



## 5. CONSENT CALENDAR

- **NOW Board** - Accept Staff's recommendation to approve the Minutes of the June 25, 2021, Board Meeting. (Attachment 5.1, Page 4)
- **Consortium Board** - Accept Staff's recommendation to approve the Minutes of the June 25, 2021, Consortium Meeting. (Attachment 5.2, Page 9)
- **NOW Board** – Accept Staff's recommendation to approve changes to policy P07 – On-The-Job Training. (Attachment 5.3, Page 11)
- **INFORMATION** - Program Report Dashboard and Strategic Plan Update (Attachment 5.4, Page 16 and 5.5, Page 18)

## 6. DISCUSSION and POSSIBLE ACTION: NOW BOARD

**NOW Board** - Accept Staff's recommendation to approve the changes to the NOW Bylaws (5 minutes) (Attachment 6.1, Page 19)

## 7. DISCUSSION and POSSIBLE ACTION: NOW BOARD THEN CONSORTIUM BOARD – Linda Dugan, NOW Board Treasurer and Jason Swain, NOW CFO

Accept the FAT's recommendation to approve the finalized Annual Budget (15 minutes) (Attachment 7.1, Page 25)

## 8. DISCUSSION and POSSIBLE ACTION: CONSORTIUM BOARD

Accept Staff's recommendation to reappoint the following (six) NOW Board Members, and appointment of the following (three) NOW Board Members – The terms of these Board Members will be October 29, 2021 – November 1, 2024. (5 minutes)

- |                                      |   |
|--------------------------------------|---|
| a. Tony Erickson – Rep. of Business  | f. Henry Balensifer III – Rep. of Business        |
| b. Zach Poole – Rep. of Business     | g. Carrie Norris – Rep. of Business – APPOINTMENT |
| c. Whitey Forsman – Rep. of Business | h. Paula Miranda – Rep. Public Port – APPOINTMENT |
| d. Stephanie Hurliman – Rep. of OED  | i. Gabe Gurule – Rep. of Labor - APPOINTMENT      |
| e. Heather Clark – Rep. of Business  |   |

## 9. INFORMATION – Erik Knoder and Shawna Sykes, OED Workforce Analysts

Oregon Employment Department Economic Update (20 minutes)

## 10. INFORMATION – Ann Buchele, Vice President, Academic and Student Affairs

State of Linn Benton Community College (15 minutes)

## 11. INFORMATION – Kate Porsche, Economic Development Manager

State of Economic Development in Benton County (15 minutes)

## 12. INFORMATION – Commissioner Hunt, Lincoln County Commissioner

Video: Workforce 101: An Introduction to the US Workforce System (20 minutes)

## 13. INFORMATION – Logan Garner, NOW Student Success Coach

Program Success Story (5 minutes)

## 14. INFORMATION – Sean Larson, CSC

Program Success Story (5 minutes)

## 15. BOARD CHAIR REPORT – Tony Erickson, Chair

**16. CHIEF LOCAL ELECTED OFFICIAL REPORT** – Commissioner Hunt

**17. EXECUTIVE DIRECTOR’S REPORT** – Heather DeSart, NOW Executive Director

**18. BOARD and CONSORTIUM MEMBER COMMENTS** – Roundtable

**19. SECOND PUBLIC COMMENT SECTION**

Please clearly state your name and address for the record. Each public comment will be limited to three (3) minutes at the Chair’s discretion.

**20. ADJOURN**

*Northwest Oregon Works meetings are open to the public and conform to Oregon Public Meetings Laws. A request for an interpreter for the hearing impaired or other accommodations for persons with disabilities, should be made at least 72 hours in advance of the meeting to our office at (541) 921—9241, or [Emily@onwib.org](mailto:Emily@onwib.org). TTY is available at 711 or (800) 735-2900.*

# MINUTES

## NORTHWEST OREGON WORKS BOARD OF DIRECTORS

June 25, 2021, 10:00 a.m. - 12:00 p.m.

Zoom Call

### Present:

#### Board:

**Tony Erickson**, Oregon AERO, Chair; **Linda Dugan**, Linda Dugan Insurance, Treasurer; **Stephanie Hurliman**, Oregon Employment Dept.; **Zach Poole**, Pig' n Pancake, Vice Chair/Secretary; **Ann Buchele**, Linn-Benton Community College; **Rod Belisle**, NECA-IBEW Electrical Training Center; **Cami Aufdermauer**, Tillamook County Habitat for Humanity; **Mario Calderon**, Local 737; **Terre Cooper**, Tillamook County Economic Development; **Amanda Morris**, Samaritan Health Service

#### Consortium:

**Doug Hunt**, Lincoln County Commissioner; **Pamela Wev**, Clatsop County Commissioner; **Mary Faith Bell**, Tillamook County Commissioner

**Excused:** **Birgitte Ryslinge**, Oregon Coast Community College; **Heather Clark**, Alterations by Heather; **Lauren Smith**, DHS, Vocational Rehabilitation; **John Hawkins**, Service Employees International Union; **Josh Kvidt**, Alyrica; **Henry Balensifer III**, LEKTRO; **Todd Simmons**, Tillamook Peoples' Utility District; **Whitey Forsman**, Pacific Oyster

#### Staff:

**Heather DeSart**, NOW Executive Director; **Jason Swain**, NOW CFO; **Karen Litvin**, Program and Compliance Director; **Jerry Hardman**, Business Services Manager; **Emily Schwartz**, NOW Office Manager

#### Guests:

**Shawna Sykes**, Oregon Employment Department; **Diana Nish**, Equus; **Angeline Chan-Pepper**, Equus; **Caren Lindahl**, Equus; **Pegge McGuire**, CSC; **Kathy Wilcox**, OWI HECC; **Katrina Gasser**, TPJCC; **Logan Garner**, NOW Student Success Coach; **Chris Breitmeyer**, CCC President; **Kevin Leahy**, CEDR Executive Director

### 1. CALL TO ORDER, CONFIRMATION OF POSTING, and ROLL CALL

*Chairman Erickson called the Meeting to order at 10:05 am.*

Chairman Erickson asked for confirmation of the public posting of the meeting; Ms. Schwartz confirmed; Roll Call taken, and Quorum established.

**2. REVIEW and APPROVE AGENDA**

*There were no inclusions of any emergency items, or deletion of any items. Chairman Erickson reminded everyone that a revised agenda and packet was sent out and posted on Thursday June 24, after adding items the last item to the consent agenda.*

**MOTION: Zach Poole**

**SECOND: Linda Dugan**

**MOTION CARRIED.**

**3. PUBLIC COMMENT SESSION**

*There were no public comments.*

**4. CONSENT CALENDAR**

- Accept Staff’s recommendation to approve the Minutes of the April 23, 2021, Board Meeting.
- Accept Staff’s recommendation to approve the PY21-22 board meeting schedule.
- Accept Staff’s recommendation to approve the changes to policy P06 Monitoring.
- Accept Staff’s recommendation to approve the changes to policy P15 Work Experience and Transitional Jobs.
- Accept Staff’s recommendation to remove Debra Smith as account signer.

Ms. Dugan asked if meetings would continue to be held through Zoom. Chairman Erickson said that for now the plan is to continue with Zoom but have a more in-depth discussion for future meetings to see if people wanted to go back to in person or have a hybrid approach.

**MOTION: Rod Belisle**

**SECOND: Zach Poole**

**MOTION CARRIED.**

**5. DISCUSSION and POSSIBLE ACTION** – Linda Dugan, NOW Board Treasurer and Jason Swain, NOW CFO  
Accept the FAT’s recommendation to approve the changes to policy F01 Procurement and the PY2021-22 forecasted Annual Budget.

Before handing the item to Mr. Swain, Ms. Dugan explained that when the FAT met, their only concern was making sure that salaries were competitive which was confirmed.

Mr. Swain explained that NOW’s WIOA allocation had gone up by 11%.

Chairman Erickson asked when the board would see the trued-up budget. Mr. Swain explained that there should not be much change in the final budget but that would be coming most likely by the August or October meeting

**MOTION: Zach Poole**

**SECOND: Rod Belisle**

**MOTION CARRIED.**

**6. DISCUSSION and POSSIBLE ACTION** – Heather DeSart, NOW Executive Director  
Approve Staff’s recommendation to establish targeted populations to include persons experiencing housing instability, adult basic skills/ESL, GED/reengagement, rural jobseekers, those with a criminal record and other populations as identified.

Ms. DeSart explained that NOW staff was wanting to establish target populations for service delivery based on data received by OED’s local economists, Erick Knoder and Shawna Sykes.

Ms. Aufdermauer accentuated the need for focus on housing and homeownership opportunities through local partnerships.

Mr. Erickson mentioned that because of the COVID restrictions and schooling restrictions, he had noticed that some youths were not able to make things work and needed to work through the summer to obtain a GED.

Ms. Dugan said that it was important to offer ways for people to just get started on the workforce or education track again.

Mr. Calderon mentioned that the unions were continually looking for new hires with a wide range of skills.

**MOTION: Linda Dugan**

**SECOND: Zach Poole**

**MOTION CARRIED.**

- 7. INFORMATION** – Karen Litvin, NOW Program and Compliance Director and Jerry Hardman, NOW Business Services Manager  
Program Report Dashboard and Strategic Plan Update

Ms. Litvin first presented on the program report and mentioned that the numbers will look a lot different at the next meeting because it will be the new program year.

Ms. Litvin presented the strategic plan dashboard next and explained that it would also reset at the next meeting because of the new program year.

Ms. DeSart gave a shout out to Wendy Popkin who arranged a hospitality gathering and invited NOW to present. She explained that NOW was mentioned in a press release for the hospitality industry and expressed that we are proud to be a part of that industry.

**8. INFORMATION**

Program Success Story YDD – Logan Garner, NOW Student Success Coach

Mr. Garner introduced himself and the program before presenting a success story video to the board.

The student, Christian Parsons, explained he is a year and four months clean and his past attempts to obtain a GED. He expressed how well the program worked for him with the incentives as well as providing hotspots for him to be able to work on his studies remotely. He explained that he got a deal with Helping Hands where if he passed two of the GED tests, he would be able to start welding at the MERTS campus.

**9. INFORMATION**

Oregon Employment Department Economic Update – Erik Knoder and Shawna Sykes, OED

Mr. Knoder was not in attendance. Ms. Sykes gave the presentation which was focused on the region and Clatsop County specifically, as well as more detail on the leisure and hospitality industry. She mentioned that recovery was slower than anticipated and that 500 jobs had been lost from March to May. It was noted that

some employers were offering hiring bonuses to entice people to apply because they were still having trouble filling vacant positions.

**10. INFORMATION**

State of Economic Development in Clatsop County – Kevin Leahy

*Item was initially skipped. Mr. Leahy had not joined the meeting yet.*

Mr. Leahy gave an update on Clatsop County including looking for one million dollars to focus on the small business community. He explained there will be eight million dollars' worth of grants going out to coastal businesses. One negative thing currently happening is that the Restaurant Revitalization Act funds are on hold for disbursement because of a lawsuit and federal litigation. This is affecting about three thousand Oregon businesses. Mr. Leahy announced that the Clatsop SBDC had more people attending their workshops than any other center in the state in the past year.

**11. INFORMATION**

State of Tongue Point Job Corps Center – Katrina Gasser

Ms. Gasser gave an update on TPJCC. The center has transitioned back to in person so there are no more virtual students. Currently, the enrollment percentage is only at 36% which is a contributor to how the center is scored overall. Right now, the center is working to fill thirty staff vacancies which is why they are unable to do virtual enrollments at this time. Ms. Gasser went over some of the changes that will be occurring in the next year, including courses that were being dropped and reduced as well as recruitment areas. Lastly, it was announced that Kim Schillinger, the center director, would be retiring.

**12. INFORMATION**

State of Clatsop Community College Community College – Chris Breitmeyer

*Item was initially skipped. Mr. Breitmeyer had not rejoined the meeting yet.*

Mr. Breitmeyer explained that the college was hit hard due to COVID and was down 30% but had been able to somewhat prepare with previous budget cuts. Government grants for assistance also helped the college through COVID with filling enrollment gaps as well as investing in online and distance education courses. The college is hoping to continue to be more flexible with courses and options for their students.

**13. BOARD CHAIR REPORT – Tony Erickson, Chair**

Chairman Erickson reported that the Governor had announced that the state would reopen no later than June 30<sup>th</sup> or when vaccination numbers reached 70% of people who had received at least one dose, whichever came first.

Chairman Erickson explained that Portland Community College was offering a basic literacy course online for no charge.

*Kevin Leahy joined the call here and was asked to present.*

**14. EXECUTIVE DIRECTOR'S REPORT – Heather DeSart, NOW Executive Director**

Ms. DeSart announced that Tillamook Bay Community College had successfully trained 13 CDL certified drivers. She also announced that the MOU with WWP had been signed and that NOW had also been awarded State Apprenticeship Expansion, Equity and Innovation funds as part of that collaboration. Ms. DeSart mentioned the board had also been awarded more layoff aversion funds.

*Chris Breitmeyer joined the call here and was asked to present.*

**15. BOARD MEMBER COMMENTS – Roundtable**

Ms. Dugan mentioned that Jason had not had a chance to go over the procurement policy revision. Mr. Swain explained that the micro purchase threshold had been increased to fifty thousand. Ms. DeSart mentioned that Zach had motioned to approve the agenda item as presented so there was not a need to ask for approval here.

**16. SECOND PUBLIC COMMENT SECTION**

Ms. McGuire shared her story about coming from a home with domestic violence and being grateful that the board continues to try to reach those in need youth from similar situations and backgrounds.

**17. ADJOURN**

The meeting was adjourned at 12:03 pm.





# MINUTES

## CONSORTIUM MEETING LOCAL ELECTED OFFICIALS

### ZOOM CALL

**June 25, 2021 – Immediately Following the NOW Board Meeting**

**This meeting has been properly noticed and posted in the following places:**

Columbia County Commissioners office: 230 Strand Street 331, St. Helens, OR 97051  
Clatsop County Commissioners office: 800 Exchange Street, Ste. 410, Astoria, OR 97103  
Tillamook County Commissioners office: 201 Laurel Ave., Tillamook, OR 97141  
Lincoln County Commissioners office: 225 West Olive Street Room 110, Newport, Oregon 97365  
Benton County Commissioners office: 205 NW 5th Street, Corvallis, OR 97330  
Columbia County: The Chronicle                      Clatsop County: Clatsop News  
Lincoln County: The News Guard                      Tillamook County: Headlight Herald  
Benton County: Gazette Times-Corvallis

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*Those wishing to speak should sign the “Public Comment” sign-in sheet*

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**PRESENT:** **Doug Hunt**, Chair, Lincoln County Commissioner; **Mary Faith Bell**, Tillamook County Commissioner; **Pamela Wev**, Clatsop County Commissioner,

**STAFF:** **Heather DeSart**, NOW Executive Director; **Jason Swain**, NOW CFO; **Karen Litvin**, Program and Compliance Director; **Jerry Hardman**, NOW Business Services Manager; **Emily Schwartz**, NOW Office Manager

### **1. CALL TO ORDER, CONFIRMATION of POSTING and ROLL CALL**

The meeting was called to order at 12:06 PM. Posting Confirmed and Roll Call taken by Ms. Schwartz and Quorum achieved.

### **2. REVIEW and APPROVE AGENDA**

Changes to the language on item 5: “Accept Northwest Oregon Works Board’s recommendation to approve the forecasted budget for PY21-22”.

*Commissioner Hunt jumped to item 5 here. Items 2 and 4 were approved after item 9.*

**MOTION: Pamela Wev**

**SECOND: Mary Faith Bell MOTION CARRIED.**

### **3. PUBLIC COMMENT SESSION**

There were no comments from the Public.

#### 4. DISCUSSION and POSSIBLE ACTION

Approve Consortium Meeting Minutes from the January 22, 2021, Consortium Meeting.

**MOTION: Mary Faith Bell**

**SECOND: Pamela Wev MOTION CARRIED.**

#### 5. DISCUSSION and POSSIBLE ACTION

Accept Staff's recommendation to approve the forecasted budget for PY21-22 (*pending approval from the NOW Board*).

Commissioner Hunt asked about the positions that were ending for one of NOW's funding streams. Ms. DeSart explained that the YDD grant was ending but another longer one was coming out but the board wouldn't know if it was awarded for a couple of months. Commissioner Hunt asked how much it would cost to keep the success coaches employed and Mr. Swain explained it would cost about \$30,000 for those three months until the potential new funds came in.

**MOTION: Mary Faith Bell**

**SECOND: Pamela Wev MOTION CARRIED.**

#### 6. DISCUSSION and POSSIBLE ACTION

Accept Staff's recommendation to reappoint Northwest Oregon Works Board Member representing Title II. The term will be June 25, 2021 to July 1, 2024 – **Ann Buchele, Linn-Benton Community College**

**MOTION: Mary Faith Bell**

**SECOND: Doug Hunt MOTION CARRIED.**

#### 7. INFORMATION – Doug Hunt, Lincoln County Commissioner

Review the WWP-NOW MOU

Commissioner Hunt updated the Consortium members on the MOU with Willamette Workforce Partnership to better assist the shared labor pool of Linn, Benton, and Lincoln Counties. The Commissioners expressed their excitement of the MOU and the new possibilities that have opened to the board.

#### 8. CONSORTIUM MEMBER COMMENTS – Roundtable

There were no comments from the Consortium.

#### 9. SECOND PUBLIC COMMENT SESSION


There were no comments from the public.

*Ms. DeSart mentioned that items 2 and 4 were skipped. Items were addressed at this point.*

#### 10. ADJOURN

Meeting adjourned at 12:25 PM.

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	<b>POLICY P07: ON-THE-JOB TRAINING</b>
	<b>APPROVED: 10/28/2016</b> <b>REVISION: 10/14/2021</b> <b>APPROVED BOARD REVISION:</b> <b>INTERNAL REVIEW CONDUCTED: 10/14/2021</b>
	<input type="checkbox"/> NEW <input checked="" type="checkbox"/> REVISED

**PURPOSE**

Section 134(c)(3)(H) of the Workforce Innovation and Opportunity Act (WIOA) allows reimbursement to employers for On-The-Job Training (OJT) participants. This policy conveys the local requirements for the development of OJT opportunities and contracts.

**POLICY**

Northwest Oregon Works (NOW) encourages the use of OJT by its contracted service providers to both better meet the needs of job seekers to find and keep good jobs and to help local employers by offsetting the extraordinary cost of training employees.

OJT is a hire-first program. In consideration of the extra costs to the employer for hiring and training a new employee or promoting an employee, a portion of the employee's wages may be reimbursed for a limited duration.

OJTs are intended to encourage the development of in-company training programs that lead to transferrable skills for eligible individuals who would not otherwise be hired or promoted. An OJT is not an entitlement for employers. The decision to enter into contract with an employer is at the discretion of NOW and its contracted service providers.

**Eligible Participants**

An individual may be considered for an OJT when he/she has met the eligibility requirements for the adult or dislocated worker program, and has been determined to be in need of training services. Once deemed eligible, the individual will then receive an assessment and may have developed an Individual Employment Plan (IEP) showing that an OJT is appropriate. The individual may also be considered for any other types of work-based learning under WIOA.

Individuals who are employed in full or part-time work may be placed in an OJT either with an eligible employer for whom the employee currently works receiving the OJT funds, or with another eligible business offering the individual the OJT.

Proper program eligibility is required for each funding source, e.g. WIOA Adult and Dislocated Worker formula programs (including Statewide Activities), and National Dislocated Worker

Grants (DWGs). Participants may be co-enrolled in partner programs such as Trade Adjustment Assistance (TAA) and receive OJT. WIOA and other funds (such as TAA) must be managed in a coordinated manner to best meet the needs of the participants and to avoid paying for training costs twice. Providers will determine the reimbursement percentage allowable under all applicable funding streams when issuing an OJT to ensure that one funding stream does not reimburse a portion of wages that could have been reimbursed through another funding stream.

### **Participant Considerations**

Regardless of the funding stream, consideration should be given to the skill requirements of the occupation; the academic and occupational skill level of the participant; prior work experience; and the participant's Individual Employment Plan (IEP). Providers should take into account the following considerations before placing a participant in an OJT program:

- Does the participant need to learn skills for the desired position, or do they already have those skills?
- Does the participant have a need for training?
- What is the best way for the individual to obtain the skills needed (i.e., OJT or occupational skills training or both; if both, is a registered apprenticeship program appropriate)?
- Can the position be obtained at this business without OJT training?
- Is the participant likely to succeed in training?

Factors used to determine appropriateness of this service for a participant may include the participant's need for occupational training, the participant's job readiness, match of the job to the participant's needs, interests, and employment objectives, as well as capability of the participant to complete the training.

If a need and/or ability to benefit cannot be documented, a direct placement or referral to other services should be considered. It is the responsibility of providers to determine if a participant is likely to complete/succeed prior to engaging employers whenever possible.

### **Eligible Employers**

Contracted service providers will enter into OJT contracts and provide OJT reimbursements only to eligible employers that meet the following criteria:

- a. Have the capacity and resources to adequately train the OJT candidate with the intent of retaining the employee in long-term, full-time employment;
- b. Enter into a signed training contract that spells out the training and retention expectations of the employee, the employer, and the contracted service provider;
- c. Have adequate payroll and record keeping systems in place;
- d. Have the explicit agreement of the bargaining agent if OJT positions are covered by collective bargaining agreements;

- e. Provide the same rate of pay, fringe benefits and working conditions offered to the OJT trainee as similarly situated employees in similar positions in the local labor market;
- f. Have adequate Workers' Compensation or accident insurance coverage in effect.
- g. ~~Are private sector employers.~~ Preference should be provided to ~~private sector~~ employers operating in in-demand sectors, or providing in-demand occupations or providing higher wages. NOTE: some fund sources ban the use of OJTs with public sector employers, casinos, gaming establishments, swimming pools, aquariums, zoos, golf courses and faith-based organizations. Service providers are expected to comply with the restrictions of the applicable funding sources.
- h. If the employer of record is a staffing agency, both the staffing agency and worksite employer must sign and adhere to the terms of all OJT agreements.

Service providers **may not** enter into an OJT contract when

- a) OJT positions result in the displacement of current workers who are on layoff status with recall rights from the same or any substantially equivalent job or are terminated with the intention of filling the vacancy with an OJT participant;
- b) The OJT position infringes on the promotional opportunities of currently employed workers.
- c) The OJT would result in the reduction in the hours of non-overtime work, wages, or employment benefits of any currently employed employee.
- d) The employer has relocated all or part of their business within the previous 120 days where the relocation action has resulted in the loss of employment of any employee at the original location;
- e) Employer has been convicted of violating federal laws and regulations;
- f) Employer received OJT payments under contracts under WIOA or the Workforce Investment Act of 1998 and exhibited a pattern of failing to provide participants with continued long-term employment as regular employees with wages and employment benefits (including health benefits) and working conditions at the same level and to the same extent as other employees working a similar length of time and doing the same type of work.

**OJT Training Duration.** An OJT contract must be limited to the period of time required for a participant to become proficient in the occupation for which the training is being provided, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.

**Reimbursement.** Employers may be reimbursed only for the portion of the trainee's wages agreed upon in the OJT contract. Employers may be reimbursed only for time the trainee was actually on the job and receiving training. Reimbursement to the employer **may not** exceed 50 percent of wages paid during the training period except in the following conditions: The participant faces barriers to employment as defined in WIOA Section 3(24);

- a) The employer has fewer than 100 employees;

- b) The employer-provided training results in an industry-recognized credential and advancement opportunities;
- c) More than one employee is participating in the training;
- d) The pre and post wage and benefit levels of the participating employees exceed local median incomes,
- e) The training results in increased competitiveness.
- f) The OJT position is an in-demand occupation or industry as identified by the local board in alignment with WIOA Section 3(23);

If one or more of the above conditions are met, NOW may grant an exception to the reimbursement amount not to exceed 75 percent of the wages paid during the training period. The provider will request an exception, in writing, to NOW.

The Executive Director may authorize OJT reimbursement in excess of 50 percent, and not to exceed 75 percent, of the wages paid during training if warranted for a specific period of time due to local economic conditions, demand for services, or funding source.

#### **DEFINITIONS**

**On-the-job training:** Training provided by employers to paid participants in the form of productive work in jobs that (1) provide the knowledge or skills essential to the full and adequate performance of the jobs, (2) are available through programs that provide reimbursement to employers of up to 50 percent of the participants' wages, with the exception provided by this policy, for the extraordinary costs of training and additional supervision related to the training, and (3) are limited in duration as appropriate to the occupations for which participants are being trained, taking into account training content, participants' prior work experiences, and participants' service strategies.

**Reimbursement Rate.** A reimbursement rate, or reimbursement level, refers to the percentage of the OJT participant's hourly wage or wage cap that can be reimbursed to an employer.

**In-Demand Industry Sector or Occupation:** In general, (i) an industry sector that has a substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) on the state, regional, or local economy, as appropriate, and that Page 3 of 3 contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors; or (ii) an occupation that currently has or is projected to have a number of positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector so as to have a significant impact on the state, regional, or local economy, as appropriate. The determination of whether an industry sector or occupation is in-demand shall be made by the state board or local board, as appropriate, using state and regional business and labor market projections, including the use of labor market information.

## **REFERENCES**

20 CFR sections 680.700 and 680.710

OJT Toolkit <https://ion.workforcegps.org/resources/2017/12/01/11/19/On-the-Job-Training-Toolkit>

WIOA Regulations at 20 CFR, parts 680.200, 700, 710, 720, 730

TEGL 2-15, "Operational Guidance for National Dislocated Worker Grants, pursuant to the Workforce Innovation and Opportunity Act (WIOA or Opportunity Act)."

TEGL 19-16, "Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules."

WIOA FORMULA YOUTH PROGRESS

MEASURES	Goals	September
<b>Clatsop, Columbia and Tillamook Counties</b>		
Caseload of active (enrolled/follow up) participants maintained each month	70	56
Percentage of actively enrolled high school drop outs reengaged in education	90%	67%
Percentage of newly enrolled youth receive financial literacy training	100%	0%
Number of youth who receive a work experience	30	1
Number of actively enrolled youth who complete labor market/career exploration services	75%	5%
Number of post-secondary tours/orientations provided to participants in Healthcare, Advanced Manufacturing, Maritime and Leisure and Hospitality (professional) – at least 1 per industry.	9	0
Percentage of participants who enter follow up will have obtained employment or enrolled into post-secondary education/training within the first quarter of follow-up services.	60%	50%
Percentage of participants who complete post-secondary or secondary training between July 1, 2021 – June 30, 2022, and earn a DOL-recognized credential.	75%	0%
Percentage of participants who complete any secondary or post-secondary training between July 1, 2021 – June 30, 2022, and earn a DOL-recognized measurable skill gain.	58%	0%

MEASURES	Goals	ACTUAL
<b>Benton and Lincoln Counties</b>		
Caseload of active participants (enrolled/follow up) maintained each month	70	36
Percentage of actively enrolled high school drop outs reengaged in education	90%	85%
Percentage of newly enrolled youth receive financial literacy training	100%	15%
Number of youth who receive a work experience	20	2
Number of actively enrolled youth who complete labor market/career exploration services	75%	37%
Number of post-secondary tours/orientations provided to participants in Healthcare, Advanced Manufacturing, Maritime and Leisure and Hospitality (professional) – at least 1 per industry.	6	0
Percentage of participants who enter follow up will have obtained employment or enrolled into post-secondary education/training within the first quarter of follow-up services.	60%	0%
Percentage of participants who complete post-secondary or secondary training between July 1, 2021 – June 30, 2022, and earn a DOL-recognized credential.	75%	18%
Percentage of participants who complete any secondary or post-secondary training between July 1, 2021 – June 30, 2022, and earn a DOL-recognized measurable skill gain.	58%	27%



FORMULA ADULT/DISLOCATED WORKER PROGRESS

MEASURES	Goals	ACTUAL
Number of individual participants enrolled into Individualized career services	150	24
Percentage of those enrolled into individualized career services receive assessments showing need for individualized career services.	95%	100%
Percentage of A/DW enrolled in individualized career services with a My WorkSource Account	75%	40%
Individual training accounts initiated	38	20
Percentage of individual training accounts initiated in sector-specific or in-demand occupations	65%	100%
Individual training accounts completed	30	4
On-the-job training placements initiated	38	3
Percentage of On-the-job training in sector specific or in-demand occupations	65%	75%
On-the-job training placements complete	30	8
Percentage of participants who exit individualized or training services between July 1, 2020 – June 30, 2021, obtain employment within the quarter of exit.	69%	100%
Percentage of participants who complete secondary or post-secondary training between July 1, 2021 – June 30, 2022 earn a DOL recognized credential.	75%	100%
Percentage of participants who complete any secondary, post-secondary training service between July 1, 2021 – June 30, 2022, earn a DOL-recognized measurable skill gain.	57%	34%

Strategy	0%	25%	50%	75%	100%
<b>INVEST</b>					
Focus on data to prioritize investments.					
Optimize the return on investment through sound resource management.					
Increase resources for workforce development in the local area.					
<b>INNOVATE</b>					
Pursue promising practices and programs that can be scaled up.					
Develop strategic partnerships in support of workforce initiatives.					
Lead efforts that result in employment and career advancement.					
<b>IMPACT</b>					
Mobilize opportunities that support critical industry sectors.					
Foster development of career pathways for youth and adults.					
Educate communities about the workforce services available.					

	<b>ON TRACK</b>		<b>SOMEWHAT LAGGING</b>		<b>NEEDING TRACTION</b>
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**INVEST**

- Contracts are in place. We were able to increase staffing, as well as career & training services.
- Received YDD grant.
- Received SAEI apprenticeship grant.
- Applied for CAREERS grant.
- Applied for OCF grant.

**INNOVATE**

- Memorandum of Understanding with Willamette Workforce Partnership to align services in Lincoln, Linn and Benton Counties—sectors, grant opportunities, service provision in youth employment.
- Working with private and public partners for re-entry training in transportation industry and developing childcare training to increase child care capacity in the region in order to get people back to work.

**IMPACT**

- Meeting needs with wildfire survivors through dislocated worker grants in Lincoln County.
- Increasing high school and GED completers through YDD and WIOA youth program.
- Increased youth support in WIOA youth program.
- INSEAM has been adopted successfully in Lane County and more cohorts scheduled for 2021 in our region.
- HOWTO grant has enrolled participants into all levels of training for BIPOC behavioral health apprenticeship.

# Northwest Oregon Works Bylaws

Approved October 28, 2016

Revision Approved

Revised July 26, 2021

## ARTICLE I: Definitions

The following terms are used in these bylaws:

**“Bylaws”** means this set of Oregon Northwest Workforce Investment Board (ONWIB) doing business at Northwest Oregon Works (NOW) bylaws.

**“Chair”** means the Workforce Board’s chairperson.

**“Chief Local Elected Official” or “CLEO”** means the chair of the Northwest Oregon Workforce Consortium board.

**“Executive Director”** means Northwest Oregon Works Executive Director.

**“Intergovernmental Agreement”** means the agreement between Benton, Clatsop, Columbia, Lincoln and Tillamook Counties establishing the Northwest Oregon Workforce Consortium, referred to as “NOWC.”

**“Members”** means individuals appointed to Northwest Oregon Works Board by NOWC.

**“NOWC”** means the Northwest Oregon Workforce Consortium, an intergovernmental organization created to carry out the provisions of the Workforce Innovation and Opportunity Act (WIOA).

**“NOW”** means Northwest Oregon Works which is the assumed business name of Oregon Northwest Workforce Investment Board, an Oregon 501 (C) (3), created to carry out its responsibilities under the Workforce Innovation and Opportunity Act (WIOA).

**“Partnership Agreement”** means the agreement between the Workforce Board and NOWC.

**“WIOA”** means the Workforce Innovation and Opportunity Act of 2014, as amended from time to time.

**“Workforce Board”** means Northwest Oregon Works.

## ARTICLE II: Purpose

The Workforce Board’s purpose is to develop, oversee and implement the Oregon Northwest workforce area’s strategic plan and to perform the duties listed in the Partnership Agreement

and in grant agreements. The Workforce Board's duties and functions shall be limited to those permitted by Section 501 (c) (3) of the Internal Revenue Code and by Oregon statutes applicable to nonprofit corporations.

### **ARTICLE III: Members and Meetings**

#### **A. Number of Members**

The size of the Workforce Board shall be variable with the number of members determined by NOWC. The composition of the Workforce Board must comply with WIOA, as amended from time to time, and by State of Oregon policy issuances.

#### **B. Nominations and Appointment of Members**

Nominations to the NOW Board of Directors shall be made in accordance with WIOA Section 107 and any additional State of Oregon or NOWC requirements. NOWC shall make Workforce Board appointments.

#### **C. Terms of Office**

The terms of Workforce Board members are three years from the date of appointment, except that initial appointments shall be staggered. There shall be no limit on the number of terms that a member may be appointed.

#### **D. Resignation and Removal**

Any Workforce Board member may be removed or suspended with or without cause by NOWC. A Workforce Board member may resign at any time by delivering written notice to the Chair or to the Executive Director. Unless the notice of resignation specifies a later effective date, the resignation will be effective when received.

#### **E. Attendance**

The NOW Board of Directors shall serve at the pleasure of the Northwest Oregon Board of County Commissioners. The NOW Board of Directors are expected to attend all regularly scheduled meetings and shall not delegate their vote to any other individual. Any member who does not attend at least half of the regularly scheduled meetings during any fiscal year may forfeit the office upon review of the NOW Board of Directors. Any member of the Board of Directors may be suspended or expelled from membership on the Board of Directors upon affirmative vote of two-thirds (2/3) of the membership as a recommendation to the NOWC. If a Director's employment status changes in his/her elected term, a written notification must be sent to the Board of Directors within 30 days of said change. The Director, under approval of the Board of Directors, has 120 days to requalify for a NOW Board position. Failure to requalify will result in removal from the NOW's Board of Directors. Nothing in these bylaws is intended to preclude the possibility of interested members being considered for reappointment after expiration of a term. A member who has three or more consecutive unexcused absences from board meetings may be subject to replacement from NOW by the NOWC.

## **F. Meetings**

### **1. Regular Meetings**

The Workforce Board shall determine the time and place of its regular meetings in advance and authorizes the Chair to call meetings.

### **2. Annual Meeting**

Unless a different date is set by resolution of the Workforce Board, the annual meeting shall be the first regular meeting on or after July 1 of each year. During the annual meeting, Workforce Board officers shall be elected.

### **3. Special Meetings**

Special meetings may be held as called by the Chair or by the Vice Chair/Secretary.

### **4. Minutes**

Minutes of each meeting shall be reviewed and approved at subsequent meetings and copies of all approved minutes shall be maintained at the Workforce Board's principal office.

### **5. Open Meeting Provision**

All Workforce Board meetings shall be conducted in accordance with public meeting laws, these bylaws and the Workforce Board's Code of Conduct.

### **6. Participation**

Participation at Workforce Board meetings shall be limited to its members, with the following exceptions:

- a. Comments from the general public as specified in meeting agendas or as permitted by the chair;
- b. Local elected officials who sit on the NOWC board;
- c. At the discretion of the Chair, comment or other participation by non-members which is material to the matter under consideration;
- d. Individuals who are not Board members and who serve on Board committees; and,
- e. Regularly scheduled agenda items that call for reports or participation by non-members

### **7. Rules**

All meetings shall be held in compliance with Oregon law, grant terms, these bylaws and Roberts' Rules of Order, provided that the use of Roberts' Rules of Order shall be solely for the convenience of the Workforce Board and its committees. Failure to comply with Roberts' Rules of Order shall not affect the validity of any action taken which is otherwise in compliance with these bylaws.

In the event of a conflict, the order of precedence shall be Oregon law, grant terms, these bylaws, and Roberts' Rules of Order.

## **G. Meeting Notices and Agendas**

### **1. Meeting Notices**

Meeting notices and board meeting packets shall be given at least three (3) days prior to the date of the meeting unless special conditions make advance notice impracticable, in which case notice and a description of the purpose of the meeting shall be given not less than 24 hours prior to the meeting. Notwithstanding the forgoing, a special meeting can be conducted at any time and without notice if all members are present in person or by electronic means and do not object to the meeting. Notices and board meeting packets may be given electronically.

### **2. Agendas**

Meeting notices shall contain an agenda of the topics scheduled for consideration. The Workforce Board may consider and act upon matters at a regular meeting (including the annual meeting) which are not included in the notice agenda, but may not act upon any matter during a special meeting unless that matter was described in the special meeting notice or all of the members are present in person or electronically and do not object to the matter being considered.

## **H. Quorum**

A quorum shall be defined as:

- A simple majority (51%) of members, excluding vacancies AND
- Of those members in attendance, no fewer than 25% are business representatives.

No suspended member shall be included as a member. A member is deemed to be present at a meeting for the purpose of determining a quorum even if the member abstains from voting on one or more items on the agenda.

## **I. Manner of Acting**

Each Workforce Board member shall have one vote. The act of a majority of the members present at a meeting at which a quorum is present shall be the act of the Workforce Board, subject to quorum and participation requirement in ORS 660.324 (4)(a). To the extent permitted by Oregon law, members may attend meetings by telephone or through other electronic means.

## **ARTICLE IV: Workforce Board Officers**

### **A. Required Officers**

The officers of the Workforce Board shall include a Chair, a Vice Chair/Secretary, and a Treasurer, all of whom shall be private sector business members. The Workforce

Board may elect other officers as deemed necessary. A single member may perform the duties of more than one office, with the exception of the duties of Chair and the Vice Chair/Secretary, which must be performed by separate members.

**B. Duties of the Chair**

The Chair shall preside at meetings; shall serve as the Workforce Board's chief spokesperson and signatory; shall appoint committee chairs and committee members subject to these bylaws and the Partnership Agreement; and, shall perform other duties assigned by the Workforce Board.

**C. Duties of the Vice Chair/Secretary**

The Vice Chair/Secretary shall perform the duties of the Chair in the Chair's absence and shall perform other duties designated by the Workforce Board.

**D. Treasurer**

The Treasurer shall present budgetary items and Board meetings, sit on the NOW Financial Advisory Team and work closely with the Chief Financial Officer on all items related to the organizational budget. The Treasurer shall perform the duties of the Chair in the absence of the Vice Chair.

**E. Election and Term**

The Workforce Board's officers shall be elected at the annual meeting and shall serve for a term of two years. There shall be no limit to the number of terms of office the Chair and Vice Chair may serve. If an officer continues to serve additional terms, the re-appointment will be established by a quorum of the Board for each consecutive term at the annual meeting at which time new nominations will also be considered.

**ARTICLE V: Committees**

**A. Creation of Committees**

The Workforce Board and its Chair shall have the power to create both standing and ad-hoc committees and task groups. The Chair shall appoint committee members and committee chairs subject to Workforce Board's direction.

**B. Executive Committee**

- The Workforce Board's Executive Committee may serve as the Board of Directors of a nonprofit corporation. The Executive Committee shall have the power and authority to act on behalf of the full board between regularly scheduled NOW meetings in the case where an issue emerges that needs immediate action granted it by the Workforce Board. At the first available meeting of the full board of directors, inform the board of any and all actions taken on behalf of the full board or action taken within the authority of the Committee. The committee shall be composed of: elected officers, at least one County Commissioner, and at least one board member representing education, labor, or economic development.

**ARTICLE VI: Code of Conduct**

The Workforce Board shall adopt a Code of Conduct and Conflict of Interest, which shall meet all Federal, Oregon and NOWC requirements.

**ARTICLE VII: Executive Director**

The Workforce Board’s Executive Director shall staff the Workforce Board and the Northwest Oregon Workforce Consortium. The Executive Director shall assign other staff to perform Workforce Board and NOWC functions within the confines of budget constraints and direction from the Workforce Board and NOWC. The Executive Director shall work at the direction of the Chair, Oregon Northwest Workforce Investment Board and shall be annually evaluated.

**ARTICLE VIII: Amendment**

**A. Amendment Process**

These bylaws may be amended or repealed by an affirmative vote of a majority of the Workforce Board members at a regular or special meeting. Notice, which shall specify the changes to be made, shall be delivered to all members no less than three (3) days prior to the meeting at which bylaw amendment or repeal is to be acted upon. An affirmative vote in favor of bylaws amendment may be delivered in writing.

**ARTICLE IX: Bylaws Enactment**

These Workforce Board bylaws take effect on the date set forth below.

**APPROVED BY THE CHIEF ELECTED OFFICIAL**

CEO: \_\_\_\_\_ Date: \_\_\_\_\_

**APPROVED BY THE WORKFORCE BOARD**

Chair: \_\_\_\_\_ Date: \_\_\_\_\_

**APPROVED BY THE EXECUTIVE DIRECTOR**

ED: \_\_\_\_\_ Date: \_\_\_\_\_



**NOW Annual Budget  
Program Year 21-22**

Line #	Program Year 21-22						PY20-21		PY19-20	
	PY20-21 Carry Over	PY21-22 Awarded	ADJ	Total Funding	%	REF	Carry Over/ Awarded	%	Carry Over/ Awarded	%
<b>Federal Funding</b>										
1	94,000	584,128	11,237	689,365	14%		526,650	12%	543,783	17%
2	132,800	487,265	39,467	659,532	13%		488,696	11%	439,789	14%
3	172,200	442,822	1,833	616,855	12%		561,424	13%	589,828	19%
4	261,000	300,000	(10,002)	550,998	11%		300,000	7%	-	0%
5	-	157,000	157,000	157,000	3%		0	0%	-	0%
6	89,179	-	(4,000)	85,179	2%		28,818	1%	37,207	1.2%
7	30,000	-	25,497	55,497	1%		154,881	4%	159,287	5%
8	-	42,000	42,000	42,000	1%		51,340	1%	117,920	4%
9	30,000	-	7,170	37,170	1%		159,287	4%	-	0%
10	13,525	12,500	(5,126)	20,899	0.4%		13,525	0%	27,907	1%
11	-	-	-	-	0%		58,967	1%	58,967	2%
12	151,472	168,246	(3)	319,715	6%		267,329	6%	308,953	10%
13	32,000	33,333	(1,315)	64,018	1%		33,333	1%	-	0%
14	13,000	-	1,559	14,559	0.3%		17,699	0%	17,699	1%
15	13,000	-	1,467	14,467	0.3%		17,524	0%	17,699	1%
16	<b>1,032,176</b>	<b>2,227,294</b>	<b>266,784</b>	<b>3,327,254</b>	<b>67%</b>	<b>R-1</b>	<b>2,679,473</b>	<b>61%</b>	<b>2,319,039</b>	<b>73%</b>
<b>State Funding</b>										
17	640,000	-	299	640,299	13%		670,770	15%	-	0%
18	-	220,800	220,800	220,800	4%		265,000	6%	-	0%
19	-	138,858	22,063	160,921	3%		96,025	2%	154,000	5%
20	-	101,500	34,358	135,858	3%		72,983	2%	132,113	4%
21	-	-	-	-	0%		-	0%	5,438	0%
22	-	291,775	46,360	338,135	7%		289,038	7%	430,342	14%
23	64,000	-	(205)	63,795	1%		67,077	2%	-	0%
24	-	19,200	-	19,200	0%		25,000	1%	-	0%
25	-	15,429	2,451	17,880	0%		2,264	0%	17,430	1%
26	-	11,273	(11,273)	-	0%		5,187	0%	12,525	0%
27	30,353	-	-	30,353	1%		30,404	1%	30,812	1%
28	<b>704,000</b>	<b>798,835</b>	<b>314,853</b>	<b>1,627,241</b>	<b>33%</b>	<b>R-2</b>	<b>1,523,748</b>	<b>35%</b>	<b>782,660</b>	<b>25%</b>
<b>Local Funding</b>										
29	10,000	-	-	10,000	0.2%		10,000	0.2%	10,000	0%
30	4,960	-	-	4,960	0.1%		10,000	0.2%	10,000	0%
31	10,000	-	-	10,000	0.2%		10,000	0.2%	-	0%
32	6,658	-	(627)	6,031	0.1%		7,500	0.2%	7,500	0%
33	-	-	-	-	0%		50,000	1.1%	50,000	1.6%
34	-	-	-	-	0%		5,000	0.1%	-	0%
35	-	-	-	-	0%		1,000	0.02%	1,000	0%
36	-	-	-	-	0%		-	0%	2,126	0.1%
37	-	-	-	-	0%		15,000	0.3%	-	0%
38	<b>31,618</b>	<b>-</b>	<b>(627)</b>	<b>30,991</b>	<b>1%</b>	<b>R-3</b>	<b>108,500</b>	<b>2.5%</b>	<b>80,626</b>	<b>2.5%</b>
<b>Other Funding</b>										
39	-	-	-	-	0%		79,697	1.8%	-	0%
40	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>		<b>79,697</b>	<b>1.8%</b>	<b>-</b>	<b>0%</b>
41	<b>\$ 1,767,794</b>	<b>\$ 3,026,129</b>	<b>\$ 581,010</b>	<b>\$ 4,985,486</b>	<b>100%</b>		<b>4,391,418</b>	<b>100%</b>	<b>3,182,325</b>	<b>100%</b>

	Budgeted Expenses	ADJ	Total Expenses	%	REF	Budgeted	%	Actuals	%
<b>Operating Payroll Expenses</b>									
42	Wages	197,033	(13,518)	183,515	4.8%			176,514	8%
43	Employee Health Insurance	26,730	(4,806)	21,924	0.6%			28,565	1%
44	Payroll Taxes	17,394	(24)	17,370	0.5%			16,707	1%
45	PTO	17,107	-	17,107	0.4%			16,129	1%
46	Employee Retirement Plan	9,262	-	9,262	0.2%			8,652	0%
47	<b>Total Operating Payroll Expenses</b>	<b>267,526</b>	<b>(18,348)</b>	<b>249,178</b>	<b>7%</b>	<b>E-1</b>	<b>246,567</b>	<b>7%</b>	<b>236,994</b>
<b>Operating General Expenses</b>									
48	Travel	12,500	-	12,500	0.3%	E-2	16,500	0%	24,500
49	Audit & Legal Services	21,000	2,000	23,000	0.6%	E-3	20,400	1%	19,800
50	Office Lease	5,812	-	5,812	0.2%	E-4	17,530	1%	16,096
51	Professional Services (Other)	31,400	-	31,400	0.8%	E-5	27,000	1%	18,500
52	Memberships	13,500	-	13,500	0.4%	E-6	13,500	0%	14,000
53	Fees	8,400	-	8,400	0.2%	E-7	7,320	0.2%	6,400
54	Phone & Internet	6,665	-	6,665	0.2%	E-8	6,825	0.2%	7,000
55	Computer Equipment	6,700	-	6,700	0.2%	E-9	12,280	0.4%	3,500
56	Staff Training/Development	6,000	-	6,000	0.2%	E-10	6,000	0.2%	8,000
57	Insurance	6,700	-	6,700	0.2%	E-11	5,300	0.2%	5,790
58	Supplies/Postage/Meetings	6,000	-	6,000	0.2%	E-12	5,200	0.2%	4,700
59	Depreciation	-	-	-	0.0%		-	0%	-
60	<b>Total Operating General Expenses</b>	<b>124,677</b>	<b>2,000</b>	<b>126,677</b>	<b>3%</b>		<b>137,855</b>	<b>4%</b>	<b>128,286</b>
61	<b>Total Operating Expenses</b>	<b>392,203</b>	<b>(16,348)</b>	<b>375,855</b>	<b>10%</b>		<b>384,422</b>	<b>11%</b>	<b>365,280</b>
<b>Program Payroll Expenses</b>									
62	Wages	268,482	15,799	284,281	7.5%			165,149	8.6%
63	Employee Health Insurance	44,550	(6,482)	38,068	1.0%			22,289	0.9%
64	Payroll Taxes	26,764	143	26,907	0.7%			15,632	0.8%
65	PTO	21,633	(3,076)	18,557	0.5%			14,686	0.8%
66	Employee Retirement Plan	13,793	(2,580)	11,213	0.3%			7,746	0.4%
67	<b>Total Program Payroll Expenses</b>	<b>375,222</b>	<b>3,804</b>	<b>379,026</b>	<b>10%</b>	<b>E-1</b>	<b>225,502</b>	<b>7%</b>	<b>248,328</b>
<b>Program General Expenses</b>									
68	WSO Leases	53,355	-	53,355	1.4%	E-13	52,860	2%	54,200
69	WSO Phone & Internet	16,687	-	16,687	0.4%	E-14	21,543	1%	25,600
70	I-Trac Database	30,000	-	30,000	0.8%	E-15	24,500	1%	19,305
71	Program Outreach Operational	217,639	244,080	461,719	12.1%	E-16	348,769	10%	136,784
72	Program Outreach Professional Services	53,454	2,006	55,460	1.5%	E-17	379,250	11%	28,861
73	<b>Total Program General Expenses</b>	<b>371,135</b>	<b>246,086</b>	<b>617,221</b>	<b>16%</b>		<b>826,922</b>	<b>25%</b>	<b>264,750</b>
<b>Program Subrecipient Expenses</b>									
74	WIOA (Equus)/(CSC)	1,451,000	18,656	1,469,656	38.5%			1,146,000	51%
75	WIOA Employment Recovery (Equus)	29,000	7,242	36,242	0.9%			156,150	0%
76	WIOA Disaster Recovery (Equus)	29,000	25,719	54,719	1.4%			151,745	1%
77	WIOA Wildfire Disaster Recovery (Equus)	539,573	758	540,331	14.2%			288,073	
78	WORKEY (Equus)	65,930	87,491	153,421	4.0%			93,664	3%
79	SYEP (Equus)/(CSC)	41,400	43,779	85,179	2.2%			53,070	1%
80	WIOA (OMEP)	25,000	-	25,000	0.7%			24,027	1%
81	SAEEI (TBD)	-	78,500	78,500	2.1%			0	0%
82	HCY (TBD)	-	-	-	0.0%			24,450	1%
83	<b>Total Subrecipient Expenses</b>	<b>2,180,903</b>	<b>262,145</b>	<b>2,443,048</b>	<b>64%</b>	<b>E-18</b>	<b>1,937,179</b>	<b>57%</b>	<b>1,280,787</b>
84	<b>Total Program Expenses</b>	<b>2,927,260</b>	<b>512,035</b>	<b>3,439,295</b>	<b>90%</b>		<b>2,989,603</b>	<b>89%</b>	<b>1,793,865</b>
85	<b>TOTAL EXPENSES</b>	<b>\$ 3,319,463</b>	<b>\$ 495,687</b>	<b>\$ 3,815,150</b>			<b>3,374,025</b>	<b>2,159,145</b>	
86	<b>NET FUNDING &amp; EXPENSES</b>			<b>\$ 1,170,336</b>			<b>1,017,393</b>	<b>1,023,180</b>	