

#### **EXECUTIVE COMMITTEE**

Chair - Marilyn Hoppen, SVP Human Resources Kitsap

Vice Chair - Monica Blackwood, CEO/President West
Sound Workforce

Jessica Barr, Regional Director Washington State Employment Security Dept.

Cordi Fitzpatrick, Human Resources Director Security

Chuck Moe, Field Rep Northwest Laborers-Employers
Training

#### COUNCIL MEMBERS

#### **Business Members**

Nicholas Gianacakos, Program Manager General
Dynamics NASSCO

Daniel Stegier, CEO/President Lumber Trades, Inc Gillian Niuman, Human Resources People Support

Nicole Brickman, Human Resources Director YMCA
Kitsap

Gregory Dronkert, CEO/President Pacific Mobility Group, Inc.

Peter Johnson, HR Manager McKinley Paper Company

Heidi Lamprecht, Co-Founder Paella House Franchisees and Training

Matthew Murphy, President/CEO South Kitsap Chamber of Commerce

Lisa Donlon, General Manager Windermere Commercial

Megan Mason-Todd, Workforce Development Director
Snookum

#### **Economic Development Members**

Colleen McAleer, Executive Director Clallam Economic Development Co.

Cindy Brooks, Executive Director Team Jefferson EDS

#### Labor Members

Rusty Grable, Business Rep & Organizer Machinist Union District 160

Neal Holm, Electrician and Membership Development IBEW 46

#### **Business Members**

Dr. Suzy Ames, Peninsula College President

Dr. Marty Cavalluzzi, President Olympic College

#### Education K-12 Members

Aaron Leavell, OESD #114 Superintendent

Dr. Kareen Borders, South Kitsap School District

Kevin Gallacci, General Manager Clallam Transit System

#### Public Service Members

Gina Lindal, Administrator Department of Social and Health Services

Community Based Members

Anthony Ives, Executive Director Kitsap Community Resources

Jeff Randal, Secretary District 1 Jefferson PUD

### **EXECUTIVE COMMITTEE MEETING AGENDA**

DATE: March 12, 2024

TIME: 10:00 a.m. 11:00 a.m.

LOCATION: https://us06web.zoom.us/j/7881886224?omn=88172361131

## **ACTION ITEMS:**

- 1. Call to Order 10:02 a.m.
- 2. Approval of Agenda
- 3. Approval of November 7, 2023 Meeting Minutes (Att.A)
- 4. Approval of revised policies (Att. B)
  - a. 1400POL (Rev.1) Dispute Resolution
  - b. 5611POL (Rev.1) CRF Incentives
- 5. Reorganization of OWDC Committees' (Att. C)

#### **DISCUSSION ITEMS:**

- Reminder Special Executive Committee Meeting, April 26th, approval of WIOA Youth RFP selected awardee(s)
- 2. Update on RFPs
  - a. Marketing
  - b. Youth
  - c. Adult and Dislocated Worker
- Nominations of council members to participate on the Proposal Review Committee for WIOA Youth, Adult & DW RFP submissions
- 4. OWDC Director Report Out
- 5. One-Stop Operator Report Out
- 6. Performance Reports (Att. D)
- 7. 2024 Calendar (Att. E)
- 8. Good of the Order
- 9. Adjourn

# OLYMPIC WORKFORCE DEVELOPMENT COUNCIL (OWDC) EXECUTIVE COMMITTEE SUMMARY November 7, 2023

ATTENDANCE: Marilyn Hoppen, Monica Blackwood, Jessica Barr, Chuck Moe, Cordi

Fitzpatrick, Ed Looby

approved as follows:

Staff: Bill Dowling, Alissa Durkin

The Olympic Workforce Development Council's (OWDC) Executive Committee meeting was held on Tuesday, November 7th via Zoom.

#### APPROVAL OF SUMMARY

The Executive Committee's Meeting Agenda was approved as follows:

ACTION: Monica Blackwood moved to approve the Agenda as presented. Motion was seconded by Jessica Barr.

<u>Motion carried unanimously.</u>

The OWDC/OCB November 17, 2023 Meeting Agenda was approved as follows:

ACTION: Cordi Fitzpatrick moved to approve the Agenda as presented. Motion was seconded by Jessica Barr.

<u>Motion carried unanimously.</u>

The Executive Committee's Meeting Minutes were approved as follows:

ACTION: Chuck Moe moved to approve the January 10, 2023 Executive Committee Minutes as presented.

Motion was seconded by Monica Blackwood. Motion carried unanimously.

The Olympic Workforce Development Council's (OWDC) Meeting Minutes were

ACTION: Jessica Barr moved to approve the September 14, 2023 Olympic

Workforce Minutes as presented.

Motion was seconded by Monica Blackwood. Motion carried unanimously.

The Olympic Consortium 2024 Budget were approved as follows:

ACTION: Monica Blackwood moved to approve the Olympic Consortium 2024 Budget as presented.

Motion was seconded by Chuck Moe. Motion carried unanimously.

The 2023-2024 Kitsap Infrastructure Funding Agreement (IFA) Revision 1 were approved as follows:

ACTION: Chuck Moe moved to approve the 2023-2024 Kitsap (IFA) Revision 1 as presented.

Motion was seconded by Jessica Barr. Motion carried unanimously.

The OWDC new and revised policies and OWDC Policy Handbook were approved as follows:

ACTION: Cordi Fitzpatrick moved to approve the OWDC new and revised policies as well as the OWDC Policy Handbook as presented.

Motion was seconded by Chuck Moe. Motion carried unanimously.

#### DISCUSSION

### **OWDC Director Report Out**

- Attending the National Association of Workforce Professionals.
  - Many sessions focusing on QUEST grant and allowing justice involved individuals eligible for grant.
- OWDC Strategic Plan work groups are meeting to begin discussions and work on Phase III.
- Work beginning on our 2024-2028 RFP for WIOA Formula grants (Adult, DW, and Youth).
- OWDC receiving Department of Commerce Community Reinvestment Fund. Must be enrolled in State EcSA grant to be eligible for this funding.
  - 2 buckets of funding
    - Incentive payments, \$1,000 a month for participants meeting their Career Plan.
    - Business Services Navigator to work with community EcSA businesses with focus on black, Latinx, and indeginous owned or operated businesses, hiring 2 FTEs (Clallam and Kitsap)

- WWA Conference November 14-16th Marriott Downtown Tacoma.
- Still waiting on status of the Ready Grant we hope to partner with PacMountain WDB.

### **One-Stop Operator Report Out**

- Attended BIPOC Business Owner session hosted by KEDA.
- Seeing many community partners interested in having space within our worksource centers.
  - DSB is seeing an increase in individuals interested in the program while having space within our Clallam Worksource Center.
- Telecommunications is visiting the Kitsap Worksource Center every other Wednesday which provides cell phones and tablets to those who are eligible. Working towards being in the Clallam Worksource Center as well.
- Title V-50+ get back into the workforce working to provide an individual with work experience by operating Kitsap WorkSource Center front desk and assign technology oriented tasks gain computer skills.
- Revising our customer survey so its accessible to all staff and partners within the centers.
- Shared a veterans success story.

#### Good of Order

- Monica Blackwod
  - Spoke with Elaine Bryant, Associate Dean Olympic College surrounding supporting students who are justice involved. Bill mentioned QUEST grant and Jessica Barr mentioned ESDs Re-Entry initiative.
- Jessica Barr
  - WA Service Core to provide digital navigators again in the Clallam and Kitsap WorkSource centers.

#### **ADJOURN**

There being no further business to come before the committee, the meeting was adjourned at 1:40 p.m.

Next Meeting: TBD

### 1400POL Dispute Resolution (Rev1)

Effective Date: October 2021 Last Modified: October 2021

To communicate the Olympic Workforce Development Council (OWDC) operational guidance regarding dispute resolution among the WDC and WorkSource partners under Workforce Innovation and Opportunity Act (WIOA).

- 1. When disputes arise during the course of conducting business, OWDC's goal is to handle at the lowest level possible.
- 2. This policy applies to all organizations involved with WorkSource in the Olympic Workforce Region, including those offering business and jobseeker services, and the One-Stop Operator, regarding contracts, awards, monitoring, oversight outcomes, administrative agreements, memorandum of understanding, and all partnerships.
  - a. All parties are expected to put forth good faith efforts to communicate and compromise to resolve disputes in a cooperative and timely manner.
  - b. In the event disputes should arise regarding contracts, awards, monitoring, oversight outcomes, administrative agreements, or memorandum of understanding the terms and conditions, the performance, or administration of this Agreement which cannot be resolved informally, the following procedures will be conducted.
    - Each party to this agreement shall select an individual to participate in a dispute resolution panel.
    - These individuals shall select, by a simple majority vote, a person not a party to this Agreement who will chair the dispute resolution panel.
    - a. The panel shall hear the facts of the dispute and render a decision by simple majority vote.
- 3. Disputes related to funding on one-stop infrastructure costs are exempt from this policy.
  - a. Per WIOA Section 121(h) and 20 CFR 678.725-750, infrastructure cost disputes are addressed through application of the state one-stop funding mechanism determined by the governor and subject to state-level appeals process (see Infrastructure Funding Agreement and State Funding Mechanism, WorkSource System Policy 1024 (Rev21)).
  - b. When the local boards and partners have entered good faith negotiations and still reach an impasse, the State Funding Mechanism and the following additional step shall be taken:
    - i. The local board must send the Governor's designee, WTECB, a notification of impasse. Upon receipt of notification, the Governor must issue guidance, and the WTECB (as the designated Representative) must assist with the issuance of that guidance and with developing the formula used by the Governor under the State Funding Mechanism to determine one-stop center budgets in the event local consensus cannot be reached (per 1024 (Rev21).
    - ii. These steps do not supersede or replace language in WIOA or regulations.
- 4. All disputes will be documented thoroughly by the OWDC and made available for local, state, and federal monitor review.

Reference

Infrastructure Funding Agreement and State Funding Mechanism, <u>WorkSource System Policy 1024 (Rev2)</u>
One-Stop Operating Costs, Code of Federal Regulations Title 20, Chapter V, Part 678 Subpart E, <u>20 CFR §678.725-750</u>
<u>One-Stop Memorandum of Understanding (MOU), Worksource System Policy 1013 (Rev4)</u>

One-Stop System Dispute Resolution and Appeals, Washington System Policy 1025

WIOA Establishing One-Stop Delivery Systems, Funding of One-Stop Infrastructure, Workforce Innovation and Opportunity Act Final Law H.R. 803 (113-128) §121(h)

#### 5611POL Commerce Reinvestment Fund Incentives (Rev1)

Effective Date: January 2024 Last Modified: January 2, 2024 Approved by OWDC

In recognition of the work that Washington's workforce development system did to alleviate poverty through the Economic Security for All (EcSA) Initiative, Department of Commerce provided additional funding to assist in removing barriers and enable low-income participants to engage fully in their career path plans to achieve self-sufficiency. This policy sets forth the eligibility and procedures to provide \$1,000.00 incentive to State EcSA participants in Clallam, Jefferson, and Kitsap counties who are low income, actively participating, and making progress on their career path plans.

- 1. Incentives are not an entitlement and will be made available only to participants who are actively engaged, participating, and demonstrating progress on a career path plan. The issuance of a monthly incentive depends on availability of funding for any given quarter.
- 2. Allocations will be distributed fairly; each program participant may receive up to five monthly incentives or until self-sufficiency is met. This five month limit may be waived by the Program Analyst only when there are unallocated funds for any given quarter. ilncentives until they exit to unsubsidized employment and self-sufficiency is met, or funding is no longer available.
- 3. A focus is to serve individuals who may meet the Department of Commerce's targeted population groups identified in the statement of work.
  - a. When funding resources restrict the number of individuals receiving incentive for a quarter, priority of distribution of monthly incentive will be as follows:
    - **Priority 1:** those actively engaged in agreed upon activities for both financial literacy training and individualized career services.
    - **Priority 2:** those actively engaged in occupational skills training.
    - **Priority 3:** those actively engaged in job search and can demonstrate job search activities each week.
- 4. Should a program participant fail to meet eligibility for a given month (they are working, or not due to employment, unwillingness, or inability to participate), willing or able to participate), these allocated funds for that month may be reallocated to an active participant who is making progress for the month the failing participant did not meet eligibility. If funding is available in subsequent quarters, and the funds are not fully allocated, the original pawho is demonstrating progress. If funds remain available in subsequent quarters, the participant may be entitled to receive the incentive for the preceding month, provided they met the eligibility criteria outlined below during that month.rticipants may have an allocation to again receive the incentive is eligible to receive the incentive in the preceding month if eligibility (outlined below) is met that month.

#### **ELIGIBILITY**

#### **Eligible individuals must:**

- 1. -Be from households that are below or above 200% of the FPL.
- 2. -Determined eligible and enrolled as participants in the State EcSA program.
- 3. Not be participating in wage-earning activities such as temporary or stop-gap employment, or paid employment.

- a. Staff may request a waiver from the Program Analyst for individuals who are working full or part-time, remain below 200% of the FPLor at risk of falling below 200% of the FPL, and are engaged in skill gaining activities to obtain self-sufficient employment.
- Low-income participants with irregular part-time employment (averages less than 10 hours per week), <u>below 200% of the FPL</u>, and actively participating in career plan activities to reach selfsufficiency are eligible for the incentive.
- 5. Be engaged in and making progress on their career path plans <u>including</u> those activities outlined in the career path plan.

#### **PROCESS**

- 1. Regardless of co-enrollments, the State EcSA program team will be the only ones to determine the incentive allocations each month based on available funding, financial need, progress, and participation.
- 2. The State ECSA Case Manger will meet with the participant and:
  - a. Record a Career and Vocational Counseling with progress report (attached).
  - b.a. The case manager will review with the participant any obligations to report the income, the impacts funds may have on benefits, and questions the participant might want to ask of social service providers regarding benefits and eligibility for services. For example, participant on TANF, incentive may affect their eligibility to receive.
  - e.b. Inform the participants that they may opt out of receiving an incentive at any time and their funds will be reallocated to others in need. That they may be eligible and receive an incentive in future months depending on the availability of funding.
  - d.c. Provide the participant with information regarding required Federal Tax reporting.
  - e.d. By the 10<sup>th</sup> of each month the participant has met with the case manager and incentive payment will be submitted for issuance.
  - f.e. Participants are required to come into the Silverdale or Sequim office, provide ID, and sign for the incentive payment.
  - g.f. Inform the participant of any reporting requirements needed to receive the incentive.

#### **ENROLLMENT And DOCUMENTATION**

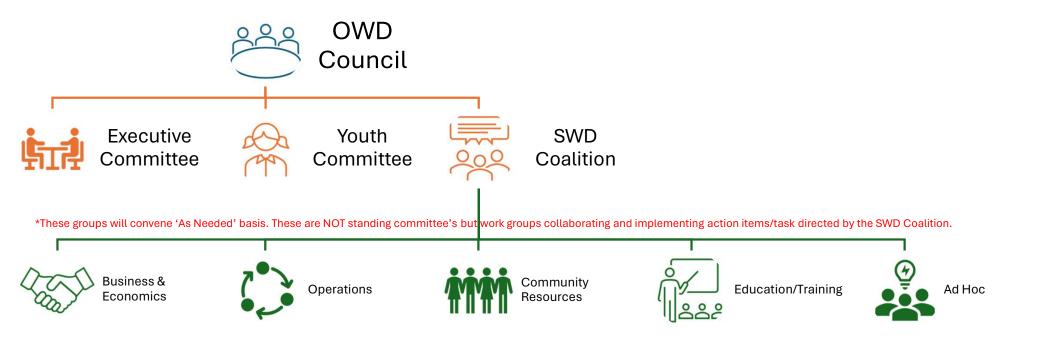
- 1. Entries in the MIS system for incentive provided:
  - a. Select "Community Reinvestment Financial Support Payment," in the state funded services section.
  - b. Include the amount of funds provided (\$1000.00)
  - c. In the case note section, enter a brief description of the participants engagement, activities, and progress.
  - d. Upload the incentive progress report form into the touchpoint and -Aall relative documentation (A19, Incentive receipt).
- 2. For individuals who missed participating in planned activities and have an excused absence (e.g. the participant or an immediate family member living in the household experiences illness, hospitalization, homelessness, incarceration, or family violence), may remain eligible for the incentive for the current month and <a href="mailto:be">be</a> referred to services providers as appropriate. The situation should be respectfully documented in case notes that are absent of medical or other protected information.

### **REFERENCES**:

Community Reinvestment Fund Washington Information Notice  $\underline{\text{WIN }0140.}$ 



## Committee Structure



#### SWD Coalition Objectives set forth by the OWDC Strategic Workforce Development Plan

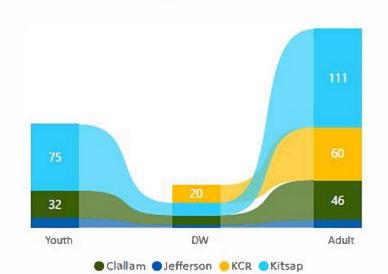
- To solicit business needs, collect local economic data, and develop industry best practices.
- To collaborate with training and education providers in meeting local labor market needs.
- To assess and address barriers in obtaining and maintaining economic self-sufficiency.

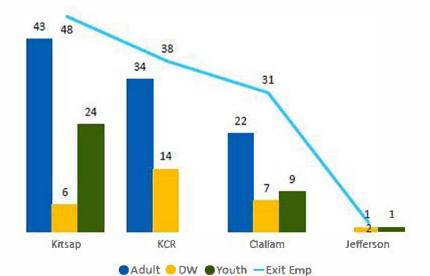
## WIOA Formula Performance Report

Last Refresh Date

| Office    | Program | Current | Enroll<br>ments | Enroll<br>Targets | Enroll %age   | Exits | Exit to<br>Employ | Exit Employ<br>Targets | Exit Employ<br>%age | Self Emp | Self Emp<br>Targets |
|-----------|---------|---------|-----------------|-------------------|---------------|-------|-------------------|------------------------|---------------------|----------|---------------------|
| Clallam   | Adult   | 24      | 46              | 33                | 139.39%       | 22    | 18                | 9                      | 200.00%             | 1        | 2                   |
| Clallam   | DW      | 4       | 11              | 10                | 110.00%       | 7     | 6                 | 8                      | <b>75.00%</b>       | 1        | 2                   |
| Clallam   | Youth   | 23      | 32              | 30                | 106.67%       | 9     | 7                 | 4                      | 175.00%             |          |                     |
| Jefferson | Adult   | 8       | 8               | 5                 | 160.00%       |       |                   | 5                      |                     |          | 2                   |
| Jefferson | DW      | 2       | 3               | 5                 | <b>60.00%</b> | 1     | 1                 | 3                      | <b>33.33%</b>       |          | 1                   |
| Jefferson | Youth   | 9       | 10              | 11                | 90.91%        | 1     | 1                 | 2                      | <b>50.00%</b>       |          |                     |
| KCR       | Adult   | 26      | 60              | 64                | 93.75%        | 34    | 28                | 38                     | <b>3.68%</b>        | 1        | 4                   |
| KCR       | DW      | 6       | 20              | 28                | <b>71.43%</b> | 14    | 10                | 17                     | <b>\$ 58.82%</b>    | 1        | 3                   |
| Kitsap    | Adult   | 68      | 111             | 80                | 138.75%       | 43    | 29                | 23                     | 126.09%             | 2        | 3                   |
| Kitsap    | DW      | 8       | 14              | 29                | <b>48.28%</b> | 6     | 3                 | 24                     | <b>12.50%</b>       |          | 3                   |
| Kitsap    | Youth   | 51      | 75              | 75                | 0 100.00%     | 24    | 16                | 11                     | 145.45%             | 1        |                     |
| Total     |         | 229     | 390             | 370               | 105.41%       | 161   | 119               | 144                    | 82.64%              | 7        | 20                  |
|           |         |         |                 |                   |               |       |                   | = '.                   |                     |          |                     |

Enrollments Exits











## **Performance Reports**

Latest Last Updated

| Adult | , Dis | located | Wor | ker & | Yout | h |
|-------|-------|---------|-----|-------|------|---|
|-------|-------|---------|-----|-------|------|---|

| Program | Current | Enroll<br>ments | Enroll<br>Targets | % PE          | Exits | Exit to<br>Employment | Employ<br>Targets | % ExitEmp     | Self Emp | Self Emp<br>Targets |
|---------|---------|-----------------|-------------------|---------------|-------|-----------------------|-------------------|---------------|----------|---------------------|
| Adult   | 126     | 225             | 182               | 123.63%       | 99    | 75                    | 75                | 100.00%       | 4        | 11                  |
| DW      | 20      | 48              | 72                | <b>66.67%</b> | 28    | 20                    | 52                | <b>38.46%</b> | 2        | 9                   |
| Youth   | 83      | 117             | 116               | 100.86%       | 34    | 24                    | 17                | 141.18%       | 1        |                     |
| Total   | 229     | 390             | 370               | 105.41%       | 161   | 119                   | 144               | 82.64%        | 7        | 20                  |

| rominui | a Sel VIC    | CS      |
|---------|--------------|---------|
| Program | Individualiz | ed Supi |

Formula Sorvice

| Program | Individualized | Support | Training |
|---------|----------------|---------|----------|
| Adult   | 225            | 56      | 97       |
| DW      | 48             | 17      | 14       |
| Youth   | 117            | 106     | 74       |
| Total   | 390            | 179     | 185      |

## State Economic Security for All

| Current | Enrollments | Enroll<br>Target | Enroll %age | Exits | Exit To<br>Employment | Exit %age |
|---------|-------------|------------------|-------------|-------|-----------------------|-----------|
| 62      | 96          | 40               | 240.00%     | 34    | 28                    | Infinity  |

#### State EcSA Services

| Enroll | Individualized | Support | Training | Incentives |
|--------|----------------|---------|----------|------------|
| 96     | 96             | 58      | 61       | 63         |
|        |                |         |          |            |

## Federal Economic Security for All

| Current | Enrollment<br>▼ | Enroll<br>Target | Enroll %age | Exits | Exit to<br>Employment | Target<br>Employ | Exit %age |
|---------|-----------------|------------------|-------------|-------|-----------------------|------------------|-----------|
| 37      | 69              | 64               | 107.81%     | 32    | 26                    | 32               | 81.25%    |

### **EcSA Services**

| Enroll | Individualized | Support | Training |
|--------|----------------|---------|----------|
| 69     | 69             | 31      | 18       |

| Current | Enrollments | Enroll<br>Target | Enroll %age | Exits | Exit to<br>Employment |    | Exit %age |
|---------|-------------|------------------|-------------|-------|-----------------------|----|-----------|
| 29      | 43          | 33               | 130.30%     | 14    | 10                    | 47 | 43%       |

## **QUEST Services**

| Enroll | Individualized | Support | Training |
|--------|----------------|---------|----------|
| 43     | 43             | 24      | 35       |

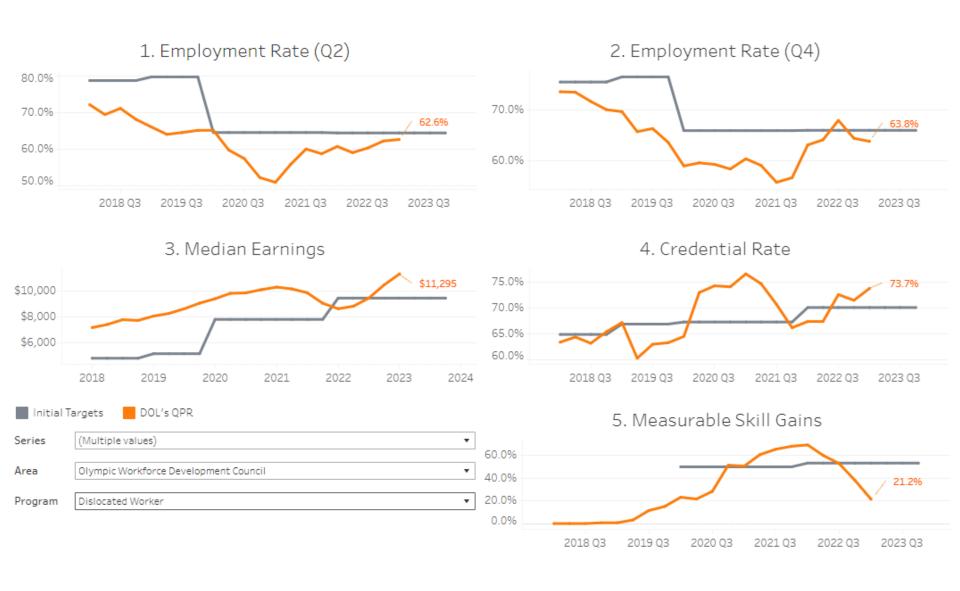
## **WIOA Performance Indicators**

## Olympic Workforce Development Council Adult



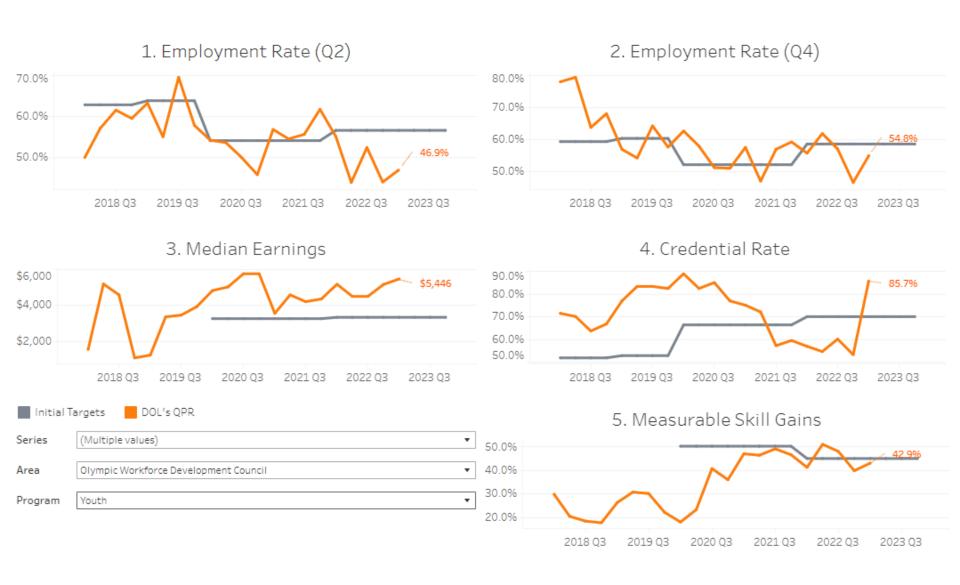
## **WIOA Performance Indicators**

## Olympic Workforce Development Council Dislocated Worker



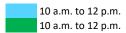
## **WIOA Performance Indicators**

## Olympic Workforce Development Council Youth

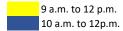


|                    |                        | Initial<br>Target   | Adjusted<br>Target | Actual Performanc | Score   |
|--------------------|------------------------|---------------------|--------------------|-------------------|---------|
|                    |                        | Negotiated<br>Level | Adjusted Level     | Actual Level      | Score   |
|                    |                        |                     |                    |                   |         |
|                    |                        |                     |                    |                   |         |
| Adults             | Employment Q2          | 64.80%              | 69.70%             | 62.90%            | 90.20%  |
|                    | Median Earnings        | \$8,137             | \$7,527            | \$9,965           | 132.40% |
|                    | Employment Q4          | 64.30%              | 66.60%             | 65.50%            | 98.30%  |
|                    | Credential Attainment  | 65.90%              | 83.50%             | 66.70%            | 79.90%  |
|                    | Measurable Skill Gains | 44.40%              | 52.30%             | 45.30%            | 86.70%  |
|                    | Overall Program        |                     |                    |                   | 97.50%  |
| Dislocated Workers | Employment Q2          | 64.40%              | 71.20%             | 62.20%            | 87.40%  |
|                    | Median Earnings        | \$9,429             | \$8,916            | \$10,448          | 117.20% |
|                    | Employment Q4          | 66.00%              | 66.80%             | 64.40%            | 96.40%  |
|                    | Credential Attainment  | 70.00%              | 81.70%             | 71.40%            | 87.40%  |
|                    | Measurable Skill Gains | 52.70%              | 63.60%             | 35.50%            | 55.80%  |
|                    | Overall Program        |                     |                    |                   | 88.80%  |
| Youth              | Employment Q2          | 56.60%              | 60.70%             | 44.00%            | 72.50%  |
|                    | Median Earnings        | \$3,311             | \$3,629            | \$5,141           | 141.70% |
|                    | Employment Q4          | 58.50%              | 56.50%             | 46.50%            | 82.30%  |
|                    | Credential Attainment  | 69.90%              | 54.30%             | 88.90%            | 163.70% |
|                    | Measurable Skill Gains | 44.80%              | 59.70%             | 41.20%            | 69.10%  |
|                    | Overall Program        |                     |                    | _                 | 105.90% |
| Overall Indicator  | Employment Q2          |                     |                    |                   | 83.40%  |
|                    | Median Earnings        |                     |                    |                   | 130.40% |
|                    | Employment Q4          |                     |                    |                   | 92.30%  |
|                    | Credential Attainment  |                     |                    |                   | 110.30% |
|                    | Measurable Skill Gains |                     |                    |                   | 70.50%  |

OCB Meeting (3rd Fridays)
OWDC Meeting (2nd Thursday)



OCB - OWDC Combined Meeting Exec OWDC Meeting (2nd Tuesdays)



## 2024

|     | January |     |     |     |     |     |  |  |  |
|-----|---------|-----|-----|-----|-----|-----|--|--|--|
| Sun | Mon     | Tue | Wed | Thu | Fri | Sat |  |  |  |
|     | 1       | 2   | 3   | 4   | 5   | 6   |  |  |  |
| 7   | 8       | 9   | 10  | 11  | 12  | 13  |  |  |  |
| 14  | 15      | 16  | 17  | 18  | 19  | 20  |  |  |  |
| 21  | 22      | 23  | 24  | 25  | 26  | 27  |  |  |  |
| 28  | 29      | 30  | 31  |     |     |     |  |  |  |

| February |     |     |     |     |     |     |  |  |
|----------|-----|-----|-----|-----|-----|-----|--|--|
| Sun      | Mon | Tue | Wed | Thu | Fri | Sat |  |  |
|          |     |     | 1   | 2   | 3   |     |  |  |
| 4        | 5   | 6   | 7   | 8   | 9   | 10  |  |  |
| 11       | 12  | 13  | 14  | 15  | 16  | 17  |  |  |
| 18       | 19  | 20  | 21  | 22  | 23  | 24  |  |  |
| 25       | 26  | 27  | 28  | 29  | 30  |     |  |  |

| March |     |     |     |     |     |     |  |
|-------|-----|-----|-----|-----|-----|-----|--|
| Sun   | Mon | Tue | Wed | Thu | Fri | Sat |  |
|       |     | 1   | 2   |     |     |     |  |
| 3     | 4   | 5   | 6   | 7   | 8   | 9   |  |
| 10    | 11  | 12  | 13  | 14  | 15  | 16  |  |
| 17    | 18  | 19  | 20  | 21  | 22  | 23  |  |
| 24    | 25  | 26  | 27  | 28  | 29  | 30  |  |
| 31    |     |     |     |     |     |     |  |
|       |     |     |     |     |     |     |  |

| April 2022 |     |     |     |     |     |     |  |  |
|------------|-----|-----|-----|-----|-----|-----|--|--|
| Sun        | Mon | Tue | Wed | Thu | Fri | Sat |  |  |
|            | 1   | 2   | 3   | 4   | 5   | 6   |  |  |
| 7          | 8   | 9   | 10  | 11  | 12  | 13  |  |  |
| 14         | 15  | 16  | 17  | 18  | 19  | 20  |  |  |
| 21         | 22  | 23  | 24  | 25  | 26  | 27  |  |  |
| 28         | 29  | 30  |     |     |     |     |  |  |
|            |     |     | 24  | 25  | 26  | 2   |  |  |

| Мау |     |     |     |     |     |     |  |  |
|-----|-----|-----|-----|-----|-----|-----|--|--|
| Sun | Mon | Tue | Wed | Thu | Fri | Sat |  |  |
|     |     |     | 1   | 2   | 3   | 4   |  |  |
| 5   | 6   | 7   | 8   | 9   | 10  | 11  |  |  |
| 12  | 13  | 14  | 15  | 16  | 17  | 18  |  |  |
| 19  | 20  | 21  | 22  | 23  | 24  | 25  |  |  |
| 26  | 27  | 28  |     |     |     |     |  |  |

| June |     |     |    |    |    |    |  |  |
|------|-----|-----|----|----|----|----|--|--|
| Sun  | Mon | Sat |    |    |    |    |  |  |
|      |     |     |    |    |    |    |  |  |
| 2    | 3   | 4   | 5  | 6  | 7  | 8  |  |  |
| 9    | 10  | 11  | 12 | 13 | 14 | 15 |  |  |
| 16   | 17  | 18  | 19 | 20 | 21 | 22 |  |  |
| 23   | 24  | 25  | 26 | 27 | 28 | 29 |  |  |
| 30   |     |     |    |    |    |    |  |  |

| July |     |     |     |     |     |     |  |  |
|------|-----|-----|-----|-----|-----|-----|--|--|
| Sun  | Mon | Tue | Wed | Thu | Fri | Sat |  |  |
|      | 1   | 2   | 3   | 4   | 5   | 6   |  |  |
| 7    | 8   | 9   | 10  | 11  | 12  | 13  |  |  |
| 14   | 15  | 16  | 17  | 18  | 19  | 20  |  |  |
| 21   | 22  | 23  | 24  | 25  | 26  | 27  |  |  |
| 28   | 29  | 30  | 31  |     |     |     |  |  |
|      |     |     |     |     |     |     |  |  |

| August |     |     |     |     |     |     |  |  |
|--------|-----|-----|-----|-----|-----|-----|--|--|
| Sun    | Mon | Tue | Wed | Thu | Fri | Sat |  |  |
|        |     |     | 1   | 2   | 3   |     |  |  |
| 4      | 5   | 6   | 7   | 8   | 9   | 10  |  |  |
| 11     | 12  | 13  | 14  | 15  | 16  | 17  |  |  |
| 18     | 19  | 20  | 21  | 22  | 23  | 24  |  |  |
| 25     | 26  | 27  | 28  | 29  | 30  | 31  |  |  |
| 25     | 26  | 27  | 28  | 29  | 30  | 31  |  |  |

|     | September |     |     |     |     |     |  |  |  |
|-----|-----------|-----|-----|-----|-----|-----|--|--|--|
| Sun | Mon       | Tue | Wed | Thu | Fri | Sat |  |  |  |
| 1   | 2         | 3   | 4   | 5   | 6   | 7   |  |  |  |
| 8   | 9         | 10  | 11  | 12  | 13  | 14  |  |  |  |
| 15  | 16        | 17  | 18  | 19  | 20  | 21  |  |  |  |
| 22  | 23        | 24  | 25  | 26  | 27  | 28  |  |  |  |
| 29  | 30        |     |     |     |     |     |  |  |  |

|     | October |     |     |     |     |     |  |  |  |
|-----|---------|-----|-----|-----|-----|-----|--|--|--|
| Sun | Mon     | Tue | Wed | Thu | Fri | Sat |  |  |  |
|     |         | 1   | 2   | 3   | 4   | 5   |  |  |  |
| 6   | 7       | 8   | 9   | 10  | 11  | 12  |  |  |  |
| 13  | 14      | 15  | 16  | 17  | 18  | 19  |  |  |  |
| 20  | 21      | 22  | 23  | 24  | 25  | 26  |  |  |  |
| 27  | 28      | 29  | 30  | 31  |     |     |  |  |  |

| November |     |     |     |     |     |     |  |  |
|----------|-----|-----|-----|-----|-----|-----|--|--|
| Sun      | Mon | Tue | Wed | Thu | Fri | Sat |  |  |
|          |     | 1   | 2   |     |     |     |  |  |
| 3        | 4   | 5   | 6   | 7   | 8   | 9   |  |  |
| 10       | 11  | 12  | 13  | 14  | 15  | 16  |  |  |
| 17       | 18  | 19  | 20  | 21  | 22  | 23  |  |  |
| 24       | 25  | 26  | 27  | 28  | 29  | 30  |  |  |

|     | December |     |     |     |     |     |  |  |  |
|-----|----------|-----|-----|-----|-----|-----|--|--|--|
| Sun | Mon      | Tue | Wed | Thu | Fri | Sat |  |  |  |
| 1   | 2        | 3   | 4   | 5   | 6   | 7   |  |  |  |
| 8   | 9        | 10  | 11  | 12  | 13  | 14  |  |  |  |
| 15  | 16       | 17  | 18  | 19  | 20  | 21  |  |  |  |
| 22  | 23       | 24  | 25  | 26  | 27  | 28  |  |  |  |
| 29  | 30       | 31  |     |     |     |     |  |  |  |