



# PUBLIC MEETING NOTICE

Monterey County Workforce Investment Board (WIB)

## OVERSIGHT COMMITTEE

Marina Library

190 Seaside Circle, Marina, CA 93955

Thursday, February 10, 2011

8:30 a.m.

Erik Cushman,  
WIB & Executive Chair

Joanne Webster,  
WIB Vice Chair

Anthony Aniello,  
WIB 2<sup>nd</sup> Vice Chair

David Bernahl,  
Past WIB Chair

### Oversight Committee Members:

Mary Ann Leffel,  
Chair

Al Davis  
Dr. Phoebe Helm  
Cesar Lara  
Lupe Palacio  
Judith Profeta  
Ken Scherpinski  
Larry Silva  
Teresa Sullivan  
Brian Turlington

Monterey County  
Workforce Investment  
Board (WIB)

Loyanne Flinn,  
Acting Executive Director

730 La Guardia Street  
Salinas, CA 93905  
(831) 759-6644  
Fax (831) 796-3512  
flinnlg@co.monterey.ca.us  
www.montereycountywib.org

### AGENDA

#### CALL TO ORDER/INTRODUCTIONS

Mary Ann Leffel,  
Chair

#### CHANGES TO THE AGENDA

**PUBLIC COMMENT** – For items not listed on the agenda. Limited to 3 min.

#### BUSINESS MEETING

- |   |                 |
|---|-----------------|
| 1. <b>Action:</b> Approve the minutes of the November 10, 2010 Oversight Committee meeting ( <i>Attachment</i> )  | Mary Ann Leffel |
| 2. <b>Information:</b> Update and discussion regarding Layoff Aversion grant ( <i>Attachment</i> )  | Manley Bush     |
| 3. <b>Information:</b> Presentation of Fiscal reports for WIA Title I Adult Subcontractors for PY 2010-11 ( <i>Attachment</i> )                         | Miguel Banda    |
| 4. <b>Information:</b> Discussion and review regarding the services and activities of Shoreline's Adult Program for PY2010-11 ( <i>Attachment</i> )     | Wil Moore       |
| 5. <b>Information:</b> Discussion and review regarding the services and activities of Turning Point's Adult Program for PY2010-11 ( <i>Attachment</i> ) | Rosie Chavez    |
| 6. <b>Information:</b> Discussion and review regarding the services and activities of OET and the One-Stop Operation for PY2010-11 ( <i>Handout</i> )   | Lynda Dunn      |
| 7. <b>Information:</b> Discussion and update on 2010-11 WIB monitoring ( <i>Attachment</i> )  | Miguel Banda    |
| 8. <b>Information:</b> Discussion and update on current grant activities for PY 2010-11 ( <i>Attachment</i> )   | Loyanne Flinn   |
| 9. <b>Information:</b> Staff salary schedules follow up discussion ( <i>Attachment</i> )  | Loyanne Flinn   |
| <b>ANNOUNCEMENTS OF EVENTS OR SERVICES</b>  | Mary Ann Leffel |

This agenda will be posted for public view at the following locations:

- Monterey County Business Council, 1732 Fremont Blvd, Suite 200, Seaside, CA 93955
- Monterey County One-Stop Career Centers:
  - 1730 Fremont Blvd, Suite D-2, Seaside, CA 93955
  - 730 La Guardia St. Salinas, CA 93905
  - 200 Broadway St. Suite 62, King City, CA 93930
- Tanimura & Antle :
  - 3032 South Araby Road, Yuma, AZ 85365

#### Upcoming Oversight Meetings:

- March 10, 2011 – (Marina Library)
- April 14, 2011 – (Marina Library)

#### Upcoming WIB Meetings:

- April 6, 2011 – location TBD
- June 1, 2011 - location TBD

#### ADJOURN

Mary Ann Leffel

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Erik Cushman,  
WIB & Executive Chair

Joanne Webster,  
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## Monterey County Workforce Investment Board (WIB)

Contact Information

### Loyanne Flinn, WIB Acting Executive Director

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730 La Guardia Street, Salinas, CA 93905  
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Email: [flinnlg@co.monterey.ca.us](mailto:flinnlg@co.monterey.ca.us)  
Website: [www.montereycountywib.org](http://www.montereycountywib.org)  
General Phone: (831) 796-3313  
Fax: (831) 796-3512

### WIB STAFF:

Miguel Banda, (831) 796-3311, [bandam@co.monterey.ca.us](mailto:bandam@co.monterey.ca.us)  
Manley Bush, (831) 796-3320, [bushm@co.monterey.ca.us](mailto:bushm@co.monterey.ca.us)  
Marleen Esquerra, (831) 796-3381, [esquerraml@co.monterey.ca.us](mailto:esquerraml@co.monterey.ca.us)  
Stephanie Shonley, (831) 796-3387, [shonleys@co.monterey.ca.us](mailto:shonleys@co.monterey.ca.us)  
Gloria Torrez, (831) 796-3313, [torrezg@co.monterey.ca.us](mailto:torrezg@co.monterey.ca.us)

## Monterey County One-Stop Career Center Operators

Contact Information



### Office for Employment Training (OET)

Lynda Dunn, Deputy Director  
Phone: (831) 796-3330  
Email: [dunnl@co.monterey.ca.us](mailto:dunnl@co.monterey.ca.us)  
Website: [www.onestopmonterey.org](http://www.onestopmonterey.org)

### CalWORKs Employment Services (CWES), Community Action Partnership (CAP), Monterey County Child Care Planning Council (CCPC)

Barbara Verba, Deputy Director  
Phone: (831) 796-1520  
Email: [verbab@co.monterey.ca.us](mailto:verbab@co.monterey.ca.us)  
Website: <http://mcdses.co.monterey.ca.us>

### Employment Development Department (EDD)

Yuko Duckworth  
Phone: (831) 796-3632  
Email: [DuckworthY@co.monterey.ca.us](mailto:DuckworthY@co.monterey.ca.us)  
Website: [www.edd.ca.gov](http://www.edd.ca.gov)

### Monterey County One-Stop Career Center Locations

#### Salinas One-Stop

Salinas Airport Business Park  
730 La Guardia Street  
Salinas, CA 93905  
(831) 796-3600

#### Seaside One-Stop

University Plaza Shopping Center  
1760 Fremont Blvd, Ste. D-2  
Seaside, CA 93955  
(831) 899-8236

#### King City One-Stop

Towne Square Shopping Center  
200 Broadway Street, Ste. 62  
King City, CA 93930  
(831) 386-6801

# ACTION 1

## UNADOPTED

### Minutes of the Monterey County Workforce Investment Board Oversight Committee Meeting

Thursday, November 10, 2010, 8:30 A.M.

Monterey County Business Council, 1732 Fremont Boulevard, Suite 200, Seaside, CA 93955

<b>MEMBERS PRESENT</b>	<b>REPRESENTING</b>
Mary Ann Leffel ( <i>Chair</i> )	Business
Al Davis	Community Based Organization
Lupe Palacio	Community Based Organization
Larry Silva	Business
Ken Scherpinski	Labor Organizations
Dr. Phoebe Helm	Economic Development/Education
Brian Turlington	Business
Teresa Sullivan	Older Americans
Judith Profeta	Business
Loyanne Flinn	Acting WIB Executive Director, Ex-Officio Member
<b>MEMBERS ABSENT</b>	<b>REPRESENTING</b>
Larry Silva	Business
<b>OTHERS PRESENT</b>	<b>REPRESENTING</b>
Rosie Chavez	Turning Point
Wil Moore	Shoreline Workforce Development Services
Harry Gamotan	OET
Lynda Dunn	OET
Manley Bush	WIB Staff
Gloria Torrez	WIB Staff

#### **CALL TO ORDER/INTRODUCTIONS:**

Ms. Leffel called the meeting to order at 8:46am. She welcomed those in attendance and called for introductions. A quorum was established.

**CHANGES TO THE AGENDA:** Mr. Banda stated that

**PUBLIC COMMENT:** NONE.

#### **BUSINESS MEETING:**

**1. Action: Approve the minutes of the October 14, 2010 Oversight Committee meeting.**

**Motion:** Mr. Scherpinski moved to accept the minutes, as stated.

**Second:** Ms. Palacio

**Abstain:** Mr. Turlington

**Motion Passed Unanimously**

**2. Action: Approve the updated monitoring schedule for PY2010-11 WIA Title I Adult , Dislocated Worker and Youth programs.**

Mr. Bush reviewed the schedule with the committee. He noted that monitoring date for Unity Care was changed to November. He invited committee members to join WIB Staff in the monitoring process.

**Motion:** Ms. Helm moved to accept the action, as stated.

**Second:** Mr. Scherpinski

**3. Information: Discussion and review regarding the services and activities of Shoreline's Adult Program for PY2010-11.**

Mr Moore reviewed the report as provided in the packet. In response to Ms. Helm's question, Mr. Moore replied that they are allowed to enroll clients to their services but they don't all necessary get an OJT. Ms. Profeta state that she would like to see a break down of the finance OJT placements. In response to Ms. Flinn's question, Mr. Moore replied education placements are in the day care centers. Mr. Moore continued to say that they have enrolled more participants in previously underserved geographic areas. Mr. Moore continued to say that there will be no exits till December. In response to Ms. Profeta's question, Mr. Moore replied that they can stay on an OJT for 2-3 months. In response to Ms. Sullivan's question, Mr. Moore replied that they can under special circumstances receive more then one OJT.

# ACTION 1

#### **4. Information: Discussion and review regarding the services and activities of Turning Point's Adult Program for PY2010-11.**

Ms. Chavez reviewed the handout. She stated that South County clients are requesting training. She continued to say that when a client requests training they are referred to OET, CET, or Shoreline. She added that they have more walk-ins then before because people are refereeing their friends to Turning Point. In response to Ms. Flinn's question, Ms. Chavez stated that they have not seen any non-revocable parolees yet but they anticipate that they will next year.

#### **5. Information: Discussion and review regarding the services and activities of OET and the One-Stop Operation for PY2010-11.**

Ms. Dunn reviewed the report as provided in the packet. In response to Ms. Sullivan's question, Ms. Dunn replied that OJT's are just a minimal part of the services that OET offers. She stated that they have resume workshops and job clubs. She continued to say that they are offering the KickStart program for ex-offenders. She stated OET has been seeing an increase in walk ins. Ms. Flinn stated that OET has hired 6 permanent staff. In response to Ms. Profeta's question, Ms. Flinn replied that county policy does not allow temporary workers to become permanent employees. She stated that they have to go through the county recruitment process to become permanent.

Ms. Dunn stated that she would like to committee to review the report she prepared and give her any feedback that they might have. Ms. Helm replied that she would like Ms. Dunn to present the information that she finds relevant to the committee.

In response to Mr. Scherpinki question, Ms. Dunn replied that the goal is to have participants receive 40-60% of the total participant cost. She stated that the cost per participant includes staff salaries. The committee requested information of staff salaries.

#### **6. Information: Update on the Mobile Career Center in Collaboration with the Monterey County Free Libraries.**

Ms. Dunn stated that the mobile van has given OET visibility throughout the county. She continued to say that they have been able to register people in previously underserved geographic areas. In response to Ms. Profeta's question, Ms. Dunn replied that a calendar of the mobile career is on the WIB website. In response to Ms. Sullivan's question, Ms. Dunn replied that they post a flyer in the designated career mobile van location days before arrival.

**ANOUNCEMENTS:** NONE

#### **1ADJOURNMENT:**

**Motion:** There was a motion to adjourn the meeting by Mr. Turlington

**Second:** Ms. Sullivan

**Ms. Leffel adjourned the meeting at 10:11**

# INFORMATION 2

## WORKFORCE INVESTMENT BOARD

### MONTEREY COUNTY

ERIK CUSHMAN, CHAIR

LOYANNE FLINN, ACTING EXECUTIVE DIRECTOR



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P.O. Box 2135  
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February 4, 2010

Mary Ann Leffel, President  
Monterey County Business Council  
732 Fremont Blvd, Suite 200  
Seaside, CA 93955

### **Final Monitoring Report for Monterey County Layoff Aversion Project 2009-2010**

This report presents the results of contract monitoring of the Workforce Investment Act (WIA) Title I Layoff Aversion activities performed by the Monterey County Business Council (MCBC) and funded by the American Recovery and Reinvestment Act (ARRA). The monitoring covered the period of January 1 – September 30, 2010 and focused on project outcomes and fiscal expenditures.

The purpose of this monitoring was to evaluate compliance with the provisions of the WIA, ARRA, associated regulations, directives and the responsibilities of MCBC under their contract. Information collected for this report was obtained through review of the layoff aversion contract, program operating plan, correspondence, invoice reimbursement, line item budgets, staff interviews and performance metrics. This information was used to determine the success and impact of the project and any recommendations for future projects.

The Layoff Aversion program reported that 473 jobs/individuals at-risk of lay-off were saved and retained after 6 weeks. These job saving estimates are from 50 companies assisted. Although goals for outreach, number of employers, and referrals to the One-Stops were not achieved as planned, the number of layoffs averted is over 300% of plan. To provide context, the table below shows data representing seasonal highs and lows and the number of additional unemployed individuals compared to the previous year.

	January			September		
	2008	2009	2010	2008	2009	2010
Unemployment rate	11.6%	15.3%	17.8%	6.3%	9.6%	10.5%
Number unemployed	23,300	31,600	37,500	13,800	21,200	23,300
Additional unemployed compared to previous year	2,000	8,300	<b>5,900</b>	3,300	7,400	<b>2,100</b>

Important details of the project include the industries/sectors that received assistance, the size of businesses assisted and the number of employees identified at each employer. Employers in the northern region of the grant were concentrated in Agriculture, and in the southern region of the grant in Hospitality (Restaurants).

The smallest, largest and median size of employers were: \_\_\_\_\_

The fewest, most and median number of employees at risk at one business were: \_\_\_\_\_

### **Grant Summary**

In September 2009, the Monterey County Workforce Investment Board (MCWIB), using funding provided under ARRA, issued a Request for Proposals (RFP) for the provision of layoff aversion

# INFORMATION 2

services to “at risk” businesses in Monterey County. The Monterey County Business Council (MCBC) was selected as the recipient of the grant for a maximum of \$250,000. The statement of work in the contract set a goal to outreach approximately 1,000 businesses and refer those in need of assistance to local Small Business Development Centers (SBDCs) to provide 10 to 15 hours of one-on-one counseling.

The MCBC committed to collaborating with two SBDCs, one located at Cabrillo College and serving Monterey Peninsula, and the other located in Gonzales and serving the Salinas to south Monterey County area. The contract was intended to provide augmentation to the SBDC services beyond what they were previously funded to do. Assistance was anticipated for a minimum of 100 “at-risk” businesses. The ultimate goal of this project was to give “at risk” business sufficient assistance to reverse their need to lay off workers. Additionally, businesses that needed non lay-off aversion services were to be referred directly to the Business Services team of the Monterey County One Stop Career Center.

## Outcomes, Challenges, Lessons Learned and Recommendations for the Layoff Aversion Project

Outcomes as of September 30, 2010	Plan	Actual
1. Outreach	1000	<b>765</b>
2. # of employers provided assistance to avert layoffs	100	<b>50</b>
3. # of jobs at-risk, retained after 6 weeks, based on employers served	150	<b>473</b>
4. # of employers referred to the One-Stop Career Center’s Business Services Team	425	<b>11</b>
5. Average customer service satisfaction score for Lay-off Aversion Services	N/A	<b>4.16</b>

### Challenges:

Input from MCBC on challenges includes:

- The RFP release and **contract execution** was not timely. MCBC believes this late start-up adversely impacted their ability to find and assist “at risk” businesses before layoffs occurred. The layoff aversion project concept was approved in May 2009, the RFP was let in September 2009, and the contract was executed in January 2010.
- **Better communication parameters** in working with the SBDC partners and the many representatives involved in the subcontract would have alleviated confusion. For example, on occasion, when the SBDC partners were not satisfied with an answer from MCBC, they would contact the WIB staff for answers. WIB staff did not consistently refer the SBDCs back to MCBC for all inquiries on the subcontract.

Input from the WIB monitors on challenges include:

MCBC did not appear to have staffing capacity to implement and provide **outreach support and coordination** between itself and the two SBDC agencies. As a result:

- The monitoring determined that only 7 referrals were provided from MCBC to the SBDCs which adversely slowed down overall service delivery and expenditures. The SBDCs served 50 of the expected 75 employers by the end of September 30, 2010. Many of these employers were the result of direct outreach performed by the SBDCs and not a result of referrals by MCBC.
- The total expenditures accrued under the contract amounted to only \$118,795 or only 40% of the 3<sup>rd</sup> quarter plan of \$295,013.
  - MCBC's expenditures equaled \$73,404, or only 39% of \$187,500 planned;
  - Cabrillo College SBDC equaled \$22,340, or only 42% of \$53,135 planned;
  - CSUMB SBDC equaled \$23,051, or only 42% of \$54,378 planned.

Only two of fifty companies assisted completed a **post service evaluation** form. Although the results for those two rated 4.16 on a scale of 1 to 5, with 5 being the highest, the low response rate does not substantiate high overall performance.

# INFORMATION 2

SBDC **confidentiality of information rules** got in the way of good communication, reporting, and evaluation. The MCBC was unable to critically evaluate performance during the program. This LWIB monitoring was the first look at the business population of the project, and even that was done by on-site reviews of controlled electronic files of the companies served.

The reported success (473 jobs saved) was derived by **self attestation of employers**, who estimated the number of jobs that could have been lost without assistance and an assumption that they all were saved. There was no process or methodology to validate these jobs were at risk, or if the assistance that was provided to the business was instrumental in saving the jobs. There has also not been follow-up to verify those jobs were saved.

## **Based on our monitoring of the layoff aversion program, lessons learned and recommendations are as follows:**

1. While it is not possible to predict in the midst of a recession and recovery when employers will need assistance to avert layoffs, and when employers will need assistance to start adding employees, opportunities were lost due to the late execution of the contract between WIB and MCBC.
2. As proposed in the project, a coordinator position at MCBC funded by the grant is critical to ensure that frequent communication occurs between partners to support mutual expectations and plans to achieve goals and to act as the single point of contact for both WIB and SBDCs.
3. The WIB, MCBC and SBDCs should agree on a method of acquiring additional post service evaluation data to report on the success of this project.
4. An agreement on how to share confidential business information between partners should be outlined as part of any proposal.
5. Additional follow-up would provide information on whether jobs were saved and how the layoff aversion intervention played a role. Other documentation and/or information requirements for determining whether a job is saved, in addition to employer estimates, should be specified in any proposal. One example would be to document that a small business loan provided sufficient funding to cover payroll during a cash flow gap, so that orders could be filled and revenues

Because the methodology for our monitoring review included sample testing, this report is not a comprehensive assessment of all of the areas included as part of your contract, program and fiscal operations. As you know, it is your responsibility to ensure that your systems, program, and related activities comply with the WIA related regulations and applicable state directives. Therefore, any deficiencies identified in subsequent reviews, such as an audit, would remain your responsibility.

Again, please extend our appreciation to your staff for their assistance during our monitoring. If you have any questions, please contact me at (831) 759-6644.

Sincerely,



Lorraine Flinn

cc: Manley Bush, WIB Management Analyst  
Mary Ann Leffel, MCBC Contract File  
Teresa Thomae, SBDC, Cabrillo College, Contract File  
Andrea Nield, SBDC, CSUMB College, Contract File

# INFORMATION 3

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## MEMORANDUM

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**TO:** WORKFORCE INVESTMENT BOARD (WIB) OVERSIGHT COMMITTEE  
**FROM:** LOYANNE FLINN, ACTING EXECUTIVE DIRECTOR  
**SUBJECT:** PRESENTATION OF FISCAL REPORTS FOR WIA TITLE I ADULT  
SUBCONTRACTORS FOR PY 2010-11  
**DATE:** FEBRUARY 10, 2011

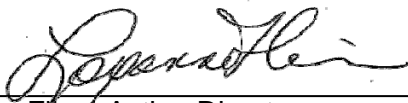
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**INFORMATION/DISCUSSION:**

At the Oversight Committee meeting on Thursday, February 10, 2011, information related to program year 2010-2011 fiscal plan vs. actual performance will be reported by WIB staff. Following this report, program and performance updates from adult subcontractors will be provided.

**ATTACHMENTS:**

Attachment – Consolidated Fiscal Report for Subcontractors



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Loyanne Flinn, Acting Director  
Monterey County Workforce Investment Board  
This report was written by: Miguel Banda, WIB Management Analyst

02/10/2011  
Date



# INFORMATION 3

<i>Program Year 2010-11</i>		Shoreline Adult	Turning Point Adult
<b>Expenditures</b>			
<b>Total Expenditure</b> <i>(Less OJT Expenditures)</i>		<b>11/30/10</b>	<b>12/31/10</b>
	<b>Actual</b>	\$118,870	\$151,610
	<b>Plan Nov (42%), Dec (50%)</b>	\$133,980	\$182,963
	<i>Total Plan</i>	\$319,000	\$365,925
	<b>% of Qtr Plan</b>	<b>89%</b>	<b>83%</b>
<b>OJT Expenditure</b>		\$77,965	\$37,925
	<b>Plan Nov (42%), Dec (50%)</b>	\$48,720	\$40,163
	<i>Total Plan</i>	\$116,000	\$80,325
	<b>% of Qtr Plan</b>	<b>160%</b>	<b>94%</b>
<b>Supportive Services Expenditure</b>		\$12,562	\$12,547
	<b>Plan Nov (42%), Dec (50%)</b>	\$7,308	\$11,340
	<i>Total Plan</i>	\$17,400	\$27,000
	<b>% of Qtr Plan</b>	<b>172%</b>	<b>111%</b>
<b>Staff Salaries and Benefits</b>		\$95,861	\$94,158
	<b>Plan Nov (42%), Dec (50%)</b>	\$117,525	\$117,644
	<i>Total Plan</i>	\$279,822	\$235,289
	<b>% of Qtr Plan</b>	<b>82%</b>	<b>80%</b>

# INFORMATION 4

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## MEMORANDUM

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**TO:** WORKFORCE INVESTMENT BOARD (WIB) OVERSIGHT COMMITTEE  
**FROM:** LOYANNE FLINN, ACTING EXECUTIVE DIRECTOR  
**SUBJECT:** DISCUSSION AND REVIEW REGARDING THE SERVICES AND  
ACTIVITIES OF SHORELINE'S ADULT PROGRAM FOR PY2010-11  
**DATE:** FEBRUARY 10, 2011

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**DISCUSSION:**

Wil Moore will present a monthly update of the Shoreline's plan vs. actual achievement goals of enrollments and On-the-Job Training for July 31, 2010. Mr. Moore will report on the Number of Placements by Industry Clusters, Geographical Areas Served, Target Population Served, Current Performance goals and Upcoming Activities.

**ATTACHMENTS:**

Shoreline Monthly Report for January 31, 2011



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Loyanne Flinn, Acting Director  
Monterey County Workforce Investment Board  
This report was written by: Miguel Banda, Management Analyst

02/10/2011

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Date

# INFORMATION 4



## Monterey County Workforce Investment Board Workforce Investment Act (WIA) Title I – Adult Subcontract Monthly Report On-the-Job Training (OJT)

**Subcontractor / Program:** Shoreline Workforce Development Services

**For the period ending:** 1/11

### ENROLLMENT & ON-THE-JOB TRAINING (OJT) GOALS

Monthly Participant Plan Summary	Annual Plan	Monthly Plan	Monthly Actual	Monthly %
1. Total number of new enrollments	61	45	55	122.22%
2. Total number of On-the-Job Training (OJT) contracts	58	33	55	166.66%
3. Total number of WorkKeys assessments completed			0	
▪ Applied Mathematics				
▪ Reading for Information				
▪ Locating Information				

### INDUSTRY CLUSTERS – OJT PLACEMENTS

Monthly Placements	Actual	%
1. Total number and percentage of OJT placements, based on the following industry clusters:	22	40%
▪ Agriculture:	1	
▪ Building/Design ( <i>Green jobs</i> ):	2	
▪ Healthcare:	13	
▪ Education:	6	
▪ Hospitality/Tourism:		
▪ Creative/Technology:		
▪ Other ( <i>Finance, Retail, Sales, etc.</i> ):	33	

### GEOGRAPHIC AREAS SERVED

Quarter ending 3/11	TARGET GOAL	MINIMUM GOAL	Actual	%
Central (Salinas)	55%	10%	25	46%
North	11%	10%	10	18%
South	18%	10%	15	27%
West	16%	10%	5	9%

### TARGET POPULATIONS SERVED

Quarter ending 3/11	Plan	Actual	%
Veterans	10%	1	1.81%
Older Workers	5%	2	3.63%
Receiving Temporary Assistance for Needy Families (TANF)	12%	28	50.90%
High School Dropout	20%	12	21.81%
Disabled	16%	2	3.63%
Limited English	10%	4	7.27%
Ex Offender	20%	4	7.27%
Homeless	5%	3	5.45%

### PERFORMANCE GOALS

Quarter ending 3/11	Plan	Actual
1. Total number of exits	0	33
2. Entered Employment Rate – <i>entry into unsubsidized employment</i>	75.5%	96.96
3. Retention Rate – <i>6 months after entry into unsubsidized employment</i>	76.5%	
4. Average Earnings – <i>increased earnings in unsubsidized employment</i>	\$10,500	n/a
5. Average hourly wage		\$10.51

\*1<sup>ST</sup> Qtr Follow up

### UPCOMING ACTIVITIES

Activities during the last month:

- Initiated Career Development facilitator training with partners. Curriculum covered to date includes work development theory, intake, customer service, and continuous quality improvement.
- Arranged for the purchase of thin client technology for use in designated service points in Monterey and Santa Cruz counties
- Attended and hosted pilot digital skills training in San Luis Obispo, along with selected partner staff
- Hosted Regional Workforce Development meeting sponsored by Assembly member Monning
- Participated in state wide teleconference to discuss NEG/OJT progress

### TESTIMONIAL

n/a

# INFORMATION 5

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## MEMORANDUM

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**TO:** WORKFORCE INVESTMENT BOARD (WIB) OVERSIGHT COMMITTEE  
**FROM:** LOYANNE FLINN, ACTING EXECUTIVE DIRECTOR  
**SUBJECT:** DISCUSSION AND REVIEW REGARDING THE SERVICES AND  
ACTIVITIES OF TURNING POINT'S ADULT PROGRAM FOR PY2010-11  
**DATE:** FEBRUARY 10, 2011

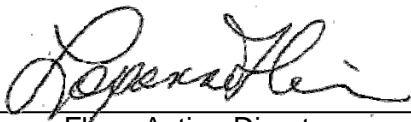
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**DISCUSSION:**

Rosie Chavez, Turning Point's Adult Program Director, will present a monthly update of the agency's plan vs. actual achievement goals of enrollments and On-the-Job Training. Ms. Chavez will report on the Number of Placements by Industry Clusters, Geographical Areas Served, Target Population Served, Current Performance goals and Upcoming Activities.

**ATTACHMENTS:**

Turning Point's Monthly Report for January, 2011



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Loyanne Flinn, Acting Director  
Monterey County Workforce Investment Board  
This report was written by: Miguel Banda, Management Analyst

02/10/2011  
Date

# INFORMATION 5



## Monterey County Workforce Investment Board Workforce Investment Act (WIA) Title I – Adult Subcontract Monthly Report On-the-Job Training (OJT)

**Subcontractor / Program:** Turning Point of Central California, Inc.

**For the period ending:** January 31, 2011

### ENROLLMENT & ON-THE-JOB TRAINING (OJT) GOALS

Monthly Participant Plan Summary	Annual Plan	Monthly Plan	Monthly Actual	Monthly %
1. Total number of new enrollments	60	43	42	98%
2. Total number of On-the-Job Training (OJT) contracts	60	43	42	98%
3. Total number of WorkKeys assessments completed	60	43	42	98%
▪ Applied Mathematics	60	43	42	98%
▪ Reading for Information	60	43	42	98%
▪ Locating Information	60	43	42	98%

### INDUSTRY CLUSTERS – OJT PLACEMENTS

Monthly Placements	Actual	%
1. Total number and percentage of OJT placements, based on the following industry clusters:	20	48%
▪ Agriculture:		
▪ Building/Design ( <i>Green jobs</i> ): construction	6	
▪ Healthcare:		
▪ Education:		
▪ Hospitality/Tourism: Driver, Host	12	
▪ Creative/Technology:	2	
▪ Other ( <i>Finance, Retail, Sales, etc.</i> ): Cashier, Maintenance, Financial Manager, Office Manager, Transportation, Cashier, Automotive, Sales, Pest Control, Marketing, Stocker, Landscaper	14	

### GEOGRAPHIC AREAS SERVED

Quarter ending _____	TARGET GOAL	MINIMUM GOAL	Actual	%
Central (Salinas)	55%	10%	29	69%
North	11%	10%	1	2%
South	18%	10%	2	5%
West	16%	10%	10	24%

### TARGET POPULATIONS SERVED

Quarter ending _____	Plan	Actual	%
Veterans	10%	4	10%
Older Workers	5%	1	2%
Receiving Temporary Assistance for Needy Families (TANF)	12%	N/A	N/A
High School Dropout	20%	18	43%
Disabled	16%	30	71%
Limited English	10%	0	0
Ex Offender	20%	42	100%
Homeless	5%	14	33%

### PERFORMANCE GOALS

Quarter ending _____	Plan	Actual
1. Total number of exits	25	31
2. Entered Employment Rate – <i>entry into unsubsidized employment</i>	75.5%	68%
3. Retention Rate – <i>6 months after entry into unsubsidized employment</i>	76.5%	
4. Average Earnings – <i>increased earnings in unsubsidized employment</i>	10,500	
5. Average hourly wage		\$11.21

### ACTIVITIES

As reflected in job placement statistics, with 42 OJT's and 45 direct placements, the office is charged with activity. This year's unusually large participant base lends itself to a synergy that is increasingly motivating to clients and staff alike. With increased parolees looking for employment, job development is a focus activity of all staff utilizing the hidden job market through phone calls, mail-outs, drop-in calls, Chamber events and partnership functions. North and South County enrollments remain challenging even with the most creative recruitment efforts. As in years past, prospective program participants are identified but cite transportation as the primary reason for lack of follow through. Concerted efforts to enroll the Limited English population remain steadfast; unfortunately training not employment and the lack of citizenship remains the key barriers to our success with this target population. Partnerships with

# INFORMATION 5



## **Monterey County Workforce Investment Board** **Workforce Investment Act (WIA) Title I – Adult Subcontract Monthly Report** *On-the-Job Training (OJT)*

Monterey County Jail, Probation and State Parole remain our largest referral resource for the Older Worker but their serious unmet mental and physical health issues are the main reason for under enrollment of this population.

As a guest of Shoreline, Rosie attended a 2-day “Virtual Career Exploration and Development” training in San Luis Obispo. The training focused on assessment, career exploration, marketing, and job development utilizing current technology. Our Employment Specialist, Timothy, will be attending a 6 month training “Global Career Development Facilitator Training” starting in January also hosted by Shoreline. This training includes: services strategy efficiency; service quality improvement; best practices; career development theories; lifelong learning models and techniques; gender and ethnic background; job search strategies; placement and retention techniques. We are very appreciative of the generosity of our partnership agency Shoreline for offering this training to our staff.

### **TESTIMONIAL**

Turning Point helped me a lot with my job search. They taught me how to fill out an application and create a resume even with my lack of job history. The staff helped me realize that I had strengths and skills even without employment history. The most awesome was learning how to use a computer and fax machine which I’d never used before. The staff at Turning Point helped me stay positive and treated me with respect and helped me start believing in myself. I now have a job and while I know I couldn’t have done it without Turning Point I also know I worked hard to get this job which feels really good.

Joe

# INFORMATION 6

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## MEMORANDUM

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**TO:** WORKFORCE INVESTMENT BOARD (WIB) OVERSIGHT COMMITTEE  
**FROM:** LOYANNE FLINN, ACTING DIRECTOR  
**SUBJECT:** DISCUSSION AND REVIEW REGARDING THE SERVICES AND ACTIVITIES OF THE OFFICE FOR EMPLOYMENT TRAINING (OET) AND ONE-STOP OPERATIONS FOR PROGRAM YEAR 2010-11.  
**DATE:** FEBRUARY 10, 2011

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**INFORMATION:**

Ms. Lynda Dunn, Deputy Director for OET, plans to present the services and activities of the LWIA with the fiscal and One-Stop operational costs update for program year 2009-10 and 2010-11, to the Oversight Committee meeting on February 10, 2011. OET will also provide update on expenditures. The report will illustrate number of enrollments, cost per participant, employer services and geographical percentages by region.

**HANDOUT:**

Fiscal expenditures, enrollments and geographical information will be provided as a handout

  
\_\_\_\_\_  
Loyanne Flinn, Acting Executive Director  
Monterey County Workforce Investment Board  
This report was prepared by: Lynda Dunn, OET Deputy Director

02/10/2011  
\_\_\_\_\_  
Date

# INFORMATION 7

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## MEMORANDUM

---

**TO:** WORKFORCE INVESTMENT BOARD (WIB) OVERSIGHT COMMITTEE  
**FROM:** LOYANNE FLINN, ACTING EXECUTIVE DIRECTOR  
**SUBJECT:** DISCUSSION AND UPDATE ON 2010-11 MONITORING  
**DATE:** FEBRUARY 10, 2011

---

### **DISCUSSION:**

The following information includes details on recent monitoring activity; WIB staff will be available to respond to questions.

#### *Updates:*

January 26 - Shoreline Workforce Development Services (SWDS) staff notified of the upcoming Adult program monitoring

January 31 - OET's Recovery Act Youth programs for 2010-11 were monitored by EDD

February 7 - WIB staff completed Adult program monitoring entrance interview with SWDS staff

February 7 - EDD Audit and Evaluation Division will be conducting a review;

February 28 – Turning Point onsite monitoring begins, Oversight Committee members welcome to participate

#### *Changes in the Monitoring schedule:*

March 21 - OET's on-site monitoring originally scheduled to be held January 25-31



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Loyanne Flinn, Acting Executive Director  
Monterey County Workforce Investment Board  
This report was written by: Miguel Banda, Management Analyst

---

02/10/2011  
Date





RECEIVED

JAN 11 2011

MONTEREY COUNTY  
SOCIAL SERVICES  
DIRECTOR'S OFFICE

*Lynda  
Voyanne*

January 4, 2011  
22M:393:mem:Report #1382

Mr. Elliot Robinson, Director  
Monterey County Department of Employment and Social Services  
1000 South Main Street, Suite 209A  
Salinas, CA 93901

Dear Mr. Robinson:

#### CONFIRMATION OF MONITORING VISIT

This is to confirm our monitoring review during Program Year (PY) 2010-11 of the Monterey County Department of Social and Employment Services' (DSES) Workforce Investment Act (WIA) 85-Percent and American Recovery and Reinvestment Act (ARRA) Program activities, scheduled for January 31, 2011 through February 4, 2011. As discussed with Ms. Lynda Dunn on December 21, 2010, the entrance conference is set for 9 a.m. on January 31, 2011. We anticipate that the entrance conference will take no more than one hour.

The purpose of our visit is to monitor DSES's administration of its WIA 85-Percent and ARRA program operations for compliance with applicable federal and state laws, regulations, and policies related to WIA. In PY 2009-10, we focused on the program operations for your adult and dislocated worker grants. For PY 2010-11, our monitoring review will focus on the following areas of the youth grant: program administration, participant eligibility, WIA/ARRA activities, local level monitoring, grievance and complaint system, and management information system/reporting. In addition, the review may consist of interviews with DSES's staff, service provider staff, a review of selected participant case files; and a review of policies and procedures pertaining to program operations.

Ms. Molly Maloney will conduct this review. A copy of the 85-Percent Program On-site Monitoring Guide is enclosed.

Please complete and return Sections I and II of the enclosed guide by January 19, 2011 to the address at the end of this letter.

In order to select the sample of case files for review, we request that a participant roster for all youth participants enrolled from January 1, 2010 to the present, sorted by in-school and out-of-school youth, which includes the following information be provided January 19, 2011:

1. Service Provider
2. Participant Name
3. Application Number
4. Activity Code(s)
5. Completion Code(s)
6. Enrollment and Exit Date(s)

To facilitate a more efficient review, we ask that the following items, if applicable, be available at the entrance conference:

- A list of the subgrantee's youth service providers.
- A copy of the subgrantee's policies and procedures for the following:
  1. Youth-specific eligibility
  2. Youth competencies
  3. Individual Training Accounts
  4. Supportive services
  5. Work experience and customized training
  6. Grievance procedures
  7. Nondiscrimination/Equal Opportunity procedures
- Subgrantee's program monitoring schedule for PY 2010-11, if available.

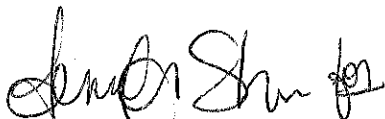
Please send all information to the following address:

Compliance Monitoring Section  
Compliance Review Office  
722 Capitol Mall, MIC 22M  
PO Box 826880  
Sacramento, CA 94280-0001

Or, the information may be faxed to (916) 654-6096.

If you have any questions or need additional information, please contact Ms. Jennifer Shane at (916) 654-7393 or Ms. Molly Maloney at (916) 657-0183. We appreciate your cooperation.

Sincerely,



JESSIE MAR, Chief  
Compliance Monitoring Section  
Compliance Review Office

Enclosure

cc: Doug Orlando, MIC 50 (Letter only)



RECEIVED

January 12, 2011

JAN 19 2011

Mr. Elliot Robinson, Director  
Monterey County Department of Social Services  
1000 South Main Street, Suite 209A  
Salinas, CA 93901

MONTEREY COUNTY  
SOCIAL SERVICES  
DIRECTOR'S OFFICE

Dear Mr. Robinson,

The Employment Development Department's (EDD) Audit and Evaluation Division (A&ED) is conducting a limited scope review of the Monterey County One-Stop Service Center. The EDD's Workforce Services Branch and Compliance Monitoring Section requested a review of the Monterey One-Stop Service Center's Work Experience (WEX) Program in regard to compliance with federal Workforce Investment Act (WIA) and American Recovery and Reinvestment Act (ARRA) requirements.

This review will focus on the Monterey County One-Stop Service Center's policies and procedures for providing job training and placement services in the WEX Program. The objectives of the review will be to examine:

- Monterey County One-Stop Service Center's job placement process.
- Payroll records for selected staff of the Monterey County One-Stop Center.

The A&ED is authorized to perform this review under the authority of Section 667.410 (b)(1), (2), and (3) of Title 20 of the Code of Federal Regulations. The review will cover the period of May 1, 2009 through March 31, 2010. Audit steps will include:

1. A review of the Monterey County One-Stop Service Center's policies and procedures.
2. A review of the participant files of selected individuals enrolled in the WEX Program during the review period.
3. A review of payroll records and timesheet information for selected Monterey County One-Stop Service Center employees.

Edmond Kwan and Maria Josefina Sanchez-Gajo, A&ED auditors, will conduct this review. An entrance conference will be scheduled in the near future and will be held at the Monterey County One-Stop Center, 730 La Guardia Street, Salinas.

Mr. Elliott Robinson  
January 12, 2011  
Page two

The A&ED auditors expect to spend approximately two weeks at the Monterey County One-Stop Center. We request that workspace be made available for both auditors and that a contact person be assigned to provide information/assistance to the auditors as needed.

In order to expedite the review, please provide the following documents to the auditors at the entrance conference:

- An organizational chart of the Monterey County One-Stop Center.
- A roster of Adult WEX participants specifying their present employer and their previous employer from May 1, 2009 through March 31, 2010.
- Monterey County One-Stop Center's policies regarding administrative leave.

If you have any questions or need further information regarding this review, please contact Ed Murray, Audit Manager, at (916) 653-5639 or Edmond Kwan, Auditor-in-Charge, at (916) 654-8354.

Sincerely,

  
MARK A. STEINWERT, CPA  
Chief, Audit and Evaluation Division

cc: Edmond Kwan, MIC 78  
Ed Murray, MIC 78  
Maria Josefina Sanchez-Gajo, MIC 78

# INFORMATION 8

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## MEMORANDUM

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**TO:** WORKFORCE INVESTMENT BOARD (WIB) OVERSIGHT COMMITTEE  
**FROM:** LOYANNE FLINN, ACTING EXECUTIVE DIRECTOR  
**SUBJECT:** DISCUSSION AND UPDATE ON CURRENT GRANT ACTIVITIES  
**DATE:** FEBRUARY 10, 2011

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### DISCUSSION:

Information and updates on the following grant activities will be presented for discussion:

#### Youth Build 2010 - pending

Rancho Cielo submitted a proposal for the FY2010 Youthbuild solicitation. The matching funds letter on behalf of the WIB is attached and identifies \$120,000 to serve 36 youth. We anticipate hearing good news from the Department of Labor in March. Youthbuild assists high-risk youth between the ages of 16-24 to learn housing construction job skills and to complete their high school education. Program participants enhance their skills as they construct and/or rehabilitate affordable housing for very low-, low-income, and homeless persons or families.

#### FIELD High School Equivalency Program - pending

The WIB and the One-Stop Career Centers supported the Farmworker Institute of Education and Leadership Development (FIELD) Comprehensive High School Equivalency (HEP) Proposal with in-kind support. The attached letter details support in the form of group orientations and information offered at the FIELD site as well as supportive services up to \$200 for individuals who enroll at the One-Stop Career Center and complete assessments and career plans. These services will assist in this project by helping over 500 participants and is valued at \$100,000 over the five-year grant period. We expect good news in May on this collaboration.

#### CalGRIP 2010-11 - pending

The WIB and Office for Employment Training submitted a proposal for the 2010-11 CalGRIP solicitation to provide services to Monterey County's Youth population and to provide oversight and continued collaboration with all partners in the grant. The Monterey County Behavioral Health Department, SunStreet Centers, Turning Point of Central California, Rancho Cielo Youth Corp, Second Chance Youth Program and Hartnell Community College will contribute their expertise and use a team approach to assess and case managing participants. The attached letter identifies \$219,891 in local match for this project.

  
\_\_\_\_\_  
Loyanne Flinn, Acting Executive Director

This report was written by: Miguel Banda, Management Analyst

02/10/2011  
\_\_\_\_\_  
Date

# WORKFORCE INVESTMENT BOARD

## MONTEREY COUNTY

ERIK CUSHMAN, CHAIR

LOYANNE FLINN, ACTING EXECUTIVE DIRECTOR



730 La Guardia Street  
P.O. Box 2135  
Salinas, CA 93902  
Phone (831) 759-6644  
Fax (831) 796-3512  
[flinnlg@co.monterey.ca.us](mailto:flinnlg@co.monterey.ca.us)

November 23, 2010

Rancho Cielo Youth Campus  
710 Old Stage Road  
P.O. Box 6948  
Salinas, CA 93912

Dear Judge Phillips,

Monterey County Workforce Investment Board and Office for Employment Training are happy to support Rancho Cielo YouthBuild Program. The Office for Employment Training provides youth employment services that include:

- Assistance in identifying desirable job skills for the local labor market
- Assistance in finding and obtaining employment
- Assistance and guidance in obtaining and enrolling into post-secondary education, military service, college coursework, classroom career training, or gaining admittance to an approved trade apprenticeship program
- Guidance, direction and support during paid and unpaid work experience opportunities
- Workshops, leadership opportunities, mentoring, tutoring, vocational training, pre-employment skills training and vocational assessments

We are looking forward to having the opportunity to collaborate with the Rancho Cielo YouthBuild Program by supporting the recruitment process of at-risk youth. We will be happy to work directly with YouthBuild staff at Rancho Cielo and will co-enroll up to 36 youth per year during the grant period. Our commitment to this project includes one half-time Youth Advisor for each of the first two years of the project as well as training and support services funds for a total of \$120,000 per year for two years.

The Office for Employment Training is supportive of Rancho Cielo's YouthBuild Program subject to approval and receipt of FY 2010 YouthBuild Grant. For more information, please feel free to contact me at 831-759-6644 or [flinnlg@co.monterey.ca.us](mailto:flinnlg@co.monterey.ca.us)

Sincerely,

Loyanne Flinn, Acting Director

# WORKFORCE INVESTMENT BOARD

## MONTEREY COUNTY

ERIK CUSHMAN, CHAIR

LOYANNE FLINN, ACTING EXECUTIVE DIRECTOR



730 La Guardia Street  
P.O. Box 2135  
Salinas, CA 93902  
Phone (831) 759-6644  
Fax (831) 796-3512  
flinnlg@co.monterey.ca.us

January 10, 2011

Dr. Lisa Ramirez, Director  
Office of Migrant Education  
Office of Elementary and Secondary Education  
U.S. Department of Education  
400 Maryland Avenue, S.W.  
Washington, D.C. 20202

### Farmworker Institute of Education and Leadership Development (FIELD) Comprehensive High School Equivalency (HEP) Proposal CFDA Number: 84.141A

Monterey County Workforce Investment Board and the One-Stop Career Centers are pleased to support FIELD's 2011 application to the High School Equivalency Program, under Competitive Preference for being a "Novice Applicant" and under Invitational Priority 4: Engaging faith-based and community based organizations"

We are supportive of FIELD's proposed HEP program to integrate the obtaining of General Education Diplomas (GED) into a continuum with FIELD's basic skills in literacy and English as a Second Language (ESL) programs in order to create a pathway to place GED graduates into Institutions of Higher Education (IHE)s , skills upgrade training or military service. FIELD's proposed HEP program will provide opportunity for migrant and seasonal farm workers and their families California's Central Coast region. Much of this region is predominantly agricultural and faces growing structural unemployment, increasing high school drop out rates, low college attendance, and extensive poverty for the growing farm worker population. Adult illiteracy, lack of English language skills, and a chronic lack of high school diplomas or their equivalency is a major barrier for increasing the life chances of this community socially or economically. In line with the goal of the Obama administration to provide a minimum of one year of postsecondary education to every adult in America, this program will help to attract new employers in economic sectors such as value-added agriculture and clean technology.

We would like to offer in-kind support in the form of group orientations and information offered at the FIELD site as well as supportive services up to \$200 for individuals who enroll at the One-Stop Career Center and complete assessments and career plans. These services will assist in this project by helping over 500 participants and is valued at \$100,000 over the five-year grant period.

Loyanne Flinn, Acting Director

cc: Erik Cushman, WIB Chair  
Elliott Robinson, Department of Social and Employment Services  
Lynda Dunn, Office for Employment Training  
Chris Berthiaume, Office for Employment Training

# WORKFORCE INVESTMENT BOARD

## MONTEREY COUNTY

ERIK CUSHMAN, CHAIR

LOYANNE FLINN, ACTING EXECUTIVE DIRECTOR



730 La Guardia Street  
P.O. Box 2135  
Salinas, CA 93902  
Phone (831) 759-6644  
Fax (831) 796-3512  
flinnlg@co.monterey.ca.us

February 1, 2011

The Monterey County Workforce Investment Board and Office for Employment Training are pleased to support this \$500,000 CalGRIP 2010/11 proposal in partnership with our community and public partners in education, employment and training, counseling, and law enforcement, and community outreach. The total project budget with match funds from the collaborative is \$1,059,797.

Match funds totaling \$219, 891 will be provided out of local WIA Title I funds for participant costs and program/administrative support over the 20 months of the grant period. Match includes \$49,291 in staff salaries, benefits and allocated operating expenses for a part time position to support the coordination of the partners and grant administrative functions including participant payroll and support services payments. Match in the amount of \$170,600 is included for training costs to support tuition, internships or On-the-Job training contracts for the participants in the grant.

The academic and educational preparation, job readiness and employment services that will be provided are vital in our area. With our existing funding, we cannot serve a large enough group of at risk, gang involved and gang member 18-24 year olds. This grant will make it possible to achieve positive outcomes with as many as 60 additional people. It also strengthens the existing relationships and builds capacity with all of our partners.

Sincerely,



Loyanne Flinn, Acting Director

cc: Erik Cushman, WIB Chair  
Elliott Robinson, Department of Social and Employment Services  
Lynda Dunn, Office for Employment Training



# INFORMATION 9

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## MEMORANDUM

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**TO:** WORKFORCE INVESTMENT BOARD (WIB) OVERSIGHT COMMITTEE  
**FROM:** LOYANNE FLINN, ACTING EXECUTIVE DIRECTOR  
**SUBJECT:** STAFF SALARY SCHEDULES FOLLOW UP DISCUSSION  
**DATE:** FEBRUARY 10, 2011

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**DISCUSSION:**

As a follow up to a request for information at the previous Oversight Committee meeting, staff salary schedules have been provided for discussion.

**ATTACHMENTS:**

Monterey County WIB and OET staff salary schedules.



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Loyanne Flinn, Acting Executive Director  
Monterey County Workforce Investment Board  
This report was written by: Miguel Banda, Management Analyst

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02/10/2011  
Date

# INFORMATION 9

<u>Job Title</u>	<u>Total pay</u>	<u>Overtime Pay</u>	<u>Overtime as percent of total</u>
WIB EXECUTIVE DIRECTOR	\$134,526.05	\$0.00	0
DEPUTY DIRECTOR SOCIAL SERVICE	\$128,880.96	\$0.00	0
PROGRAM MANAGER II	\$104,275.05	\$0.00	0
MANAGEMENT SPEC LIMITED TERM	\$103,631.48	\$0.00	0
FINANCE MANAGER II	\$102,319.34	\$0.00	0
MANAGEMENT ANALYST II	\$89,368.62	\$0.00	0
MANAGEMENT ANALYST II	\$87,947.31	\$0.00	0
ACCOUNTANT III	\$87,326.41	\$0.00	0
SUPERVISING DEPT INFO SYS COORD	\$86,631.74	\$0.00	0
SENIOR DEPT INFO SYSTEMS COORD	\$75,474.93	\$53.33	0.1
MANAGEMENT ANALYST II	\$73,133.37	\$0.00	0
MANAGEMENT ANALYST I	\$72,949.07	\$0.00	0
WIB EMPLOYMENT PROGRAMS SUPV	\$71,450.29	\$0.00	0
WIB EMPLOYMENT PROGRAMS SUPV	\$71,397.88	\$0.00	0
WIB EMPLOYMENT PROGRAMS SUPV	\$62,397.88	\$0.00	0
WIB EMPLOYMENT PGRM REP III	\$61,589.71	\$402.17	0.7
WIB EMPLOYMENT PROG REP III	\$60,084.39	\$88.33	0.1
WIB EMPLOYMENT PROG REP III	\$59,067.55	\$0.00	0
WIB EMPLOYMENT PROG REP III	\$58,938.56	\$0.00	0
MANAGEMENT ANALYST II	\$58,762.24	\$0.00	0
WIB EMPLOYMENT PROG REP II	\$54,285.60	\$0.00	0
WIB EMPLOYMENT PROG REP II	\$54,031.47	\$0.00	0
WIB EMPLOYMENT REP II	\$53,726.40	\$0.00	0
WIB EMPLOYMENT PROG REP III	\$53,373.70	\$0.00	0
WIB EMPLOYMENT PROG REP II	\$53,254.03	\$338.43	0.6
WIB EMPLOYMENT PRGM REP II	\$53,206.40	\$0.00	0
WIB EMPLOYMENT REP II	\$53,206.40	\$0.00	0

# INFORMATION 9

WIB EMPLOYMENT PROG REP II	\$53,206.40	\$0.00	0
WIB EMPLOYMENT PROG REP II	\$53,124.32	\$0.00	0
WIB EMPLOYMENT PROG REP II	\$52,713.32	\$150.41	0.3
WIB EMPLOYMENT PROG REP II	\$50,969.41	\$27.45	0.1
WIB EMPLOYMENT PROG REP II	\$49,438.99	\$0.00	0
WIB EMPLOYMENT PROG REP II	\$48,796.08	\$0.00	0
WIB EMPLOYMENT PROG REP II	\$48,592.64	\$11.37	0
WIB EMPLOYMENT PROG REP II	\$48,444.96	\$0.00	0
WIB EMPLOYMENT PROG REP II	\$48,105.84	\$0.00	0
ACCOUNTING TECHNICIAN	\$47,908.35	\$0.00	0
MANAGEMENT ANALYST II	\$44,940.18	\$0.00	0
SENIOR STOREKEEPER	\$44,427.52	\$0.00	0
WIB EMPLOYMENT PROG REP II	\$43,444.23	\$0.00	0
WIB EMPLOYMENT PROG REP II	\$42,258.96	\$0.00	0
WIB EMPLOYMENT PROG REP II	\$41,660.67	\$0.00	0
OFFICE MAINTENANCE WORKER	\$41,484.66	\$700.22	1.7
SECRETARY	\$41,337.90	\$0.00	0
SENIOR ACCOUNT CLERK	\$40,992.48	\$0.00	0
OFFICE MAINTENANCE WORKER	\$40,610.41	\$0.00	0
OFFICE ASSISTANT III	\$40,609.38	\$0.00	0
WIB EMPLOYMENT PROG REP II	\$35,676.61	\$0.00	0
OFFICE ASSISTANT III	\$35,214.40	\$0.00	0
WIB EMPLOYMENT PROG REP II	\$30,918.19	\$0.00	0
OFFICE ASSISTANT II	\$29,884.91	\$143.85	0.5
OFFICE ASSISTANT II	\$23,303.26	\$0.00	0
OFFICE ASSISTANT II	\$10,563.97	\$0.00	0
WIB EMPLOYMENT PROG REP III	\$4,368.72	\$0.00	0
SENIOR SECRETARY	\$3,707.73	\$0.00	0
WIB EMPLOYMENT PROG REP II	\$3,073.29	\$0.00	0
SENIOR SECRETARY	\$2,761.44	\$0.00	0