in training and development activities that will build knowledge and skills related to their work or profession. Full reimbursement will be available for short-term, non-accredited courses and seminars. Such activities may include:

- 1. Courses or programs at educational institutions;
- 2. Seminars or training sessions on specific topics;
- 3. Work-related conferences; and
- 4. Specialized training arranged for a group of employees.

Employees will also be reimbursed for their training-related travel costs as consistent with the Work-Related Expense policies. Training participation will generally be on a voluntary basis, although an employee may be required to take training to develop skills needed to function on the job.

As part of each employee's annual performance review, the employee will review his/her skill development needs with the supervisor and together determine whether a plan of training activities is needed for the subsequent year. When such a plan is needed, the employee and supervisor will develop it together.

Prior to any training, the employee should obtain approval for the training in writing. The CEO may choose to deny the request for any reason, which will take into account workload issues if the training would occur during regular work hours.

All employees are strongly encouraged to become a Certified Workforce Development Professional and the Board will reimburse the employee for course materials and testing costs incurred upon successfully earning the designation. Any required continuing education courses to maintain designation will be considered as part of the allowable training activities.

While membership in local or national associations is encouraged and earning other designations is desirable, the Board will not reimburse any employee nor pay for any membership dues, designation fees or installation cost for any employee unless the CEO has determined it is critical toward completion of an employee's duties.

Reimbursement for College Courses

Tuition, fees and material for accredited courses related to your job will be reimbursed after completion of the training as follows:

- 100% reimbursement for achievement of grade "C" or better
- Courses must be directly work-related and must be approved by the CEO prior to enrollment.
- The maximum fees and tuition reimbursed per calendar year shall not exceed \$2,500. This amount may be reduced, refused or eliminated depending on the Board's budget constraints.
- Any employee who receives reimbursement for college coursework is required to remain employed by the Board for one year after reimbursement. Any employee who received reimbursement and then terminates his or her employment before the 1 year anniversary of the payment will be required to reimburse the Board, in full, for the amount received.

The CEO will be allowed the discretion to determine a limit for total spending on training/development activities for any one employee during a fiscal year.

Paid Time Off Policy

Paid Time Off (PTO) provides employees with a bank of time which can be used for time away from work for any reason.

Employees are accountable and responsible for managing their own PTO hours to allow for adequate reserves if there is a need to cover vacation, illness, appointments, emergencies or other needs that require time off from work.

Eligibility

The Board offers PTO benefits to all regular full-time and part-time employees.

Employees (either part-time or full-time) earn hours of PTO based on the number of hours they are scheduled to work.

PTO is available to new hires after they have successfully passed their 90 day introductory period. PTO is not available to full-time or part-time employees employed under a temporary, seasonal, or limited-term status.

The Board operates on a fiscal year (July through June) but PTO is earned and managed on the calendar year schedule.

PTO is provided in a lump sum at the beginning of the calendar year with the amount based on what the employee is expected to accrue over the entire year. If an employee terminates employment having used more PTO than what has been earned at the time of departure, the value of the overage will be deducted from the employee's final paycheck. If the amount exceeds the amount of the employee's final check, the employee will be billed for the remainder.

An employee who leaves the organization prior to the end of the calendar year or who has been permanently laid off will receive a payout of all accrued PTO based on the departure date. They will not receive non-accrued PTO. Employees terminated for cause will not receive accrued and unused PTO.

PTO accrues based on eligibility and length of employment. Employees earn additional PTO with increasing years of service using this accrual schedule:

Years of	40 hours	32 hours	20 hours
Service	Full Time	Part time	Part time
0-5	80	64	40
6-8	120	96	60
9-10	160	128	80
More than 10	200	160	100

The increased amounts are recognized as of January 1 of the year of the anniversary. For example, an employee beginning their 6th year of service in August would begin accruing 3 weeks of PTO as of January 1.

A new employee will have his/her PTO pro-rated based on start date. For example, an employee starting in July would accrue 50% or 1 week of PTO.

Each employee is permitted to carry-over a maximum of two weeks of PTO from one calendar year to the next. Any additional unused PTO will be forfeited.

As previously mentioned, employees who are eligible but do not take health benefits will receive two additional weeks of PTO, added to the amounts in the chart above and treated as standard PTO, including pro-rated to hire date.

PTO for hourly, non-exempt employees shall be taken in units of 1 hour or more.

PTO for salaried, exempt employees should be taken in 4 hour increments. It is expected that any salaried employee who needs occasional time out of the office may do so without taking PTO. Employees are encouraged to ensure there is proper coverage for their role on the occasions where this is necessary. It is assumed that any salaried employee is, on average, working 40 or more hours per week.

Request and Approval of PTO

Employees requesting to use PTO are required to submit request(s) as follows:

• **Planned PTO**: employees are required to submit planned PTO requests to their immediate supervisor in advance.

Supervisor will review and recommend approval to the CEO based on a number of factors, including department operating peaks and staffing requirements. The Board reserves the right to deny PTO requests which may have an adverse effect to its operations or canceling previously approved PTO requests if unexpected circumstances arise which require the employee's attendance at work.

Employees will be notified of approved or denied PTO requests.

• **Unplanned PTO**: employees must notify and provide a reason for absence and/or tardiness to his/her immediate supervisor and Human Resources as soon as possible.

Regardless of the reason, should employee's unplanned PTO occur with such frequency so as to adversely affect operations and prevent the employee from meeting their job duties, the Board may take disciplinary action up to and including termination of employment.

All planned and/or unplanned PTO are to be reported in bi-weekly timesheets.

Holiday

PTO does not replace the Board's holiday schedule. FVWDB will continue to have designated paid holidays each year as follows:

- New Year's Eve Day
- New Year's Day
- Martin Luther King Day
- Memorial Day
- Independence Day
- Labor Day
- Veterans Day
- Thanksgiving Day
- Day after Thanksgiving
- Christmas Eve Day
- Christmas Day
- One Floating Holiday

In general, if the holiday falls on a Saturday, the paid holiday will be taken on the Friday immediately before it. If the holiday falls on a Sunday, the holiday will be taken the following Monday. The CEO will consider all factors before determining the actual days off in those cases.

Full-time (32 – 40 hours worked per week), salaried exempt employees, will receive on day's pay (eight hours).

Full-time (32 – 40 hours per week), hourly non-exempt employees, a holiday will be considered eight hours of pay. If the holiday falls on a day in which the employee is not scheduled to work, the supervisor/manager will reduce the working hours during the week so that the employee does not have more hours at the end of the week than they are allotted to be paid.

For part-time (20 – 31.75 hours per week), hourly non-exempt employees, a holiday will be considered four hours of pay. If the holiday falls on a day in which the employee is not scheduled to work, the supervisor/manager will reduce the working hours during the week so that the employee does not have more hours at the end of the week than they are allotted to be paid.

Employees who terminate employment will not be compensated for any paid holidays after their last day of employment.

Sick Leave

All full-time employees (working 32 hours or more per week) earn sick leave at the rate of 8 hours per month. All part-time employees (working less than 32 hours per week) earn sick leave at a rate of 4 hours per month. Unused sick leave may be accumulated to a maximum of 320 hours.

Sick leave is intended for employees to be paid while they are not able to work because of their medical condition or while they are caring for someone else. If you are sick, please stay home.

Sick leave for hourly, non-exempt employees shall be taken in units of 1 hour or more.

Sick leave for salaried, exempt employees shall be take in increments of either 4 or 8 hours. It is understood that you may need to be out of the office for medical appointments for yourself or someone you care for; therefore, sick time does not have to be taken if the absence is less than 4 hours. However, all employees should ensure they have adequate coverage for their work and, when possible, medical appointments should be made before or after working hours.

Should an employee become ill during the workday, the employee should immediately depart, taking either 4 or 8 hours of sick time, depending on the closest time lost in the workday when they departed.

For all employees, sick time can be combined with PTO as needed. However, no combination of work hours, PTO and sick time on a timesheet will allow the employee to be paid for more than 40 hours in a 1 week period.

Upon termination, any accumulated sick time will be forfeited.

Personal Leave

A leave of absence without pay for reasons other than those described in this section may be granted to fulltime regular employees at the discretion of the CEO, providing that satisfactory arrangements can be made for the employee's responsibilities to be covered during the leave period.

Bereavement Leave

Employees are provided three-to-five consecutive working days of paid leave, as needed, for the bereavement of a close family member.

The CEO is authorized to approve paid bereavement leave in some instances if there is a death of a person who is very close to an employee but is not a family member.

A copy of the obituary or funeral program may be required to be submitted with timesheet for the period of the bereavement leave.

Employees may use PTO for additional time needed.

Military Leave

Military leave will be granted pursuant to Federal and State Laws. The Board will pay the difference between military pay and the employee's pay level (where the Board pay is greater) for up to 15 days of mandatory annual active duty per year, but not for extended active duty of either voluntary or mandatory nature. The employee must utilize all available PTO time prior to this policy taking effect.

Jury Duty and Witness Service

Full-time regular employees who are called for jury duty, or witness service related to corporate business, will be given time off with pay that equals the difference between what they are paid for jury duty and their regular pay, up to a maximum of ten days in a calendar year. The employee must present a copy of the jury pay voucher in order to receive payment. If the employee is excused early while on jury duty or is not required to report until later on any given day, s/he must report to work as scheduled.

Paid Voting Leave

Employees should be able to vote either before or after regularly assigned work hours. However, when this is not possible due to work schedules, supervisors are authorized to grant time off to vote. In compliance with Wis. Stat. § 6.76, the Board allows employees three (3) consecutive hours of leave during polling hours in order to vote in federal, state, or local elections, both primary and general elections. Employees must submit time for voting in writing or via email in advance. The request for leave must clearly state that the employee needs leave in order to vote. The employee's calendar shall be updated to reflect time in and out of office.

Some Thoughts on PTO:

DISCUSS YOUR PLANS

- With your supervisor
- With your team
- Before you book your trip
- Request > Approve > Book

BE RESPONSIBLE

- Wrap up your projects
- Make sure you have coverage
- Don't leave people hanging
- Send an email reminder before you go
- Ensure your calendar is updated

GET OUTTA HERE

- Visit your loved ones
- Attend a conference
- Take a vacation
- Try to unplug (including both personal and work emails and calls)

COME BACK REFRESHED!

HANDBOOK ACKNOWLEDGEMENT FORM

Employee Handbook Acknowledgement Form

I understand and agree that nothing in the Employee Handbook creates, or is intended to create a promise or representation of continued employment, and that employment at the Fox Valley Workforce Development Board is employment at-will, which may be terminated at the will of either The Fox Valley Workforce Development Board or me. Furthermore, I acknowledge that this handbook is neither a contract of employment nor a legal document. I understand and agree that employment and compensation may be terminated with or without cause and with or without notice at any time by The Fox Valley Workforce Development Board or me.

By my signature below, I acknowledge receiving the Fox Valley Workforce Development Board Employee Handbook.

Employee Name (Print)	
Employee Signature	
Date	
*Farelessa leave original males are for Doord	

*Employee keeps original; make copy for Board.

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FOX VALLEY WORKFORCE DEVELOPMENT BOARD, INC.

ANNUAL CONFLICT OF INTEREST - MEDIA CONSENT FORM

Section 1:			
Name: (Please print)			
Affiliation with FVWDB:	Board Member	Employee	
	Chief Elected Official	Other	
relationship with, fiduciar	y or professional relationship with, direct ich receives, or to your current knowled	vnership interest in, investment in, employment with, ly in a management, supervisory or governing body po ge may be actively seeking to receive, funds from or	osition, any
Yes	No		
		ing the name of each and every such organization and you answered "Other", please detail your affiliation be	
SECTION 2:			
	ourself from matters that produce or assi onbers of your immediate family, or an org	st in the production of a substantial benefit, direct or i anization with which you are associated?	indirect, for
Yes	No		
Section 3:			
Do you give your consent	to the Fox Valley Workforce Developmen during this program year?	t Board to use your name and likeness to promote any	y workforce
Yes	No		
		above is true and complete to the best of my knowled ed on this form, I agree to file a new declaration.	lge. Should
	Signature	Date	

FVWDB is an Equal Opportunity Employer and Service Provider

A proud partner of the American Job Center network

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FOX VALLEY WORKFORCE DEVELOPMENT BOARD, INC. EMPLOYEE DISCIPLINE REPORT

	☐ Verbal Warning	☐ Written Warning	□ Suspension	□ Discharge		
En	nployee Name:		Job Title:			
1.		planation of reason for disciplinary action, including specific dates, and examples. ach additional comments as necessary.)				
2.	Has employee previously been coul ☐ No ☐ Yes	nseled or disciplined for How long ago?	the same or similar reaso	า?		
3.	What must employee do to improve	?		-		
4.	What are the time frames for improv	vements?		•		
5.	What disciplinary action will follow for			•		
6.	Employee Comments:			-		
	Employee Signature	 Date	Signature by employee i	ndicates		
	Lingidy de dignature	Date	review; not necessarily a			
	Supervisor Signature	Date				

A MEMO TO EMPLOYEE MUST ACCOMPANY ALL WARNINGS OTHER THAN VERBAL.

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ONE STOP OPERATOR CONTRACT

OSO Contract

OSOMC (One Stop Operator Management Consortium) WIOA FVWDA One Stop Operator PY 2017 July 1, 2017 – JUNE 30, 2018

ONE STOP OPERATOR STATEMENT OF WORK:

The current WDA4 Management Team is a collaboration of workforce development partners who address the delivery of core service to the six Job Centers within the district. The Workforce Development organizations who represent this team include:

- Fox Valley Workforce Development Board (FVWDB), WI Senior Employment Program (Title V)
- State of WI, Department of Workforce Development, Job Service (Title 3)
- State of Wisconsin, Division of Vocational Rehabilitation (Title IV)
- State of Wisconsin, Office of Veterans Services (Title III)
- Moraine Park Technical College/Fox Valley Technical College (Title III)
- ADVOCAP/LETC, Subcontractors for WIOA Adult & Dislocated Worker/Youth Programs —
 Title I and DVR
- Forward Services W2/FSET Provider
- Other Workforce Development and Community Partners

STATEMENT OF WORK:

The issues addressed by the current WDA4 Management Team center around two major themes:

- System-wide operational concerns relating to the six Job Centers within the district.
- Development of strategic initiatives, sharing of information and building relationships with stakeholders of the workforce development partners, including area businesses, educational organizations and other community resources.

The One Stop Operator Management Consortium (OSOMC) will separate these two issues, and delineate certain tasks and responsibilities to separate groups:

- The OSOMC, which will include FVWDB as a voting partner, and one of our two current Title
 I subcontractors, LETC, as advisory partners, will address the coordination and service
 delivery of the required one-stop partners and service providers for all six Job Centers. Each
 partner, with the exclusion of the Title I subcontractor, LETC, will have one vote on all OSO
 matters.
- Proposal of a separate group, the Workforce Development Stakeholders Group, which will be comprised of those on the OSOMC and other workforce development, business, education and community partners which will address issues such as strategic planning for

OSO Contract

collaboration, education about programs and resources and the building of strong partner community relationships. The FVWDB will administer this group.

Other partners of WDA5 Bay Area Workforce Development Board which is co-located at the Menasha Job center, may attend meetings but will not be a part of the consortium.

The compilation of advisory partners in the OSOMC can be modified to include or remove any partner based on future subcontract awards for Title I programs.

The OSOMC will provide input and oversight to the day-to-day coordination of core services that occur in the six Job Centers, as well as establish policy and ensure that said policy is adhered to by staff. Core services required under WIOA include: career services, employment and training activities and business services. These services are supported by the various partners.

In addition, the OSOMC will establish and enforce access to programs and activities that are carried out by the one-stop partners.

The OSOMC partners agree that they are unable to provide the time and resources necessary to manage the administrative and monitoring duties as requested under this proposal. While they are willing and able to assume the coordination and oversight of the service delivery of required one-stop partners and service providers, it is the intent of this proposal that the OSOMC will delegate all administrative duties and monitoring of core services to the FVWDB.

The vision and mission of all workforce development partners associated with this OSOMC ensures that businesses and job seekers have access to information and services that lead to positive employment outcomes. While many partners work with a targeted population, the co-existing of these separate partners in one location allows for better customer access to services and provides for increased opportunities for collaboration between the partner staff. These benefits are routinely touted to job seekers and businesses by marketing that "there is no wrong door you can enter" come to the Job Center, and we will help to assess your needs and connect you with the services and partners who can assist you.

Adherence to other governing bodies is required including the Department of Labor, State of WI-DWD, and FVWDB. Several of the partners sit on the Board of Directors for the FVWDB. All partners have experience in following Robert's Rules of Order.

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ONE STOP OPERATOR AGREEMENT (attachment)

The One Stop Operator Agreement includes:

- The Purpose of the agreement
- Members of the consortium
- Job center locations
- Functionality of the consortium
- Roles and Responsibilities

GOALS AND OBJECTIVES: The following goal and objectives will be achieved by June 30, 2018:

- Separate the current management team meetings to allow better focus on the relevant issues under the jurisdiction of the various workforce development partners
 - a. The OSOMC will address the coordination and service delivery of the required on-stop partners and service providers for all six Job Centers.
 - b. The FVWDB will initiate a Workforce Development Stakeholders Meeting that will be comprised of those on the OSOMC and other workforce development, businesses and community partners which will address issues such as strategic planning for collaboration, education about programs and resources and the building of strong partner community relationships.
 - c. Proposed Benefits:
 - i. The OSOMC meetings can effectively deal with the day-to-day management of the Job Centers. These issues are little concern to the larger stakeholder meeting and, in some ways, can be detrimental to us building strong relationships with our outside community partners if they are witness to staffing issues, training needs, equipment concerns, etc.
 - ii. The Workforce Development Stakeholders Meeting can focus on building stronger community relationships, understanding available resources and increasing referrals to the Job Centers.
- 2. Develop a strategic plan for branding and marketing the Job Center partners and services.
 - a. While all partners have agreed that there is a need for a cohesive branding and marketing plan, said plan does not exist. The OSOMC will initiate discussions to develop needs and action steps to build an effective brand of the WDA4 job centers.
 - b. The OSOMC will develop a timeline to change job center names as previously determined. (Fond Valley Job Centers City)
 - c. Develop a plan to address signage needs and payment of such

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- d. Determine where the American Job Center Network (AJCN) tagline must appear and plan for costs of such
- e. Draft and implement consistent messaging for partners and staff.

f. Benefits:

- Consistent branding with increase community awareness of our Job Centers.
- ii. Consistent messaging for partners and staff that is then shared with customers, businesses, and community partners helps to bring better awareness of our value to the community.
- iii. Increased marketing of our job centers with special attention to population demographics that do not regularly use our services will increase awareness and use of our good programs/services.
- 3. Address the issue of merging the individual Job Center funds into one combined fund which will be overseen by the OSOMC.

a. Benefit:

- i. A combined fund can better serve the needs of all the job centers, especially those centers where few, if any, opportunities to raise funds is available.
- ii. A combined fund will encourage a more collaborative effort to provide consistent services across the district.
- iii. A combined fund will eliminate the decision where to place the proceeds of WDA4 events.

PROGRAM METHODOLOGY

Within 60 days of the contract start date, the OSOMC will assemble to adopt bylaws for its governance and will do the following:

- 1. Develop a formal referral process for services within and outside the Job Center. Implement minimum standards for referrals, referral follow-up and documentation of referral outcomes.
 - a. Initial referral processes in the Resource Rooms have been developed and implemented under the current Management Team in WDA4. There is a need to review the screening process to ensure WIOA compliance, determine ease of customer use and validate information received and next steps.
 - b. The OSOMC will be responsible for the review and implementation plan of any modifications to the initial referral process.
 - c. The OSOMC will delegate the FVWDB to manage any administrative/report duties that are necessary to support these functions.
- 2. Ensure there is adequate access to customer services.

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- a. The OSOMC will be responsible for the review and implementation plan for adequate technology needs, staff education, interpreter/accessibility issues, etc.
- b. The OSOMC will delegate the FVWDB to manage any administrative/report duties that are necessary to support these functions.
- 3. Conduct regularly scheduled meetings with the OSOMC.
 - a. The OSOMC will determine a schedule of meetings for each calendar year. For the remainder of 2017, said calendar will be set within 30 days of contract award.
 - b. The OSOMC agrees that each partner member of the OSOMC, will attend a regularly-scheduled OSOMC meeting, in person or via phone, or in the event they are not available, will name a designee in his/her place who has voting or advisory rights. The OSOMC will be responsible for the agenda and facilitation of said meetings. Responsibility will be shared between the OSOMC partners.
 - c. The OSOMC will require that the FVWDB will also have one voting member of their organization at each meeting and will also provide one staff person to assume the administrative duties of said meetings to include the taking of minutes and distributing such to the OSOMC.
- 4. Implement training or staff development, such as customer service training, cross training on partner services, or other services, for the One Stop Center staff.
 - a. The OSOMC acknowledges that staff training is essential to provide strong customer service, accurate and timely initial assessments, up-to-date career exploration/job searching services and good partner referrals. Additionally, ongoing knowledge and updates of partner and community resources must regularly occur.
 - b. All Resources Room staff are currently being facilitated by the FVWDB, with the input of other management partners. These meetings provide opportunities for staff to hear updates on partner programs, address customer service/program issues to ensure good practice and service consistency, receive practices with other Resource Room staff. No change in the current delivery method of these meetings is proposed at this time. The FVWDB, with the input of the OSOMC, will continue to facilitate these Resource Room meetings.
 - c. The current Business Services Groups annually plans and facilitates a WDA4 Collaborating to succeed event. This day-long programming educates One-Stop partners and other workforce development/community partners on current topics of interest in workforce development issues. It encourages collaboration and relationship building between partners and provides opportunities to learn how our programs have affected the lives of those who use them. The OSOMC will strongly encourage this annual event to continue.
 - d. Other staff training will be addressed by the OSOMC.

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- e. FVWDB will manage any administrative/report duties that are necessary to support these functions.
- 5. Develop an outreach and recruitment plan for the One-Stop Center staff.
 - a. The OSOMC will work collaboratively to develop a strategic plan to effectively market the programs and services offered by the Job Centers.
 - b. FVWDB will manage any administrative/report duties that are necessary to support these functions.
- 6. Implement and oversee technology solutions to manage and support enhanced cooperation and coordination of core partner programs (activities and resources).
 - a. The OSOMC will routinely review the technological needs of our customers. The issues of technology equipment purchases and IT support of equipment will be addressed in the upcoming Infrastructure Agreements. As a district, any technology needs over and above those covered in the Infrastructure Agreements will be addressed by the OSOMC based on need, technological changes and funding for the expenditures.
 - b. FVWDB will manage any administrative/report duties that are necessary to support these functions.
- Ensure compliance with all federal, state and local policies and procedures related to the One-Stop Centers. I.e. serve as compliant officer, conduct American Disabilities Act Section 188 monitoring (ADA), equal opportunity and accessibility compliance reviews and arrange technical assistance as needed.
- 8. Physical location support:
 - a. Responsible for coordinating physical space planning, monitoring, upkeep and facilitating adjustments
 - b. Enforcing One-Stop Center facility standards in regards to customer service and accessibility.
 - The OSOMC will provide input and approval/denial of the recommendations of the FVWDB.
 - ii. FVWDB will manage any administrative/report duties that are necessary to support these functions.
- 9. Prepare and submit reports to the Board.
 - a. The OSOMC agrees to review and approve/deny reports and metrics compiled by the FVWDB.
 - b. FVWDB is responsible for all administrative report duties that are necessary to support all roles delineated in items 1-9.

Staffing of the Resource Rooms within the Job Centers is done by individual partner agencies who are responsible to ensure that delivery of services is done in a timely manner and adheres to the Priority of Service to Veterans and identified spouses in compliance with 20 CFR Part 1010 and 38 U.S.C 4215; Job Centers included are: Berlin, Fond du Lac, Menasha, Oshkosh, Waupaca, and Wautoma.

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Each partner is responsible to ensure that there is adequate coverage of the Resource Rooms that they control.

By the end of program year 2017, Memorandum of Understanding (MOU) and Infrastructural Agreements (IFA) are to be executed by all WDA4 partners to allocate the cost-sharing of the core services that are delivered by the individual job centers. While the OSOMC partners are participants in these MOUs and IFAs, the FVWDB is responsible to ensure that all MOU's and IFA's are completed and executed by all the partners. WIOA TEGL 15-16 indicates that these "shared" core services will be allocated to the various Title program participants in an equitable fashion and discussions to determine the allocations will ensue soon. The allocations may assist in the conversations of back up staff coverage in our Resource Rooms by other partners who don't have regular Resource Room duties.

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AGREEMENT

- 3.30 <u>Notice and Demands</u>. Any notice or demand required to be given under this Agreement by either party to the other shall be sufficiently given or delivered if it is dispatched by registered or certified mail, return receipt requested, postage prepaid or delivered personally to the following address:
 - a. Contractor:

Debra Warga, District Director WDA 4 State of WI-DWD-Job Service

Menasha Job Center 1802 Appleton Rd Menasha, WI 54952

E-mail: Debra.Warga@dwd.wisconsin.gov

Cindy Kiesling, LETC Executive Director AFL-CIO Labor Education and Training

Center, Inc.

2811 8th Street South, Suite 30 Wisconsin Rapids, WI 54494-6281

E-mail: cynkiesling@yahoo.com

Jessica Maple, Office of Veterans Services Employment & Training Region 1 Supervisor 364 Grand Avenue, Wausau, WI 54403 Email: jessica.maple@dwd.wisconsin.gov

Craig Wehner, WDA 4 Director State of WI-DWD

Division of Vocational Rehabilitation

219 Washington Ave. Suite 105 Oshkosh, WI 54901

Email: craig.wehner@dwd.wisconsin.gov

b. FVWDB:

Anthony Snyder, Chief Executive Officer

Fox Valley Workforce Development Board, Inc.

1401 McMahon Drive Neenah, WI 54956

Email: asnyder@fvwdb.com

- 3.43 <u>Contract Outcomes</u>. The FVWDB and the Contractor mutually agree to the following contract outcomes and performance standards for the program under this Agreement:
 - 1. Develop a strategic plan for branding and marketing the Job Center partners and services.
 - 2. Address the issue of merging the individual Job Center funds into one combined fund which will be overseen by the OSOMC.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be signed and executed on the first date appearing above by their representative(s) thereunto duly authorized.

Fox Valley Workforce Development Board, Inc.

Chief Executive Officer

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