

**Executive Committee
INFORMATION ITEM
July 9, 2014**

AGENDA ITEM NO: 5.3

SUBJECT: Analysis of Administrative Entity/Fiscal Agent Staffing in Support of County's Administration and Oversight of Workforce Investment Act (WIA) Funds

BACKGROUND

In 2008, the County Department of Social Services (DSS) was appointed by the Board of Supervisors (BOS) to assume administrative entity and fiscal agent responsibilities for the Workforce Investment Board (WIB). Based on the information known at the time, no plan was made for adding staff as infrastructure in place (fiscal, contracting, and clerical staff) as assumed to be sufficient to manage the program. The original WIA/WIB staffing included both a part-time program manager and administrative assistant. The services of a WIB Director were provided by an outside consultant. The WIA distinguishes between administrative and programmatic costs. Administrative costs include services related to fiscal, personnel, payroll, and procurement activities and are limited to 10% of the annual formula allocation. Programmatic costs include all other activities regardless of the entity conducting the services. Program costs incurred by DSS in the execution of its responsibilities as the Administrative Entity (AE) include the clerical costs of administering WIB and committee meetings, ensuring Brown Act compliance, annual program compliance reviews, planning, and coordinating services as well as the provision of technical assistance to providers. Challenges related to the transition from the Private Industry Council (PIC) to DSS resulted in an underestimation of the investment required to properly implement administrative and fiscal responsibilities.

POSITION DESCRIPTIONS & AREAS OF RESPONSIBILITY

Administrative Services Manager (ASM) (Reva Bear) is primarily responsible for interfacing with the larger community in the development of a broad network of stakeholders representing education and training, business and industry, and economic development groups to support local and regional workforce development solutions.

- Prepare and oversee WIB's local plan,
- Initiate and promote local change (alignment with CWIB priorities, ISD, Sector Strategies, etc),
- Collaborate with regional partners (W4C) on workforce development issues,
- Develop annual local area budget in coordination with fiscal staff,
- Primary staff support to WIB, Executive Committee, and Business Council (agenda development, facilitation, etc) in coordination with respective Chairs,
- WIB member recruitment and orientation,
- Develop performance goals for WIB and its committees,
- Develop strategies and policies on workforce development issues (expanding local training options, etc),
- WIB's representative to CA Workforce Association (CWA) and National Association of Workforce Boards (NAWB),
- Network with other LWIAs, WIBs, and State WIB, and

- Supervise Program Manager (PM), Administrative Assistant (AA), Program Specialist, and Management Information Systems (MIS) Administrator

WIA PM (Dawn Boulanger) position requires extensive interface with County Counsel, County General Services (Purchasing), Auditor, and contractor staff. The PM is responsible for the day to day oversight and compliance of WIA operations, which include:

- Contracts management - contractor relations, developing scope of work, budgets, and negotiating deliverables and processing through WIB and County BOS approval processes;
- Lead Compliance Officer :
 - annual Program Review of contractors – formal process requires Draft & Final letters
 - annual Audit Resolution for contractors receiving \$500+ in federal funds via formal process for informal and formal resolution/tracking log
 - Point of Contact for State’s annual Program and Fiscal reviews
- Equal Opportunity Officer - conducts Biennial Self Assessment (BSA) process: - programmatic and physical assessment for compliance with ADA and other nondiscrimination/equal opportunity requirements and processes/tracks programmatic and EO grievances and complaints;
- Lead Procurement Officer – handles all competitive procurements (RFP/RFQs) in compliance with County and WIA requirements, some smaller purchase orders as well;
- Youth Council and One-Stop Leadership committee - primary staff;
- Cultivates Job Center partnerships on behalf of Admin Entity – coordinates development of One-Stop MOUs, attends Steering Committee;
- Leverage/ SB-734 Compliance - reconciles and approves Goodwill’s monthly leverage reporting;
- Policies Lead - develops/revises local policy/guidance in response to State directives
- Special Grants Manager – execution, reporting, and implementation (25% Additional Assistance) and
- Oversees technical assistance functions

MIS Administrator (Dustin Ensign) will report to the PM as primary support to general technical assistance, performance management, and compliance efforts including:

- Local Help Desk for providers,
- Local area CalJOBS trainer for contractor, partner, and AE staff,
- Data correction (locally) or via correction ticket submittal to State Help Desk,
- Lead on data conversion errors resolution,
- Technical assistance to contractors and subcontractors,
- MIS buddy to State Compliance Review staff,
- Report generation,
- Point of Contact for State on data management issues,
- Eligible Training Provider List (ETPL) lead – provides information/assistance to training providers,
- Primary support to WIA PM for annual Program review, and
- Newer assignments:

- Develop annual training plan for providers
- Develop local guidance on performance management

Program Specialist (Sarah Hayter) assists ASM with strategic initiatives, including:

- Lead for local Labor Market Information (LMI) analysis (reports & technical assistance),
- Point of contact for State on rapid response & layoff aversion and business services support,
- Work Ready Communities lead in coordination with ASM,
- Sector Strategies support in coordination with ASM,
- Primary staff support to Business Council,
- Program monitoring support,
- One-Stop Leadership Committee secondary support,
- WIB Website redesign lead,
- AJCC rebranding lead, and
- Back up to Administrative Assistant

AA (Felipe Gonzalez) supports WIA/WIB staff and WIB Chair and Committee Chairs in the coordination and planning of WIB and committee meetings. Interfaces primarily with ASM and PM:

- WIB membership services
 - Ensuring compliance with Maddy Act: a) New member appointment process (applicant communication, WIB approval, and BOS approval) and b) Re-appointment of expiring members (annual process)
 - Coordinating member's annual conflict of interest filing
 - Maintaining email lists, rosters, membership tracking spreadsheet, committee lists,
 - Sharing information on biennial ethics training,
 - Updating WIB member handbook,
 - Scheduling new member orientations,
 - Processing member travel and reimbursement processes,
- Brown Act compliance:
 - Posting agendas with County Clerk-Recorder, packet assembly & posting
- Meeting administration:
 - Scheduling, quorum reminders, preparing minutes, set up/clean-up, coffee, room reservations,
- WIB website:
 - Posting Minutes, Events, Schedules, updating information, workshop calendars,
- Membership renewals (CWA, NAWB, SLO CoC, etc),
- Maintain electronic and hard copy files,
- Office supplies and other small purchases, and
- Newer assignments:
 - WIB/WIA staff travel processing
 - General program filing and document retention

Fiscal Administrator and Fiscal Administrative Officer (Gladys Kintz & Gail Ybarra) primarily interface with ASM, PM, County Auditor's Office, and State fiscal staff.

- compile monthly expenditure reports for the WIB,
- submit quarterly fiscal reports to the State,
- develop and maintains cost allocation systems and expenditure reporting/tracking systems,
- supervise staff responsible for accounts payables,
- develop annual WIA funding plan in coordination with ASM; and
- Act as primary point of contact with State for Fiscal & Procurement review.

HISTORICAL AE STAFFING

Program Year (PY) 08-09: first full year with DSS as the AE. PIC retained responsibility for delivery of Adult, Dislocated Worker, and Youth services as well as coordination of the AJCCs. Initially, staffing was accomplished with:

- .5 FTE PM
- .5 FTE AA
- .25 FTE Program Specialist (plus another AA provided back up on data entry as needed)
- Various (4) fiscal staff who direct charge based on WIA work load

PY09-10 included significant changes specifically:

- AJCC model changed from a consortium (managed by a group of 4 partners) to an Operator model - staffing of WIB committees fell to AE staff;
- New AJCC Operator and provider of Adult and DW services – Monitoring revealed significant technical assistance needs and findings related to documentation;
- New Youth Provider – program monitoring and technical assistance;
- Receipt of ARRA funding – the Department of Labor (DOL) required significant reporting and tracking of funds'
- Implementation of ARRA Summer Youth program - issues with payroll systems detected;
- Implementation of Virtual One-Stop (VOS) management information systems – significant data conversion issues and requirement for a Management Information System (MIS) administrator;
- Significant deficiencies noted in the Adult/DW program with regards to documentation; and
- One-stop center move – required additional inventory and project management.

The DOL reviewed the local area's ARRA implementation activities in the exit conference noted a concern with the AE's staffing level. Specifically, the DOL representative questioned the adequacy of oversight with only a part-time PM, DOL recommended that the AE add staff. The local area received additional funding to implement CA New Start program for services to parolees, which required a designated staff person. As a result the staffing model changed mid-year to:

- .7 FTE PM
- 2 FTE Program Specialists (1 MIS administrator and 1 funded 50% by WIA and 50% by CA New Start)
- .75 FTE AA - the WIB consultant requested increase due to committee activity.
- Various (4) fiscal staff who direct-charge based on WIA workload

PY10-11: WIB agreed to make the WIB consultant position full-time which brought the staff number to:

- 1 FTE WIB Director
- .7 PM
- 1 FTE MIS Administrator
- 1 FTE Program Specialist – assigned to WIB Director (100% WIA funded)
- .75 FTE AA
- Various fiscal staff which direct charge based on activities

During this time, the WIB Director agreed to assign all WIA contracts to the WIA PM as the exhibits, approval processes, and time lines were at odds with other DSS contracting processes.

PY11-12: Administrative Entity reduced the AA to .5 FTE to reduce costs:

- 1 FTE WIB Director
- .7 PM
- 1 FTE MIS Administrator
- 1 FTE Program Specialist – assigned to WIB Director
- .5 FTE AA
- Various (3) fiscal staff which direct charge based on activities

PY12-13: WIB Director position vacant for seven months resulting in salary savings.

- 1 FTE ASM (title changed February 2013)
- .7 PM
- 1 FTE MIS Administrator
- 1 FTE Program Specialist – assigned to WIB Director
- .5 FTE AA
- Various (3)fiscal staff which direct charge based on activities

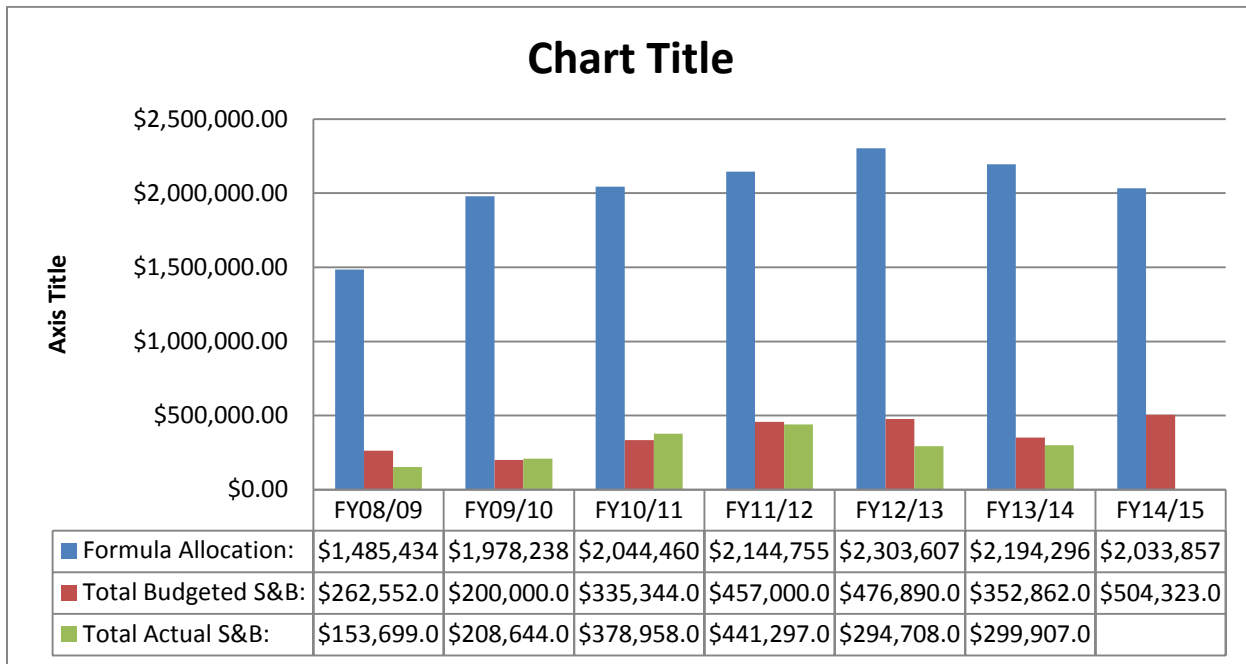
PY13-14: AA position vacant four months as WIA/WIB staff explored possibility of the ASM and Program Specialists sharing responsibilities. PM on leave for five months and DSS picked up four months of salaries/benefits due to sequester and government shut down. Staffing model intact:

- 1 FTE ASM
- 1 PM
- 1 FTE Program Specialist
- 1 FTE MIS Administrator
- .5 FTE AA
- Various (2) fiscal staff which direct charge based on time spent on work

PY 14-15: increases AA to full time (from .5) to promote retention. Staffing model intact:

- 1 FTE ASM
- 1 PM
- 1 FTE Program Specialist
- 1 FTE MIS Administrator
- 1 FTE AA
- various (2) fiscal staff which direct charge based on time spent on work

See attachment 5.3a



See attachment 5.3b.

Context – Service Provider Salaries for PY14-15 WIA-funded Contracts

One-Stop Operator	FTE Equivalent	Charged to WIA	Youth Services Provider	FTE Equivalent	Charged to WIA
Workforce Services Director (1)	\$86,678	100%	WED Director (1)	\$140,315	20%
Site Lead (2)	\$60,960	100%	Youth Program Supervisor (1)	\$95,753	80%
Employment Coach (2)	\$54,610	100%	Job Developer (4)	\$61,504	100%
Job Developer (1.5)	\$55,880	100%	Secretary III (1)	\$58,128	100%
Receptionist (1.5)	40,640	100%	Clerical Assistant (2 PT)	\$35,785*	39%
Program Assistant (1)	\$45,720	100%	Fiscal & Fiscal Clerical (2 PT)	\$47,792	40%
IT (1)	\$50,800	25%			

*represents an average

STAFF COMMENTS

The AE closely monitors staff costs and the ASM has prioritized diversified funding to offset costs of staff.