



**WORKFORCE
INVESTMENT BOARD
MERCED COUNTY**



**End of Year Report
July 2006 - June 2007**

Message from the WIB Chair



It has been a privilege and a learning experience serving as WIB Chair this past year. Our WIB continues to develop as a strategic force in our communities, and the WIB's impact on our Healthcare industry has been clearly felt. Our work with Merced College and local healthcare agencies has allowed continued production of Registered and Licensed Vocational Nurses and Medical Assistants.



The progressive nature of the WIB helped to create several regional workforce collaboratives. These collaboratives, in turn, helped to draft 12 grant proposals that produced over \$5.5 million in grant funding; of which, the Department of Workforce Investment received a proportionate amount. The money received locally provided training in the medical and manufacturing occupations along with customer assessments and various business services.

Thank you to each and every WIB member. We have another demanding year ahead. The hurdles are increasing while our resources are decreasing. I'll close with a challenge to each of you. Please continue to look for progressive and innovative industry leaders in our County to serve on the WIB. Together we can serve the workforce investment needs of one of California's fastest growing Counties.

Respectfully yours,

A handwritten signature in black ink, which appears to read "Robert Harmon".

Robert Harmon
Workforce Investment Board of Merced County

WIB Vision



Merced County's Workforce Investment System will keep pace with new growth, the emerging economy, and the ever-changing needs of the employers by creating a better educated, highly skilled workforce, that's capable, prepared, and thoroughly knowledgeable.

WIB Goals

On July 24, 2006, the Workforce Investment Board established seven areas of focus for 2006 and beyond.

GOAL 1

CLARIFIED ROLES & RESPONSIBILITIES & IMPROVED COMMUNICATION IN ECONOMIC DEVELOPMENT

GOAL 2

INCREASED PRIVATE SECTOR INVOLVEMENT & OWNERSHIP OF THE WIB

GOAL 3

INCREASED VISIBILITY WITH CLEAR, CONSISTENT MESSAGE FOCUSED ON BUSINESS

GOAL 4

MORE DIVERSE RESOURCES AND EFFICIENCY/EFFECTIVENESS MEASURES

GOAL 5

IDENTIFY AND DELIVER SERVICES NEEDED BY BUSINESS

GOAL 6

IMPLEMENT ONE ADDITIONAL INDUSTRY CLUSTER

GOAL 7

INCREASED SUPPORT FOR K-12 IMPROVEMENT

Committee Structure



The Merced County Workforce Investment Board (WIB) uses a standing committee structure. The Executive Committee and the Youth Council provide systematic processes to set policy, fashion strategies, foster interagency coordination, and oversee the implementation of comprehensive and operational plans for economic and human resource development. The WIB implements ad hoc committees as required.

Executive Committee

Robert Harmon—Chair

Serves as the lead committee for advocacy and political action on differing workforce issues. May act on behalf of the WIB between full Board meetings, typically when action is necessary and conditions make assembling the full Board impractical. The duties of the Executive Committee include:

- Organizes committees and assigns responsibilities to ensure that essential information on the status of WIB activities is available;
- Provides administrative oversight;
- Provides oversight in carrying out the Strategic Plan;
- Development of the Local Operational Plan;
- Identifies and recruits new WIB members;
- Develops the strategy for advocacy and information with respect to legislative issues at state and federal levels;
- Oversees the budget for the WIB for each fiscal year, and coordinates with the Merced County Department of Workforce Investment's Fiscal Unit to develop a budget based on program needs and committee work; and
- Monitors expenditures on contracted programs and services.

Youth Council

Rennise Ferrario—Chair

The Merced County Youth Council is responsible for the youth workforce development strategic plan for Merced County. The Council recommends eligible service providers for Workforce Investment Act (WIA) programs, conducts oversight of youth programs and advocates for youth development using the 40 youth developmental assets. The duties of the Youth Council include:

- Establishes linkages with educational agencies and other youth entities;
- Provides a forum for initial discussion on emerging issues affecting youth and the workforce development system;
- Customer satisfaction analysis of youth programs/services including recommending goals for improvement and increased accountability; and
- Coordinates with WIB for future program development needs.

Committee Structure - (continued)



Economic Development (ad hoc)

Albert Montejano—Chair

The number one goal for “06/07” was to “clarify roles and responsibilities, and improve communication in economic development”. This priority was the number one outcome of the WIB’s “06/07” retreat. In order to turn this priority into action, an ad hoc committee was formed to further clarify the WIB’s role in Economic Development. The Economic Development Ad Hoc Committee began work by defining “Workforce Development” as the education, employment and job training efforts designed to help employers get a skilled workforce, and individuals to succeed in the workplace. Secondly, Workforce Development is an effort to provide individuals with the occupational preparation necessary for employment, including basic, technical, and academic competencies. Thirdly, the committee believes that the strengthening of the local and regional talent pool of workers to match private business investments in technology, capital, and product improvement should be aligned.

WIB Members - PY 06/07



Robert Harmon	Harmon Insurance Service	Chair
Mike Sullivan	Golden Valley Health Centers	1st Vice Chair
Albert Montejano	AT&T	2nd Vice Chair
Lee Andersen	Merced County Office of Education	
Andrea Baker	Merced County Department of Workforce Investment	
Don Bergman	Courtesy Chevrolet	
Bob Bittner	California State Employment Development Department	
Sharon Cresswell	Buckley Radio—Merced	
Kathleen Crookham	Merced County Board of Supervisors	
Ed Dietz	Legal Support Net	
Ben Duran	Merced College	
Rennise Ferrario	Merced County Housing Authority	
Ernie Flores	Central Valley Opportunity Center	
Phil Flores	Merced County Human Services Agency	
Peter Fluetsch	Fluetsch & Busby Insurance	
Robert Fore	Merced Union High School District	
John Fowler	Commerce, Aviation, and Economic Development	
Carol Greenberg	Cold Stone Creamery	
Darren Hughes	Merced County Human Services Agency	
Charlie Lambert	Carpenters Local Union #25	
Nellie McGarry	McGarry Rental Property Mgmt	
Anne Newins	Merced College	
Steve Newvine	PG&E	
Terry Nichols	California State Department of Rehabilitation	
Rick Osorio	Osorio Financial/Intervalley Insurance Services	
Alfonse Peterson	Omni Concepts	
Carole Roberds	Merced Adult School	
Al Romero	Valley Auto Wreckers	
Chris Rosander	UC Merced Small Business Development Center	
Vann (Mike) Smith	Smith & Ransom, CPAs	
John Stewart	Merced/Mariposa Local Council	
Steve Tinetti	Tinetti Realty Group	
Thomas Tsubota	Union Bank of California	

INDUSTRY CLUSTER INITIATIVES

1. Healthcare Industry Cluster - LVN

A consortium of 3 WIBs: Merced, Stanislaus, and Madera WIBs (under the title of the San Joaquin Valley Regional Nurse Collaborative) applied for and were awarded a \$1.8 million grant from the Department of Labor. The collaborative is using the funds to train 122 additional Licensed Vocational Nurses in the tri-county area. The Department of Workforce Investment is managing the nursing project over a three-year period from January 1, 2007 to December 31, 2009. WIBs are conducting assessments, initial eligibility, and assisting with the selection of program applicants. Funds provided in the grant are paying salaries for three college instructors. This grant has provided greatly needed funds to help the critical Licensed Vocational Nurse shortage in the region.

2. Healthcare Industry Cluster - Medical Assistant

The WIB completed a Four County Medical Assistant Career Lattice Study as part of its focus on the Healthcare Industry. The study was funded by the WIA Governor's Discretionary funding. In September and October 2006, WIB staff held focus groups with Medical Assistants and employers that hire Medical Assistants in Stanislaus, Santa Cruz, Santa Clara, and Merced Counties. Findings from the study included developing an educational lattice from Medical Assistant curriculum to local nursing programs, and reinforced the need for building an educational/career lattice. Additionally, the study identified ways to improve the retention rate for Medical Assistants, and addressed needs for improvements in the educational training programs for Medical Assistants. The study concluded it is imperative to create a framework to guide Medical Assistants to continue their education and provide access to enhance their skills, and obtain further upward mobility in the medical field. This study was distributed to the participating WIBs, Medical Assistants, and employers in Merced who participated in the focus groups. The report can be found at:

http://www.co.merced.ca.us/wi/wib/Medical_Assistant_Career_Lattice_2007.pdf.pdf.

INDUSTRY CLUSTER INITIATIVES

3. Manufacturing

A partnership of Central Valley Local Workforce Investment Areas (LWIA) - Madera, Merced, San Joaquin and Stanislaus Counties has been awarded \$600,000 by the Employment Development Department. The grant is to connect workforce investment resources to the manufacturing industry, which is expected to play a major role in the expansion of the Northern San Joaquin Valley economy where current skill shortages are hampering business growth. The Northern San Joaquin Valley Partnership of the four WIBs will provide training services to 90 Workforce Investment Act eligible participants in order to place them in high growth, high demand, and high wage jobs in the manufacturing industry. Occupations include industrial machinery mechanics, general maintenance and repair workers, and welders.

On October 26, 2007, the WIB co-sponsored the Merced Regional Manufacturing Summit. The Keynote Speaker was Congressman Dennis Cardoza. The summit covered; 1) the status of the County's Enterprise Zone application; 2) a briefing on the business and industrial facilities in the US and Merced County; 3) an offering of the Customer Service Academy and its many advantages; 4) an introduction and overview of the Corporation for Manufacturing Excellence (manex); 5) a briefing of Lean Manufacturing's capabilities; and 6) an overview of regional business alliances with UC Merced.

K-12 IMPROVEMENT

1. High Concentration of Youth Award

The California Workforce Investment Board awarded the Merced County Local Workforce Investment Area \$55,000 from the Governor's 15% Workforce Investment Act Discretionary Funds. The Merced County WIB used these funds to serve 30 additional WIA youth, including youth with disabilities and out-of-school youth. This grant application was made possible by a collaborative effort between the WIB and the Merced County Office of Education Regional Occupation Program (MCOE/ROP). The requirement of \$18,333 of non-WIA matching funds was provided by MCOE.

2. Youth Resource Directory

The Youth Council updated, placed online and printed 3,000 copies of the Youth Resource Directory. This directory is intended for all youth in Merced County, and is a compilation of community organizations devoted to serving the different needs youth may encounter. At a glance, youth may find information regarding Abuse, Basic Needs, Counseling, Education, Employment, Parenting and Recreation throughout Merced County. The printing of the Youth Resource Directory was a community effort. The City of Merced Parks and Community Services, Housing Authority of Merced County and the WIB co-sponsored printing of the directory. Copies of the print version have been distributed to youth in WIA In-School Youth Opportunity Program and Out-of-School EMPOWER Youth Program, as well as numerous community organizations that serve youth. A user-friendly online version of the directory has been placed on the Youth Council's website and is available at: www.co.merced.ca.us/wi/youth/meetingpkts/Youth_Resource_Directory_2008.pdf.

Highlights - (continued)



Business Services

At the request of the WIB, a business satisfaction survey was conducted. The survey was used to determine which current services businesses found useful or needed improvement as well as additional services desired. The Business Services Unit enhanced their services and added new services based on this critical employer input.

One hundred fifty-eight different businesses were provided 834 services by the Business Services Unit. These services included: Job fairs, assessments to determine a job seeker's suitability for specific positions, and skills testing to verify current skills. Job seekers who match employer's specifications as the result of extensive assessment and skills testing were referred to employers.

Other services rendered to businesses were on-the-job-training, customized training, skill upgrades, and response to business closures. The Business Services Unit helps businesses with hiring tax credits including Enterprise Zone vouchering. Over 870 Enterprise Zone vouchers were processed during the year.

Regional Collaboration

A Memorandum of Understanding was established to form the Central California Workforce Collaborative (CCWC). The CCWC consists of the San Joaquin Valley WIB, Fresno Area Workforce Investment Corporation, Kern/Inyo/Mono Employer's Training Resource, Kings County Job Training Office, the Madera County Department of Education Workforce Development Office, the Merced County Department of Workforce Investment, San Joaquin County Employment and Economic Development Department, Stanislaus County Alliance Worknet, and Tulare County Workforce Investment Board, Inc. The CCWC was formed to promote a collective effort to address WIA issues and funding opportunities.

Workforce Housing

On February 13, 2007, the Workforce Housing Taskforce made a presentation to the Merced County Board of Supervisors. The Board of Supervisors was provided a "Toolkit" for Policy Makers and Planning Departments to address workforce housing needs and issues. The "Toolkit" is a collection of land use policies, including below market rate (BMR) templates used by other areas of the State facing similar workforce housing issues. The "Toolkit" was compiled by members of cities, county, housing developers and WIB members. Additionally, all cities in Merced County were provided a copy of the "Toolkit". The presentation finalized the WIB's Implication for Action concerning workforce housing.

WIA Performance Measures



In order to measure success in achieving the legislative goals of the WIA, core performance goals are negotiated and agreed upon between the State and Local Workforce Investment Areas (LWIAs). For Program Year 2006/07, there were 17 performance measures used to ensure comparability of state performance results and to maintain objectivity in measuring results for incentive and sanction determinations.

Quick View of 17 WIA Measures:

Adult Program

1. Entry into unsubsidized employment;
2. Retention in unsubsidized employment six months after entry into employment;
3. Earnings received in unsubsidized employment six months after entry into employment; and
4. Attainment of a recognized credential relating to achievement of educational skills (which may include attainment of a secondary school diploma or its recognized equivalent) or occupational skills, by participants who enter unsubsidized employment.

Dislocated Worker Program

1. Entry into unsubsidized employment;
2. Retention in unsubsidized employment six months after entry into employment;
3. Earnings received in unsubsidized employment six months after entry into employment relative to earnings of job of dislocation; and
4. Attainment of a recognized credential relating to achievement of educational skills (which may include attainment of a secondary school diploma or its recognized equivalent) or occupational skills, by participants who enter unsubsidized employment.

Youth Programs

Older Youth (aged 19-21)

1. Entry into unsubsidized employment;
2. Retention in unsubsidized employment six months after entry into employment;
3. Earnings received in unsubsidized employment six months after entry into employment; and
4. Attainment of a recognized credential relating to achievement of educational skills (which may include attainment of a secondary school diploma or its recognized equivalent) or occupational skills, by participants who enter unsubsidized employment or who enter postsecondary education, advanced training, or unsubsidized employment.

Younger Youth (aged 14-18)

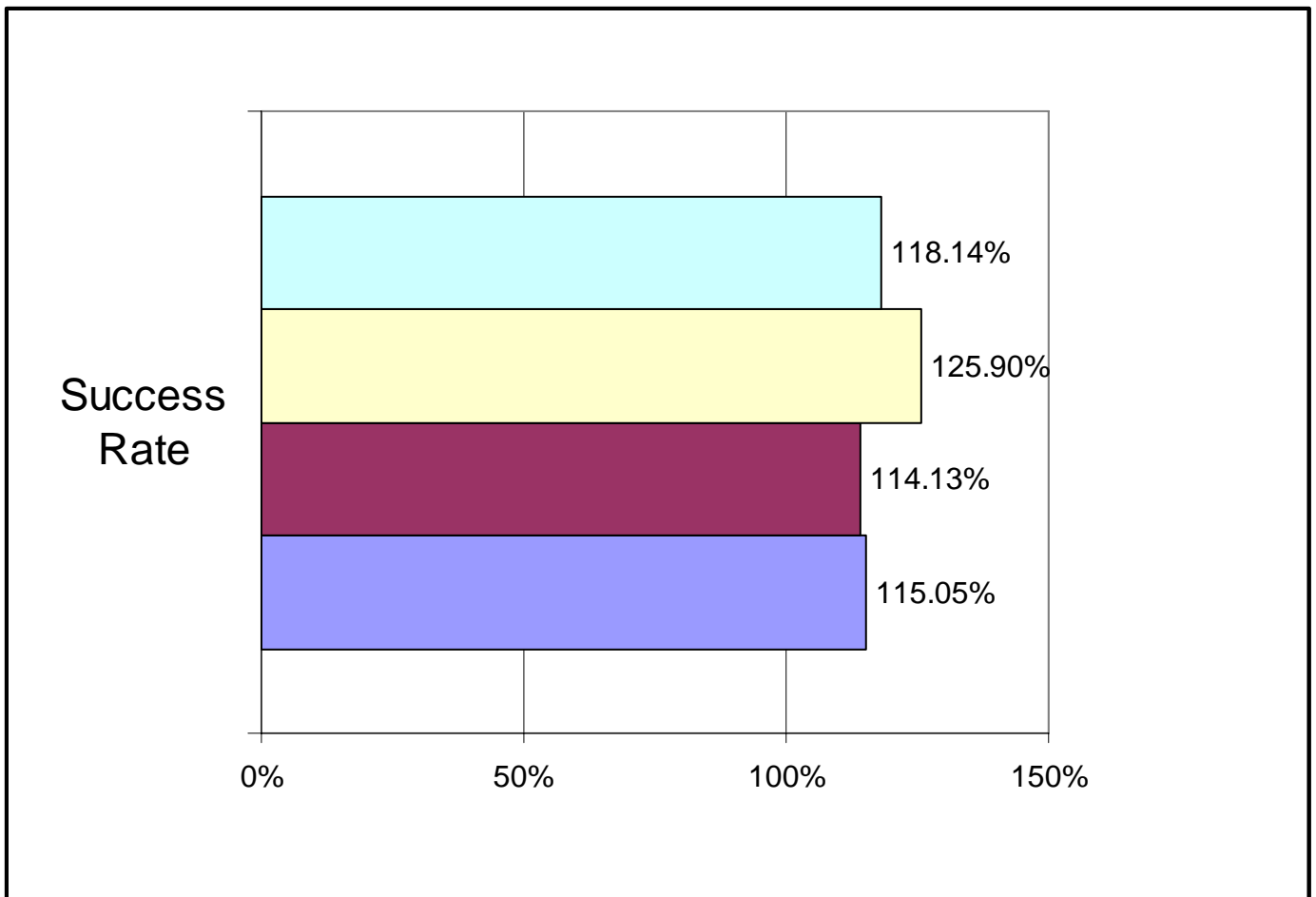
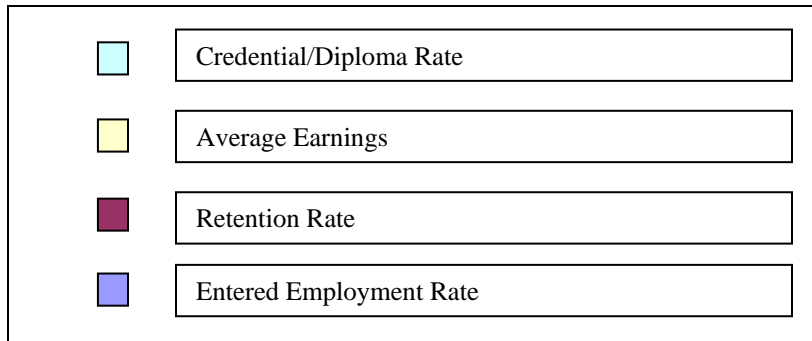
1. Attainment of basic skills and, as appropriate, work readiness or occupational skills;
2. Attainment of secondary school diplomas and their recognized equivalents; and
3. Placement and retention in postsecondary education, advanced training, military service, employment, or qualified apprenticeships.

Across Funding Streams

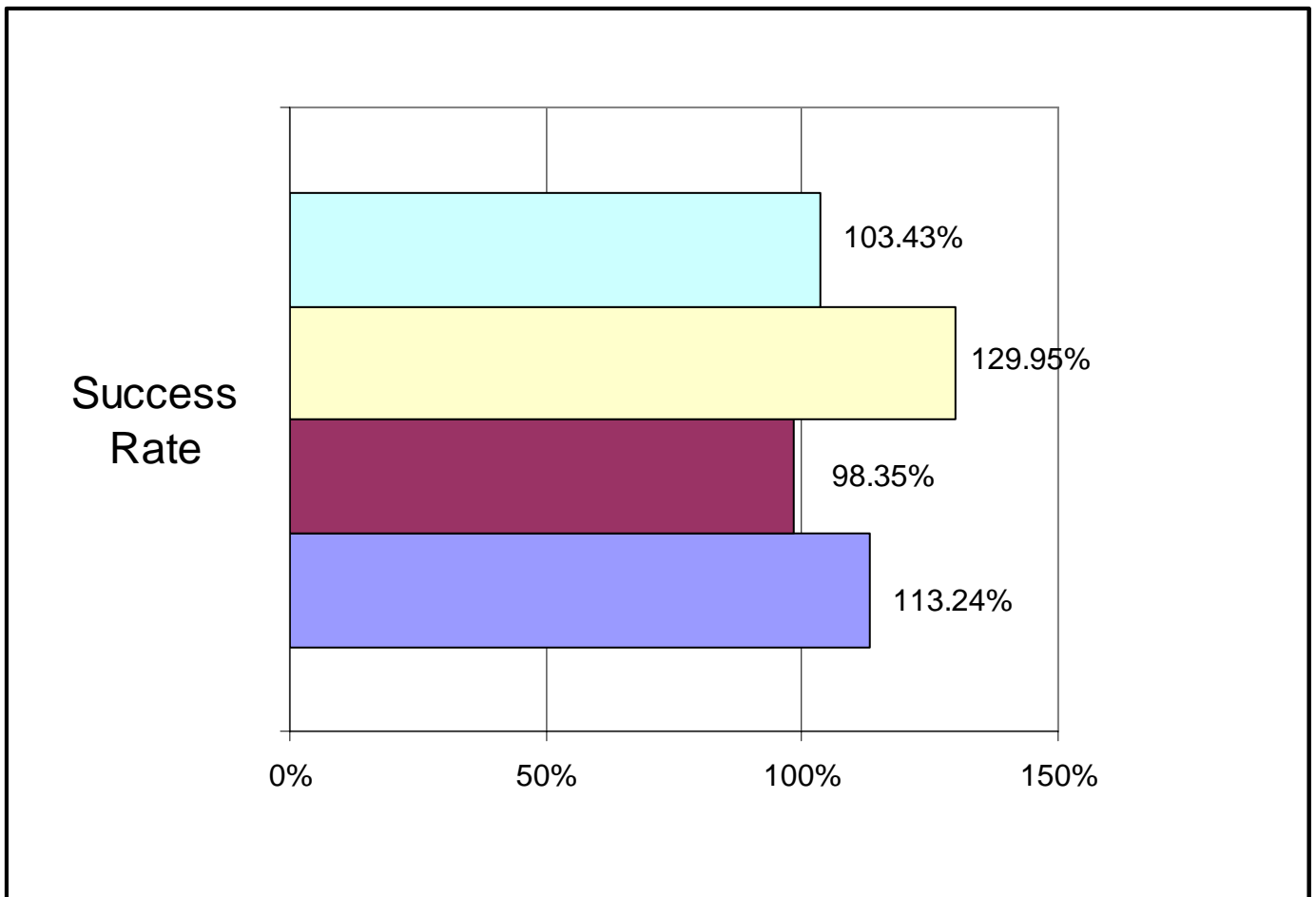
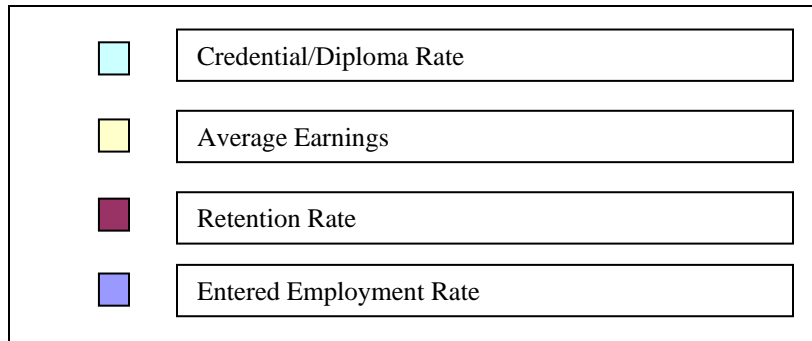
1. Customer satisfaction for participants; and
2. Customer satisfaction for employers.

The following graphs represent performance attained by the Merced LWIA for 2006/07. In February 2006, the State issued new "Common Measures" to minimize different reporting and performance requirements and facilitate the integration of service delivery. Additionally, the new Common Measures are designed to reduce barriers to cooperation among programs and enhance the ability to assess the effectiveness and impact of the workforce investment system. This is the last year that 17 performance measures will be used by LWIAs.

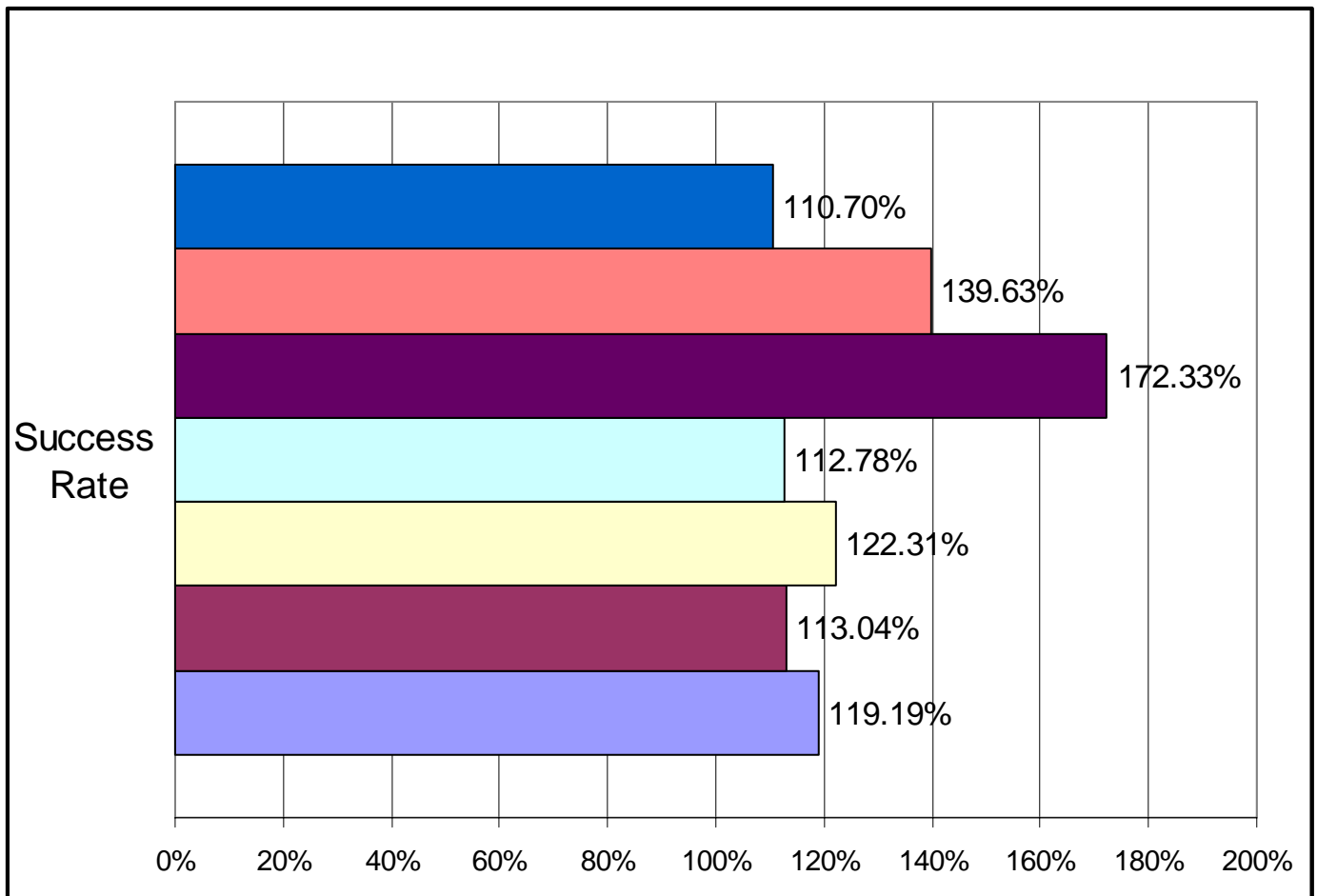
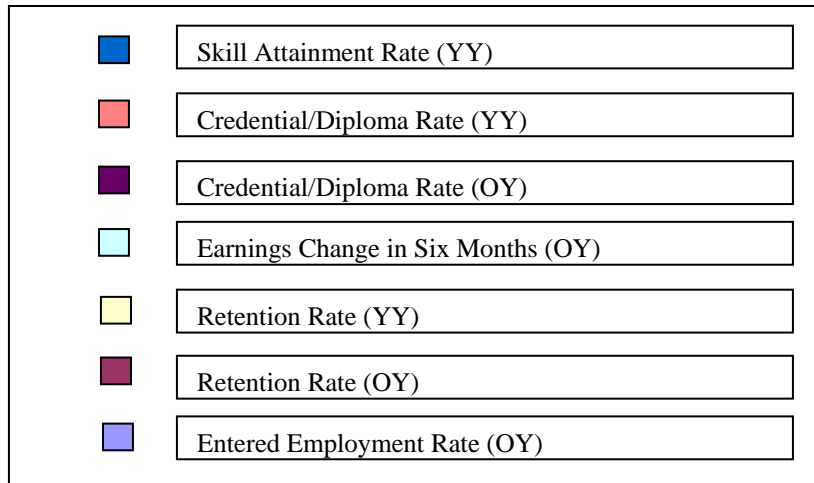
WIA Adult Programs



WIA Dislocated Worker Programs



WIA Youth Programs



Fiscal Reports



Adult
Available Funds (All Sources) \$1,532,741
FY 2006/2007

	Planned		Actual	
	Budget	Expenses	Obligated and/or Committed Funds	Unobligated/Uncommitted Carry Forward
Core A	388,442	365,218	12,467	10,757
Core B	476,813	440,667	24,872	11,274
Intensive	95,545	76,502	2,476	16,567
Training	571,942	451,920	88,488	31,534
Total	\$1,532,741	\$1,334,307	\$128,302	\$70,133

Dislocated Worker
Available Funds (All Sources) \$1,404,273
FY 2006/2007

	Planned		Actual	
	Budget	Expenses	Obligated and/or Committed Funds	Unobligated/Uncommitted Carry Forward
Core A	414,270	376,546	30,971	6,753
Core B	496,569	445,972	39,770	10,826
Intensive	131,365	105,511	14,908	10,946
Training	362,069	287,041	40,003	35,025
Total	\$1,404,273	\$1,215,071	\$125,652	\$63,550

Youth
Available Funds (All Sources) \$2,202,262
FY 2006/2007

	Planned		Actual	
	Budget	Expenses	Obligated and/or Committed Funds	Unobligated/Uncommitted Carry Forward
In-School	1,232,585	928,346	103,098	201,140
Out of School	885,393	741,312	50,752	93,329
* Other	84,284	35,072	49,212	0
Total	\$2,202,262	\$1,704,730	\$203,063	\$294,469

** High concentration of Youth Grant*

Fiscal Reports - (continued)



Administration
Available Funds (All Sources) \$561,665
FY 2006/2007

	Planned		Actual	
	Budget	Expenses	Obligated and/or Committed Funds	Unobligated/Uncommitted Carry Forward
	561,665	337,141	23,630	200,894
Total	\$561,665	\$337,141	\$23,630	\$200,894

Rapid Response
Available Funds (All Sources) \$278,173
FY 2006/2007

	Planned		Actual	
	Budget	Expenses	Committed Funds	Unobligated/Uncommitted Carry Forward
Rapid Response	278,173	278,173	0	0
Total	\$278,173	\$278,173	\$0	\$0

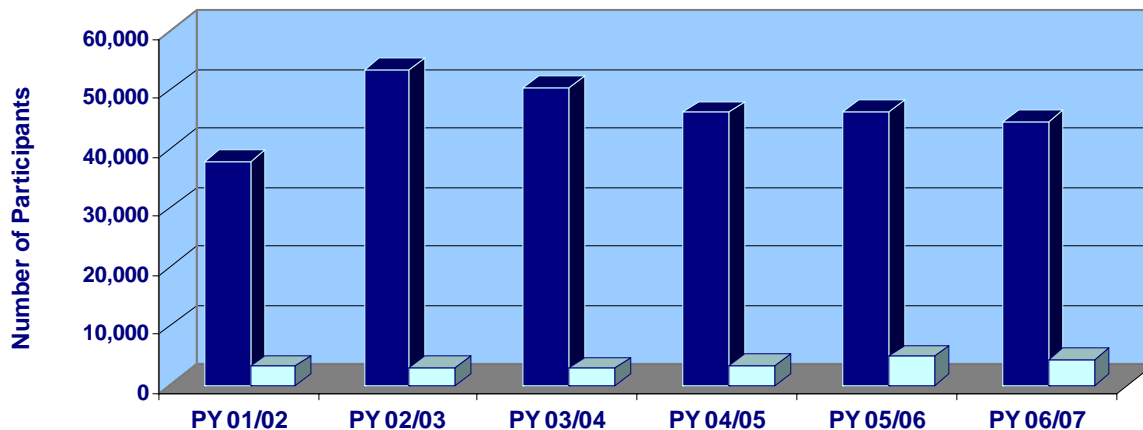
Incentive Funds
Available Funds (All Sources) \$35,269
FY 2006/2007

	Planned		Actual	
	Budget	Expenses	Obligated and/or Committed Funds	Unobligated/Uncommitted Carry Forward
	35,269	12,613	0	22,656
Total	\$35,269	\$12,613	\$0	\$22,656

Participant Data

Participant Data Sign-ins and First Visits PY 01/02, 02/03, 03/04, 04/05, 05/06, 06/07

■ Daily Sign-ins
□ First Visits



Source: Workforce Investment Sign-in Sheets

Customer Assistance Tracking

	Total, All Locations					
	PY 01/02	PY 02/03	PY 03/04	PY 04/05	PY 05/06	PY 06/07
Daily Sign-ins	37,855	53,378	50,460	46,066	46,161	44,620
First Visits	3,071	2,813	2,737	3,218	4,776	4,215
CalJOBS/Internet Job Search	6,711	9,302	6,081	11,076	16,614	15,239
Resume	1,954	3,215	2,287	2,722	4,679	5,294
Typing	579	1,291	885	530	826	1,347
Typing Certificate	323	533	326	218	584	1,107
Career	755	922	665	665	606	745
Job Listings	3,287	4,651	3,047	5,891	10,303	5,146
Fax	2,419	3,523	2,705	2,934	4,259	11,490
Copier	2,104	2,677	2,033	1,758	2,959	4,725
Telephone	2,886	3,303	2,435	3,542	2,403	2,493
Typewriter	281	721	211	147	182	133
Resource Library	272	447	344	193	157	15
Skills Certificate	136	250	169	59	69	44
Plato Lab (upgrade basic skills)	4,519	4,750	3,155	5,007	7,043	6,709
Workshop	961	775	282	1,560	2,529	771
Orientation	NA	155	177	424	589	385

Source: Workforce Investment

Merced County
Worknet Employment
Resource Centers in
2006/2007 are located
in:

- Merced
- Livingston
- Los Banos

Customer Satisfaction



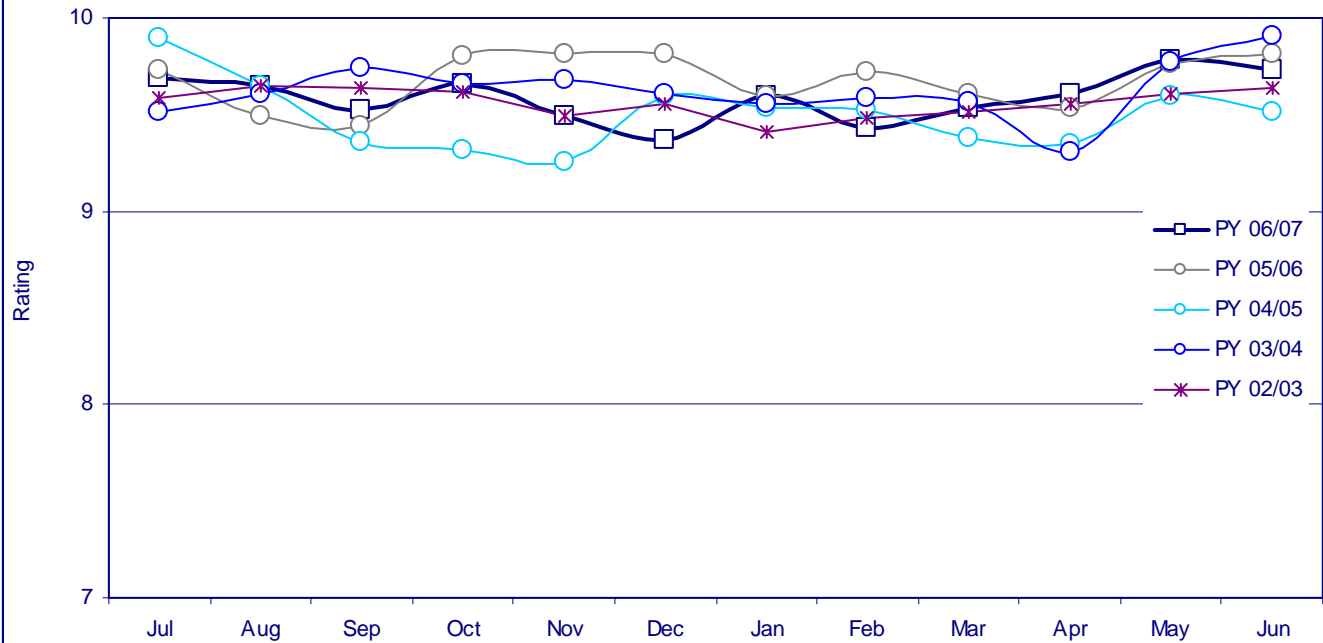
Customer Satisfaction Survey Results Program Year 2006/2007

1 = Very Dissatisfied: 10 = Very Satisfied

	1	2	3	4	5	6	7	8	9	10	Rated 5 and Under		Overall Rating
												#	
Assist Time	13	4	0	9	21	21	51	157	268	2345	47	2.0%	9.61
Info Received	13	8	2	8	18	38	63	156	278	2351	49	2.1%	9.61
Satisfied	11	6	2	8	15	34	41	158	264	2398	42	1.8%	9.62
Helped Today	12	7	6	7	20	38	60	151	230	2406	52	2.2%	9.59
Courtesy of Staff	11	3	3	6	12	26	64	153	260	2363	35	1.5%	9.62

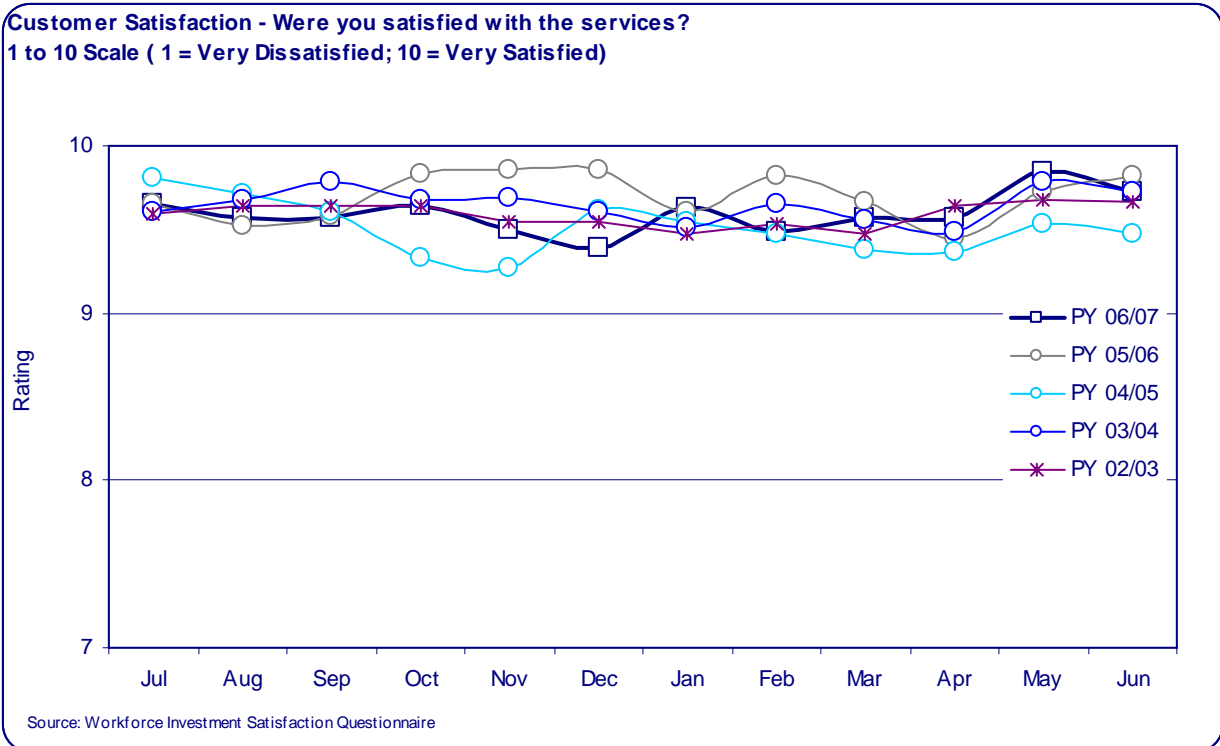
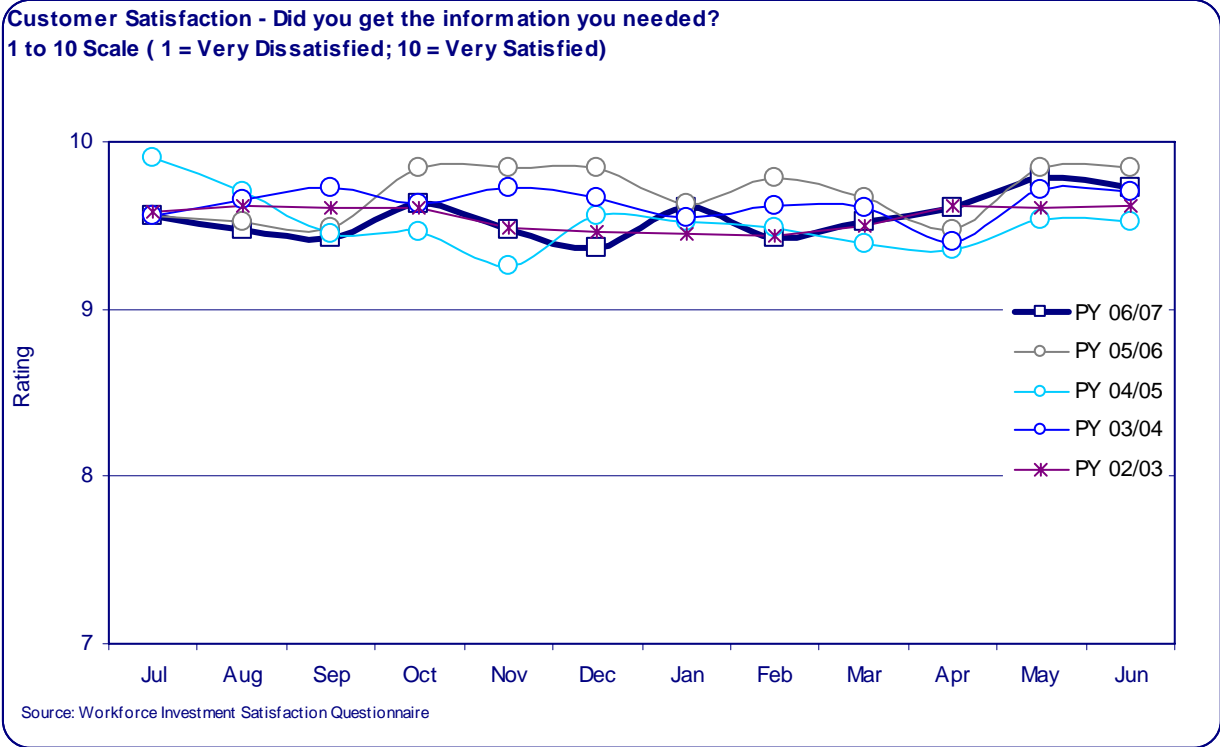
Source: Workforce Investment Satisfaction Questionnaire

Customer Satisfaction - Time it took for staff to assist you?
1 to 10 Scale (1 = Very Dissatisfied; 10 = Very Satisfied)

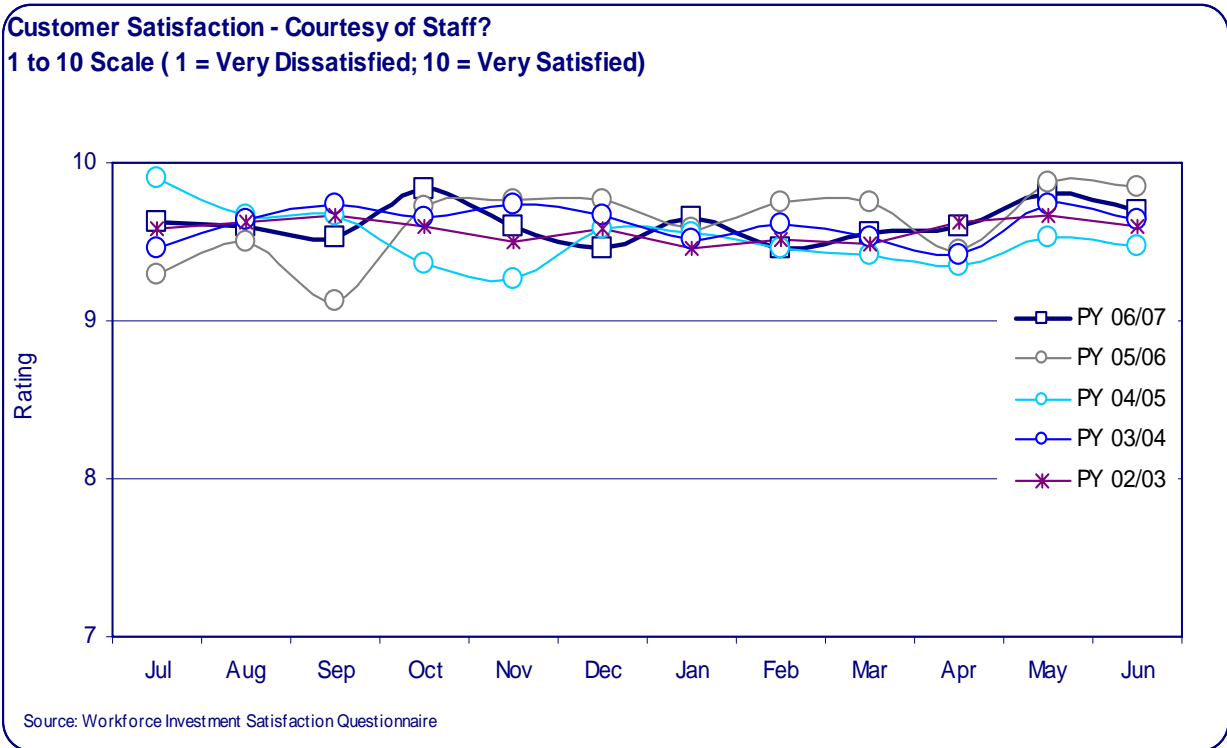
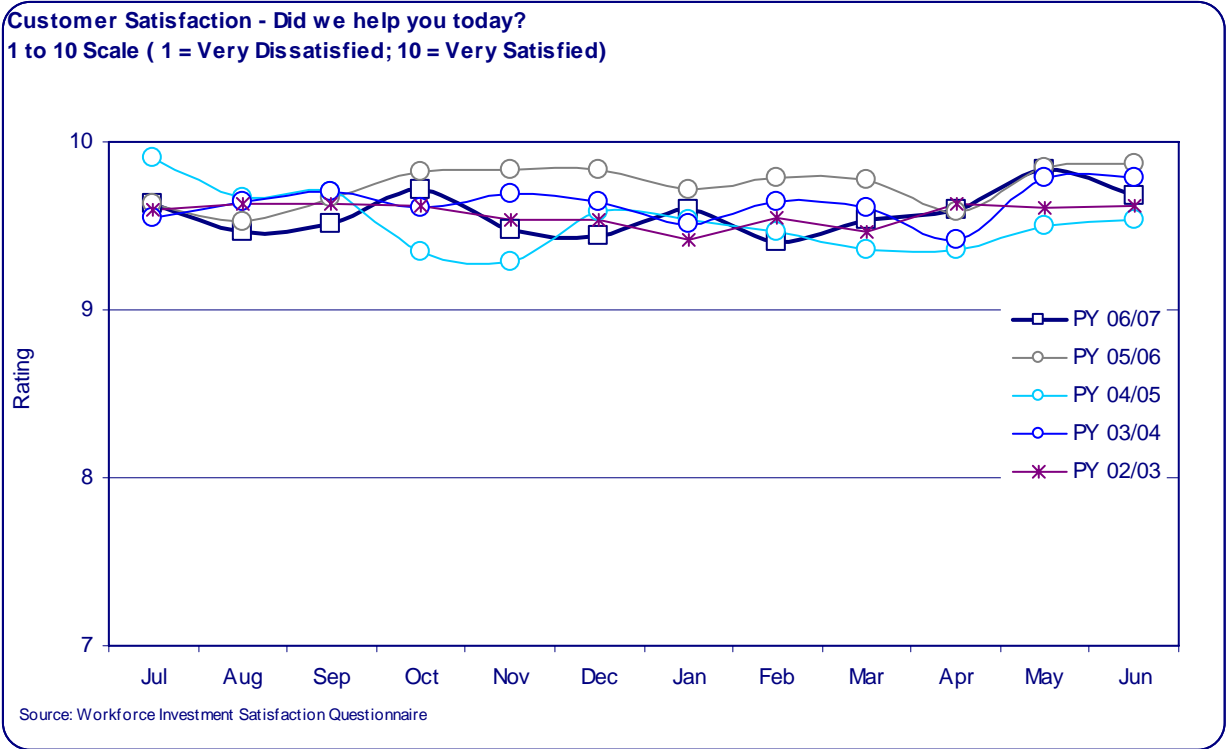


Source: Workforce Investment Satisfaction Questionnaire

Customer Satisfaction



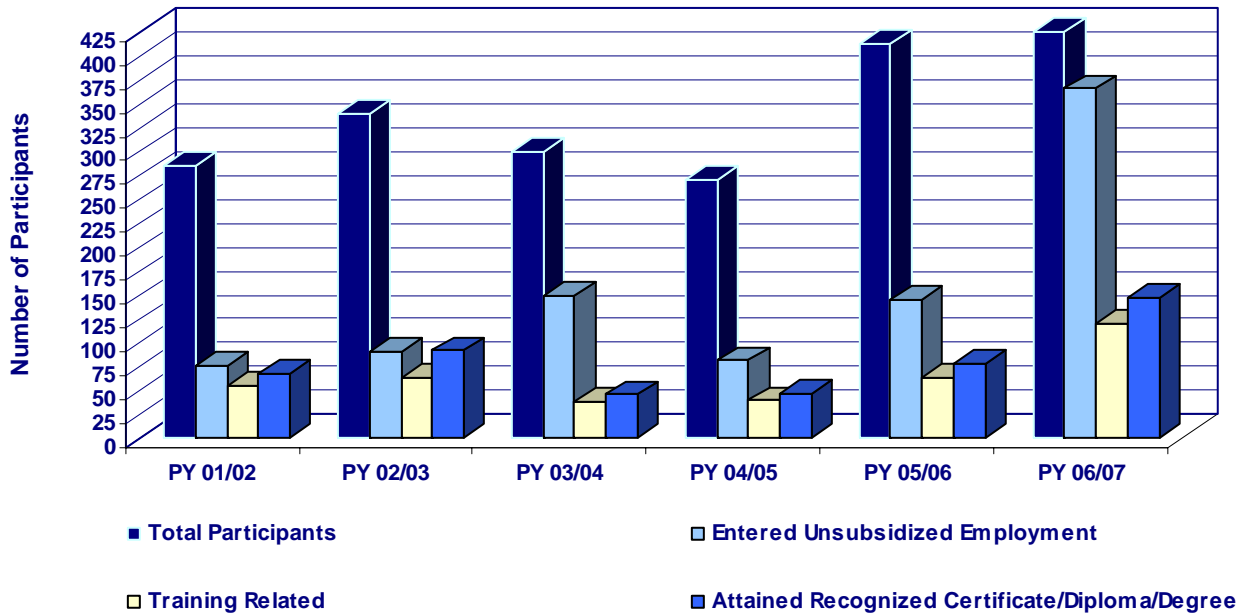
Customer Satisfaction



Participant Data

Adults	PY 01/02	PY 02/03	PY 03/04	PY 04/05	PY 05/06	PY 06/07
Total Participants	284	339	299	270	412	532
Entered Unsubsidized Employment	75	90	149	81	145	365
Training Related	55	63	38	39	63	119
Attained Recognized Certificate/Diploma/Degree	67	91	45	46	77	146

Participant Data - Adult
PY 01/02, 02/03, 03/04, 04/05, 05/06, 06/07



Source: State JTA System

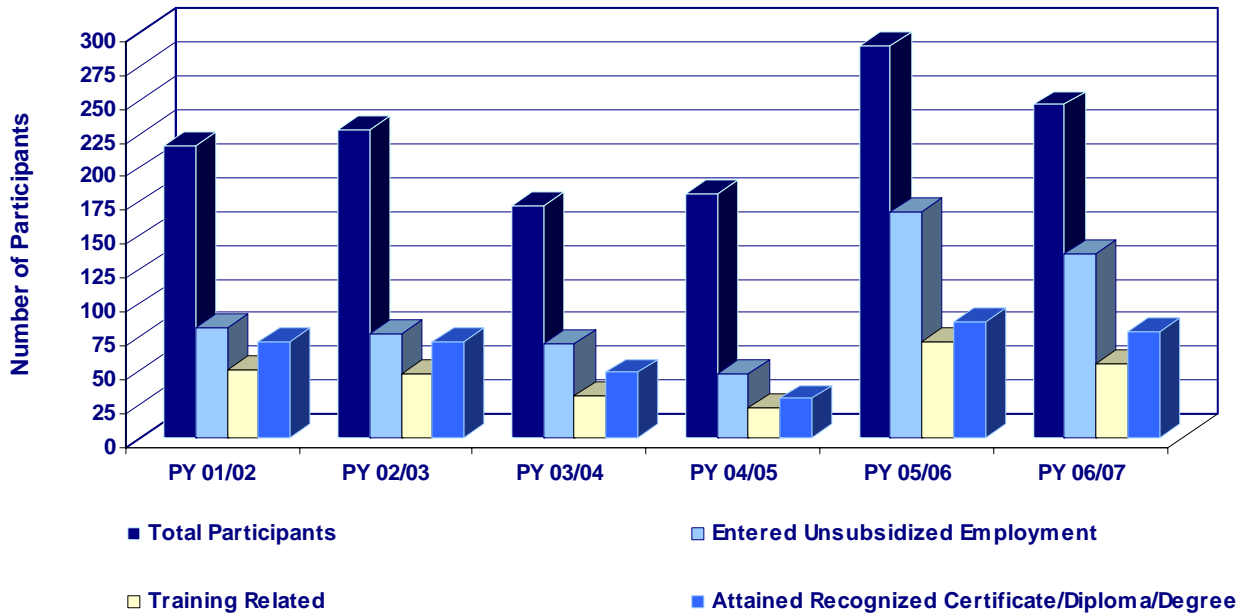
Participant Data



Dislocated Worker	PY 01/02	PY 02/03	PY 03/04	PY 04/05	PY 05/06	PY 06/07
Total Participants	216	227	171	180	289	246
Entered Unsubsidized Employment	81	77	70	47	167	136
Training Related	50	47	31	22	71	55
Attained Recognized Certificate/Diploma/Degree	71	71	48	29	86	78

Participant Data - Dislocated Worker

PY 01/02, 02/03, 03/04, 04/05, 05/06, 06/07



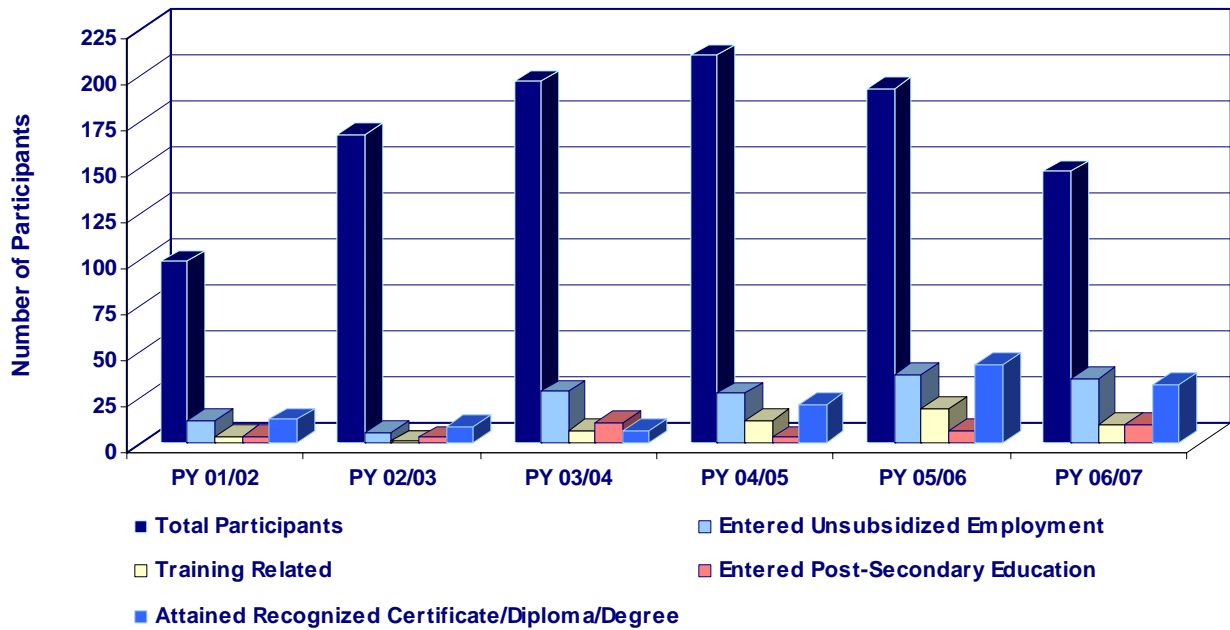
Source: State JTA System

Participant Data

Older Youth (19 - 21)	PY 01/02	PY 02/03	PY 03/04	PY 04/05	PY 05/06	PY 06/07
Total Participants	99	168	197	211	193	148
Entered Unsubsidized Employment	12	6	28	27	37	35
Training Related	4	1	7	12	19	10
Entered Post-Secondary Education	4	3	11	3	7	10
Attained Recognized Certificate/Diploma/Degree	13	9	7	21	43	32

Participant Data - Older Youth (19-21)

PY 01/02, 02/03, 03/04, 04/05, 05/06, 06/07



Source: State JTA System

Participant Data

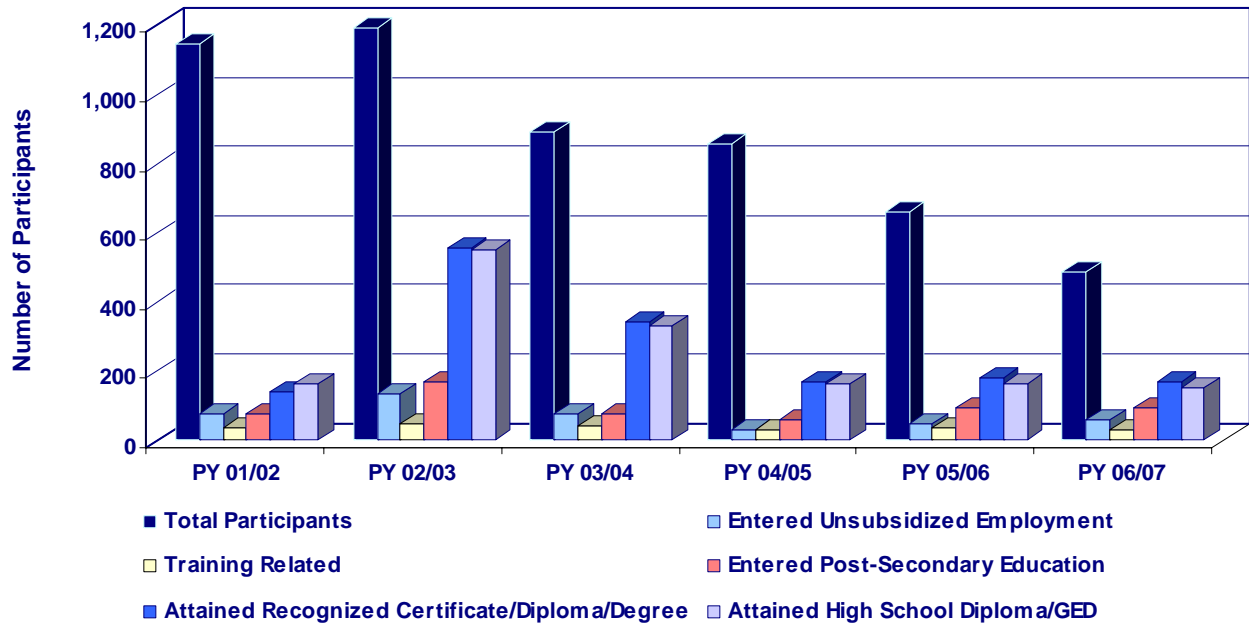


Younger Youth (14 - 18)

	PY 01/02	PY 02/03	PY 03/04	PY 04/05	PY 05/06	PY 06/07
Total Participants	1,146	1,193	894	860	663	488
Entered Unsubsidized Employment	74	137	77	29	48	61
Training Related	37	48	44	30	38	33
Entered Post-Secondary Education	78	169	74	59	94	93
Attained Recognized Certificate/Diploma/Degree	139	559	342	172	179	169
Attained High School Diploma/GED	163	553	333	163	161	150

Participant Data - Younger Youth (14 - 18)

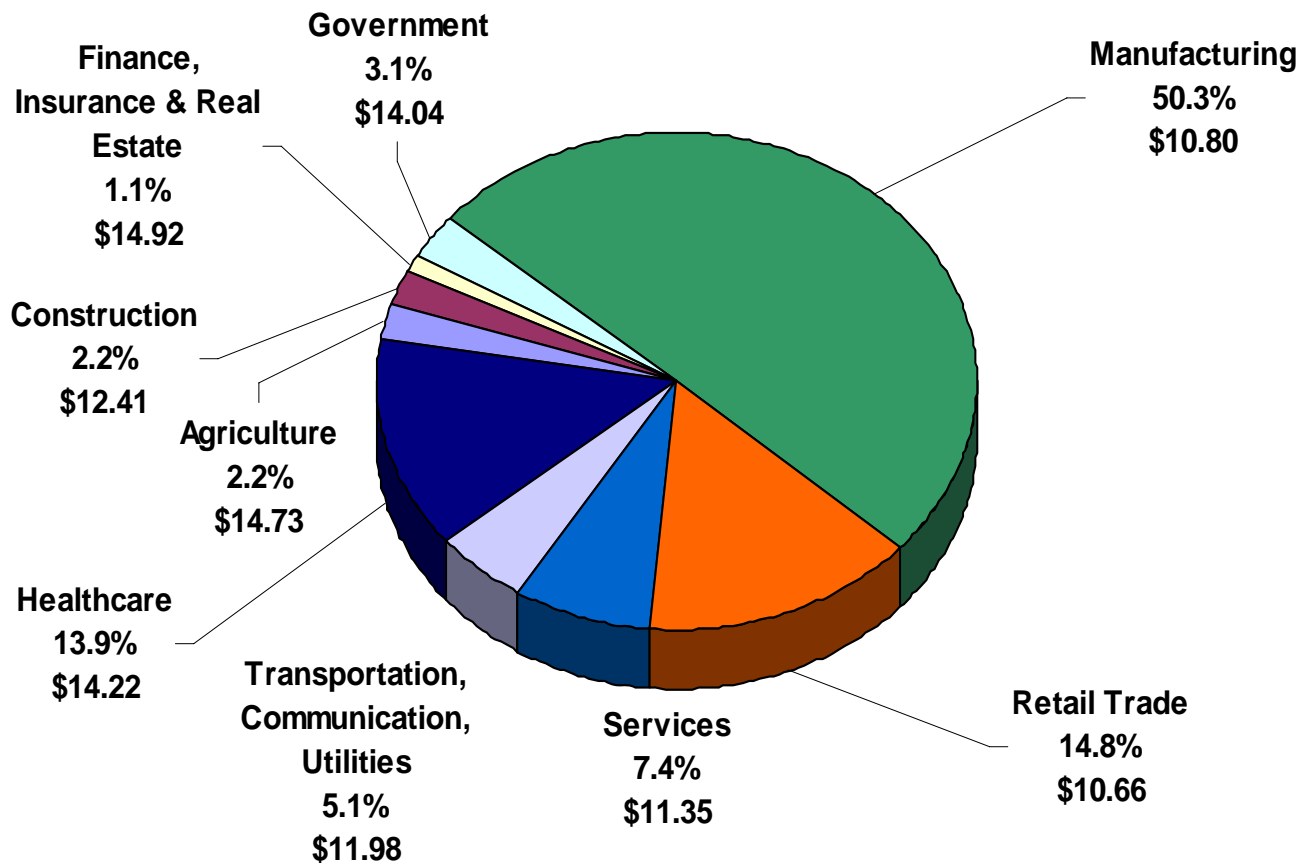
PY 01/02, 02/03, 03/04, 04/05, 05/06, 06/07



Source: State JTA System

Job Placements

Percent Employed by Industrial Division and Average Hourly Wage PY 2006/2007



Jobs by Sector



Sector	Position	Hourly Wage
<u>Agriculture</u>		
	Agricultural Biologist	\$15.97
	Driver - Delivery Sales	\$12.47
	Inside Sales Support	\$16.47
	Maintenance Mechanic	\$17.00
	Orchard Manager	\$13.70
	Plant Superintendent	\$18.89
	Prep - Relief Worker	\$11.00
	Quality Control	\$15.00
	Secretary	\$10.00
	Sorter	\$8.75
	Tree Trimmer	\$14.47
	Watch Engineer	\$23.04
<u>Construction</u>		
	Apprentice Laborer	\$15.53
	Construciton Laborer	\$12.50
	Customer Service Rep	\$9.50
	Heating & Air Conditioning Installer (2)	\$12.00 to \$19.00
	Heavy Equipment Operator	\$14.00
	Receptionist	\$9.00
	Residential Installer	\$14.75
	Sheetmetal Worker	\$10.70
	Truck Driver (2)	\$11.50 to \$12.00
	Welder	\$9.00
<u>Finance, Insurance & Real Estate</u>		
	Assistant Apartment Manager	\$9.50
	Bookkeeper	\$10.00
	Computer Systems Engineer	\$19.50
	Human Resources Generalist	\$25.50
	Leasing Agent	\$12.00
	Mortgage Loan Porcessor	\$13.02
<u>Government</u>		
	Assessment Technician	\$12.03
	Correctional Officer	\$13.04
	Court Clerk	\$10.00
	Employment & Training Specialist (2)	\$14.67
	Extra Help Animal Control Officer	\$11.00
	Firefighter	\$30.56
	Gardener	\$17.13
	Housing Manager	\$13.00
	Janitor	\$9.76
	Legal Clerk	\$14.62
	Registration Information Assistant (2)	\$11.85 to \$12.30
	Sheriff Deputy Reserve	\$10.60
	Staff Services Analyst	\$21.93
	Street Maintenance Worker (2)	\$10.31 to \$11.13
<u>Manufacturing</u>		
	General Worker Bindery (90)	\$9.37
	Cover Feeder (3)	\$10.31 to \$12.09
	Dispatcher	\$10.60

Jobs by Sector



Sector	Position	Hourly Wage
Manufacturing (continued)		
	General Worker (63)	\$9.19 to \$10.31
	General Worker Press (29)	\$9.68 to \$10.95
	Trimmer Operator	\$14.47
	Welder (2)	\$12.00
	Aircraft Technician	\$17.00
	Forklift Driver	\$10.00
	Gatherer Operator	\$15.27
	Graphic Art Technician	\$25.50
	Hydraulic Mechanic (2)	\$10.00
	Ink Jet Operator	\$14.47
	Insert Bindery Operator (13)	\$16.15 to \$18.94
	Machine Operator	\$9.00
	Mailing Coordinator	\$12.14
	Maintenance Mechanic (6)	\$14.97 to \$20.82
	Material Handler (23)	\$10.31 to \$13.11
	Order Puller	\$9.50
	Over the Road Driver Trainee (3)	\$10.00
	Perfect Bindery Inspector	\$11.42
	Proofer	\$9.66
	Shipping (4)	\$10.60 to \$10.68
	Stacker (28)	\$10.10
Retail Trade		
	Appliance Sales Associate	\$9.00
	Barista	\$7.65
	Bookkeeper/Office Manager	\$15.00
	Cashier (15)	\$7.50 to \$9.05
	Customer Service Associate (14)	\$8.00 to \$13.00
	Data Entry Clerk	\$9.00
	Deliver Driver (4)	\$13.50 to \$17.08
	Department Supervisor	\$14.00
	Designer	\$11.50
	Floor Sales (7)	\$13.50 to \$14.00
	Floral Designer	\$12.00
	Freight Team Associate	\$8.50
	Garden Specialist	\$11.00
	Head Cashier (2)	\$9.50 to \$11.09
	Installed Sales Coordinator	\$12.25
	Inventory Team Associate (2)	\$10.00
	Invoice Clerk (2)	\$11.25 to \$13.00
	Lot Associate	\$8.00
	Phone Center Associate	\$9.78
	Product Account Sales Associate	\$9.64
	Product Demonstrator	\$16.82
	PSA Lawn Gardener	\$11.04
	Receiver/Stockier (4)	\$9.05 to \$10.44
	Route Sales	\$9.70
	RTM Clerk	\$12.25
	Sales Associate (6)	\$9.00 to \$13.00
	Special Services Associate (3)	\$8.50 to \$10.00

Jobs by Sector



Sector	Position	Hourly Wage
Retail Trade (continued)		
	Stock Clerk	\$11.00
	Team Leader (2)	\$11.69
	Telephone Operator	\$9.05
	Vault Associate	\$8.50
	Warehouse Demonstrator	\$9.00
Services (non Healthcare)		
	Account Dispatcher	\$13.00
	Account Clerk	\$8.50
	Administrative Assistant (2)	\$9.75 to \$11.00
	Assistant Manager	\$8.00
	Bookkeeper (2)	\$9.50 to \$15.00
	Bus Driver	\$10.71
	Cafeteria Worker	\$10.74
	Child Day Care Center	\$6.75
	Clerical Supervisor	\$10.00
	Clerk Typist (3)	\$8.00 to \$13.50
	Custodian	\$13.79
	Family Support Services Team	\$16.74
	Food Services Worker	\$7.50
	Garment Supervisor	\$19.23
	Housekeeper/Counselor	\$11.00
	Janitor (3)	\$9.00 to \$11.25
	Laborer (4)	\$6.75 to \$15.53
	Maintenance Worker (2)	\$12.91 to \$13.25
	Noon Supervisor	\$8.47
	Office Manager	\$13.70
	Property Accountant	\$16.83
	Purchasing Agent	\$20.21
	Resident Supervisor	\$8.11
	Residential Aide	\$8.00
	Secretary	\$10.00
	Security Officer	\$10.00
	Teacher	\$17.25
	Teacher's Aide (2)	\$11.00 to \$11.69
	Technical Advisor	\$9.00
	Waitress/Bus Girl	\$7.00
Healthcare Services		
	Caregiver (4)	\$7.50 to \$8.00
	CNA	\$20.00
	Cook	\$11.41
	Medical Billing	\$10.00
	Dental Assistant (3)	\$9.29 to \$9.91
	District Medical Assistant Supervisor	\$9.00
	Home Health Aide (3)	\$10.00 to \$12.00
	LVN (11)	\$18.00 to \$27.00
	Maintenance Technician	\$13.00
	Marketing & Outreach	\$19.00
	Massage Therapist	\$15.00
	Medical Assistant (24)	\$6.75 to \$11.50

Jobs by Sector



Sector	Position	Hourly Wage
Healthcare Services (continued)		
	Medical Billing Clerk (6)	\$7.75 to \$9.00
	Medical Receptionist (2)	\$9.44
	Medical Transcriber	\$19.87
	Medical Records Director	\$10.50
	Nutrition Assistant	\$8.47
	Patient Account Representative	\$10.61
	Physical Therapist	\$9.78
	Polysomnographic Tech (2)	\$8.25 to \$8.50
	Referral Specialist	\$8.00
	RN (9)	\$29.56 to \$33.81
<u>Transportation, Communication, Utilities</u>		
	Bus Driver (2)	\$9.50 to \$11.25
	File Clerk	\$8.50
	Truck Driver (25)	\$7.50 to \$17.00