



# Request for Proposals

Seeking qualified vendor(s) to develop and implement an innovative and comprehensive approach towards assisting New Hampshire's youth in transitioning into adulthood.

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*The Workforce Opportunity Council, Inc. is a sponsor of the NH WORKS system, a proud member of America's Workforce Network, and an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. TDD: Relay NH: 711*

# Request for Proposals

## **Purpose/Background:**

The Youth Council (Council), is a subgroup of the full Workforce Opportunity Council, the State Workforce Investment Board (WIB) under the Workforce Investment Act of 1998 (WIA). New Hampshire is a single service-delivery state, meaning, that the full Council is the only WIB, and no local or regional Boards exist under WIA in New Hampshire.

The Youth Council, in conjunction with state and community partners, sets policy for dropout prevention and dropout recovery strategies within the state, particularly as they relate to the WIA programs. The Council also actively oversees the WIA youth programs in New Hampshire. These programs, which provide services to in-school and out-of-school youth, are directly supervised by the NH Department of Education through a contract with the Council.

The Council, with funding received by the U.S. Department of Labor (USDOL), is currently seeking proposals from qualified organizations to implement innovative and comprehensive strategies to assist our State's young people in making effective transitions to post-secondary education and careers.

The Council is particularly interested in pilot projects and/or model projects from which to learn best practices that may be incorporated into the Council's mainstay youth programs. The respondent's ability to disseminate the information they learn over the course of their project and demonstrate the effective incorporation or duplication of the model will be strongly considered during the proposal evaluation process.

## **Amount and Term of Funding:**

A total, cumulative amount of \$150,000.00 is available over a three-year term beginning April 1, 2006 and ending March 31, 2009 (dependent upon continued funding from USDOL).

Depending on the quality of the proposals received, one project may successfully be awarded the entire available funding, or multiple projects may be funded. Therefore, bidders are encouraged to carefully develop their proposal and evaluate their budget requirements if seeking funding for all three years.

Successful proposals that anticipate funding for the full three years will be required to submit abbreviated applications for Year 2 and Year 3 of their project(s). Additional information will be provided at that time. Continued funding is contingent upon the applicant meeting their contractual requirements and performance goals.

Matching funds and collaborations are not required under this initiative, however applications that are able to show meaningful partnerships resulting in leveraged funds are highly encouraged. Sustainability will be a key factor in the evaluation of applications.

## **Applicant Eligibility:**

Units of local government, school districts, private non-profit or for-profit agencies registered with the NH Secretary of State, local/county/state law enforcement, municipalities and legally incorporated entities with the appropriate experience and expertise are eligible to apply for this funding, including faith or community-based organizations.

Applications will be deemed not eligible for funding for any of the following reasons:

1. Failure to deliver the proposal by the time and date it is due.
2. Failure to provide the required content, or follow the prescribed application format as set forth in this RFP.
3. For programs that currently receive WIA funding, failure to have submitted reports or to consistently meet performance goals as outlined in your contract.

## **Use of Funding:**

Funding available through this RFP may be used to support all budget categories identified in the budget/budget narrative section of the General Instructions included in this RFP.

Funds may not be used:

1. to supplant other federal, state, or local funds supporting existing programs or activities;
2. for construction, renovation, or land acquisition;
3. for real estate mortgages or taxes, dues to organizations or federations, costs for social activities not directly related to the purpose of this program, costs related to political activity, interest costs, fines, penalties, law suits, or legal fees, contingencies such as pending litigation, possible liabilities, and contributions or donations;
4. for the purchase of fixed assets, such as automobiles, computer equipment, or fixtures, unless specifically approved by the Youth Council during the negotiation of the award,
5. for indirect costs, unless the applicant provides documentation from a cognizant federal agency that identifies an indirect cost rate approved by that federal agency for the applicant. However, even with the appropriate rate letter, *a maximum of 10% of the total grant request may be allocated to indirect costs*, otherwise applicants must allocate and justify all proposed project costs among the other budget categories outlined on the budget form.
6. Out-of-country travel.

## **Youth Eligible to be Served:**

Youth between the ages of 14 and 21 are eligible to be served through this funding. Specifically, an individual must have already had their 14<sup>th</sup> birthday, but not have reached their 22<sup>nd</sup> birthday, prior to enrollment in the program.

In-school youth, as well as out-of-school youth may be served, with an emphasis on dropout prevention for those youth still in school, and dropout recovery and/or career pathways for those youth who have left school.

The USDOL Youth Vision initiative, a partnership of youth-serving agencies and a subcommittee of the Youth Council, has set priorities for serving youth that fall into particular categories, including.

1. Youth in foster care
2. Youth aging out of foster care
3. Young offenders
4. Children of incarcerated parent(s)
5. Migrant youth

Programs are strongly encouraged to incorporate one or more of the above categories of youth into their service strategies.

In addition, serving youth with barriers, or youth considered to be “at risk”, is a particular goal for this funding. One or more of the following scenarios may be present with such individuals, and RFP respondents should note that some categories overlap with the Youth Vision initiative:

1. Deficient in basic literacy/numeracy skills
2. A school dropout
3. Homeless, a runaway, or a foster child
4. Pregnant or a parent
5. An offender
6. Possesses one or more disabilities, including learning disabilities

Emphasis on serving youth with any of the following is encouraged:

1. One or more years behind modal grade for one’s age group, with particular emphasis on those two or more years behind modal grade.
2. Below average academic test scores relative to students in his/her class with particular emphasis on those in the bottom 25% of the test score distribution.
3. Above average number of absences during the past school year in comparison to other students in the school.
4. Placed on probation, suspended from school or expelled from school one or more times during the past two years.
5. Member of an economically disadvantaged family, as defined using the poverty guidelines.
6. Lives with only one or neither of his/her natural parents.
7. One or both parents have not graduated from high school.
8. Closest friends have limited educational expectations, i.e. they do not expect to graduate from high school or have already dropped out of school.
9. Substance abuse.
10. Older youth who are, or have been, unemployed for a six-month period of time out of the last two years.

### **Types of Services Envisioned:**

With this funding, applicants should provide a variety of services to youth focused on comprehensive youth development. Service provision should emphasize academic and employability skills that will serve the youth well in their transition to adulthood.

The following list is a suggestion of the types of services the Council would encourage, but the Council stresses that this list should not be considered all-inclusive, or limiting of other appropriate proposals.

1. Tutoring and instruction leading to completion of secondary school, including dropout prevention strategies.
2. Alternative academic achievement, such as GED obtainment.
3. Summer employment opportunities that are directly linked to academic and occupational learning. Connections to the NH Works Centers are strongly encouraged.
4. Paid and unpaid work and work-based learning experiences, including internships job shadowing, and school sponsored workplace mentoring.
5. Occupational skill training aligned with career majors/pathways. Connections to the NH Works Centers are strongly encouraged.
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors;
7. Adult mentoring.
8. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling/referral, and career awareness/exploration, as appropriate.
9. Ongoing follow-up services in conjunction with any of the above services (over a period not to exceed the grant term).

### **Expected Outcomes:**

The Council acknowledges that some positive outcomes are not readily quantifiable. Nevertheless, the Council expects that any program(s) funded through this RFP will demonstrate measurable outcomes.

Applicants must choose from the following list of measurable outcomes, and design their programs accordingly to achieve at least one of the major goals. Each of the major goals provides examples of more specific approaches to reaching the goal, and the reviewers will look for these approaches in a submitted response.

#### **1. Academic Goals:**

- CASAS- If the youth tests below a score of 210, a 5 point gain in math and reading must be accomplished within one (1) year, or by the end of the grant term, whichever is less.
- CASAS- If the youth tests at a score of 210 or above, a 3 point gain in math and reading per program year.
- GED – Attainment of GED
- Test of Adult Basic Education (if appropriate) – two (2) grade level gains
- Other nationally-normed assessments on a case-by-case basis (Youth Council staff approval)

#### **2. Work Readiness Goals:**

- Attainment of pre-employment/work maturity competencies as determined by the CASAS or WorkKeys system
- Other nationally normed assessments on a case-by-case basis (subject to Youth Council staff approval)

#### **3. Occupational Goals – use of the State’s High Demand Occupation List (attached) is required:**

- Group occupational skill attainment as outlined in proposal and approved
- Individualized occupational goals (i.e. Apprenticeship) through work-based learning/apprenticeship agreement

- Post-secondary education and/or advance training – through grades, certifications or similar measures to demonstrate attainment of occupational competencies or competencies leading to attainment of occupational skills.

#### **4. Placement in Employment Goals:**

- Of those youth served by these funds who do not remain in school, enter or remain in post-secondary education and/or advanced training, a goal of 79% placement in employment within one quarter after completing training (not including paid internships or other short-term job opportunities).
- Of those youth placed in employment after delivery of program services, a goal of retaining 78% of those youth in the initial placement, or other employment, for six months or longer
- Of those youth placed and retained in employment, a wage gain from pre-placement to six months after placement of approximately \$1.10 per hour.

*(example: A youth enters the program and is working part-time. Through the program services, the youth receives additional training and is placed in a new position. The expectation is that the difference between the wages the youth was earning at the beginning of the program versus the wages earned 6 months after the new placement would be at least \$1.10/hour more.)*

#### **Reporting/Participant Tracking Requirements:**

Reporting details will be defined in the contract document, once a proposal has been accepted. Actual reporting requirements will depend on the specific program proposal, the approach outlined, and its expected outcomes.

At a minimum, it is envisioned that programs will track their participants in the case management system supported by the Council (*e-Teams*). This will include demographics and eligibility status of youth served, progress notes, testing results (where appropriate), employment history and placement, etc.

Narrative reports summarizing the project’s progress towards its goals, challenges encountered and action plan/timeline to overcome those challenges, outcomes successfully achieved and action plan/timeline to address outcomes not being met, goals for the next quarter, and technical assistance needed will also likely be required.

A required project outcome shall include, at the close of the project, a “Fact Sheet” of best practices—in a format suitable for release to the general public.

***Please note that ongoing funding of a project (over the 3 years of available funding) is contingent upon the vendor meeting the reporting requirements negotiated and stated in the funding contract. The project’s final close-out payment will be held until the Fact Sheet and any other outstanding reporting requirement has been produced.***

#### **Sustainability of Project:**

Projects should be designed in such a manner as to be able to continue after the funding period ends. Ways that this might be accomplished include meaningful partnerships with other organizations that provide in-kind or cash resources, or through seeking additional private, federal, state, or local funding sources (grants, sponsorships, etc.).

Applicants should give careful thought as to how this requirement will be met, and provide sufficient details in their application to permit the reviewers to understand and appreciate the project's future beyond this funding period.

### **Proposal Review Process and/or Funding Decision Process:**

A subcommittee comprised of Youth Council members and staff will evaluate proposals in accordance with the requirements provided in this RFP.

The Council reserves the right to reject any and all proposals submitted. In addition, the distribution of this RFP shall not commit the Council to award funds to any applicant.

Any costs incurred in responding to this request for proposal shall not be reimbursed.

The Council reserves the right to seek clarification of any information contained in a proposal submitted, or to hold discussions, but is not obligated to do so.

Unless otherwise noted in the RFP, any work performed by a successful applicant prior to the effective date of a contract shall not be reimbursed.

Funding of any contract awarded under this initiative is subject to the availability and continued appropriation of federal funds awarded through U.S. Department of Labor. The Council shall not be liable for any payments in excess of such available appropriated funds. In the event of reduction or termination of those funds, the Council shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate or amend the contract immediately upon giving the contractor notice of such termination or amendment.

### **Proposal Inquiries:**

All questions about this Request for Proposals (RFP) must be submitted in writing by e-mail or fax no later than Monday March 13, 2006 to:

Cindy Naiditch  
Workforce Opportunity Council  
Fax: (603) 228-8557  
E-mail: [cnaiditch@nhworkforce.org](mailto:cnaiditch@nhworkforce.org)

### **Submission Requirement:**

Proposals must be typed. An original proposal with original signatures on the cover sheets and four (4) identical copies of the proposal must be received **by no later than 4:00 p.m. EST on Monday, April 3, 2006** at:

Workforce Opportunity Council  
Attn: Cindy Naiditch  
64 Old Suncook Road  
Concord, NH 03301

**Estimated Schedule of Events** (subject to change):

<u>Event</u>	<u>Completed by no later than</u>
Submission of Proposals	April 3, 2006
Committee Review/Selection Process	April 20, 2006
Notification of Award	April 24, 2006
Contract Negotiation/Finalization	May 8, 2006
Program Implementation	June 1, 2006

*(Implementation date may be earlier based on vendor ability)*

**Scoring of the Proposal:**

Executive Summary.....	15 points
Organization Description.....	10 points
Statement of Work.....	50 points
Budget.....	25 points
<b>TOTAL.....</b>	<b>100 points</b>

**GENERAL INSTRUCTIONS**

Proposals should include the following sections:

**A. Executive Summary** *No more than one (1) page.*

Provide a brief summary of the proposed project, including the services to be provided, the number of individuals expected to be served, and the timeline for services.

**B. Description of your Organization** *No more than one (1) page*

Please tell us what kind of organization you operate, (for profit, non-profit, faith based, governmental, etc.). Please provide a brief description of the types of projects previously performed, which are similar in scope to this project, and which illustrate your organization's management/program capacity to operate the proposed project.

**C. Statement of Work** *No more than ten (10) pages*

In narrative form, please thoroughly address the following items:

1. Define the need in your community, region, or service area as it relates to this RFP.
2. Describe the services you propose to offer that address the defined needs. Include a description of how the services will be provided, who will provide the services, who will receive the services, the number of youth you anticipate serving, how youth will be recruited to participate, etc.

3. Describe the impact (anticipated outcomes) of your proposed project on the youth in your community, region, or service area, and include how the impact/outcomes will be measured. [*refer to the section on expected outcomes*]. Include comments that address the reporting requirements of the project.

Diagrams and/or charts may be used, if appropriate, to further clarify the applicant's approach to this project. A timeline of activities must be included, and will not count towards the 10-page narrative limit.

**D. Budget and Budget Narrative**

On separate pages, give a budget outline with a narrative, which describes the logic used in arriving at a total for each line item in the budget. Include how personnel costs are calculated; the basis used in estimating costs, and how the cost items relate to the proposed project activities. This information does not count towards the 10-page Statement of Work limitation.

Allowable budget line items include the following:

- **Personnel costs** (salary/wages & benefits) *Include resumes if available.*
- **Consumable Supplies/Materials** (books, testing materials, office supplies, etc.)
- **Printing/Postage**
- **Staff travel** *Indicate reimbursement rates, etc.*
- **Rent/Utilities** *Calculate as a percentage of this project to total budget if operating other programs out of the same location.*
- **Indirect costs** *Refer to "Use of Funding" section for guidelines.*
- **Other** *Itemize and justify through specific proposed project activities.*

All Costs are subject to the approval of the Youth Council. Respondents are encouraged to document volunteer hours, where appropriate, to illustrate community support.

**E. Proposal Cover Sheet (Appendix A)**

**F. Certification and Other Terms/Conditions (Appendix B) signed and dated.**

<p><b>Deadline for Receipt of Proposals:</b> <b>4:00 p.m. Monday, April 3, 2006</b></p>
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## Appendix A Proposal Cover Sheet

Applicant: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Telephone: \_\_\_\_\_ FAX: \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

Federal Tax ID No.: \_\_\_\_\_

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If awarded funding, the applicant hereby certifies and assures that it will fully comply with the following federal regulations (if applicable to your organization):

- 29 CFR Part 96 (Single Audit Act)
- 29 CFR Part 98 (Debarment and Suspension: Drug-free Workplace)
- 29 CFR Part 93 (Lobbying Certification)
- 29 CFR Parts 33, 34, and 37 (Non-discrimination and Equal Opportunity Requirements)
- Assurances (Non-Construction Programs)
- 29 CFR Part 97 (Uniform Administrative Requirements), Part 95 (Administrative Requirements for Institutions of Higher Education, Hospitals, and other Non-Profit Organizations), and any subsequent amendments
- P.L. 101-166, Sec. 511 (Federal Dollar Amount Participation)
- RSA 193:13 (Gun-Free Schools)
- Public Law 105-220, Workforce Investment Act
- 20 CFR Part 652 et al (Workforce Investment Act, Final Rules)

Applicant's signature below indicates organization is agreeing to comply fully with the assurances and certifications as part of its responsibilities as a successful vendor/contractor.

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Signature

Date

Printed Name and Title

## **Appendix B**

### **Certification and Other Terms/Conditions**

1. The signing individual certifies that he/she is authorized to contract on behalf of the organization offering this proposal.
2. The signing individual certifies that the prices in this proposal have been arrived at independently, without consultation, communication, or agreements made for the purpose of restricting competition.
3. When delivering services under an approved contract, the contractor shall work under the broad supervision of Council staff and Department of Education WIA Youth Administrator for this project.
4. The signing individual certifies that there has been no attempt by them or anyone in their organization to discourage any potential applicant from submitting a proposal.
5. The signing individual certifies that he/she has read and understands all of the information in this Request for Proposal.
6. The signing individual certifies that their organization, and any individuals to be assigned to the project, does not have a record of substandard work and has not been debarred or suspended from doing work with any federal, state, or local government.
7. Unless otherwise deleted or modified by mutual agreement between the Council and the contractor, all general provisions contained on the Proposal Cover Sheet (attachment A) shall be incorporated into the contract.
8. The Council reserves the right to negotiate a best and final offer with applicant(s) selected for contract award(s).
9. Payments shall be made on a cost reimbursement basis (no advances). Monthly invoices shall detail expenses based on the line items in the proposal budget. Generally, the Council will pay invoices within 15 days of receipt, unless questions arise as to the appropriateness of an expense.
10. All information received by the contractor during the course of this grant is considered confidential, and shall be protected to the utmost ability of the contractor.
11. Contracts awarded under this funding initiative shall be subject to and interpreted under the laws and jurisdiction of New Hampshire.

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**Signature**

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**Date**

**DEMAND OCCUPATIONS DEFINITION, BASED ON 2002-2012 LONG-TERM PROJECTS,  
OCCUPATIONS GROWING FASTER THAN AVERAGE:**

**CURRENT DEFINITION:**

Occupations with more than the mean number (36), for all occupations, of total openings with mean wages \$10.00 or more

SOC TITLES	2002	2012	Change	Annual Train		Mean Wage
				Open	Code	
11-1011 Chief Executives	3,244	3,884	640	125	4	\$65.69
11-1021 General and Operations Managers	10,911	13,210	2,299	436	4	\$41.90
11-2021 Marketing Managers	1,255	1,525	270	50	4	\$43.50
11-2022 Sales Managers	1,820	2,376	556	90	4	\$45.99
11-3011 Administrative Services Managers	1,253	1,509	256	50	4	\$30.59
11-3021 Computer and Information Systems Managers	1,348	1,811	463	71	4	\$46.21
11-3031 Financial Managers	3,511	4,152	641	114	4	\$37.57
11-9021 Construction Managers	2,067	2,400	333	71	5	\$36.65
11-9032 Education Administrators, Elementary/Secondary	958	1,164	206	45	4	\$68,257
11-9041 Engineering Managers	1,129	1,274	145	38	4	\$47.99
11-9051 Food Service Managers	2,584	3,006	422	84	8	\$19.57
11-9111 Medical and Health Services Managers	1,090	1,504	414	62	4	\$35.80
11-9199 Managers, All Other	9,821	10,834	1,013	292	8	\$38.19
13-1023 Purchasing Agents, Ex. Wholesale/Retail/Farm Prod	1,108	1,230	122	40	8	\$22.99
13-1111 Management Analysts	1,742	2,667	925	117	4	\$35.88
13-1199 Business Operations Specialists, All Other	5,490	7,237	1,747	269	5	\$22.81
13-2011 Accountants and Auditors	3,593	4,395	802	148	5	\$25.13
13-2099 Financial Specialists, All Other	1,399	1,638	239	49	5	\$26.86
15-1021 Computer Programmers	1,633	1,742	109	50	5	\$28.21
15-1031 Computer Software Engineers, Applications	3,016	4,720	1,704	200	5	\$37.70
15-1032 Computer Software Engineers, Systems Software	743	1,096	353	42	5	\$42.54
15-1041 Computer Support Specialists	1,653	2,199	546	75	6	\$20.09
15-1051 Computer Systems Analysts	1,693	2,265	572	76	5	\$33.66
15-1071 Network and Computer Systems Administrators	867	1,162	295	40	5	\$27.78
15-1081 Network Systems and Data Communications Analysts	690	1,113	423	50	5	\$26.94
15-1099 Computer Specialists, All Other	1,220	1,780	560	70	6	\$29.12
17-2141 Mechanical Engineers	1,586	1,661	75	51	5	\$30.85
17-2199 Engineers, All Other	1,669	1,787	118	44	5	\$34.65
17-3023 Electrical and Electronic Engineering Technicians	1,217	1,314	97	36	6	\$20.55
19-3031 Clinical, Counseling, and School Psychologists	710	946	236	40	2	\$26.48
19-4099 Life, Physical, and Social Science Technicians, All Other	862	1,026	164	36	6	\$17.12
21-1012 Educational, Vocational, and School Counselors	1,027	1,168	141	38	3	\$20.92
21-1015 Rehabilitation Counselors	673	954	281	43	3	\$12.47
21-1093 Social and Human Service Assistants	2,445	3,816	1,371	180	10	\$10.46
23-1011 Lawyers	2,360	2,620	260	56	1	\$45.86
25-1199 Postsecondary Teachers, All Other	816	1,087	271	45	2	\$49,078
25-2011 Preschool Teachers, Except Special Education	2,503	3,253	750	105	7	\$11.02
25-2021 Elementary School Teachers, Except Special Education	6,006	6,940	934	226	5	\$42,813
25-2022 Middle School Teachers, Ex. Special Ed/Voc Ed	3,607	3,946	339	114	5	\$42,974
25-2031 Secondary School Teachers, Ex. Special Ed/Voc Ed	4,433	5,267	834	208	5	\$44,582
25-2041 Special Ed. Teachers, Presch/Kindergarten/Elementary	1,020	1,334	314	55	5	\$40,022
25-3021 Self-Enrichment Education Teachers	556	857	301	37	8	\$16.63

25-4031 Library Technicians	774	905	131	42	11	\$12.38
25-9041 Teacher Assistants	7,796	9,588	1,792	330	11	\$20,517
29-1051 Pharmacists	883	1,224	341	51	1	\$40.55
29-1111 Registered Nurses	11,794	16,301	4,507	698	6	\$24.16
29-1123 Physical Therapists	964	1,372	408	51	3	\$27.19
29-2021 Dental Hygienists	816	1,194	378	45	6	\$30.57
29-2041 Emergency Medical Technicians and Paramedics	844	1,163	319	42	7	\$14.09
29-2052 Pharmacy Technicians	864	1,202	338	45	10	\$11.16
29-2061 Licensed Practical and Licensed Vocational Nurses	2,004	2,495	491	93	7	\$17.51
29-2071 Medical Records and Health Information Technicians	759	1,230	471	58	6	\$13.69
31-1012 Nursing Aides, Orderlies, and Attendants	6,339	8,083	1,744	258	11	\$11.49
31-9091 Dental Assistants	1,270	1,870	600	96	10	\$16.46
31-9092 Medical Assistants	1,057	1,772	715	92	10	\$13.05
31-9099 Healthcare Support Workers, All Other	827	1,149	322	47	11	\$12.52
33-2011 Fire Fighters	1,368	1,545	177	58	9	\$18.62
33-3051 Police and Sheriff's Patrol Officers	2,517	2,837	320	97	9	\$18.74
33-9032 Security Guards	2,344	3,095	751	126	11	\$11.34
33-9099 Protective Service Workers, All Other	1,001	1,158	157	85	11	\$13.35
35-1011 Chefs and Head Cooks	1,147	1,390	243	58	8	\$16.81
35-1012 Supervisors/Managers, Food Prep/Serv. Workers	2,792	3,408	616	128	8	\$14.68
35-2012 Cooks, Institution and Cafeteria	1,625	1,731	106	61	10	\$11.16
35-2014 Cooks, Restaurant	3,784	4,624	840	201	9	\$11.13
37-1011 Supervisors/Managers, Housekeeping/Janitorial Workers	1,009	1,178	169	41	8	\$15.85
37-2011 Janitors/Cleaners, Ex. Maids/Housekeeping Cleaners	8,365	9,879	1,514	310	11	\$10.49
37-3011 Landscaping and Groundskeeping Workers	4,514	5,521	1,007	199	11	\$11.38
39-5012 Hairdressers, Hairstylists, and Cosmetologists	3,594	4,100	506	120	7	\$11.45
39-9031 Fitness Trainers and Aerobics Instructors	1,704	2,503	799	119	7	\$12.81
39-9032 Recreation Workers	1,278	1,541	263	55	5	\$10.39
41-1011 Supervisors/Managers, Retail Sales Workers	10,476	12,384	1,908	379	8	\$17.22
41-1012 Supervisors/Managers, Non-Retail Sales Workers	3,786	4,319	533	125	8	\$35.76
41-2021 Counter and Rental Clerks	2,367	2,987	620	153	11	\$10.15
41-2022 Parts Salespersons	1,311	1,368	57	44	10	\$14.36
41-2031 Retail Salespersons	25,453	31,360	5,907	1,516	11	\$11.48
41-4011 Sales Reps, Wholesale and Mfg, Tech/Sci Prod	4,550	5,613	1,063	226	10	\$32.95
41-4012 Sales Reps, Wholesale and Mfg, Ex. Tech/Sci Prod	7,198	8,710	1,512	340	10	\$25.87
41-9099 Sales and Related Workers, All Other	3,605	4,558	953	164	10	\$15.64
43-1011 Supervisors/Managers, Office/Admin Support Workers	7,104	7,798	694	222	8	\$19.78
43-3011 Bill and Account Collectors	1,075	1,327	252	45	11	\$14.39
43-3021 Billing and Posting Clerks and Machine Operators	1,901	2,095	194	52	10	\$13.31
43-3031 Bookkeeping, Accounting, and Auditing Clerks	9,934	10,523	589	245	10	\$14.03
43-3071 Tellers	2,092	2,027	-65	103	11	\$10.28
43-4051 Customer Service Representatives	7,893	9,828	1,935	311	10	\$14.15
43-4111 Interviewers, Except Eligibility and Loan	864	1,166	302	52	11	\$11.98
43-4151 Order Clerks	1,964	1,960	-4	44	11	\$13.29
43-4171 Receptionists and Information Clerks	5,041	6,584	1,543	279	11	\$11.01
43-5052 Postal Service Mail Carriers	1,481	1,583	102	56	11	\$20.22
43-5053 Postal Service Mail Sorters/Processors/Process Mach Ops.	1,785	1,719	-66	47	11	\$17.39
43-5061 Production, Planning, and Expediting Clerks	1,109	1,238	129	40	11	\$18.64
43-5071 Shipping, Receiving, and Traffic Clerks	3,590	3,806	216	96	11	\$13.05
43-5081 Stock Clerks and Order Fillers	8,407	8,614	207	332	11	\$10.84
43-6011 Executive Secretaries and Administrative Assistants	6,592	7,166	574	183	10	\$16.81
43-6012 Legal Secretaries	1,081	1,244	163	37	7	\$14.67
43-6013 Medical Secretaries	2,721	3,302	581	110	7	\$14.15

43-6014 Secretaries, Except Legal, Medical, and Executive	8,323	8,310	-13	159	10	\$12.91
43-9061 Office Clerks, General	7,914	8,807	893	264	11	\$12.58
47-1011 Supervisors/Managers, Construction/Extraction Workers	2,805	3,300	495	98	8	\$24.56
47-2031 Carpenters	5,872	6,593	721	168	9	\$18.05
47-2061 Construction Laborers	3,761	4,427	666	117	10	\$12.62
47-2073 Operating Engineers & Other Construct Equip Oper	1,450	1,697	247	62	10	\$18.73
47-2111 Electricians	2,501	3,152	651	114	9	\$18.84
47-2141 Painters, Construction and Maintenance	1,692	1,915	223	48	10	\$14.96
47-2152 Plumbers, Pipefitters, and Steamfitters	2,121	2,580	459	95	9	\$19.12
47-2211 Sheet Metal Workers	808	991	183	37	10	\$16.92
47-4051 Highway Maintenance Workers	1,391	1,548	157	36	10	\$13.26
49-1011 Supervisors/Managers, Mechanics/Installers/Repairers	2,177	2,600	423	97	8	\$24.87
49-3021 Automotive Body and Related Repairers	1,180	1,365	185	43	9	\$17.52
49-3023 Automotive Service Technicians and Mechanics	5,044	5,858	814	215	7	\$17.26
49-3031 Bus and Truck Mechanics and Diesel Engine Specialists	1,112	1,327	215	51	7	\$17.31
49-9021 Heating/AC/Refrigeration Mechanics and Installers	1,369	1,760	391	57	9	\$17.52
49-9041 Industrial Machinery Mechanics	1,546	1,638	92	40	9	\$19.76
49-9042 Maintenance and Repair Workers, General	4,723	5,652	929	184	10	\$15.15
49-9052 Telecommunications Line Installers and Repairers	792	990	198	42	9	\$21.84
49-9098 Helpers--Installation, Maintenance, and Repair Workers	641	788	147	37	11	\$11.60
49-9099 Installation, Maintenance, and Repair Workers, All Other	1,295	1,495	200	50	10	\$14.63
51-1011 Supervisors/Managers, Production/Operating Workers	4,143	4,544	401	127	8	\$22.77
51-2022 Electrical and Electronic Equipment Assemblers	4,140	3,352	-788	98	11	\$13.18
51-2092 Team Assemblers	5,633	5,274	-359	146	10	\$12.41
51-2099 Assemblers and Fabricators, All Other	2,762	2,717	-45	71	10	\$11.95
51-3011 Bakers	969	1,184	215	45	9	\$11.02
51-4031 Cut/Punch/Press Mach Sett/Oper/Tend, Metal/Plastic	1,487	1,628	141	48	10	\$13.07
51-4041 Machinists	2,513	2,669	156	75	9	\$17.62
51-4072 Mold/Core/Casting Machine Set/Oper/Tend, Metal/Plastic	1,281	1,322	41	36	10	\$12.73
51-4121 Welders, Cutters, Solderers, and Brazers	974	1,125	151	43	9	\$18.56
51-4199 Metal Workers and Plastic Workers, All Other	1,588	1,612	24	40	10	\$15.89
51-9061 Inspectors, Testers, Sorters, Samplers, and Weighers	3,173	3,301	128	85	10	\$14.83
51-9111 Packaging and Filling Machine Operators and Tenders	992	1,228	236	44	11	\$12.28
51-9199 Production Workers, All Other	1,990	2,019	29	51	10	\$12.17
53-3022 Bus Drivers, School	1,766	2,098	332	71	11	\$11.36
53-3031 Driver/Sales Workers	1,351	1,527	176	40	11	\$14.03
53-3032 Truck Drivers, Heavy and Tractor-Trailer	7,621	9,207	1,586	284	10	\$16.35
53-3033 Truck Drivers, Light or Delivery Services	4,406	5,686	1,280	168	11	\$13.94
53-7051 Industrial Truck and Tractor Operators	1,626	1,810	184	49	11	\$13.14
53-7061 Cleaners of Vehicles and Equipment	1,069	1,197	128	50	11	\$10.98
53-7062 Laborers and Freight, Stock, and Material Movers, Hand	5,362	5,714	352	210	11	\$10.75

#### High Demand, Lower Wage Occupations in Health Care, Child Services and Human Services

31-1011 Home Health Aides	1,540	2,318	778	98	11	\$9.75
39-9011 Child Care Workers	3,839	4,535	696	175	11	\$8.83
39-9021 Personal and Home Care Aides	2,164	3,152	988	134	11	\$8.76
39-9099 Personal Care and Service Workers, All Other	767	1,030	263	43	11	\$9.29

Training Code	Education / training
1	First professional degree
2	Doctoral degree
3	Master's degree
4	Bachelor's or higher degree, plus work experience
5	Bachelor's degree
6	Associate's degree
7	Postsecondary vocational training
8	Work experience in a related occupation
9	Long-term on-the-job training
10	Moderate-term on-the-job training
11	Short-term on-the-job training