

North Country

# Local Plan

July 1, 2021 – June 30, 2025

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## Strategic Planning Elements

Local Workforce Development Areas (LWDAs) and Regional Demand Lists are now maintained online. Changes to the Demand Lists can be made by following the directions on the webpage.

I attest that the priority ranked list of the LWDA's demand occupations was last updated on [specify date in the text box below].

June 2021

How is this information shared with the Local Workforce Development Board (LWDB)? What was the last date on which it was shared?

The in-demand list was shared with the regional NCWDB members at its June 2021 meeting. It includes Clinton, Essex, Franklin and Hamilton counties.

a. Provide an analysis of regional economic conditions, including:

i. Existing and emerging in-demand sectors and occupations; and

General Freight Trucking, Long-Distance, Truckload has been one of the fastest growing sectors in the area. The industry has almost doubled the number of jobs in the North Country from 26 in 2019, to 49 in 2020 - an increase of 86%.

Meanwhile, the top industry in the North Country is Government and its average annual salary is \$85,241. Although it employed 20,298 people in the region in 2020, it is a decrease of 2% compared to 2015.

The healthcare sector continues to remain the top growing industry in the four counties served by the NCWDB. Since 2019, the sector has added 520 jobs and employed 11,583 people in 2020, a 5% increase over 2015. Moreover, the average annual wage earned is \$64,413.

Construction has remained steady during the pandemic however with the continual retirement of baby boomers, the skilled trades are in need of trained workers. This provides an opportunity for individuals to enter apprenticeship programs. In the region, this industry has seen a 6% growth between 2015 and 2020, with average annual salaries of 68,795.

The retail trade and accommodation and food services industries are third and fourth in-demand industries however, the skills requirements are minimal and the sector has decreased by 7% and 18% respectively. Moreover, the annual average salaries for these two sectors are \$39,015 in retail and \$27,278 for the accommodation and food services industries - well below the ALICE threshold of \$64,000 in the North Country.

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Manufacturing saw a 9% decrease in the number of jobs between 2015 and 2020. However, it is still one of the top in-demand industry in the North Country and worker earn on average \$68,824 per year.

ii. The employment needs of businesses in those sectors and occupations.

**General Freight, Trucking, Long Distance, Truckload:** This industry is always looking for individuals with CDL licences which are needed to operate the vehicles. The region's BOCES has been able to fill some of the needs but due to the pandemic, they have to limit the number of students in the truck at once. Companies, such as Renzi which is based in Watertown, NY and has operations in Malone, NY have created their own training programs to help alleviate their needs.

**Government:** Lack of competitive wages and poor benefit packages no longer attract workers. Once seen as steady employment with good benefits, along with slowed hiring, find workers seeking other opportunities. Due to the pandemic, many governments have either froze or significantly slowed their hiring practices which compounds the problem.

**Healthcare:** Rural areas have historically been a difficult place to attract physicians and other highly skilled workers. The low skilled occupations within this industry require short-term training which is offered to individuals at no cost. However, due to the poor working conditions, including mandatory overtime, low wages, uncertain schedules means that turnover is high. However, the North Country is working with the Herkimer-Madison-Oneida WDB's USDOL H-1B Rural Healthcare Grant to help fund training for approximately 45 healthcare titles. This will help meet employers' needs for skilled training.

**Construction:** There is a constant need for skilled labor in the North Country. The NCWDB works in close partnership with unions, BOCES and companies to try and connect the potential workers with job opportunities in the region. Moreover, given the level of skills needed for these positions - often in trades, the hourly rate is significantly above the ALICE threshold for the North Country. Additionally, many of these positions are tied to apprenticeship programs which provide a definitive career pathway.

**Retail and Accommodation and Food Services:** The pandemic significantly affected these two industries given the shut dRural areas have historically been a difficult place to attract physicians and other highly skilled workers. The low skilled occupations require short term training which is offered to individuals at no cost, turnover is high.own of physical retail and restaurant businesses. Moreover, during the quarantine period in the first part of 2020 and until the re-opening of the economy, there was minimal activity in these sectors. Adding the part-time aspect of the positions, lack of benefits and poor wages, this sector is struggling.

**Manufacturing:** Although it recorded a slight decrease in the number of employees in this industry, manufacturing is still strong, specifically in Clinton County. The sector never closed during the pandemic and demand for many businesses actually increased. The lack of a trained workforce is a significant challenge, compounded by the closing of training facilities such as BOCES and community colleges during the pandemic. The sector is presently in need of an influx of workers.

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b. Describe the knowledge, skills, and abilities needed to meet the employment needs of businesses, including those in in-demand sectors and employing individuals in demand occupations.

c. Employers report the need for individuals to be willing to learn and to have the 21st century skills such as creativity, cooperation, collaboration, team building, communication and reliability. Professional level skills are hard to recruit in rural area as the pay is often lower than in larger metropolitan areas. The center often sends job leads to the colleges and universities located in the region.

d. Provide an analysis of the regional workforce, including:

i. Current labor force employment and unemployment numbers;

The four counties that make up the North Country has a combined population, as of 2020, of 107,807. The region's unemployment as of April 2021 is 5.6%.

ii. Information on any trends in the labor market; and

Given the pandemic, unemployment numbers were recessionary high and fell back into line with pre-pandemic numbers. Employers are finding it hard to recruit and find candidates to fill positions. According to our Labor Market Analyst report over the past year, the number of private sector jobs in the North Country Region fell by 6,200 or 6.0%. Employment losses were the greatest in leisure and hospitality, educational and health services, trade, transportation and utilities, manufacturing & construction.

iii. Educational and skill levels of the workforce in the region, including individuals with barriers to employment.

North Country Education Attainment for the North Country:		
	% of Population	Population
Less than 9th Grade	5.1%	6259
9th Grade to 12th Grade	7.4%	9,175
High School Diploma	37.1%	45,875
Some College	17.6%	21,798
Associate's Degree	10.6%	13,055
Bachelor's Degree	11.7%	14,424
Graduate Degree or higher	10.5%	13,008

e. Provide an analysis of workforce development activities, including education and training, in the region.

i. Identify strengths and weaknesses of these workforce development activities.

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Career and Technical education through CV-TEC and BOCES in the four counties are continually updating and seeking consultation with employers. Due to low enrollment and a diminishing population, new programs are often more costly than the enrollment making it difficult to introduce new programs.

Clinton Community College, North Country Community College, SUNY-Plattsburgh are liberal arts schools that struggle with enrollment due in part with the declining population in the region as well as how the number of students are counted - fully enrolled students count as one student. This causes a challenge given the mission of the community colleges who cater to adult learners who wish to learn new/additional skills to help their career pathways. The schools have been involved with workforce development, the community at large and businesses to ensure their programs meet the demands. Additionally, CCC has the Institute of Advanced Manufacturing, which offers technical training for companies as well as technical degrees and credentials to students. They have a customized approach that help meet the skills demands of employers. However, some of the new programs take years to be approved by NYSED, which is a challenge for workforce development.

#### Strengths:

1. The area has a high graduation rate compared to urban areas
2. Excellent collaboration between business, economic development & partners

#### Weaknesses

1. Limited funding restricts the number of ITAs & OJTs
2. Those on Public Assistance are under a NYS work first policy when most would benefit from training for higher wages.
3. Training capacity. Providers need to meet class sizes to financially run programs.
4. Training classes are not run year round, making participants wait for start times.
5. Small employers find running apprenticeships overwhelming due to a lack of supervision and time to devote to completing programs.
6. Many students enter the community college; however, completion rates are low.
7. Many students seek non-marketable degrees and carry a heavy debt load, which then leads to low paying jobs and they find themselves in poverty.

#### Observations & Challenges:

1. Employers throughout the North Country require a small number of employees to fill a need. This supports the need for apprenticeships, On-The-Job training and online programs.
2. Not all training opportunities are available within the area or within a realistic traveling distance.

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- 3. Employers are often not aware of available training opportunities.
- 4. The labor shortage presents challenges for employers in the area.
- 5. Training funds are limited.

- ii. Does the local area have the capacity to address the education and skill needs of the local workforce, including individuals with barriers to employment, and the employment needs of businesses? Please explain.

The North Country prides itself for working in partnership with other WDBs, businesses, organizations, educational institutions, non-profits, etc. Interagency calls have been ongoing with leaders in various sectors to address needs. These meetings include education, economic development and related agencies.

- f. Describe the LWDB’s strategic vision and goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment.

The North Country recognizes the importance of working with youth as they are our future workforce. It is imperative that they are exposed to various career opportunities that will provide a living wage - which in our area is about \$22/hr. Programs such as Ready4Real, RAMP, Career Connect, Manufacturing Day, Meet the Employer, help students learn about meaningful career opportunities. The NCWDB is an active member of the North Country STEM committee, sits on CV-TEC's Advisory Council and we work with business and schools within the region to prepare youth for the opportunities in the area.

- i. How do the local area’s workforce development programs, including programs provided by partner agencies, support this strategic vision?

The NCWDB is engaged in the business community, with Chambers of Commerce, various governmental organizations, non-profits, businesses to support these programs. Partner meetings provide opportunities to address needs and establish partnerships to work together for solutions.

- ii. How will the local area, working with the entities that carry out the core programs, align available resources to achieve the strategic vision and goals?

In the North Country, partner agencies - whether WIOA mandated or not - work closely to make referrals to appropriate agencies so as to provide the best services to individuals seeking employment and businesses looking to fill positions. Through partner meetings and networking, the region works cohesively to serve the communities with the resources it has while providing seamless services. The OneWorkSource Consortium Committee meets quarterly with the three One-Stop Operators that oversee their respective OneWorkSource Center in Clinton, Essex and Franklin Co. This allows for discussion on how to best align resources and how the system works to achieve the strategic vision and goals.

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- g. Describe the LWDB's goals relating to performance accountability measures. How do these measures support regional economic growth and self-sufficiency?

The North Country has negotiated performance measures with NYSDOL based on regional economic growth and self-sufficiency as required by TA#17-5, dated May 31, 2017. As in the past, the NCWDB is seeking to not only meet or exceed performance measures that are established by the NYSDOL.

## Local Workforce Development System

- a. Identify the programs, whether provided by the Career Center or any partners, that are a part of the local area's workforce development system, including:

- i. Core programs;

There are six core programs under WIOA:

Adult: Provided by CCETA, FEH-BOCES, ACAP and Hamilton Co. DSS

Dislocated Worker: Provided by CCETA, FEH-BOCES, ACAP, Hamilton Co. DSS and activities by the New York State Department of Labor

Youth: Services provided by a coalition of service providers called RYTE which include CCETA, FEH-BOCES and ACAP. Youth services are also provided through private enterprises - ETS and Coryer Staffing.

Adult Education and Family Literacy: Provided by CV-TEC and FEH-BOCES.

Employment Services: Provided by NYSDOL which includes Business Services, Vets, Rapid Response & Trade Act

- ii. Vocational Rehabilitation: Services provided by ACCES-VR

- iii. Programs that support alignment under the Carl D. Perkins Career and Technical Education Act of 2006; and

The North Country area works closely with CV-TEC and FEH-BOCES, serving on CV-TEC's advisory council to support service alignment. The identified objectives are career guidance and counseling along with the development of improved programs to meet business needs.

- iv. Other workforce development programs, if applicable.

The NCWDB partners with various organizations, including the Workforce Development Institute (WDI) and Clinton, Essex and Franklin IDAs, the NCREDC Workforce Workgroup, Clinton Community College's IAM, and North Country Community College to work on programs to meet the needs of the business community. Additionally, the NCWDB is working in partnership with the North Country Workforce Development Partnership, Inc.

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(NCWP) through its SOAR grant which provides training services for individuals affected by substance abuse, including people who are coming out of incarceration, homeless, lack education, etc.

- b. Describe how the local area will ensure continuous improvement of services and service providers.

The NCWDB Executive Director serves on committees of CV-TEC, Clinton Community College's IAM Advisory Council, North Country Community College, the United Way of the Adirondacks Board of Directors, including its ALICE Committee, works in cooperation with the WDI, IDAs, chambers of commerce, TDC, NCREDC Workforce Workgroup, and others. This involvement helps to create networking opportunities to maintain up to date information on various industry sectors and the needs of employers.

- c. Describe how eligible providers will meet the employment needs of local businesses, workers, and jobseekers.

The NCWDB works with local training providers and employers to ensure training meets the needs of businesses. Through advisory committees at community colleges and BOCES, suggestions are made and incorporated into the programs. Quarterly partner meetings along other meetings of the local economic developers help meet the needs of employers. Input from the NCREDC Workforce Workgroup address issues and needs which are brought back to the training providers.

- d. Describe the roles and resource contributions of the Career Center partners.

The North Country works in close partnership with organizations to ensure customers access not only services but also support services such as financial resources, housing, SNAP, transportation, HEAP, housing, etc.

Office For the Aging: Referral to the OneWorkSource Centers, development of job leads, connections, healthcare options, etc.

Department of Labor: Re-employment services, TAA

ACCES-VR: Resources such as training, job coaching, counseling & employment preparation

Commission for the Blind: Job coaching, job seeking skills

Adirondack Community Action Program/JCEO, United Way of the Adirondacks: Supportive services, food banks, housing, Head Start, weatherization programs, etc.

The partners have developed an inter-agency referral system to better serve customers.

## Workforce Development and Career Pathways

- a. Describe how the LWDB will facilitate the development of career pathways, including co-enrollment in core programs when appropriate.

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Staff works closely with training providers to ensure programs are meeting the needs of individuals and businesses. During counseling and program monitoring, participants are advised on career pathways, job opportunities, career pathways, etc. Through previous mapping of industry sectors by the NCREDC Workforce Workgroup members discuss career pathways and promotion of occupations and training to advance the communities.

- b. Describe how the LWDB will improve access to activities leading to recognized postsecondary credentials.

The NCWDB works closely with our training providers, school districts, career and technical education to provide students with recognized credentials. Additionally, the region works in partnership with Jefferson-Lewis and St. Lawrence WDBs to help serve Fort Drum soldiers exiting military life. This includes participating in career fairs, attending informational meetings, etc.

- i. Are these credentials transferable to other occupations or industries ("portable")? If yes, please explain.

The NCWDB is committed to having individuals gain transferable skills to ensure they have access to meaningful career pathways. Know what avenues are available. Through our youth programs, we provide success skills to students so that they have the appropriate entry-level skills to successfully enter the workplace, including manufacturing. Additionally, career building provides stackable credentials which can lead to self-sustaining occupations.

- ii. Are these credentials part of a sequence of credentials that can be accumulated over time ("stackable")? If yes, please explain.

Yes - the NCWDB is committed to provide individuals an opportunity to move up the career ladder and attain sustainable wages.

## Access to Employment and Services

- a. Describe how the LWDB and its partners will expand access to employment, training, education, and supportive services for eligible individuals, particularly individuals with barriers to employment.

The NCWDB and its partners developed referral process so individuals can access employment, training, education and supportive services. Quarterly, partners discuss their needs and to create continual program improvement. Best practices are shared. New interagency programs are developed to assist people with barriers to employment.

- b. Describe how the local area will facilitate access to services through the One-Stop delivery system, including remote areas, through the use of technology.

The North Country region is a remote and rural area that is hard to reach and with limited Internet services in many of its most remote areas. These are still "last mile" areas that

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lack access. The pandemic helped to the creation of online programs while OneWorkSource Centers, libraries and other community organizations also provide access to computers. These organizations offer up-to-date equipment including equipment to assist people with disabilities so that they can access Internet services.

- c. Describe how Career Centers are implementing and transitioning to an integrated technology-enabled intake care management information system.

The OneWorkSource Centers are located in a rural area with no or limited access to technology. Our area is mindful that a total transition to a technology-based system would eliminate services for members without access to Internet. While the area has provided many programs and job seeking skills on line, it must also include in-person services for those lacking access.

- d. Provide a description and assessment of the type and availability of programs and services provided to adults and dislocated workers in the local area.

The pandemic has proved that the OneWorkSource Centers' website ([www.oneworksource.com](http://www.oneworksource.com)) is obsolete and needs to be accessible virtually. One of the challenges why the NCWDB has not yet updated it to meet the new reality brought on by the pandemic is because of the lack of adequate funding for such projects. The NCWDB is seeking grant funding to help bridge the gap. The challenge is that the NCWDB has not been successful in getting such a grant. However, aside from the lack of virtual access to WIOA programs, the centers have been opened by appointment only and have managed to serve individuals that way. The centers are scheduled to re-open in early July 2021 and will offer all services prior the pandemic except for limited NYSDOL re-employment services given its staff is still assigned somewhere else.

- e. Describe how workforce activities will be coordinated with the provision of transportation, including public transportation, and appropriate supportive services in the local area.

The North Country has limited public transportation which is within the City of Plattsburgh and a few routes between Plattsburgh, Malone, Saranac Lake, Lake Placid, Whiteface/Wilmington and Ausable. Transportation doesn't run 24 hours a day or 7 days a week and often, times and/or distances are not viable.

- f. Describe the replicated cooperative agreements in place to enhance the quality and availability of services to people with disabilities, such as cross training to staff, technical assistance, or methods of sharing information.

The NCWDB staff meet once a week and hosts OneWorkSource Committee meetings with the OneWorkSource Center Operators on a quarterly basis - which will change in July 2021 when the NCWP becomes the source Operator, at which time, the Operator will host quarterly meetings with the service providers

- g. Describe the direction given to the One-Stop System Operator to ensure priority for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

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The North Country's OneWorkSource Centers in Clinton, Essex, Franklin and Hamilton counties are physically accessible (at this time by appointment only but will be reopened post-pandemic in July 2021) and can accommodate individuals with a safe entrance to the buildings. The Resource Rooms are equipped with adaptable equipment and there are online access to programs. Also, remote learning can be available for ease of access to programs and services.

- h. Describe how One-Stop System Operators and One-Stop partners will comply with the nondiscrimination requirements of the Workforce Innovation and Opportunity Act (WIOA) (section 188), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding:

- i. The physical and programmatic accessibility of facilities, programs, and services;

Under WIOA, priority of services are to be given to recipients of public assistance, low income individuals, individuals who are basic skills deficient and veterans. The NCWDB's service providers in the region's four counties work with their respective DSS Depts to provide individuals with employment and training needs. Because of this the OneWorkSource Centers provide initial assessments and services to these individuals, who are entered into OSOS and provided with job seeking skills, job leads, OJT opportunities and other services.

- ii. Technology and materials for individuals with disabilities; and

It is important to provide assistive technology, adaptive equipment, auxiliary aides and modified materials to provide participants with disabilities access services and training programs necessary to achieve their goals.

- iii. Providing staff training and support for addressing the needs of individuals with disabilities.

Training is essential to provide superior customer service to individuals, businesses and internat customers. Through quarterly OneWorkSource Consortium committee meetings, to become the One-Stop Operator meeting - training is provided to staff and can be accessed via technology to discuss policies and procedures, address the needs of individuals, discuss best practices and developed streamlined services.

- iv. Describe the roles and resource contributions of the One-Stop partners related to the nondiscrimination requirements of WIOA (section 188), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

Cross training of staff is provided by partner agencies and can also include the roles and resource contributions of the OneWorkSource Centers' partners as related to WIOA and the Americans with Disabilities Act.

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## Business Engagement

- a. What strategies and programs, including training programs, will be used to facilitate engagement of businesses, including small businesses and businesses in in-demand sectors and occupations?

The North Country has a close relationship with businesses including economic development, SBDC, healthcare, chambers of commerce, WDI, IDAs, etc. By working closely with training facilities, program providers are developed to meet the needs of business.

- i. If applicable, describe the local area's use of business intermediaries.

The NCWDB works closely with businesses through the North Country as well as with the following organizations: economic development agencies, TDC, North Country STEM Hub, area chambers of commerce, Child Care Coordinating Council of the North Country, Adirondack Community Action Program, Adirondack Foundation, ANCA, WDI, MHAB, United Ways of the Adirondacks, JCEO, SBDC and NCREDC.

- b. What strategies or services are used to support a local workforce development system that meets the needs of businesses in the local area?

Through collaboration with the above agencies and organizations, which includes area businesses, new and enhanced programs are developed.

- c. Describe how the local area's workforce development programs and strategies will be coordinated with economic development activities.

The North Country has a rapid response team that meets with new and prospective employers to discuss workforce needs. The OneWorkSource Centers provide recruitment events to assist with applications.

- i. Describe how these programs will promote entrepreneurial skills training and microenterprise services.

The NCWDB works in close collaboration with the SBDC and other agencies such as the area's chambers of commerce, IDAs and AEDC on how these organizations can assist with building entrepreneurial skills and provide supports.

- d. Describe how the LWDB will coordinate its workforce investment activities with statewide rapid response activities.

The North Country takes the lead on rapid response in this rural area where the NCWDB and its OneWorkSource Centers are known as the place to find employment in the region. It is the goal of the rapid response team to find individuals affected by a layoff gainful employment opportunities quickly. NYSOL personnel assist the employer with Trade Act applications. If necessary the WDB applies for rapid response funding.

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## Program Coordination

- a. How do the local area's programs and strategies strengthen the linkages between the One-Stop delivery system and unemployment insurance programs?

The North Country works with programs such as OSOS to provide services for those that need to seek new employment either through direct referrals, additional skills through training, On-The-Job Training or an ITA. During the pandemic, local staff assisted community members with unemployment issues. While some of the training has been by trial and error, OneWorkSource Center staff has assisted people in distress during a challenging time. They assist with accessing unemployment needs and questions as well as guide people to other services when seeking new employment.

- b. Describe how education and workforce investment activities will be coordinated in the local area. This must include:

- i. Coordination of relevant secondary and postsecondary education programs;

The NCWDB works in partnership with K-12 school districts along with CV-TEC and FEH-BOCES, Clinton Community College and NCCC to bring our students together. The WDB Director and some board members serve on advisory committees.

- ii. Activities with education and workforce investment activities to coordinate strategies and enhance services; and

The North Country holds various career-related events, including Manufacturing Day, Career Connect, Meet the Employer to provide employer exposure and connect students with viable career options.

- iii. A description of how the LWDB will avoid duplication of services.

By participating on numerous committees and events, by creating a strong network, the NCWDB's involvement helps avoid duplication of services. Additionally, we coordinate partner activities through our One-Stop Operator who acts as a liaison between the centers and the NCWDB through its quarterly Workforce Development Council meetings in each county.

- c. Describe plans, strategies, and assurances concerning the coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), to improve service delivery and avoid duplication of services.

NYS DOL meets with job seekers to provide job leads or a referral for training and attends job fairs and other recruiting events.

- d. Provide a list of executed cooperative agreements that define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local Career Center System. This includes agreements between the LWDB and entities that serve individuals eligible under the Rehabilitation Act. If no such

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agreements exist, provide an explanation why this is the case and/or progress towards executing such agreements.

The North Country's MOU has not been finalized at this time.

## Title II Program Coordination

- a. Provide a description of the LWDB's strategic vision and goals for preparing an educated and skilled workforce, specifically addressing how to improve access to activities leading to a recognized post-secondary credential, as well as other strategies for serving out-of-school youth (OSY) and adults who have low literacy skills, are English Language Learners, or lack a high school diploma or the equivalent.

The NCWDB is committed to bring superior service to individuals looking for employment and businesses looking for a trained workforce. The needs are met through four OneWorkSource Centers and include training, education, adult education, access to job opportunities, unemployment insurance offices, etc. This is done through customer assessments and establishing barriers to employment so that proper referrals are made to literacy programs, CV-TEC, BOCES, ACCES-VR, DSS, Clinton Community College, NCCC and local training providers.

- b. Provide a description of how the LWDB will expand access to employment, training, education, and supportive services provided through the NYS Career Center System for Title II participants with barriers to employment.

By continuing to work closely with CV-TEC, BOCES, Literacy Volunteers and ACCES-VR to provide the necessary services to assist these customers.

- c. Identify how the LWDB will facilitate the development of a career pathways and co-enrollment in academic training programs.

With initial assessments and proper referrals to partner agencies a customer can develop a coordinated career pathway that can lead to sustainable employment and a career while meeting the needs of employers.

- d. Provide a description of how the LWDB will support the strategy identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including those authorized under the Carl D. Perkins Career and Technical Education Act to support service alignment.

Through partnership meetings and the disseminating of materials on programs via websites, newsletters, social media and one-on-one counseling. This will ensure that proper referrals are made and measurable outcomes and improvements are attained by those facing barriers to employment.

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## Youth Activities

- a. Provide contact details of Youth Point(s) of Contact for your local area including: Name of organization, name(s) of Youth Point(s) of Contact, title, address, phone number, and email address. Youth Point(s) of Contact details are primarily used to refer young adults, parents, and partners about youth programs and posted on the [NYSDOL webpage](#).

**RYTE Program**

**Kathy Bishop, CCETA**

**194 US Oval**

**Plattsburgh, NY 12903**

**518-561-0430**

**<https://young-adult-services-at-ows.constantcontactsites.com/>**

**RAMP**

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**Ready4Real**

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**<https://www.etsjobs.com/ready4real/>**

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b. Provide the number of planned enrollments in PY 2021 for new Out-of-School Youth (OSY), carry-over OSY, new In-School Youth (ISY), carry-over ISY, and work experience. \*

i. New OSY

ii. Carry-over OSY

iii. New ISY

iv. Carry-over ISY

v. Work experiences

\*Please note that PY 2021 enrollments will provide the baseline estimate for the remaining three years of the Plan.

c. In Attachment F, Youth Services, located on the New York State Department of Labor (NYSDOL) [website](#) under the Local Planning section, identify the organization providing the Design Framework which includes: Intake & Eligibility, Objective Assessments, and Individual Services Strategies (ISS), and 14 Youth Program Elements and whether the provision of each element is contractual, with a Memorandum of Agreement (MOA), or provided by the LWDB.

d. Explain how providers and LWDB staff ensure the WIOA elements:

i. Connect back to the WIOA Youth Program Design Framework, particularly the Objective Assessments and ISS; and

Staff at the OneWorkSource Centers administers the WIOA Youth Program Design Framework Services (intake, eligibility, assessment, etc). This includes the ISS list of the 14 WIOA program element the Youth is receiving and which agency is providing them.

ii. Are made available to youth with disabilities by describing specific program practices, tools, and services that are tailored to serve youth with disabilities.

Youth's disability needs are met to accommodate their respective disabilities.

e. Describe successful models for youth services from your local area, including but not limited to virtual work experiences, OSY recruitment. and engagement strategies.

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OneWorkSource Centers uses social media, e-mail, etc. to reach out the youth. Additionally, efforts are made to reach out family members, friends, etc. to attract interest in youth programs. Former participants also provide testimonials that are shared.

- f. Does your local area plan to serve ISY and/or OSY using the “Needs Additional Assistance” qualifying barrier for eligibility?
- Yes (Attach a Needs Additional Assistance policy that defines reasonable, quantifiable, evidence-based, and specific characteristics of ISY and OSY as described in Technical Advisory (TA) #19-2.
- No (Not required to attach a policy)
- g. Attach a Basic Skills Deficiency policy of youth program as described in the in TA #19-2.

## Administration

- a. Identify the entity responsible for the disbursement of grant funds as determined by the Chief Elected Official(s) (CEOs) or Governor.

The NCWDB is the grant recipient; Clinton County Treasurer is the fiscal agent.

- b. Describe the competitive process to be used to award subgrants and contracts for WIOA Title I activities in the local area.

The NCWDB awards Title I through a competitive process in Essex County but does not in Clinton, Franklin and Hamilton counties.

- c. Provide the local levels of performance negotiated with the Governor and CEO(s) to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the local fiscal agent (when applicable), eligible providers, and the One-Stop delivery system, in the local area.

Performance measures are established under TA #17-5

- d. Describe the actions taken toward becoming or remaining a high-performing LWDB, consistent with factors developed by the State Workforce Investment Board (SWIB). The LWDB will be defined as high performing if it meets the following criteria:
- i. It is certified and in membership compliance;
  - ii. All necessary governance actions and items have been accomplished, including executing a local Memorandum of Understanding (MOU), selecting a One-Stop System Operator, and implementing all required local policies, etc.;

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- iii. All One-Stop Career Centers in the LWDA have achieved at least an 80% score in the Career Center Certification process; and
- iv. The LWDA meets or exceeds all performance goals.

The NCWDB meets the above criteria

**Training Services**

- a. Describe how training services will be provided in the local area. This may include incumbent worker, on-the-job, and customized training programs.

The priority is to provide a trained workforce to meet employer needs. Trainings are provided using the priority of services hierarchy. OJT continues to be a successful model and is based on local policy of being above minimum wage and provide meaningful training so that the participant can access a career pathway.

- b. Describe how contracts will be coordinated with the use of Individual Training Accounts (ITAs).

When appropriate, ITAs are established with the customer and the Eligible Training Provider under the policy established by the WDB. This includes OJT contracts, in which the employer is properly vetted, a training outline has been established and follow up is conducted on a periodic basis.

- c. Describe how the LWDB will ensure informed customer choice in the selection of training programs regardless of how training services are provided.

As per WIOA, and with proper counseling, the coordinators will ensure customer choice in the selection of training services are provided.

**Public Comment**

- a. Describe the process used by the LWDB to provide a period of no more than 30 days for public comment and input into development of the plan by representatives of business, labor organizations, and education prior to submission.

The NCDWB's Local Plan's public comment period is published in the local print media's Public Notice section in Clinton, Essex, Franklin and Hamilton County). The Local Plan is uploaded to the OneWorkSource website ([www.oneworksource.com](http://www.oneworksource.com)), sent via the organization's bi-weekly e-newsletter to partners, businesses, educators, government representatives, etc. with a link to the Local Plan on our website, publicizing the comment period and encouraging feedback.

**List of Attachments**

Please complete all attachments listed below.

**Attachment A – Units of Local Government**

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**Attachment B** – Fiscal Agent

**Attachment C** – Signature of Local Board Chair

**Attachment D** – Signature of Chief Elected Official(s)

**Attachment E** – Federal and State Certifications

**Attachment F** – Youth Services Chart

Original signature pages for Attachments C, D and E, must be delivered to NYSDOL in one of the following two ways:

- Electronic signature (if the LWDB has the capability for it) – Note that electronic signatures must follow the requirements and guidelines of the Electronic Signature and Records Act ([ESRA](#)). LWDBs choosing to submit signature pages via electronic signature may submit these pages via email with the Local Plan.
- Mail original versions – Hard copies of traditional signature pages may be sent to:

**Attn: Local Plan**  
**New York State Department of Labor**  
**Division of Employment and Workforce Solutions**  
**Building 12 – Room 440**  
**W. Averell Harriman Office Building Campus**  
**Albany, NY 12240**

All other attachments must be submitted via email with the LWDB Local Plan Template.

In addition to these attachments, LWDBs must provide copies of the agreements listed in the Program Coordination section of this template under [\(d\)](#). If possible, it is preferable to provide a list of hyperlinks to these agreements available on the LWDB website.

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Bidder Organization Name: North Country Workforce Development Board

**ATTACHMENT E: FEDERAL AND STATE CERTIFICATIONS**

The funding for the awards granted under this contract is provided by the United States Department of Labor which requires the following certifications:

**A. CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION-LOWER TIER COVERED TRANSACTIONS**

1. By signing this Contract, the prospective lower tier participant certifies, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
2. Where the prospective lower tier participant is unable to certify to any of the statement in this certification, such prospective participant shall provide an explanation.
3. The prospective lower tier participant shall pass the requirements of A.1. and A.2., above, to each person or entity with whom the participant enters into a covered transaction at the next lower tier.

**B. CERTIFICATION REGARDING LOBBYING - Certification for Contracts, Grants, Loans, and Cooperative Agreements**

By signing this Contract, the Contractor hereby certifies, to the best of his or her knowledge and belief, that :

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the Contractor, to any 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.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person 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 this Federal contract, grant, loan or cooperative agreement, the Contractor shall complete and submit Standard Form - LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The Contractor shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of facts 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.C. 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.

**C. DRUG FREE WORKPLACE**

By signing this Contract, the Contractor certifies that it will provide a Drug Free Workplace by implementing the provisions at 29 CFR 94, pertaining to the Drug Free Workplace. In accordance with these provisions, a list of places where performance of work is done in connection with this specific grant will take place must be maintained at the Contractor's office and available for Federal inspection.

**D. NONDISCRIMINATION & EQUAL OPPORTUNITY ASSURANCE**

As a condition to the award of financial assistance from the Department of Labor under Title I of the Workforce Innovation and Opportunity Act (WIOA), the Contractor assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

(1) Section 188 of the WIOA, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age disability, political affiliation, or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in a program or activity that receives financial assistance under Title I of WIOA;

(2) Title VI of the Civil Rights Act of 1964, as amended which prohibits discrimination on the basis of race, color, and national origin;

(3) Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;

(4) The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

(5) Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The Contractor also assures that it will comply with 29 CFR Part 38 and all other regulations implementing the laws listed above. This assurance applies to the Contractor's operation of the WIOA Title I – financially assisted program or activity, and to all agreements the Contractor makes to carry out the WIOA Title I – financially assisted program or activity. The Contractor understands that the United States has the right to seek judicial enforcement of this assurance.

**E. BUY AMERICAN NOTICE REQUIREMENT**

In accordance with Section 502 of the WIOA, none of the funds made available under the WIOA may be expended by an entity unless the entity agrees that in expending the funds it will comply with sections 8301 through 8303 of title 41, United States Code (commonly known as the "Buy American Act").

**F. SALARY AND BONUS LIMITATIONS**

No federal funds appropriated annually under the heading 'Employment and Training' shall be used by a subrecipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II. This limitation shall not apply to vendors providing goods and services as defined in 2 CFR 200.330. See Training and Employment Guidance Letter number 5-06 for further clarification. Where applicable, the Contractor agrees to comply with the Salary and Bonus Limitations.

**G. VETERANS' PRIORITY PROVISIONS**

Federal grants for qualified job training programs funded, in whole or in part, by the U.S. Department of Labor are subject to the provisions of the "Jobs for Veterans Act" (JVA), Public Law 107-288 (38 USC 4215). The JVA provides priority of service to veterans and spouses of certain veterans for the receipt of employment, training, and placement services. Please note that to obtain priority service, a person must meet the program's eligibility requirements. Training and Employment Guidance Letter (TEGL) No. 5-03 (September 16, 2003) and Section 20 of the Code of Federal Regulations (CFR) Part 1010 (effective January 19, 2009) provide general guidance on the scope of the veterans priority statute and its effect on current employment and training programs. Where applicable, the Contractor agrees to comply with the Veteran's Priority Provisions.

**STATE CERTIFICATIONS****H. CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY, AND OUTSTANDING DEBTS**

By signing this Contract, the Contractor, as a duly sworn representative of the contractor/vendor, hereby attests and certifies that:

- a) No principal or executive officer of the Contractor's company, its subcontractor(s) and/or successor(s) is presently suspended or debarred; and
- b) The Contractor, its subcontractor(s) and/or its successor(s) is not ineligible to submit a bid on, or be awarded, any public work contract or sub-contract with the State, any municipal corporation or public body for reason of debarment for failure to pay the prevailing rate of wages, or to provide supplements, in accordance with Article 8 of the New York State Labor Law.
- c) The Contractor, its subcontractor(s) and/or its successor do not have any outstanding debts owed to the Department, including but not limited to, contractual obligations, fines related to Safety and Health violations, payments owed to workers for public works projects or the general provisions of the labor Law, unemployment insurance contributions or other related assessments, penalties or charges.

**I. CERTIFICATION REGARDING "NONDISCRIMINATION IN EMPLOYMENT IN NORTHERN IRELAND: MacBRIDE FAIR EMPLOYMENT PRINCIPLES"**

By signing this Contract, the Contractor stipulates that in accordance with the MacBride Fair Employment Principles (Chapter 807 of the laws of 1992), the Contractor, or any individual or legal entity in which the contractor holds a 10% or greater ownership interest, or any individual or legal entity that holds a 10% or greater ownership interest in the contractor, either (a) has no business operations in Northern Ireland, or (b) shall take lawful steps in good faith to conduct any business operations in Northern Ireland in accordance with the MacBride Fair Employment Principles (as described in Section 165 of the New York State Finance Law), and shall permit independent monitoring of compliance with such principles.

**J. NON-COLLUSIVE BIDDING CERTIFICATION**

By submission of this bid, each bidder and each person signing on behalf of any bidder certifies, and in the case of a joint bid each party thereto certifies as to its own organization, under penalty of perjury, that to the best of his or her knowledge and belief:

(1) The prices in this bid have been arrived at independently without collusion, consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other bidder or with any competitor;

(2) Unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the bidder and will not knowingly be disclosed by the bidder prior to opening, directly or indirectly, to any other bidder or to any competitor; and

(3) No attempt has been made or will be made by the bidder to induce any other person, partnership or corporation to submit or not to submit to bid for the purpose of restricting competition.

**K. IRAN DIVESTMENT ACT**

By signing this Contract, the Contractor certifies in accordance with State Finance Law §165-a that it is not on the “Entities Determined to be Non-Responsive Bidder/Offerers pursuant to the New York State Iran Divestment Act of 2012” (“Prohibited Entities List”) posted at:  
<http://www.ogs.ny.gov/about/regs/docs/ListofEntities.pdf>.

The Contractor further certifies that it will not utilize on this contract any subcontractor that is identified on the Prohibited Entities List. The Contractor agrees that should it seek to renew or extend this Contract, it must provide the same certification at the time the Contract is renewed or extended.

During the term of the Contract, should the state agency receive information that a person (as defined in State Finance Law §165-a) is in violation of the above-referenced certification, the state agency will review such information and offer the person an opportunity to respond. If the person fails to demonstrate that it has ceased its engagement in the investment activity which is in violation of the Act within 90 days after the determination of such violation, then the state agency shall take such action as may be appropriate and provided for by law, rule, or contract, including, but not limited to, imposing sanctions, seeking compliance, recovering damages, or declaring the Contractor in default.

The state agency reserves the right to reject any request for renewal, extension, or assignment for an entity that appears on the Prohibited Entities List prior to the renewal, extension, or assignment of the Agreement, and to pursue a responsibility review with the Contractor should it appear on the Prohibited Entities List hereafter..

I, the undersigned, attest under penalty of perjury that I am an authorized representative of the Bidder/Contractor and that the foregoing statements are true and accurate.

Signature of Authorized Representative:
Title: Executive Director
Date: 6/29/2021



**ATTACHMENT D: SIGNATURE OF CHIEF ELECTED OFFICIAL(S)**

**Workforce Innovation and Opportunity Act (WIOA) Local Plan for  
Program Year 2021-2024, for WIOA Title 1-B  
and Wagner-Peyser Programs**

In compliance with the provisions of the Workforce Innovation and Opportunity Act of 2014, the Final Rule, and Planning guidelines and instructions developed by the Governor, this Plan is being submitted jointly by the Local Board and the respective Chief Elected Official(s).

By virtue of my signature, I:

- Agree to comply with all statutory and regulatory requirements of the Act as well as other applicable State and Federal laws, regulations, and policies;
- Affirm that the Grant recipient possesses the capacity to fulfill all responsibilities and assume liability for funds received, as stipulated in §679.420 of the rules and regulations;
- Affirm that the composition of the Local Board is either in compliance with the law, rules, and regulations and is approved by the State or, will be in compliance within 90 days of Local Plan submission;
- Affirm that the Chair of the Local Board was duly elected by that board; and
- Affirm that the board, including any staff to the board, will not directly provide any career services unless approved to do so by the Chief Elected Official and the Governor.

**Note:** A separate signature sheet is required for each local Chief Elected Official (CEO). If additional pages are necessary, please replicate this document for each CEO.

Date:	6/29/2021	Signature of Local Chief Elected Official (CEO):	
Mr.	<input checked="" type="checkbox"/>	Typed Name of Local CEO:	
Ms.	<input type="checkbox"/>	William Farber	
Other	<input type="checkbox"/>		
Title of Local CEO:	Hamilton Co. CEO		
Address 1:	102 Co. Rd. 11.		
Address 2:			
City:	Lake Pleasant		
State:	NY	Zip:	12108
Phone:	518-548-6651	E-mail:	Chairman@HamiltonCountyNY.gov
Are you the Grant Recipient CEO? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			

**Submission directions:** Complete this attachment as part of the Plan development process and submit it, with original signatures, as described in the Local Plan Template.

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**ATTACHMENT D: SIGNATURE OF CHIEF ELECTED OFFICIAL(S)**

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- Affirm that the board, including any staff to the board, will not directly provide any career services unless approved to do so by the Chief Elected Official and the Governor.

**Note:** A separate signature sheet is required for each local Chief Elected Official (CEO). If additional pages are necessary, please replicate this document for each CEO.

Date:	6/29/2021	Signature of Local Chief Elected Official (CEO):	
Mr.	<input checked="" type="checkbox"/>	Typed Name of Local CEO:	
Ms.	<input type="checkbox"/>	Don Dabiew	
Other	<input type="checkbox"/>		
Title of Local CEO:	Franklin Co. CEO		
Address 1:	355 W. Main St...		
Address 2:			
City:	Malone		
State:	NY	Zip:	12953
Phone:	518-481-1640	E-mail:	ddabiew@franklincony.org
Are you the Grant Recipient CEO? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			

**Submission directions:** Complete this attachment as part of the Plan development process and submit it, with original signatures, as described in the Local Plan Template.

**WE ARE YOUR DOL**



**ATTACHMENT D: SIGNATURE OF CHIEF ELECTED OFFICIAL(S)**

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By virtue of my signature, I:

- Agree to comply with all statutory and regulatory requirements of the Act as well as other applicable State and Federal laws, regulations, and policies;
- Affirm that the Grant recipient possesses the capacity to fulfill all responsibilities and assume liability for funds received, as stipulated in §679.420 of the rules and regulations;
- Affirm that the composition of the Local Board is either in compliance with the law, rules, and regulations and is approved by the State or, will be in compliance within 90 days of Local Plan submission;
- Affirm that the Chair of the Local Board was duly elected by that board; and
- Affirm that the board, including any staff to the board, will not directly provide any career services unless approved to do so by the Chief Elected Official and the Governor.

**Note:** A separate signature sheet is required for each local Chief Elected Official (CEO). If additional pages are necessary, please replicate this document for each CEO.

Date:	6/29/2021	Signature of Local Chief Elected Official (CEO):	
Mr. <input checked="" type="checkbox"/>	<input type="checkbox"/>	Typed Name of Local CEO:	
Ms. <input type="checkbox"/>	<input type="checkbox"/>	Shaun Gilliland	
Other <input type="checkbox"/>			
Title of Local CEO:	Essex Co. CEO		
Address 1:	7551 Court St..		
Address 2:			
City:	Elizabethtown		
State:	NY	Zip: 12932	
Phone:	518-873-33500	E-mail: supervisor@townofwillsborony.gov	
Are you the Grant Recipient CEO? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			

**Submission directions:** Complete this attachment as part of the Plan development process and submit it, with original signatures, as described in the Local Plan Template.

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**ATTACHMENT D: SIGNATURE OF CHIEF ELECTED OFFICIAL(S)**

**Workforce Innovation and Opportunity Act (WIOA) Local Plan for  
Program Year 2021-2024, for WIOA Title 1-B  
and Wagner-Peyser Programs**

In compliance with the provisions of the Workforce Innovation and Opportunity Act of 2014, the Final Rule, and Planning guidelines and instructions developed by the Governor, this Plan is being submitted jointly by the Local Board and the respective Chief Elected Official(s).

By virtue of my signature, I:

- Agree to comply with all statutory and regulatory requirements of the Act as well as other applicable State and Federal laws, regulations, and policies;
- Affirm that the Grant recipient possesses the capacity to fulfill all responsibilities and assume liability for funds received, as stipulated in §679.420 of the rules and regulations;
- Affirm that the composition of the Local Board is either in compliance with the law, rules, and regulations and is approved by the State or, will be in compliance within 90 days of Local Plan submission;
- Affirm that the Chair of the Local Board was duly elected by that board; and
- Affirm that the board, including any staff to the board, will not directly provide any career services unless approved to do so by the Chief Elected Official and the Governor.

**Note:** A separate signature sheet is required for each local Chief Elected Official (CEO). If additional pages are necessary, please replicate this document for each CEO.

Date:	6/29/2021	Signature of Local Chief Elected Official (CEO):	
Mr.	<input checked="" type="checkbox"/>	Typed Name of Local CEO:	
Ms.	<input type="checkbox"/>	Mark Henry	
Other	<input type="checkbox"/>		
Title of Local CEO:	Clinton Co. CEO		
Address 1:	137 Margaret St.		
Address 2:			
City:	Plattsburgh		
State:	NY	Zip:	12901
Phone:	518-563-4600	E-mail:	mark.henry@clintoncountygov.com
Are you the Grant Recipient CEO? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>			

**Submission directions:** Complete this attachment as part of the Plan development process and submit it, with original signatures, as described in the Local Plan Template.

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**ATTACHMENT C: SIGNATURE OF LOCAL BOARD CHAIR**

**Workforce Innovation and Opportunity Act (WIOA) Local Plan for  
Program Year 2021-2024, for WIOA Title 1-B  
and Wagner-Peyser Programs**

In compliance with the provisions of the Workforce Innovation and Opportunity Act of 2014, the Final Rule, and Planning guidelines and instructions developed by the Governor, this Plan is being submitted jointly by the Local Board and the respective Chief Elected Official(s).

By virtue of my signature, I:

- Agree to comply with all statutory and regulatory requirements of the Act as well as other applicable State and federal laws, regulations, and policies;
- Affirm that the composition of the Local Board is either in compliance with the law, rules, and regulations and is approved by the State or, will be in compliance within 90 days of Local Plan submission;
- Affirm that this Plan was developed in collaboration with the Local Board and is jointly submitted with the Chief Elected Official(s) on behalf of the Local Board; and
- Affirm that the board, including any staff to the board, will not directly provide any career services unless approved to do so by the Chief Elected Official and the Governor.

Date:	6/29/2021	Signature of Local Board Chair:	
Mr.	<input checked="" type="checkbox"/>	Typed Name of Local Board Chair:	
Ms.	<input type="checkbox"/>	John VanNatten	
Other	<input type="checkbox"/>		
Name of Board:	NCWDB		
Address 1:	194 US Oval		
Address 2:			
City:	Plattsburgh		
State:	NY	Zip:	
Phone:	518-561-4295	E-mail: <a href="mailto:jvannatten@arrowbank.com">jvannatten@arrowbank.com</a>	

**Submission directions:** Complete this attachment as part of the Plan development process and submit it, with original signatures, as described in the Local Plan Template.

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## Attachment B: Fiscal Agent

WIOA §117(d)(3)(B)(i)(II) indicates that the chief elected official Grant Recipient may designate a local fiscal agent as an alternative to a local grant subrecipient. Such designation to a grant subrecipient or fiscal agent shall not relieve the chief elected official or the Governor of the liability for any misuse of grant funds. If the CEO identified a fiscal agent to assist in the administration of grant funds, please provide the name of the agent.

<b>Fiscal Agent</b>
Clinton County

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### Attachment A: Units of Local Government

Please list the unit or units (multiple counties or jurisdictional areas) of local government included in the local area. If the CEO Grant Recipient has designated a local grant subrecipient to administer WIOA pursuant to WIOA § 107, please indicate the unit of local government that is the grant subrecipient. However, if instead, the CEO Grant Recipient has designated a fiscal agent, please indicate this on Attachment B.

Unit of Local Government	Grant Subrecipient
	Yes
Clinton County	<input checked="" type="checkbox"/>
Essex County	<input checked="" type="checkbox"/>
Franklin County	<input checked="" type="checkbox"/>
Hamilton County	<input type="checkbox"/>
	<input type="checkbox"/>

***§107(6)(B)(i) - When a local workforce area is composed of more than one unit of general local government, the chief elected officials of such units may execute an agreement that specifies the respective roles of the individual chief elected officials.***

If your local workforce area is composed of more than one unit of general local government, is there a written agreement between local officials that details the liability of the individual jurisdictions?

Yes  No

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## **List of In-Demand Occupations - Narrative June 2021**

The following is the NCWDB's list of in-demand occupations, generated in June 2021 and using data from EMSI. This information is presented to the regional NCWDB at its June 2021 meeting and will be used in the NCWDB's Local Plan, to be posted for public comment, disturbed to the Chief Elected Officials in Clinton, Essex, Franklin and Hamilton counties and presented to NYSDOL.

General Freight Trucking, Long-Distance, Truckload has been one of the fastest growing sectors in the area. The industry has almost doubled the number of jobs in the North Country from 26 in 2019, to 49 in 2020 - an increase of 86%.

Meanwhile, the top industry in the North Country is Government and its average annual salary is \$85,241. Although it employed 20,298 people in the region in 2020, it is a decrease of 2% compared to 2015.

The healthcare sector continues to remain the top growing industry in the four counties served by the NCWDB. Since 2019, the sector has added 520 jobs and employed 11,583 people in 2020, a 5% increase over 2015. Moreover, the average annual wage earned is \$64,413.

Construction has remained steady during the pandemic however with the continual retirement of baby boomers, the skilled trades are in need of trained workers. This provides an opportunity for individuals to enter apprenticeship programs. In the region, this industry has seen a 6% growth between 2015 and 2020, with average annual salaries of 68,795.

The retail trade and accommodation and food services industries are third and fourth in-demand industries however, the skills requirements are minimal and the sector has decreased by 7% and 18% respectively. Moreover, the annual average salaries for these two sectors are \$39,015 in retail and \$27,278 for the accommodation and food services industries - well below the ALICE threshold of \$64,000 in the North Country.

Manufacturing saw a 9% decrease in the number of jobs between 2015 and 2020. However, it is still one of the top in-demand industry in the North Country and worker earn on average \$68,824 per year.



**Youth Services**

**Name of Local Area:** *(Type the name of local area here)*

Name of Organization Providing Youth Services <i>(Provide name of organization)</i>	Phone Number	Type of Agreement <i>(Select from the 3 options in the drop-down menu)</i>	<i>(Mark "x" for all program elements provided by the organization)</i>															
			Intake & Eligibility	Objective Assessments	Individual Service Strategy	Tutoring/ Study Skills	Alternative Sec. School	Occupational Skills Training	Work Experience	Edu. Offered Concurrently	Leadership Development	Supportive Services	Adult Mentoring/ Counseling/ Guidance	Comp. Literacy	Entrepreneurial Skills	Labor Market Information	Postsecondary prep./transition	Follow-Up
Adirondack Community Action Program (ACAP)	518-873-3207	Contract	x	x	x													
Clinton County Employment and Training	(518)561-0430	Contract	x	x	x													
ETS		Contract	x	x	x													
Coryer Staffing		Contract	x	x	x													
Franklin County		Contract	x	x	x													
Catholic Charities		LWDB	x	x	x													

NAICS	Description	2019 Jobs	2020 Jobs	2019 - 2020 Change	2019 - 2020 % Change
484121	General Freight Trucking, Long-Distance, Truckload	26	49	23	86%
332912	Fluid Power Valve and Hose Fitting Manufacturing	11	20	9	82%
221111	Hydroelectric Power Generation	18	33	15	82%
324122	Asphalt Shingle and Coating Materials Manufacturing	15	26	11	75%
448190	Other Clothing Stores	11	19	8	70%
311511	Fluid Milk Manufacturing	13	21	8	65%
212321	Construction Sand and Gravel Mining	22	35	12	55%
339930	Doll, Toy, and Game Manufacturing	13	19	6	48%
326160	Plastics Bottle Manufacturing	39	57	19	48%
423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	38	55	17	46%
541720	Research and Development in	36	53	16	45%
237110	Water and Sewer Line and Re	12	17	5	45%
423910	Sporting and Recreational Goc	14	20	6	42%
541511	Custom Computer Programmi	37	50	13	36%
511210	Software Publishers	17	22	6	35%
561710	Exterminating and Pest Contr	11	15	4	34%
445230	Fruit and Vegetable Markets	10	14	3	30%
811310	Commercial and Industrial Ma	24	30	6	27%
322211	Corrugated and Solid Fiber Bo	45	57	12	27%
311513	Cheese Manufacturing	94	120	25	27%
541690	Other Scientific and Technical	17	21	4	27%
326112	Plastics Packaging Film and S	152	189	37	24%
531390	Other Activities Related to Rea	11	13	3	24%
611110	Elementary and Secondary Sc	408	501	93	23%
611691	Exam Preparation and Tutoring	16	20	4	22%
531130	Lessors of Miniwarehouses an	19	23	4	22%
423610	Electrical Apparatus and Equip	17	21	4	22%
621498	All Other Outpatient Care Cent	70	85	15	21%
237310	Highway, Street, and Bridge C	219	261	43	20%
221122	Electric Power Distribution	100	120	19	19%
444190	Other Building Material Dealers	503	598	95	19%
236116	New Multifamily Housing Cons	31	36	6	18%
621512	Diagnostic Imaging Centers	24	28	4	18%
623110	Nursing Care Facilities (Skilled	500	584	85	17%
339112	Surgical and Medical Instrume	51	59	8	16%
541380	Testing Laboratories	54	62	8	16%
561910	Packaging and Labeling Servic	25	29	4	14%
423320	Brick, Stone, and Related Con	13	15	2	14%
493120	Refrigerated Warehousing and	15	18	2	14%

492110	Couriers and Express Delivery	288	328	39	14%
237990	Other Heavy and Civil Enginee	66	75	9	13%
238160	Roofing Contractors	33	38	4	13%
541213	Tax Preparation Services	12	13	2	13%
811191	Automotive Oil Change and Lu	11	12	1	12%
532412	Construction, Mining, and Fore	12	13	1	11%
423510	Metal Service Centers and Oth	32	35	3	10%
561990	All Other Support Services	31	34	3	10%
812310	Coin-Operated Laundries and	15	17	2	10%
445299	All Other Specialty Food Store	31	34	3	10%
621420	Outpatient Mental Health and S	481	528	47	10%
541330	Engineering Services	59	65	6	9%
238130	Framing Contractors	31	34	3	9%
562212	Solid Waste Landfill	166	180	15	9%
902622	Hospitals (State Government)	185	201	16	9%
901199	Federal Government, Civilian,	842	912	71	8%
452311	Warehouse Clubs and Superce	722	782	59	8%
325412	Pharmaceutical Preparation M	164	178	13	8%
531120	Lessors of Nonresidential Buil	80	86	6	8%
115310	Support Activities for Forestry	11	12	1	8%
561431	Private Mail Centers	19	21	1	8%
611519	Other Technical and Trade Sc	47	50	3	7%
488410	Motor Vehicle Towing	10	11	1	7%
454110	Electronic Shopping and Mail-C	35	37	2	7%
237210	Land Subdivision	16	17	1	6%
238140	Masonry Contractors	23	25	1	6%
238220	Plumbing, Heating, and Air-Co	253	268	15	6%
524210	Insurance Agencies and Broke	415	439	24	6%
445210	Meat Markets	10	11	1	6%
813312	Environment, Conservation an	93	98	5	6%
321214	Truss Manufacturing	28	30	2	5%
522130	Credit Unions	186	196	10	5%
561720	Janitorial Services	92	97	5	5%
484230	Specialized Freight (except Us	34	36	2	5%
531311	Residential Property Managers	48	50	2	5%
238310	Drywall and Insulation Contrac	39	41	2	4%
623311	Continuing Care Retirement C	30	32	1	4%
424910	Farm Supplies Merchant Whol	29	30	1	4%
519120	Libraries and Archives	55	57	2	4%
813319	Other Social Advocacy Organi	107	110	3	3%
523920	Portfolio Management	11	12	0	3%
321991	Manufactured Home (Mobile H	28	29	1	3%
115115	Farm Labor Contractors and C	93	96	3	3%
238110	Poured Concrete Foundation a	27	27	1	2%
443141	Household Appliance Stores	29	30	1	2%
541211	Offices of Certified Public Acco	85	87	2	2%
423990	Other Miscellaneous Durable C	33	34	1	2%
621610	Home Health Care Services	331	337	7	2%
561210	Facilities Support Services	13	13	0	2%
322121	Paper (except Newsprint) Mills	455	462	8	2%
446199	All Other Health and Personal	26	26	0	2%
813990	Other Similar Organizations (e	53	54	1	2%

339116	Dental Laboratories	46	47	1	1%
621910	Ambulance Services	187	189	2	1%
112000	Animal Production	692	699	7	1%
444130	Hardware Stores	200	202	2	1%
444110	Home Centers	395	398	3	1%
541512	Computer Systems Design Se	12	12	0	0%
901200	Federal Government, Military	249	250	1	0%
622110	General Medical and Surgical	3,832	3,844	12	0%
541611	Administrative Management an	46	47	0	0%
517911	Telecommunications Resellers	30	30	0	0%
333914	Measuring, Dispensing, and O	0	0	0	0%
561421	Telephone Answering Services	0	0	0	0%
333922	Conveyor and Conveying Equi	0	0	0	0%
336419	Other Guided Missile and Spa	0	0	0	0%
333912	Air and Gas Compressor Manu	0	0	0	0%
333923	Overhead Traveling Crane, Ho	0	0	0	0%
333924	Industrial Truck, Tractor, Traile	0	0	0	0%
333992	Welding and Soldering Equipm	0	0	0	0%
336415	Guided Missile and Space Veh	0	0	0	0%
333991	Power-Driven Handtool Manuf.	0	0	0	0%
336414	Guided Missile and Space Veh	0	0	0	0%
336992	Military Armored Vehicle, Tank	0	0	0	0%
333993	Packaging Machinery Manufac	0	0	0	0%
333994	Industrial Process Furnace and	0	0	0	0%
336412	Aircraft Engine and Engine Pa	0	0	0	0%
336411	Aircraft Manufacturing	0	0	0	0%
333995	Fluid Power Cylinder and Actua	0	0	0	0%
333996	Fluid Power Pump and Motor I	0	0	0	0%
336390	Other Motor Vehicle Parts Mar	0	0	0	0%
336991	Motorcycle, Bicycle, and Parts	0	0	0	0%
334514	Totalizing Fluid Meter and Cou	0	0	0	0%
333618	Other Engine Equipment Manu	0	0	0	0%
337125	Household Furniture (except V	0	0	0	0%
337920	Blind and Shade Manufacturing	0	0	0	0%
337910	Mattress Manufacturing	0	0	0	0%
333316	Photographic and Photocopyin	0	0	0	0%
333318	Other Commercial and Service	0	0	0	0%
337215	Showcase, Partition, Shelving,	0	0	0	0%
337214	Office Furniture (except Wood	0	0	0	0%
337212	Custom Architectural Woodwo	0	0	0	0%
561920	Convention and Trade Show C	0	0	0	0%
337127	Institutional Furniture Manufac	0	0	0	0%
333415	Air-Conditioning and Warm Air	0	0	0	0%
333511	Industrial Mold Manufacturing	0	0	0	0%
333613	Mechanical Power Transmissio	0	0	0	0%
337124	Metal Household Furniture Ma	0	0	0	0%
551111	Offices of Bank Holding Comp	0	0	0	0%
333514	Special Die and Tool, Die Set,	0	0	0	0%
333515	Cutting Tool and Machine Too	0	0	0	0%
337121	Upholstered Household Furnit	0	0	0	0%
336999	All Other Transportation Equip	0	0	0	0%
333517	Machine Tool Manufacturing	0	0	0	0%

333997	Scale and Balance Manufactur	0	0	0	0%
333519	Rolling Mill and Other Metalwo	0	0	0	0%
333611	Turbine and Turbine Generato	0	0	0	0%
336370	Motor Vehicle Metal Stamping	0	0	0	0%
334112	Computer Storage Device Mar	0	0	0	0%
333999	All Other Miscellaneous Gener	0	0	0	0%
335210	Small Electrical Appliance Mar	0	0	0	0%
334417	Electronic Connector Manufac	0	0	0	0%
335912	Primary Battery Manufacturing	0	0	0	0%
335911	Storage Battery Manufacturing	0	0	0	0%
335314	Relay and Industrial Control M	0	0	0	0%
335313	Switchgear and Switchboard A	0	0	0	0%
334418	Printed Circuit Assembly (Elec	0	0	0	0%
561613	Armored Car Services	0	0	0	0%
561492	Court Reporting and Stenotype	0	0	0	0%
335311	Power, Distribution, and Spec	0	0	0	0%
335220	Major Household Appliance Ma	0	0	0	0%
335129	Other Lighting Equipment Man	0	0	0	0%
335929	Other Communication and Enc	0	0	0	0%
335122	Commercial, Industrial, and In	0	0	0	0%
561520	Tour Operators	0	0	0	0%
335110	Electric Lamp Bulb and Part M	0	0	0	0%
334613	Blank Magnetic and Optical Re	0	0	0	0%
561611	Investigation Services	0	0	0	0%
334510	Electromedical and Electrother	0	0	0	0%
334517	Irradiation Apparatus Manufac	0	0	0	0%
334511	Search, Detection, Navigation,	0	0	0	0%
334516	Analytical Laboratory Instrume	0	0	0	0%
334515	Instrument Manufacturing for M	0	0	0	0%
334512	Automatic Environmental Cont	0	0	0	0%
335921	Fiber Optic Cable Manufacturin	0	0	0	0%
335931	Current-Carrying Wiring Devis	0	0	0	0%
336360	Motor Vehicle Seating and Inte	0	0	0	0%
561439	Other Business Service Center	0	0	0	0%
334111	Electronic Computer Manufact	0	0	0	0%
334513	Instruments and Related Produ	0	0	0	0%
334118	Computer Terminal and Other	0	0	0	0%
334210	Telephone Apparatus Manufac	0	0	0	0%
336350	Motor Vehicle Transmission ar	0	0	0	0%
334220	Radio and Television Broadcas	0	0	0	0%
334290	Other Communications Equipm	0	0	0	0%
336340	Motor Vehicle Brake System M	0	0	0	0%
336330	Motor Vehicle Steering and Su	0	0	0	0%
334412	Bare Printed Circuit Board Mar	0	0	0	0%
336310	Motor Vehicle Gasoline Engine	0	0	0	0%
335932	Noncurrent-Carrying Wiring De	0	0	0	0%
336214	Travel Trailer and Camper Mar	0	0	0	0%
336213	Motor Home Manufacturing	0	0	0	0%
336212	Truck Trailer Manufacturing	0	0	0	0%
336211	Motor Vehicle Body Manufactu	0	0	0	0%
561450	Credit Bureaus	0	0	0	0%
334413	Semiconductor and Related De	0	0	0	0%

336112	Light Truck and Utility Vehicle	0	0	0	0%
334416	Capacitor, Resistor, Coil, Tran	0	0	0	0%
336111	Automobile Manufacturing	0	0	0	0%
335999	All Other Miscellaneous Electri	0	0	0	0%
335991	Carbon and Graphite Product I	0	0	0	0%
334614	Software and Other Prerecord	0	0	0	0%
424420	Packaged Frozen Food Merch	0	0	0	0%
541930	Translation and Interpretation :	0	0	0	0%
517312	Wireless Telecommunications	0	0	0	0%
511191	Greeting Card Publishers	0	0	0	0%
512120	Motion Picture and Video Distr	0	0	0	0%
512132	Drive-In Motion Picture Theate	0	0	0	0%
512191	Teleproduction and Other Posi	0	0	0	0%
448320	Luggage and Leather Goods S	0	0	0	0%
512199	Other Motion Picture and Vide	0	0	0	0%
512230	Music Publishers	0	0	0	0%
512240	Sound Recording Studios	0	0	0	0%
512250	Record Production and Distrib	0	0	0	0%
512290	Other Sound Recording Indust	0	0	0	0%
515111	Radio Networks	0	0	0	0%
515210	Cable and Other Subscription	0	0	0	0%
517410	Satellite Telecommunications	0	0	0	0%
511140	Directory and Mailing List Publ	0	0	0	0%
517919	All Other Telecommunications	0	0	0	0%
519110	News Syndicates	0	0	0	0%
519130	Internet Publishing and Broadc	0	0	0	0%
445220	Fish and Seafood Markets	0	0	0	0%
519190	All Other Information Services	0	0	0	0%
521110	Monetary Authorities-Central B	0	0	0	0%
522190	Other Depository Credit Intern	0	0	0	0%
442291	Window Treatment Stores	0	0	0	0%
522210	Credit Card Issuing	0	0	0	0%
522220	Sales Financing	0	0	0	0%
522293	International Trade Financing	0	0	0	0%
522294	Secondary Market Financing	0	0	0	0%
451212	News Dealers and Newsstand	0	0	0	0%
493130	Farm Product Warehousing ar	0	0	0	0%
523110	Investment Banking and Secur	0	0	0	0%
483111	Deep Sea Freight Transportati	0	0	0	0%
485410	School and Employee Bus Tra	0	0	0	0%
485112	Commuter Rail Systems	0	0	0	0%
485510	Charter Bus Industry	0	0	0	0%
486110	Pipeline Transportation of Cruc	0	0	0	0%
486210	Pipeline Transportation of Natu	0	0	0	0%
486910	Pipeline Transportation of Refi	0	0	0	0%
486990	All Other Pipeline Transportati	0	0	0	0%
487110	Scenic and Sightseeing Transp	0	0	0	0%
483211	Inland Water Freight Transpor	0	0	0	0%
483114	Coastal and Great Lakes Pass	0	0	0	0%
483113	Coastal and Great Lakes Freig	0	0	0	0%
483112	Deep Sea Passenger Transpo	0	0	0	0%
487990	Scenic and Sightseeing Transp	0	0	0	0%

488999	All Other Support Activities for	0	0	0	0%
481219	Other Nonscheduled Air Trans	0	0	0	0%
481212	Nonscheduled Chartered Freig	0	0	0	0%
488111	Air Traffic Control	0	0	0	0%
481112	Scheduled Freight Air Transpo	0	0	0	0%
488119	Other Airport Operations	0	0	0	0%
488310	Port and Harbor Operations	0	0	0	0%
488320	Marine Cargo Handling	0	0	0	0%
488330	Navigational Services to Shipp	0	0	0	0%
488390	Other Support Activities for Wa	0	0	0	0%
488490	Other Support Activities for Ro	0	0	0	0%
453920	Art Dealers	0	0	0	0%
488991	Packing and Crating	0	0	0	0%
522320	Financial Transactions Proces	0	0	0	0%
523140	Commodity Contracts Brokera	0	0	0	0%
339114	Dental Equipment and Supplie	0	0	0	0%
541713	Research and Development in	0	0	0	0%
423810	Construction and Mining (exce	0	0	0	0%
541320	Landscape Architectural Servic	0	0	0	0%
541340	Drafting Services	0	0	0	0%
541360	Geophysical Surveying and Ma	0	0	0	0%
423620	Household Appliances, Electric	0	0	0	0%
423520	Coal and Other Mineral and Or	0	0	0	0%
541420	Industrial Design Services	0	0	0	0%
541490	Other Specialized Design Serv	0	0	0	0%
541519	Other Computer Related Servi	0	0	0	0%
423390	Other Construction Material M	0	0	0	0%
423330	Roofing, Siding, and Insulation	0	0	0	0%
423210	Furniture Merchant Wholesale	0	0	0	0%
541830	Media Buying Agencies	0	0	0	0%
532420	Office Machinery and Equipme	0	0	0	0%
541840	Media Representatives	0	0	0	0%
541850	Outdoor Advertising	0	0	0	0%
339995	Burial Casket Manufacturing	0	0	0	0%
541860	Direct Mail Advertising	0	0	0	0%
339993	Fastener, Button, Needle, and	0	0	0	0%
339992	Musical Instrument Manufactur	0	0	0	0%
339991	Gasket, Packing, and Sealing	0	0	0	0%
541890	Other Services Related to Adv	0	0	0	0%
339940	Office Supplies (except Paper)	0	0	0	0%
541921	Photography Studios, Portrait	0	0	0	0%
339910	Jewelry and Silverware Manufa	0	0	0	0%
339115	Ophthalmic Goods Manufactur	0	0	0	0%
541199	All Other Legal Services	0	0	0	0%
423860	Transportation Equipment and	0	0	0	0%
523210	Securities and Commodity Exc	0	0	0	0%
524130	Reinsurance Carriers	0	0	0	0%
523910	Miscellaneous Intermediation	0	0	0	0%
425110	Business to Business Electron	0	0	0	0%
424950	Paint, Varnish, and Supplies M	0	0	0	0%
523991	Trust, Fiduciary, and Custody /	0	0	0	0%
424930	Flower, Nursery Stock, and Flc	0	0	0	0%

523999	Miscellaneous Financial Invest	0	0	0	0%
424820	Wine and Distilled Alcoholic Be	0	0	0	0%
524113	Direct Life Insurance Carriers	0	0	0	0%
524127	Direct Title Insurance Carriers	0	0	0	0%
424710	Petroleum Bulk Stations and T	0	0	0	0%
524128	Other Direct Insurance (excep	0	0	0	0%
424610	Plastics Materials and Basic F	0	0	0	0%
424520	Livestock Merchant Wholesale	0	0	0	0%
423920	Toy and Hobby Goods and Su	0	0	0	0%
424510	Grain and Field Bean Merchar	0	0	0	0%
524291	Claims Adjusting	0	0	0	0%
524298	All Other Insurance Related Ac	0	0	0	0%
424460	Fish and Seafood Merchant W	0	0	0	0%
525110	Pension Funds	0	0	0	0%
525120	Health and Welfare Funds	0	0	0	0%
525190	Other Insurance Funds	0	0	0	0%
424410	General Line Grocery Merchar	0	0	0	0%
525910	Open-End Investment Funds	0	0	0	0%
525990	Other Financial Vehicles	0	0	0	0%
424320	Men's and Boys' Clothing and	0	0	0	0%
424130	Industrial and Personal Service	0	0	0	0%
532112	Passenger Car Leasing	0	0	0	0%
333314	Optical Instrument and Lens M	0	0	0	0%
562211	Hazardous Waste Treatment a	0	0	0	0%
562112	Hazardous Waste Collection	0	0	0	0%
311710	Seafood Product Preparation a	0	0	0	0%
311999	All Other Miscellaneous Food I	0	0	0	0%
311991	Perishable Prepared Food Ma	0	0	0	0%
311942	Spice and Extract Manufacturi	0	0	0	0%
311941	Mayonnaise, Dressing, and Ot	0	0	0	0%
311930	Flavoring Syrup and Concentra	0	0	0	0%
712130	Zoos and Botanical Gardens	0	0	0	0%
311919	Other Snack Food Manufactur	0	0	0	0%
311911	Roasted Nuts and Peanut Butt	0	0	0	0%
311830	Tortilla Manufacturing	0	0	0	0%
311824	Dry Pasta, Dough, and Flour M	0	0	0	0%
311821	Cookie and Cracker Manufact	0	0	0	0%
311813	Frozen Cakes, Pies, and Other	0	0	0	0%
311812	Commercial Bakeries	0	0	0	0%
713210	Casinos (except Casino Hotels	0	0	0	0%
311615	Poultry Processing	0	0	0	0%
312112	Bottled Water Manufacturing	0	0	0	0%
311613	Rendering and Meat Byproduc	0	0	0	0%
311612	Meat Processed from Carcass	0	0	0	0%
311611	Animal (except Poultry) Slaugh	0	0	0	0%
311520	Ice Cream and Frozen Desser	0	0	0	0%
311514	Dry, Condensed, and Evapora	0	0	0	0%
311512	Creamery Butter Manufacturin	0	0	0	0%
311423	Dried and Dehydrated Food M	0	0	0	0%
311422	Specialty Canning	0	0	0	0%
713290	Other Gambling Industries	0	0	0	0%
721120	Casino Hotels	0	0	0	0%



311411	Frozen Fruit, Juice, and Vegetables	0	0	0	0%
811112	Automotive Exhaust System Repairs	0	0	0	0%
311351	Chocolate and Confectionery Manufacturing	0	0	0	0%
311340	Nonchocolate Confectionery Manufacturing	0	0	0	0%
312111	Soft Drink Manufacturing	0	0	0	0%
312113	Ice Manufacturing	0	0	0	0%
311313	Beet Sugar Manufacturing	0	0	0	0%
315190	Other Apparel Knitting Mills	0	0	0	0%
321213	Engineered Wood Member (except Plywood)	0	0	0	0%
321212	Softwood Veneer and Plywood Mills	0	0	0	0%
321211	Hardwood Veneer and Plywood Mills	0	0	0	0%
321114	Wood Preservation	0	0	0	0%
624230	Emergency and Other Relief Services	0	0	0	0%
333243	Sawmill, Woodworking, and Parquet	0	0	0	0%
316992	Women's Handbag and Purse Manufacturing	0	0	0	0%
316210	Footwear Manufacturing	0	0	0	0%
316110	Leather and Hide Tanning and Finishing	0	0	0	0%
315990	Apparel Accessories and Other Textile Mills	0	0	0	0%
315280	Other Cut and Sew Apparel Manufacturing	0	0	0	0%
315240	Women's, Girls', and Infants' Cut and Sew Apparel Contract Manufacturing	0	0	0	0%
315220	Men's and Boys' Cut and Sew Apparel Contract Manufacturing	0	0	0	0%
315210	Cut and Sew Apparel Contract Manufacturing	0	0	0	0%
315110	Hosiery and Sock Mills	0	0	0	0%
711410	Agents and Managers for Artists, Authors, and Musicians	0	0	0	0%
314999	All Other Miscellaneous Textile Mills	0	0	0	0%
314994	Rope, Cordage, Twine, Tire Cord, and Other Textile Products Mills	0	0	0	0%
711120	Dance Companies	0	0	0	0%
314120	Curtain and Linen Mills	0	0	0	0%
314110	Carpet and Rug Mills	0	0	0	0%
711211	Sports Teams and Clubs	0	0	0	0%
313310	Textile and Fabric Finishing Mills	0	0	0	0%
313240	Knit Fabric Mills	0	0	0	0%
313230	Nonwoven Fabric Mills	0	0	0	0%
313220	Narrow Fabric Mills and Schiffli	0	0	0	0%
313210	Broadwoven Fabric Mills	0	0	0	0%
313110	Fiber, Yarn, and Thread Mills	0	0	0	0%
711219	Other Spectator Sports	0	0	0	0%
312140	Distilleries	0	0	0	0%
311314	Cane Sugar Manufacturing	0	0	0	0%
311230	Breakfast Cereal Manufacturing	0	0	0	0%
321911	Wood Window and Door Manufacturing	0	0	0	0%
212210	Iron Ore Mining	0	0	0	0%
212393	Other Chemical and Fertilizer Inorganic Chemical Mining	0	0	0	0%
212392	Phosphate Rock Mining	0	0	0	0%
212391	Potash, Soda, and Borate Mining	0	0	0	0%
212325	Clay and Ceramic and Refractory	0	0	0	0%
212324	Kaolin and Ball Clay Mining	0	0	0	0%
212322	Industrial Sand Mining	0	0	0	0%
212319	Other Crushed and Broken Stone	0	0	0	0%
212313	Crushed and Broken Granite Mining	0	0	0	0%
212312	Crushed and Broken Limestone	0	0	0	0%
212299	All Other Metal Ore Mining	0	0	0	0%

212291	Uranium-Radium-Vanadium O	0	0	0	0%
212230	Copper, Nickel, Lead, and Zinc	0	0	0	0%
212222	Silver Ore Mining	0	0	0	0%
212221	Gold Ore Mining	0	0	0	0%
212113	Anthracite Mining	0	0	0	0%
213111	Drilling Oil and Gas Wells	0	0	0	0%
212112	Bituminous Coal Underground	0	0	0	0%
212111	Bituminous Coal and Lignite S	0	0	0	0%
211130	Natural Gas Extraction	0	0	0	0%
211120	Crude Petroleum Extraction	0	0	0	0%
902619	All Other Schools and Educatio	0	0	0	0%
115114	Postharvest Crop Activities (ex	0	0	0	0%
115113	Crop Harvesting, Primarily by M	0	0	0	0%
115111	Cotton Ginning	0	0	0	0%
114210	Hunting and Trapping	0	0	0	0%
114119	Other Marine Fishing	0	0	0	0%
114112	Shellfish Fishing	0	0	0	0%
114111	Finfish Fishing	0	0	0	0%
903622	Hospitals (Local Government)	0	0	0	0%
113110	Timber Tract Operations	0	0	0	0%
902611	Elementary and Secondary Sc	0	0	0	0%
213112	Support Activities for Oil and G	0	0	0	0%
311225	Fats and Oils Refining and Ble	0	0	0	0%
238190	Other Foundation, Structure, a	0	0	0	0%
311224	Soybean and Other Oilseed Pr	0	0	0	0%
311221	Wet Corn Milling	0	0	0	0%
311213	Malt Manufacturing	0	0	0	0%
311212	Rice Milling	0	0	0	0%
811113	Automotive Transmission Repa	0	0	0	0%
811118	Other Automotive Mechanical	0	0	0	0%
311111	Dog and Cat Food Manufactur	0	0	0	0%
811211	Consumer Electronics Repair	0	0	0	0%
811219	Other Electronic and Precision	0	0	0	0%
238340	Tile and Terrazzo Contractors	0	0	0	0%
811411	Home and Garden Equipment	0	0	0	0%
811412	Appliance Repair and Maintena	0	0	0	0%
811430	Footwear and Leather Goods M	0	0	0	0%
812111	Barber Shops	0	0	0	0%
812331	Linen Supply	0	0	0	0%
213113	Support Activities for Coal Mini	0	0	0	0%
812921	Photofinishing Laboratories (ex	0	0	0	0%
812922	One-Hour Photofinishing	0	0	0	0%
237120	Oil and Gas Pipeline and Relat	0	0	0	0%
221330	Steam and Air-Conditioning Su	0	0	0	0%
221320	Sewage Treatment Facilities	0	0	0	0%
221210	Natural Gas Distribution	0	0	0	0%
221121	Electric Bulk Power Transmiss	0	0	0	0%
221118	Other Electric Power Generatio	0	0	0	0%
221117	Biomass Electric Power Gener	0	0	0	0%
221116	Geothermal Electric Power Ge	0	0	0	0%
221114	Solar Electric Power Generatio	0	0	0	0%
221113	Nuclear Electric Power Genera	0	0	0	0%

213115	Support Activities for Nonmeta	0	0	0	0%
213114	Support Activities for Metal Mir	0	0	0	0%
321219	Reconstituted Wood Product M	0	0	0	0%
316998	All Other Leather Good and All	0	0	0	0%
321912	Cut Stock, Resawing Lumber,	0	0	0	0%
331410	Nonferrous Metal (except Alun	0	0	0	0%
332119	Metal Crown, Closure, and Oth	0	0	0	0%
332117	Powder Metallurgy Part Manuf	0	0	0	0%
332114	Custom Roll Forming	0	0	0	0%
332112	Nonferrous Forging	0	0	0	0%
332111	Iron and Steel Forging	0	0	0	0%
331529	Other Nonferrous Metal Found	0	0	0	0%
331524	Aluminum Foundries (except D	0	0	0	0%
331523	Nonferrous Metal Die-Casting	0	0	0	0%
331513	Steel Foundries (except Invest	0	0	0	0%
331512	Steel Investment Foundries	0	0	0	0%
331511	Iron Foundries	0	0	0	0%
331492	Secondary Smelting, Refining,	0	0	0	0%
331491	Nonferrous Metal (except Cop	0	0	0	0%
331420	Copper Rolling, Drawing, Extr	0	0	0	0%
331318	Other Aluminum Rolling, Draw	0	0	0	0%
332216	Saw Blade and Handtool Manu	0	0	0	0%
331315	Aluminum Sheet, Plate, and Fo	0	0	0	0%
331314	Secondary Smelting and Alloyi	0	0	0	0%
331313	Alumina Refining and Primary	0	0	0	0%
331222	Steel Wire Drawing	0	0	0	0%
611210	Junior Colleges	0	0	0	0%
611410	Business and Secretarial Schc	0	0	0	0%
327999	All Other Miscellaneous Nonm	0	0	0	0%
327993	Mineral Wool Manufacturing	0	0	0	0%
327992	Ground or Treated Mineral and	0	0	0	0%
622310	Specialty (except Psychiatric a	0	0	0	0%
611511	Cosmetology and Barber Schc	0	0	0	0%
327420	Gypsum Product Manufacturin	0	0	0	0%
327410	Lime Manufacturing	0	0	0	0%
611512	Flight Training	0	0	0	0%
332215	Metal Kitchen Cookware, Uten	0	0	0	0%
332313	Plate Work Manufacturing	0	0	0	0%
327331	Concrete Block and Brick Man	0	0	0	0%
332913	Plumbing Fixture Fitting and T	0	0	0	0%
333242	Semiconductor Machinery Mar	0	0	0	0%
333241	Food Product Machinery Manu	0	0	0	0%
333132	Oil and Gas Field Machinery a	0	0	0	0%
333131	Mining Machinery and Equipm	0	0	0	0%
333120	Construction Machinery Manuf	0	0	0	0%
333112	Lawn and Garden Tractor and	0	0	0	0%
333111	Farm Machinery and Equipme	0	0	0	0%
332999	All Other Miscellaneous Fabric	0	0	0	0%
332996	Fabricated Pipe and Pipe Fittir	0	0	0	0%
332994	Small Arms, Ordnance, and O	0	0	0	0%
332993	Ammunition (except Small Arr	0	0	0	0%
332992	Small Arms Ammunition Manu	0	0	0	0%

332991	Ball and Roller Bearing Manufa	0	0	0	0%
332919	Other Metal Valve and Pipe Fit	0	0	0	0%
485210	Interurban and Rural Bus Tran	0	0	0	0%
562998	All Other Miscellaneous Waste	0	0	0	0%
332813	Electroplating, Plating, Polishi	0	0	0	0%
332812	Metal Coating, Engraving (exc	0	0	0	0%
332811	Metal Heat Treating	0	0	0	0%
332722	Bolt, Nut, Screw, Rivet, and W	0	0	0	0%
562213	Solid Waste Combustors and I	0	0	0	0%
332618	Other Fabricated Wire Product	0	0	0	0%
332613	Spring Manufacturing	0	0	0	0%
332510	Hardware Manufacturing	0	0	0	0%
332439	Other Metal Container Manufa	0	0	0	0%
332431	Metal Can Manufacturing	0	0	0	0%
332420	Metal Tank (Heavy Gauge) Ma	0	0	0	0%
332410	Power Boiler and Heat Exchan	0	0	0	0%
562219	Other Nonhazardous Waste T	0	0	0	0%
562910	Remediation Services	0	0	0	0%
327332	Concrete Pipe Manufacturing	0	0	0	0%
611420	Computer Training	0	0	0	0%
485119	Other Urban Transit Systems	0	0	0	0%
325220	Artificial and Synthetic Fibers a	0	0	0	0%
325120	Industrial Gas Manufacturing	0	0	0	0%
325180	Other Basic Inorganic Chemica	0	0	0	0%
325193	Ethyl Alcohol Manufacturing	0	0	0	0%
325194	Cyclic Crude, Intermediate, an	0	0	0	0%
325199	All Other Basic Organic Chemi	0	0	0	0%
325212	Synthetic Rubber Manufacturin	0	0	0	0%
325311	Nitrogenous Fertilizer Manufac	0	0	0	0%
324199	All Other Petroleum and Coal P	0	0	0	0%
325312	Phosphatic Fertilizer Manufact	0	0	0	0%
325314	Fertilizer (Mixing Only) Manufa	0	0	0	0%
325411	Medicinal and Botanical Manuf	0	0	0	0%
325413	In-Vitro Diagnostic Substance	0	0	0	0%
611513	Apprenticeship Training	0	0	0	0%
325520	Adhesive Manufacturing	0	0	0	0%
325110	Petrochemical Manufacturing	0	0	0	0%
324191	Petroleum Lubricating Oil and	0	0	0	0%
325612	Polish and Other Sanitation Gc	0	0	0	0%
322220	Paper Bag and Coated and Tr	0	0	0	0%
321999	All Other Miscellaneous Wood	0	0	0	0%
322110	Pulp Mills	0	0	0	0%
322122	Newsprint Mills	0	0	0	0%
322130	Paperboard Mills	0	0	0	0%
322212	Folding Paperboard Box Manu	0	0	0	0%
322219	Other Paperboard Container M	0	0	0	0%
322230	Stationery Product Manufactur	0	0	0	0%
621991	Blood and Organ Banks	0	0	0	0%
322291	Sanitary Paper Product Manufa	0	0	0	0%
322299	All Other Converted Paper Pro	0	0	0	0%
622210	Psychiatric and Substance Ab	0	0	0	0%
323117	Books Printing	0	0	0	0%

323120	Support Activities for Printing	0	0	0	0%
324110	Petroleum Refineries	0	0	0	0%
325611	Soap and Other Detergent Ma	0	0	0	0%
325510	Paint and Coating Manufacturi	0	0	0	0%
325613	Surface Active Agent Manufac	0	0	0	0%
326113	Unlaminated Plastics Film and	0	0	0	0%
327310	Cement Manufacturing	0	0	0	0%
327213	Glass Container Manufacturing	0	0	0	0%
611630	Language Schools	0	0	0	0%
327211	Flat Glass Manufacturing	0	0	0	0%
327120	Clay Building Material and Ref	0	0	0	0%
327110	Pottery, Ceramics, and Plumbi	0	0	0	0%
326299	All Other Rubber Product Manu	0	0	0	0%
326291	Rubber Product Manufacturing	0	0	0	0%
326220	Rubber and Plastics Hoses an	0	0	0	0%
326191	Plastics Plumbing Fixture Man	0	0	0	0%
326150	Urethane and Other Foam Pro	0	0	0	0%
621492	Kidney Dialysis Centers	0	0	0	0%
326122	Plastics Pipe and Pipe Fitting M	0	0	0	0%
326121	Unlaminated Plastics Profile S	0	0	0	0%
326130	Laminated Plastics Plate, Shee	0	0	0	0%
326111	Plastics Bag and Pouch Manu	0	0	0	0%
325998	All Other Miscellaneous Chem	0	0	0	0%
621491	HMO Medical Centers	0	0	0	0%
325992	Photographic Film, Paper, Plat	0	0	0	0%
325920	Explosives Manufacturing	0	0	0	0%
325991	Custom Compounding of Purc	0	0	0	0%
561730	Landscaping Services	150	150	(0)	(0%)
452210	Department Stores	541	540	(1)	(0%)
332312	Fabricated Structural Metal Ma	79	79	(0)	(1%)
814110	Private Households	524	520	(4)	(1%)
541940	Veterinary Services	542	538	(4)	(1%)
902999	State Government, Excluding I	6,442	6,381	(61)	(1%)
551114	Corporate, Subsidiary, and Re	186	184	(2)	(1%)
621111	Offices of Physicians (except M	1,129	1,114	(15)	(1%)
541370	Surveying and Mapping (excep	22	22	(0)	(1%)
115210	Support Activities for Animal P	24	23	(0)	(2%)
621310	Offices of Chiropractors	39	39	(1)	(2%)
441310	Automotive Parts and Accessc	143	141	(3)	(2%)
312120	Breweries	37	36	(1)	(2%)
611310	Colleges, Universities, and Pro	538	527	(11)	(2%)
517311	Wired Telecommunications Ca	227	222	(5)	(2%)
336612	Boat Building	119	116	(3)	(2%)
813311	Human Rights Organizations	138	134	(3)	(2%)
902612	Colleges, Universities, and Pro	1,347	1,314	(33)	(2%)
901149	US Postal Service	326	318	(9)	(3%)
444210	Outdoor Power Equipment Sto	20	19	(1)	(3%)
442299	All Other Home Furnishings St	64	62	(2)	(3%)
445110	Supermarkets and Other Groc	1,165	1,130	(35)	(3%)
446110	Pharmacies and Drug Stores	488	472	(16)	(3%)
999999	Unclassified Industry	65	63	(2)	(3%)
624190	Other Individual and Family Se	801	774	(27)	(3%)

541191	Title Abstract and Settlement C	25	25	(1)	(3%)
113310	Logging	114	111	(4)	(3%)
813219	Other Grantmaking and Giving	30	29	(1)	(3%)
444220	Nursery, Garden Center, and F	110	107	(4)	(4%)
321920	Wood Container and Pallet Ma	21	20	(1)	(4%)
812210	Funeral Homes and Funeral S	46	44	(2)	(4%)
623220	Residential Mental Health and	285	274	(11)	(4%)
445120	Convenience Stores	121	116	(5)	(4%)
522110	Commercial Banking	327	314	(13)	(4%)
236118	Residential Remodelers	195	187	(8)	(4%)
713930	Marinas	116	111	(5)	(4%)
482110	Rail transportation	36	35	(2)	(4%)
452319	All Other General Merchandise	385	367	(18)	(5%)
444120	Paint and Wallpaper Stores	11	11	(1)	(5%)
447110	Gasoline Stations with Conven	1,027	977	(50)	(5%)
445310	Beer, Wine, and Liquor Stores	99	94	(5)	(5%)
713920	Skiing Facilities	48	45	(2)	(5%)
531110	Lessors of Residential Building	204	193	(10)	(5%)
443142	Electronics Stores	151	144	(8)	(5%)
238910	Site Preparation Contractors	179	170	(9)	(5%)
236115	New Single-Family Housing Co	344	326	(18)	(5%)
811111	General Automotive Repair	170	160	(10)	(6%)
812910	Pet Care (except Veterinary) S	21	20	(1)	(6%)
237130	Power and Communication Lin	209	197	(12)	(6%)
453110	Florists	23	22	(1)	(6%)
541310	Architectural Services	30	28	(2)	(6%)
488510	Freight Transportation Arrange	473	444	(29)	(6%)
511120	Periodical Publishers	76	71	(5)	(6%)
441120	Used Car Dealers	46	43	(3)	(6%)
903611	Elementary and Secondary Sc	5,403	5,055	(348)	(6%)
423690	Other Electronic Parts and Equ	11	10	(1)	(6%)
238990	All Other Specialty Trade Cont	113	105	(7)	(7%)
813110	Religious Organizations	489	457	(32)	(7%)
541810	Advertising Agencies	12	11	(1)	(7%)
721199	All Other Traveler Accommoda	43	40	(3)	(7%)
336510	Railroad Rolling Stock Manufa	192	178	(14)	(7%)
321113	Sawmills	95	88	(7)	(7%)
423120	Motor Vehicle Supplies and Ne	13	12	(1)	(7%)
623210	Residential Intellectual and De	1,233	1,142	(91)	(7%)
446120	Cosmetics, Beauty Supplies, a	18	16	(1)	(8%)
423850	Service Establishment Equipm	12	11	(1)	(8%)
621210	Offices of Dentists	291	269	(22)	(8%)
541110	Offices of Lawyers	174	161	(13)	(8%)
454310	Fuel Dealers	275	254	(21)	(8%)
522390	Other Activities Related to Cre	12	11	(1)	(8%)
447190	Other Gasoline Stations	45	41	(3)	(8%)
334519	Other Measuring and Controlli	204	188	(16)	(8%)
442210	Floor Covering Stores	53	49	(4)	(8%)
624110	Child and Youth Services	40	37	(3)	(8%)
531210	Offices of Real Estate Agents	83	76	(7)	(8%)
722513	Limited-Service Restaurants	1,488	1,364	(124)	(8%)
485991	Special Needs Transportation	102	94	(9)	(8%)

336611	Ship Building and Repairing	86	79	(7)	(9%)
531312	Nonresidential Property Manag	19	18	(2)	(9%)
441228	Motorcycle, ATV, and All Other	55	51	(5)	(9%)
441320	Tire Dealers	109	100	(9)	(9%)
238350	Finish Carpentry Contractors	130	118	(12)	(9%)
441110	New Car Dealers	639	582	(57)	(9%)
624310	Vocational Rehabilitation Servi	655	596	(59)	(9%)
332322	Sheet Metal Work Manufacturi	31	28	(3)	(9%)
484220	Specialized Freight (except Us	154	140	(14)	(9%)
903999	Local Government, Excluding	6,119	5,547	(572)	(9%)
722515	Snack and Nonalcoholic Bever	327	296	(31)	(9%)
621340	Offices of Physical, Occupatio	68	62	(7)	(10%)
624410	Child Day Care Services	309	279	(31)	(10%)
424210	Drugs and Druggists' Sundries	68	61	(7)	(10%)
424490	Other Grocery and Related Pro	78	70	(8)	(10%)
813930	Labor Unions and Similar Labo	24	22	(3)	(11%)
327320	Ready-Mix Concrete Manufact	11	10	(1)	(11%)
326140	Polystyrene Foam Product Ma	34	31	(4)	(11%)
484210	Used Household and Office Gr	33	30	(4)	(11%)
424920	Book, Periodical, and Newspa	20	18	(2)	(11%)
424310	Piece Goods, Notions, and Oth	22	19	(2)	(11%)
561110	Office Administrative Services	65	58	(7)	(11%)
493110	General Warehousing and Sto	254	226	(28)	(11%)
446130	Optical Goods Stores	32	29	(4)	(11%)
903619	All Other Schools and Educatio	49	43	(6)	(11%)
238210	Electrical Contractors and Oth	271	239	(32)	(12%)
483212	Inland Water Passenger Trans	12	11	(1)	(12%)
424330	Women's, Children's, and Infan	52	45	(6)	(12%)
424940	Tobacco and Tobacco Produc	28	24	(4)	(13%)
111000	Crop Production	472	412	(60)	(13%)
624120	Services for the Elderly and Pe	543	473	(69)	(13%)
453998	All Other Miscellaneous Store	42	36	(5)	(13%)
331221	Rolled Steel Shape Manufactu	31	27	(4)	(13%)
511110	Newspaper Publishers	117	102	(15)	(13%)
813910	Business Associations	53	46	(7)	(13%)
442110	Furniture Stores	73	63	(10)	(14%)
424810	Beer and Ale Merchant Whole	219	189	(30)	(14%)
212311	Dimension Stone Mining and C	21	18	(3)	(14%)
623312	Assisted Living Facilities for th	327	282	(45)	(14%)
441210	Recreational Vehicle Dealers	46	40	(7)	(14%)
312230	Tobacco Manufacturing	116	99	(17)	(14%)
221115	Wind Electric Power Generatio	35	29	(5)	(15%)
453910	Pet and Pet Supplies Stores	46	40	(7)	(15%)
523120	Securities Brokerage	24	21	(4)	(15%)
812332	Industrial Launderers	39	33	(6)	(15%)
425120	Wholesale Trade Agents and E	17	14	(3)	(15%)
562991	Septic Tank and Related Servi	23	19	(3)	(15%)
811121	Automotive Body, Paint, and Ir	130	110	(20)	(15%)
561599	All Other Travel Arrangement	28	23	(4)	(15%)
453210	Office Supplies and Stationery	26	22	(4)	(15%)
423110	Automobile and Other Motor V	20	17	(3)	(16%)
332911	Industrial Valve Manufacturing	43	36	(7)	(16%)

712120	Historical Sites	63	53	(10)	(16%)
621410	Family Planning Centers	42	35	(7)	(16%)
451120	Hobby, Toy, and Game Stores	67	56	(11)	(16%)
424450	Confectionery Merchant Whole	48	41	(8)	(16%)
488210	Support Activities for Rail Tran	16	13	(3)	(16%)
332710	Machine Shops	40	34	(7)	(17%)
903612	Colleges, Universities, and Pro	335	277	(58)	(17%)
423720	Plumbing and Heating Equipm	40	33	(7)	(17%)
424690	Other Chemical and Allied Pro	43	35	(7)	(17%)
236220	Commercial and Institutional B	386	318	(68)	(18%)
561422	Telemarketing Bureaus and O	41	34	(7)	(18%)
335121	Residential Electric Lighting Fi	195	160	(35)	(18%)
423820	Farm and Garden Machinery a	33	27	(6)	(18%)
326199	All Other Plastics Product Man	730	598	(132)	(18%)
238320	Painting and Wall Covering Co	50	41	(9)	(18%)
811192	Car Washes	42	34	(8)	(18%)
713910	Golf Courses and Country Clu	154	126	(28)	(18%)
333612	Speed Changer, Industrial Hig	23	18	(4)	(18%)
532310	General Rental Centers	106	87	(20)	(18%)
812112	Beauty Salons	178	145	(33)	(19%)
722410	Drinking Places (Alcoholic Bev	283	228	(55)	(19%)
532283	Home Health Equipment Renta	36	29	(7)	(20%)
335312	Motor and Generator Manufac	137	110	(27)	(20%)
424120	Stationery and Office Supplies	18	14	(4)	(20%)
621399	Offices of All Other Miscellane	57	46	(12)	(20%)
541620	Environmental Consulting Ser	16	13	(3)	(21%)
334419	Other Electronic Component M	131	103	(28)	(21%)
813410	Civic and Social Organizations	265	209	(56)	(21%)
448140	Family Clothing Stores	169	133	(36)	(21%)
336413	Other Aircraft Parts and Auxilia	148	117	(32)	(21%)
541219	Other Accounting Services	59	46	(13)	(22%)
325320	Pesticide and Other Agricultura	86	67	(19)	(22%)
453220	Gift, Novelty, and Souvenir Sto	94	73	(21)	(22%)
448210	Shoe Stores	99	77	(22)	(22%)
423460	Ophthalmic Goods Merchant V	35	27	(8)	(23%)
484110	General Freight Trucking, Loca	163	126	(37)	(23%)
561320	Temporary Help Services	632	487	(145)	(23%)
712110	Museums	128	99	(29)	(23%)
481211	Nonscheduled Chartered Pass	55	42	(13)	(23%)
722511	Full-Service Restaurants	2,234	1,696	(538)	(24%)
611620	Sports and Recreation Instruct	53	40	(13)	(25%)
722310	Food Service Contractors	464	350	(114)	(25%)
721110	Hotels (except Casino Hotels)	1,743	1,312	(431)	(25%)
621320	Offices of Optometrists	18	14	(5)	(26%)
451110	Sporting Goods Stores	203	149	(53)	(26%)
339999	All Other Miscellaneous Manuf	27	20	(7)	(26%)
721211	RV (Recreational Vehicle) Parl	51	37	(14)	(27%)
212399	All Other Nonmetallic Mineral M	58	42	(16)	(27%)
713990	All Other Amusement and Rec	68	49	(19)	(28%)
236210	Industrial Building Constructio	61	44	(17)	(28%)
451211	Book Stores	36	26	(10)	(28%)
531190	Lessors of Other Real Estate F	26	19	(7)	(28%)



713940	Fitness and Recreational Spor	155	110	(46)	(29%)
454390	Other Direct Selling Establishn	15	10	(4)	(30%)
485113	Bus and Other Motor Vehicle T	34	24	(10)	(30%)
532284	Recreational Goods Rental	27	19	(8)	(30%)
722320	Caterers	33	23	(10)	(31%)
562111	Solid Waste Collection	26	18	(8)	(31%)
326212	Tire Retreading	60	41	(19)	(32%)
713950	Bowling Centers	41	28	(13)	(32%)
311412	Frozen Specialty Food Manufa	100	68	(33)	(33%)
448310	Jewelry Stores	36	24	(12)	(33%)
323111	Commercial Printing (except S	23	15	(8)	(33%)
424480	Fresh Fruit and Vegetable Mer	71	48	(24)	(33%)
336320	Motor Vehicle Electrical and El	168	112	(56)	(34%)
453930	Manufactured (Mobile) Home I	18	12	(6)	(34%)
423840	Industrial Supplies Merchant V	18	12	(6)	(34%)
541430	Graphic Design Services	49	32	(17)	(34%)
561410	Document Preparation Service	23	15	(8)	(35%)
448130	Children's and Infants' Clothing	36	24	(13)	(35%)
713110	Amusement and Theme Parks	56	36	(20)	(36%)
711110	Theater Companies and Dinne	28	18	(10)	(37%)
336120	Heavy Duty Truck Manufacturi	282	175	(106)	(38%)
484122	General Freight Trucking, Long	31	19	(12)	(38%)
325620	Toilet Preparation Manufacturi	47	29	(19)	(39%)
311211	Flour Milling	17	10	(7)	(40%)
621112	Offices of Physicians, Mental H	17	10	(7)	(41%)
621999	All Other Miscellaneous Ambul	34	20	(14)	(41%)
515120	Television Broadcasting	53	31	(22)	(42%)
448120	Women's Clothing Stores	54	30	(24)	(44%)
711310	Promoters of Performing Arts,	43	24	(20)	(45%)
721310	Rooming and Boarding House	22	12	(10)	(46%)
611610	Fine Arts Schools	67	35	(31)	(47%)
512131	Motion Picture Theaters (exce	61	31	(30)	(49%)
541715	Research and Development in	64	33	(31)	(49%)
561330	Professional Employer Organiz	65	33	(32)	(49%)
485320	Limousine Service	24	12	(12)	(50%)
515112	Radio Stations	22	11	(11)	(51%)
712190	Nature Parks and Other Simila	89	43	(46)	(52%)
561311	Employment Placement Agenc	105	49	(55)	(53%)
721214	Recreational and Vacation Car	213	98	(115)	(54%)
324121	Asphalt Paving Mixture and Bl	37	15	(22)	(60%)
454210	Vending Machine Operators	40	16	(24)	(60%)
713120	Amusement Arcades	54	20	(34)	(63%)
621493	Freestanding Ambulatory Surg	51	18	(33)	(65%)
423930	Recyclable Material Merchant	49	15	(34)	(70%)
313320	Fabric Coating Mills	51	12	(39)	(76%)
623990	Other Residential Care Facilitie	90	21	(69)	(77%)
511130	Book Publishers	10	0	(10)	(100%)
311119	Other Animal Food Manufactur	<10	<10	Insf. Data	Insf. Data
522298	All Other Nondepository Credit	<10	<10	Insf. Data	Insf. Data
721191	Bed-and-Breakfast Inns	11	<10	Insf. Data	Insf. Data
424440	Poultry and Poultry Product Me	<10	<10	Insf. Data	Insf. Data
424340	Footwear Merchant Wholesale	<10	<10	Insf. Data	Insf. Data

453310	Used Merchandise Stores	10	<10	Insf. Data	Insf. Data
812320	Drycleaning and Laundry Servi	<10	<10	Insf. Data	Insf. Data
333413	Industrial and Commercial Far	<10	<10	Insf. Data	Insf. Data
333414	Heating Equipment (except W	0	0	0	Insf. Data
561790	Other Services to Buildings an	13	<10	Insf. Data	Insf. Data
561740	Carpet and Upholstery Cleanin	<10	<10	Insf. Data	Insf. Data
423310	Lumber, Plywood, Millwork, an	<10	<10	Insf. Data	Insf. Data
333921	Elevator and Moving Stairway	11	<10	Insf. Data	Insf. Data
334310	Audio and Video Equipment M	<10	<10	Insf. Data	Insf. Data
811213	Communication Equipment Re	<10	<10	Insf. Data	Insf. Data
337211	Wood Office Furniture Manufa	<10	<10	Insf. Data	Insf. Data
333249	Other Industrial Machinery Ma	<10	<10	Insf. Data	Insf. Data
451140	Musical Instrument and Suppli	<10	<10	Insf. Data	Insf. Data
423410	Photographic Equipment and S	<10	<10	Insf. Data	Insf. Data
561622	Locksmiths	<10	<10	Insf. Data	Insf. Data
333244	Printing Machinery and Equipn	<10	17	Insf. Data	Insf. Data
561312	Executive Search Services	23	<10	Insf. Data	Insf. Data
562119	Other Waste Collection	<10	<10	Insf. Data	Insf. Data
424720	Petroleum and Petroleum Pro	15	<10	Insf. Data	Insf. Data
541513	Computer Facilities Managem	<10	<10	Insf. Data	Insf. Data
337110	Wood Kitchen Cabinet and Co	22	<10	Insf. Data	Insf. Data
332721	Precision Turned Product Man	<10	<10	Insf. Data	Insf. Data
522120	Savings Institutions	<10	<10	Insf. Data	Insf. Data
423420	Office Equipment Merchant W	<10	16	Insf. Data	Insf. Data
446191	Food (Health) Supplement Sto	<10	<10	Insf. Data	Insf. Data
332323	Ornamental and Architectural I	<10	<10	Insf. Data	Insf. Data
541990	All Other Professional, Scientif	<10	<10	Insf. Data	Insf. Data
423430	Computer and Computer Perip	<10	<10	Insf. Data	Insf. Data
812199	Other Personal Care Services	<10	<10	Insf. Data	Insf. Data
562920	Materials Recovery Facilities	<10	<10	Insf. Data	Insf. Data
238120	Structural Steel and Precast C	<10	<10	Insf. Data	Insf. Data
423440	Other Commercial Equipment	<10	<10	Insf. Data	Insf. Data
332321	Metal Window and Door Manu	<10	<10	Insf. Data	Insf. Data
332311	Prefabricated Metal Building an	<10	<10	Insf. Data	Insf. Data
236117	New Housing For-Sale Builder	<10	<10	Insf. Data	Insf. Data
541612	Human Resources Consulting	<10	<10	Insf. Data	Insf. Data
312130	Wineries	<10	<10	Insf. Data	Insf. Data
331210	Iron and Steel Pipe and Tube I	<10	<10	Insf. Data	Insf. Data
311920	Coffee and Tea Manufacturing	<10	<10	Insf. Data	Insf. Data
331110	Iron and Steel Mills and Ferro	<10	<10	Insf. Data	Insf. Data
311811	Retail Bakeries	12	<10	Insf. Data	Insf. Data
327991	Cut Stone and Stone Product I	<10	<10	Insf. Data	Insf. Data
524292	Third Party Administration of Ir	<10	<10	Insf. Data	Insf. Data
611430	Professional and Management	13	<10	Insf. Data	Insf. Data
524114	Direct Health and Medical Insu	<10	<10	Insf. Data	Insf. Data
327910	Abrasive Product Manufacturin	<10	<10	Insf. Data	Insf. Data
523130	Commodity Contracts Dealing	<10	<10	Insf. Data	Insf. Data
327390	Other Concrete Product Manu	<10	<10	Insf. Data	Insf. Data
522310	Mortgage and Nonmortgage L	<10	<10	Insf. Data	Insf. Data
541410	Interior Design Services	<10	<10	Insf. Data	Insf. Data
522291	Consumer Lending	<10	<10	Insf. Data	Insf. Data
327215	Glass Product Manufacturing M	12	<10	Insf. Data	Insf. Data

311352	Confectionery Manufacturing fi	<10	<10	Insf. Data	Insf. Data
561612	Security Guards and Patrol Se	<10	<10	Insf. Data	Insf. Data
811122	Automotive Glass Replacemer	<10	<10	Insf. Data	Insf. Data
423490	Other Professional Equipment	<10	<10	Insf. Data	Insf. Data
448110	Men's Clothing Stores	<10	<10	Insf. Data	Insf. Data
327212	Other Pressed and Blown Glas	<10	<10	Insf. Data	Insf. Data
337122	Nonupholstered Wood Househ	<10	<10	Insf. Data	Insf. Data
423710	Hardware Merchant Wholesale	<10	10	Insf. Data	Insf. Data
238290	Other Building Equipment Con	<10	<10	Insf. Data	Insf. Data
611692	Automobile Driving Schools	<10	<10	Insf. Data	Insf. Data
812113	Nail Salons	<10	<10	Insf. Data	Insf. Data
611699	All Other Miscellaneous Schoo	<10	<10	Insf. Data	Insf. Data
812220	Cemeteries and Crematories	11	<10	Insf. Data	Insf. Data
611710	Educational Support Services	<10	<10	Insf. Data	Insf. Data
541922	Commercial Photography	<10	<10	Insf. Data	Insf. Data
326211	Tire Manufacturing (except Re	0	52	52	Insf. Data
812930	Parking Lots and Garages	11	<10	Insf. Data	Insf. Data
541613	Marketing Consulting Services	<10	<10	Insf. Data	Insf. Data
813212	Voluntary Health Organizations	<10	<10	Insf. Data	Insf. Data
541350	Building Inspection Services	<10	<10	Insf. Data	Insf. Data
492210	Local Messengers and Local D	<10	<10	Insf. Data	Insf. Data
423730	Warm Air Heating and Air-Con	<10	<10	Insf. Data	Insf. Data
339920	Sporting and Athletic Goods M	<10	<10	Insf. Data	Insf. Data
423740	Refrigeration Equipment and S	<10	<10	Insf. Data	Insf. Data
221310	Water Supply and Irrigation Sy	<10	<10	Insf. Data	Insf. Data
621330	Offices of Mental Health Practi	<10	<10	Insf. Data	Insf. Data
711320	Promoters of Performing Arts,	<10	<10	Insf. Data	Insf. Data
541214	Payroll Services	<10	13	Insf. Data	Insf. Data
711510	Independent Artists, Writers, a	<10	<10	Insf. Data	Insf. Data
621391	Offices of Podiatrists	<10	<10	Insf. Data	Insf. Data
424430	Dairy Product (except Dried or	<10	0	Insf. Data	Insf. Data
423830	Industrial Machinery and Equip	<10	<10	Insf. Data	Insf. Data
541820	Public Relations Agencies	<10	<10	Insf. Data	Insf. Data
541614	Process, Physical Distribution,	<10	<10	Insf. Data	Insf. Data
339994	Broom, Brush, and Mop Manuf	<10	<10	Insf. Data	Insf. Data
533110	Lessors of Nonfinancial Intang	<10	<10	Insf. Data	Insf. Data
311421	Fruit and Vegetable Canning	0	<10	Insf. Data	Insf. Data
325910	Printing Ink Manufacturing	<10	<10	Insf. Data	Insf. Data
424470	Meat and Meat Product Merch	<10	<10	Insf. Data	Insf. Data
561591	Convention and Visitors Burea	<10	<10	Insf. Data	Insf. Data
424590	Other Farm Product Raw Mate	<10	<10	Insf. Data	Insf. Data
541618	Other Management Consulting	<10	<10	Insf. Data	Insf. Data
524126	Direct Property and Casualty In	<10	<10	Insf. Data	Insf. Data
325414	Biological Product (except Dia	<10	<10	Insf. Data	Insf. Data
523930	Investment Advice	<10	<10	Insf. Data	Insf. Data
621511	Medical Laboratories	<10	15	Insf. Data	Insf. Data
424990	Other Miscellaneous Nondurat	0	<10	Insf. Data	Insf. Data
532490	Other Commercial and Industr	<10	<10	Insf. Data	Insf. Data
541870	Advertising Material Distributio	0	<10	Insf. Data	Insf. Data
325211	Plastics Material and Resin Ma	<10	<10	Insf. Data	Insf. Data
441222	Boat Dealers	12	<10	Insf. Data	Insf. Data
325130	Synthetic Dye and Pigment Ma	<10	<10	Insf. Data	Insf. Data

722330	Mobile Food Services	<10	<10	Insf. Data	Insf. Data
561510	Travel Agencies	<10	<10	Insf. Data	Insf. Data
522292	Real Estate Credit	<10	<10	Insf. Data	Insf. Data
561499	All Other Business Support Se	<10	<10	Insf. Data	Insf. Data
722514	Cafeterias, Grill Buffets, and B	<10	<10	Insf. Data	Insf. Data
323113	Commercial Screen Printing	<10	<10	Insf. Data	Insf. Data
445291	Baked Goods Stores	12	<10	Insf. Data	Insf. Data
423220	Home Furnishing Merchant W	<10	<10	Insf. Data	Insf. Data
551112	Offices of Other Holding Comp	<10	<10	Insf. Data	Insf. Data
321992	Prefabricated Wood Building M	<10	<10	Insf. Data	Insf. Data
445292	Confectionery and Nut Stores	22	<10	Insf. Data	Insf. Data
532411	Commercial Air, Rail, and Wat	0	0	0	Insf. Data
518210	Data Processing, Hosting, and	<10	<10	Insf. Data	Insf. Data
532289	All Other Consumer Goods Re	<10	<10	Insf. Data	Insf. Data
811198	All Other Automotive Repair ar	<10	<10	Insf. Data	Insf. Data
532282	Video Tape and Disc Rental	<10	<10	Insf. Data	Insf. Data
811212	Computer and Office Machine	<10	<10	Insf. Data	Insf. Data
321918	Other Millwork (including Floor	<10	<10	Insf. Data	Insf. Data
238390	Other Building Finishing Contr	<10	<10	Insf. Data	Insf. Data
532281	Formal Wear and Costume Re	<10	<10	Insf. Data	Insf. Data
238330	Flooring Contractors	13	<10	Insf. Data	Insf. Data
221112	Fossil Fuel Electric Power Ger	17	<10	Insf. Data	Insf. Data
811420	Reupholstery and Furniture Re	<10	<10	Insf. Data	Insf. Data
481111	Scheduled Passenger Air Tran	<10	13	Insf. Data	Insf. Data
811490	Other Personal and Householc	13	<10	Insf. Data	Insf. Data
115112	Soil Preparation, Planting, and	<10	<10	Insf. Data	Insf. Data
339113	Surgical Appliance and Supplie	<10	<10	Insf. Data	Insf. Data
561491	Repossession Services	<10	<10	Insf. Data	Insf. Data
812191	Diet and Weight Reducing Cer	<10	<10	Insf. Data	Insf. Data
485111	Mixed Mode Transit Systems	<10	<10	Insf. Data	Insf. Data
448150	Clothing Accessories Stores	16	<10	Insf. Data	Insf. Data
541910	Marketing Research and Public	0	<10	Insf. Data	Insf. Data
238170	Siding Contractors	10	<10	Insf. Data	Insf. Data
624229	Other Community Housing Ser	<10	<10	Insf. Data	Insf. Data
238150	Glass and Glazing Contractors	<10	<10	Insf. Data	Insf. Data
532111	Passenger Car Rental	<10	<10	Insf. Data	Insf. Data
451130	Sewing, Needlework, and Piec	<10	<10	Insf. Data	Insf. Data
424110	Printing and Writing Paper Me	0	<10	Insf. Data	Insf. Data
512110	Motion Picture and Video Prod	21	<10	Insf. Data	Insf. Data
531320	Offices of Real Estate Apprais	<10	<10	Insf. Data	Insf. Data
812990	All Other Personal Services	<10	<10	Insf. Data	Insf. Data
423140	Motor Vehicle Parts (Used) Me	0	<10	Insf. Data	Insf. Data
813211	Grantmaking Foundations	<10	<10	Insf. Data	Insf. Data
314910	Textile Bag and Canvas Mills	<10	<10	Insf. Data	Insf. Data
511199	All Other Publishers	<10	<10	Insf. Data	Insf. Data
711130	Musical Groups and Artists	11	<10	Insf. Data	Insf. Data
493190	Other Warehousing and Storage	<10	<10	Insf. Data	Insf. Data
711190	Other Performing Arts Compar	<10	<10	Insf. Data	Insf. Data
491110	Postal Service	0	<10	Insf. Data	Insf. Data
541714	Research and Development in	<10	12	Insf. Data	Insf. Data
813920	Professional Organizations	<10	<10	Insf. Data	Insf. Data
711212	Racetracks	<10	<10	Insf. Data	Insf. Data

813940	Political Organizations	<10	<10	Insf. Data	Insf. Data
525920	Trusts, Estates, and Agency A	<10	<10	Insf. Data	Insf. Data
453991	Tobacco Stores	<10	<10	Insf. Data	Insf. Data
423130	Tire and Tube Merchant Whole	0	0	0	Insf. Data
532210	Consumer Electronics and App	<10	<10	Insf. Data	Insf. Data
561621	Security Systems Services (ex	<10	<10	Insf. Data	Insf. Data
488190	Other Support Activities for Air	<10	<10	Insf. Data	Insf. Data
532120	Truck, Utility Trailer, and RV (F	<10	<10	Insf. Data	Insf. Data
115116	Farm Management Services	<10	<10	Insf. Data	Insf. Data
423940	Jewelry, Watch, Precious Ston	<10	<10	Insf. Data	Insf. Data
487210	Scenic and Sightseeing Transp	<10	<10	Insf. Data	Insf. Data
624210	Community Food Services	26	<10	Insf. Data	Insf. Data
485999	All Other Transit and Ground F	0	<10	Insf. Data	Insf. Data
624221	Temporary Shelters	<10	<10	Insf. Data	Insf. Data
113210	Forest Nurseries and Gatherin	<10	<10	Insf. Data	Insf. Data
339950	Sign Manufacturing	<10	<10	Insf. Data	Insf. Data
561440	Collection Agencies	<10	<10	Insf. Data	Insf. Data
485310	Taxi Service	11	<10	Insf. Data	Insf. Data
		71,133	66,192	(4,940)	(7%)

## Educational Attainment

Concerning educational attainment, 11.7% of the selected regions' residents possess a Bachelor's Degree (7.2% below the national average), and 10.6% hold an Associate's Degree (2.5% above the national average).

