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STATE OF CALIFORNIA  
DEPARTMENT OF INDUSTRIAL  
RELATIONS  
DIVISION OF APPRENTICESHIP  
STANDARDS

**AUDIT REPORT**  
**For**

**City of Glendale Electrical Line Mechanic  
(JAC) program;  
File 18994**

*The Division of Apprenticeship Standards (DAS) creates opportunities for Californians to gain employable lifetime skills and provides employers with a highly skilled and experienced workforce while strengthening California's economy.*

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## **SUMMARY**

The Division of Apprenticeship Standards (DAS) presents its audit report concerning the City of Glendale Electrical Line Mechanic Joint Apprenticeship Committee (JAC) program; DAS file number 18994, (hereafter "Program"). The City of Glendale Electrical Line Mechanic JAC was selected randomly by the DAS for an audit. The audit was performed on June 10 & 11, 2008 and was conducted pursuant to California Labor Code §3073.1.

During the preliminary audit preparation it was discovered that the actual number of registered apprentices' reported to the DAS was not accurate. The committee has 14 actual registered apprentices'. The program has not reported withdraws and/or terminations for the remaining 5 registered apprentices' to the DAS due to a change in program coordinator. The current program coordinator was unaware of the procedure used to report withdraws and/or terminations to DAS. The program is taking steps to report the information to DAS to correct the data.

## **FINDINGS AND RECOMMENDATIONS**

As noted in the detailed report which follows, the auditor found that some specific actions are necessary to bring the program into compliance with their approved standards and legal requirements. The program is complying with DAS requirements in keeping apprentices on schedule. The training facility and its instructors keep accurate records on class attendance and completion of Related Supplemental Instruction (RSI). Accurate records are in place of apprentice upgrades and rate increases and apprentices are keeping continuously employed. The program completions that appear in the chart above show proof that the City of Glendale Electrical Line Mechanic Joint Apprenticeship Committee (JAC) is committed to helping apprentice reach their goal of becoming a journeyman in the trade.

Detailed findings and recommendations are included in this report. The coordinator was presented with a summary of the findings and a recommendation was presented to assist him in preparing the appropriate corrective action. The DAS will visit the program in the future to verify compliance with the recommendations. These DAS audit procedures allow the program to respond to the recommendations and their response will become part of this formal report.

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## AUDIT HIGHLIGHTS.....

Our review of the City of Glendale Electrical Line Mechanic Joint Apprenticeship Committee (JAC) program; Division of Apprenticeship Standards (DAS) file number 18994 , (hereafter "Program") found that:

- Our review found that the program has not submitted revision of standards since May 5, 1999.
- The program requires all apprentices to sign and confirm that they understand the programs Rules and Regulations. The apprentice files contained signed copies of program Rules and Regulations.
- The program made no requests to DAS to cancel or complete apprentices for the last four years. The number of registered apprentices for this program was incorrect.
- The program files contained consistent verifiable OJT work hours. The apprentice is required to complete an Apprentice Record Book (blue book) to track work processes and OJT work hours. All work processes are consistent with program apprenticeship standards.
- All record of disciplinary actions due to poor work performance or excess absences are documented and found in apprentice files.

*Continued on next page...*

## INTRODUCTION/BACKGROUND

On June 10 & June 11, 2008 the auditor met with key administrative personnel, examined records, observed administrative activities, conducted a walk-through of the training facility and visited job sites in connection with the audit. The City of Glendale Electrical Line Mechanic Joint Apprenticeship Committee (JAC) program operates as a Labor/Management Cooperative and the principal partners in the cooperative effort are the members of the Glendale Employee Association.

The Daily operations, management and administrative functions are run by the Apprenticeship Coordinator who is also the full time trainer. The program office is located at 800 Airway, Glendale, California, 91201.

|                        |                          |
|------------------------|--------------------------|
| Name of Occupation     | Electrical Line Mechanic |
| Term of Apprenticeship | 4 years/ 8,000 hours     |
| Number of Apprentices  | 14                       |

Employers are approved to train when they have completed an Agreement to Train Apprentices, DAS-7 form. The program indicated that they comply with the rules, regulations and decisions of the Public Service Division's management, and the City of Glendale.

The apprenticeship program provides a training program for the Electrical Line Mechanic occupation.

The Related and Supplemental Instruction is provided by the programs training center which is at the same site as the program operations. Each apprentice enrolled receives a comprehensive orientation packet that includes the rules and regulations, an explanation of the program standards, the Apprentice Record book (blue book) and a class schedule. Los Angeles City College is the apprenticeship program's Local Education Agency (LEA).

- The job site review found that the apprentices are completing the OJT in the blue book.
- The program has completed and submitted the annually required Self-Assessment Review and Program Improvement Plan to DAS.
- The program committee meeting minutes include formalize motions to approve indentures, upgrades, prior credit, cancellations, completions, evaluations and discipline of apprentices.

## SCOPE AND FOCUS

The principal objectives of the audit are to ensure the program is complying with their standards, that all on-the-job training is performed by a journeyman, that all related and supplemental instruction required by the apprenticeship standards is being provided, that all work processes in the apprenticeship standards are being covered, and that graduates have completed the apprenticeship programs' requirements.

The audit focused on reviewing records and activities that tend to support and substantiate the programs' efforts, practices, system and capabilities to provide and deliver the on-the-job training and related instruction. The programs' policies and procedures and procedures were reviewed to determine if they support the programs' approved standards.

## METHODOLOGY

After completing an initial review of the programs' standards and records on file with the DAS, an audit plan was established with the following steps:

1. Notified the program 14 days in advance of our intent to audit.
2. Prepare an entrance interview
3. Organization of all working paper to conduct the interview
4. Confirm the location where records are maintained
5. Conduct a review of all apprentice files
6. Set the time and date of the meeting
7. Schedule inspection of the training facility and job sites
8. Request and review copies of the committee meeting minutes for the last 12 months.

All steps listed above were accomplished and include interviews with primary staff, apprentices and job site supervisors'.

## AUDIT RESULTS

### 1. STANDARDS

The objective is to determine whether the programs are submitting periodic revisions to their standards and if standards are reasonably current. "Standards" are a written document containing all terms and conditions for the qualification, recruitment, selection, employment and training, working conditions, wages, employee benefits and other compensation for apprentices. It may also include other provisions and statements. All apprenticeship programs are required to submit their apprenticeship standards to the DAS Chief for approval. The California Code of Regulations states the program must submit revisions to its standards when necessary.

#### **(a) Findings**

(1) The program has not submitted revision of standards since the program was originally approved in May 15, 1999. A revision of wages and benefits was submitted to DAS on March 4, 2008.

#### **(b) Recommendations**

(1) Submit a complete and current revision of the Committee Standards - **Due within 90 Days.**

(2) In the future submit current revisions of the Committee Standards to DAS as needed.

*Section 205 (f), 212 (a)(6) (7), (c)(2) (11) of the California Code of Regulations states that the program sponsor must submit revisions to its standards when necessary.*

### 2. RULES AND REGULATIONS

The objective is to determine if the programs have adequate rules and regulations, are implementing them as required, and provide a copy to the apprentices. The rules and regulations can be defined as an orientation or workshop session that explains the apprenticeship program standards and the operation of the apprenticeship program. It includes information on what is expected by both the program and the apprentice. When the apprentice is approved by the program to enter the training (passes an oral interview) he/she is given a copy of the rules and regulations and attends an orientation session with both the coordinator and educational instructor. Then the apprentice must sign the document indicating they have received, read and understood the rules and regulations.

#### **(a) Findings**

(1) All apprentice files contained signed copies to show that the apprentice had received, read, or understood this document.

(2) The rules and regulations for this program were adopted and contain a policy statement showing responsibilities of the apprenticeship and the committee. Apprentices are cited for failure to follow the rules and regulations. A letter of citation is mailed to the apprentice to appear before the committee, a failure to appear is reason to recommend cancellation from the program. The apprentice files contained copies of school absences, evaluations and progress.

(3) The apprentice files contained copies of citation letters.

(4) Program committee minutes for the last 12 months contain documentation of individual apprenticeship disciplinary actions.

**(b) Recommendations**

(1) Continue to document disciplinary actions and file in individual apprentices' files.

*Section 3071, 3073, and Section 212 (a) (6) (7), (c) (2) (3) (8), (14) of the California Code of Regulations states that the program must establish rules and regulations that govern the program.*

**3. ACTIVE APPRENTICES AND CANCELLATIONS**

The review of this item is to determine if the program is monitoring apprentices as they enter and proceed through the program. It is also to determine if the program is maintaining accurate records on both the active and cancelled apprentices. The program should have the ability to provide evidence of procedures used for periodic reviews and evaluation of the apprentice's progress in job performance and related instruction and maintenance of appropriate progress records. In addition, the program should have a process in place to notify the DAS when an apprentice leaves the program.

**(a) Findings**

(1) The program had not requested terminations and/or withdraws from the program for the last four years and the numbers of registered apprentices for this program were incorrect.

(2) The program explained that it went through a change in support staff and due to this transition, request for terminations and /or withdraws were not submitted to DAS. The number of reported registered apprentices was 19, when in fact the program actually has 14 registered apprentices. Many of the allegedly active apprentices are no longer working in the trade and are no longer active apprentices in the program. The program is taking steps to report the information to the DAS.

**(b) Recommendations**

(1) The program will reconcile their active apprentice records with the DAS - **Due within 60 days.**

(2) The program should continue to monitor the apprentice progress in the program at least every 30 days.

(3) All changes affecting the status of the apprentices in the program must be submitted to the DAS.

*Section 205 (a)(1)(2) (i), 212 (a)(6) (7)(8), (b)(9), (c)(2)(10) 224 of the California Code of Regulations states that the program sponsor must maintain accurate apprenticeship records and submit changes, updates and revisions of an apprentice's status when necessary.*

#### **4. ON -THE JOB TRAINING (OJT) PROGRESS RECORDS, ADVANCEMENTS AND EVALUATIONS**

Our review is to determine if apprentices are progressing on schedule, that the program is maintaining adequate OJT records, receiving periodic evaluations and if the program has an adequate records and a system in place to ensure that apprentices are covering all the work processes.

The program uses the following items to track apprentice's schedule, OJT records, periodic evaluations and work processes:

- The apprentice must abide by the requirements set by the program and the terms of the Collective Bargaining Agreement between the City of Glendale and the Glendale City Employees' Association (GCEA).
- DAS Apprentice Record Book (blue book) to verify work processes and track work hours. The blue book must be signed by the employer before turning in the book to the program.
- School Evaluation form from the instructor and Apprentice Record of Absence or Late form (school attendance) to assure required supplemental instruction is complete. Each apprentice is also required to use a time clock when attending school which recognizes the apprentice by using the last four numbers of their social security number. The apprentice is required to take a skill level evaluation test at the end of each semester before progressing on to the next level of training.
- The program provides work evaluations every six months and may contain work hours completed. The program will notify the apprentice when advancements are earned ensuring timely upgrades and proper rates of pay and benefits.
- The program keeps advancement records for each apprentice in their individual apprentice file. Each record keeps track of how many work and class hours the apprentice has completed. This information is used to advance the apprentice to the next level and receive a wage increase. The committee program coordinator reviews each level change.
- To keep the apprentice on schedule the program provides each apprentice written notices on all class schedules, and evaluations. Apprentices failing to meet requirements are cited and notices are mailed with a request to explain why they should not be disciplined or terminated.

The program issues all newly indentured apprentices the DAS "Apprentice Record Book" (blue book) to record their daily work assignments. The apprentice is then required to turn-in this book before they are advanced to the next level of training and receive a wage increase. Our audit of the files found that all files reviewed had copies of the blue book. All work processes listed on the book were consistent with the program standards and documented in apprentices' files.

##### **(a) Findings**

- (1) The apprentice files verified all work hours.

(2) Program files found evidence of disciplinary actions due to poor performance or excess absences. We also reviewed the programs committee minutes for the last 12 months and found evidence of disciplinary actions and possible termination of apprentices.

**(b) Recommendations**

(1) Continue to document all work hours and work processes and keep in apprentice individual files.

*Section 3073.1, 3076, 3078(e) of the Labor Code, and Sections 208, 210, 212(a) (4) (5) (7) (8), (b) (9), (c) (2) (6) (8) (9) (16) (18), of the California Code of Regulations. The program must offer training and supervision in all the work processes defined in its standards and has a system to ensure that apprentices cover all the work processes. The program must have a system of documenting and maintaining records that will assist in the review and evaluation of the apprentice's progress in job performance. The program must have a procedure for recording and maintaining accurate records, and a procedure for periodic review and evaluation of progress.*

**5. RELATED AND SUPPLEMENTAL INSTRUCTION (RSI)**

The objective of our examination was to determine if apprentices are progressing on schedule, attending classes, covering the entire course of study, and to ensure the programs are maintaining accurate records with adequate systems in place to provide training.

The program has Related and Supplemental Instruction (RSI) and a Local Education Agency (LEA) which is the Los Angeles City College in Los Angeles, California. The program is assigned the oversight of the Related Training Curriculum. The classroom training center is located at the same location as the program office.

The apprentice files included records of attendance, classroom hours, and evaluations/grade reports from the instructor. The apprentices will attend 408 hours of instruction and are scheduled each semester. Each student is issued a calendar with the schedule of classes. Classes run from 5:00 pm to 8:00 pm every Monday. If an apprentice has missed attending on Monday, they may be allowed to attend make up classes provided every Wednesday from 5:00 pm to 8:00 pm.

Apprentices are required to sign in and out of class on a timesheet provided by the instructor. An apprentice may be absent for no more than a total of three (3) classes before having to go before the committee for disciplinary action.

The apprentice files contained a consistent record of all absences related to school attendance. The program requires the apprentice to sign in and out on a sign in sheet provided by the instructor. This form is explained in the apprentice rules and regulations. The apprentice files also contained grade and completion reports from the instructor with a recommendation that the apprentice is ready for the next level in training.

**(a) Findings**

(1) Program files indicate the program is complying with DAS in monitoring the apprentice progression through the required supplemental instruction and is providing the appropriate courses for this occupation.

**(b) Recommendation**

(1) Explore and continue to provide updates to the program and the apprentice(s) on how the apprentice(s) is progressing in their required educational courses.

(2) Review curriculum and develop new courses to cover additional needs when needed.

*Section 3073.2, 3078(d), of the California Labor Code, and Section 205(e)(h), 212(a)(3)(6)(7)(c)(13)(14) of the California Code of Regulations states that it is recommended that the program provide a minimum of 144 hours per year of supplemental instruction for each year of apprenticeship and adequate arrangements for related and supplemental instruction, and have the ability and commitment to train apprentices with current industry standard criteria.*

**6. TRAINING CENTER**

The objective is to ensure the program has adequate facilities, tools, materials and equipment to train apprentices, and to determine if the facilities are utilized and adequate for training.

There is one certified instructor in this program. The instructor is dedicated on a part-time basis to provide instruction. During our visit classes were not in session due to the end of school year period. The auditors spoke with the instructor who reviewed his records with us and toured the facility. The training center is located on the same premises as the program. The training center consists of two classrooms and one shop lab utilized for demonstrations. On-hand training is provided outdoors where tools are provided to instruct apprentices in their occupation. Each apprentice must complete a variety of shop projects and show competency in applying the trade. The instruction is done with good health and safety practices in mind.

**(a) Findings**

(1) Our inspection of the training facility found it to be sufficient to train apprentices.

**(b) Recommendation**

(1)The program should continue current practices.

*Section 3074 of the California Labor Code—Section 212(a) (3) (4) (8), (c) (13) (12), 212.3 of the California Code of Regulations states that the program sponsor must have adequate arrangements for related and supplemental instruction.*

**7. MECHANISM TO KEEP APPRENTICES REASONABLY EMPLOYED**

Our objective is to determine if apprentices are kept reasonably employed, to ensure the program has adequate systems in places to rotate apprentices so they cover all work

processes, and to provide apprentices with continuing employment in the event of a layoff.

Program files indicate the program has an established system to keep apprentices reasonably employed and to provide them with continuing employment in the event of a layoff. Apprentices are employed by the City of Glendale. All Job Placement will be through the City of Glendale Personnel Division office and it is the apprentice responsibility to keep the office advised of any phone or address changes that may occur.

**(a) Findings**

(1) The program is administered by the City of Glendale and the apprentices are employees of the public sector. The City of Glendale has policies and procedures in place to provide apprentices with reasonable and continuing employment.

**(b) Recommendation**

(1) The program should continue the system they have in place.

*Section 3080 of the Labor Code, and Section 212 (b) (7) (9), (c) (16) (18) of the California Code of Regulations. The program(s) must have a mechanism to keep apprentices reasonably employed and maintain accurate documentation Section 3080 of the Labor Code, and Section 212 (b) (7) (9), (c) (16) (18) of the California Code of Regulations.*

**8. JOB SITE VISIT**

A review of the job site offers an opportunity to view a job in progress, observe the work that is being performed, and allows us to discuss the operation of the program with the apprentice. It enables direct contact with the apprentice to determine the following:

- If the apprentice is performing the various task listed within the work processes of their trade.
- If advancements are made on schedule.
- If the apprentice is receiving the correct pay and benefits.
- If the apprentice is kept employed on a reasonably continuous basis.
- If the programs' mechanism to keep apprentices reasonably employed is adequate.

The program coordinator suggested two job site locations to visit. Telephone calls were made to arrange a review of the job sites.

The auditor(s) visited the two job sites and found two apprentices working under the supervision and direction of journeyman and were employed at task defined within the work processes of the program standards.

Interviews were conducted with the two apprentices and found they have the equipment, materials and tools of the trade sufficient to train apprentices. Each apprentice receives proper pay and benefits and attends OJT classroom training. The interviews confirmed apprentices are advanced on schedule. We confirmed that each apprentice writes in the

total hours of training in the apprentice record book, and both have clear understanding on how to complete the work processes. The book is signed by the job site supervisor validating the work processes and OJT work hours. The interview with the supervisor confirmed there is a proper ratio of journeyman to apprentice and adequate supervision.

**(a) Findings**

(1) The program files indicate that apprentices are properly completing the blue OJT Record Books and documenting the work processes.

**(b) Recommendations**

(1) The program should continue to monitor job sites ensuring apprentices are adequately employed at the work processes, recording OJT hours, working under the direction of a journeyman and paid the proper wage rates and benefits.

*Section 208, 212(a) (1) (2) (4), (b) (4) (5) (6), (c) (6) (13) (14) of the California Code of Regulations states that all on-the-job training will be performed by journeymen, that all related and supplemental instruction required by the apprenticeship standards will be provided, that all work processes in the apprenticeship standards are being covered, and that graduates have completed the apprenticeship program's requirements.*

**9. ASSESSMENT REVIEW AND PROGRAM IMPROVEMENT PLAN**

The objective is to determine if the program has submitted the annual Self-Assessment Review and Program Improvement Plan. The California Code of Regulations Title 8, Section 212.3 requires programs to perform an annual self-evaluation and to create an improvement plan. The DAS now requires that each program submit a copy of their Annual Self-Assessment Review and Program Improvement Plan to their apprenticeship consultant by December 1 of each year.

**(a) Findings**

(1)The required annual Self-Assessment Review and Program Improvement Plan were submitted to the DAS for 2007 as required.

**(b) Recommendations**

(1) Continue to submit the Self-assessment Review and Program Plan as required to the DAS.

(2) Use the Self-Assessment and Program Improvement Plan as a tool for setting goals for your program and adapt the listed changes during the previous 12 month period.

*Section 212 (a) (6) (7), (c) (2) (11), 212.3 of the California Code of Regulations states that the program sponsor must submit annually a Self-Assessment Review and Program Improvement Plan to the DAS.*

## 10. COMMITTEE MEETINGS AND MINUTES OF MEETING

Joint apprenticeship committees have equal representation from labor and from management. Each committee also includes a consultant representing the Division of Apprenticeship Standards or the Bureau of Apprenticeship and Training, U.S. Department of Labor. There is also an advisor from the local public school district and such other advisors and the apprenticeship consultant act without vote. This committee is responsible for administering the Standards for this program. In carrying out its functions, the committee has certain authority under the law. The actions, therefore, must be in accordance with approved apprenticeship standards and should be recorded in the minutes.

The objective is to determine if the apprenticeship committee is meeting on a regular basis, documenting actions, discussing and reviewing apprenticeship records, and making appropriate assessments and evaluations.

The committee provided the program meeting minutes for the past year. The meetings are held quarterly, unless more meetings are necessary to address certain issues. The frequency of the meetings was established and written in a trust document. As a reminder, a one week advance notice is sent out to all members and guest of the committee.

The programs rules and regulations state that this committee is a Labor/Management Co-Operative. Also noted in the rules and regulations are the three (3) Labor Trustees and three (3) Management Trustees. The committee also includes the apprenticeship coordinator and Local Education Agency Representative (LEA).

The program stated that all disciplinary actions must be reviewed by the committee.

### **(a) Findings**

(1) Committee minutes for the last 12 months found records of disciplinary actions reviews, assessments and evaluations of apprenticeship records.

### **(b) Recommendations**

(1) The program committee should continue to document all actions related to training the apprentices in their committee minutes.

*Section 3076, 3080(b), 3078(d)(f), 3079, 3093(k), of the California Labor Code, and Section 213, 218, 212(7), 208(5), 205(e)(f)(g)(i), 212(c)(1)(6) (9), 224 of the California Code of Regulations states that the program sponsor must maintain adequate documentation and records.*

## 11. COMMENTS FROM PROGRAM SPONSOR

Comments, if submitted by the program sponsor during the 14-day review and comment period, will be included with this report to the Chief of DAS and ultimately to the California Apprenticeship Council.

## 12. CORRECTIONS AND TIMELINE

The audit findings and recommendations are set forth in this report. The program has 14 days from the receipt of this report to review and submit comments on the report.

Within 10-days following the receipt of comments or the completion of the comment period, a final report will be submitted by the Chief of DAS to the California Apprenticeship Council.

The final report will detail the findings with recommendations for remedial actions. The programs must remedy all deficiencies and be in full compliance with their apprenticeship standards. The programs must notify the DAS in writing when deficiencies have been remedied. A DAS representative will schedule an appointment to review the completion of the remedial actions. Failure to comply may be grounds for withdrawing state approval of the apprenticeship programs.

## 13. REMARKS

The results of this audit do not modify, replace or negate other duties and requirements or any previous notices you may have received regarding the fulfilling of your obligations prior to or after the audit period. In addition, law changes or new rulings might result in different findings in future audits.

Respectfully submitted by,

  
Alma Venable  
Apprenticeship Consultant Auditor  
DAS, Los Angeles District Office

7-09-2008  
Date

**From:** [Torres, Lino](#)  
**To:** [Alma Venable](#);  
**Subject:** Re: Preliminary Audit Report- City of Glendale Electrical Line Mechanic JAC, File 18994  
**Date:** Thursday, July 17, 2008 5:50:00 PM  
**Attachments:** [image002.png](#)

Yes I agree with your report and will when I get back

**From:** Alma Venable  
**To:** Torres, Lino  
**Cc:** Alma Venable ; Rachel Freeman  
**Sent:** Thu Jul 17 17:46:43 2008  
**Subject:** RE: Preliminary Audit Report- City of Glendale Electrical Line Mechanic JAC,File 18994

Hi Lino,

Thank you for responding. You indicated in your email that you are fine with the findings in the audit report, correct?

Once you return, you are welcome to send me a letter indicating that you are fine with the findings in the audit so we can keep it in file.

Enjoy your stay in Kansas. If you are attending the yearly Rodeo, Best of luck to you and your crew!

Again, Thank you.

# Alma Venable

*Apprenticeship Consultant  
Audit Unit*



*Dept of Industrial Relations  
Div. of Apprenticeship Standards  
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*"Resolve to succeed. The greatest discovery one can make is that nothing is impossible"*

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**From:** Torres, Lino [mailto:LTorres@ci.glendale.ca.us]  
**Sent:** Thursday, July 17, 2008 3:48 PM  
**To:** Alma Venable  
**Subject:** Re: Preliminary Audit Report- City of Glendale Electrical Line Mechanic JAC,File 18994

Alma everything that we talked about was find, I won't be able to respond by hard copy I won't be back from vacation until that Wednesday. I'm in Kansas right now

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**From:** Alma Venable  
**To:** Torres, Lino  
**Cc:** Alma Venable ; Rachel Freeman  
**Sent:** Thu Jul 17 15:39:03 2008  
**Subject:** Preliminary Audit Report- City of Glendale Electrical Line Mechanic JAC, File 18994

Mr. Torres,

This is to kindly remind you that the 14 day response to the preliminary audit report issued by the DAS to the City of Glendale Electrical Line Mechanic JAC on July 9, 2008 is due no later than Wednesday, July 23, 2008. Please review the audit report and respond to me via email at [AVenable@dir.ca.gov](mailto:AVenable@dir.ca.gov)

Please also forward a hard copy of your response to me via mail at:

320 W. 4<sup>th</sup> Street, Suite 830, Los Angeles, Ca 90013.

If you have any questions, please feel free to contact me at (213) 598-5716.

Thank you,

*Alma Venable*

*Apprenticeship Consultant*

*Audit Unit*



*Dept of Industrial Relations*

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*"Resolve to succeed. The greatest discovery one can make is that nothing is impossible"*