

CITY OF OAKLAND

AGENDA REPORT

2011/07/11 10:4:53

TO: Office of the City Administrator
ATTN: Deborah Edgerly
FROM: Department of Human Services
DATE: July 11, 2006

RE: A Resolution To Authorize The City Administrator To Negotiate And Execute Two Separate Grant Agreements Between The City Of Oakland And With The Allen Temple Housing And Economic Development Corporation For An Amount Not To Exceed \$390,000 And With The Youth Employment Partnership, Inc. For An Amount Not To Exceed \$150,000 To Provide Transitional Jobs Services In Accordance With The Violence Prevention And Public Safety Act Of 2004 For The Period Of August 1, 2006 To June 30, 2007 With Two One-Year Options To Renew

SUMMARY

Staff requests the City Council's authorization to negotiate and execute a grant agreement between the City of Oakland and the Allen Temple Housing and Economic Development Corporation for an amount not to exceed \$390,000 and with the Youth Employment Partnership, Inc. for an amount not to exceed \$150,000, to provide transitional job services for parolees and probationers in accordance with the Violence Prevention and Public Safety Act of 2004 for the period of August 1, 2006 to June 30, 2007 with two one-year option to renew. These two grant recommendations are based on the results of a competitive bidding process and both will be administered on a strictly pay for performance basis.

FISCAL IMPACT

These funds, a total of \$540,028, are located in the Violence Prevention and Public Safety Act of 2004 Measure Y Fund (2251), HHS Administration organization (78111), DHS Measure Y Transitional Jobs - Wage Pool Project (G261263). There is no impact on the General Fund.

BACKGROUND

There are five program strategies that address the employment and training needs of at-risk youth and young adults in the Measure Y: VPPSA. They are:

- Intensive Reentry Training and Employment
- Crew- Based Sheltered Employment
- After School Job Training
- Subsidized Summer Youth Employment
- Transitional Jobs

Item: _____
Public Safety Committee
July 11, 2006

Three of the above program strategies (Intensive Reentry Training and Employment, Crew-Based Sheltered Employment and After School Job Training) were included in the competitive RFP process that was completed in April 2006. The Subsidized Summer Youth Employment program strategy was separately procured through the Oakland Workforce Investment Board Youth Council competitive bidding process to identify one lead agency to operate the Oakland Mayor's Summer Jobs program.

The Transitional Jobs program strategy was originally designed to provide wage subsidies and other incentives to entice employers to hire young adults on probation and parole in Oakland. Further best practices research and a review of current program strategies reveal that young adults on probation and parole need a choice of employment and training programs that vary in their degree of intensity.¹

KEY ISSUES AND IMPACTS

Effective Job Training Models for Hard to Serve Populations

It is widely accepted that providing ex-offenders with jobs is an effective technique in avoiding recidivism. Available research and evaluation of job training and placement programs for "hard to serve" populations such as ex-offenders reveals there are two types of effective job training and placement programs.² The "work first" model is designed around the notion that employing people right away is the priority and more intensive training and education for career advancement is provided while the person is employed. The intensive job training and subsidized employment model provides participants with a certain amount of training (life skills or other more intensive career oriented training) first and then provides them with a subsidized job for another limited period of time (from three months to one year). They are then assisted with finding unsubsidized, long-term employment. The Intensive Reentry Training and Employment, Crew- Based Sheltered Employment components of Measure Y:VPPSA fall into the latter category. Both of the models described above have proven successful in placing and retaining hard to serve populations in jobs.³

The two programs recommended for funding will provide unsubsidized job placement and supportive services to young adults on probation and parole with an emphasis on ensuring job retention and career advancement. This will diversify the type of employment and training programs available through Measure Y:VPPSA and, therefore, better meet the needs of the target population. Attracting and retaining more young adults on probation and parole in programs that provide supportive and job retention services should reduce recidivism and, in turn, reduce violence in Oakland.

¹ Kotloff, Lauren. "Leaving the Streets: Young Fathers Move from Hustling to Legitimate Work." Philadelphia, Public/Private Ventures, February, 2005.

² Solomon, Amy, et al. "From Prison to Work: The Employment Dimensions of Prisoner Reentry. A Report of the Reentry Roundtable." Washington, DC. Urban Institute, Justice Policy Center. October, 2004. Page 22.

³ Solomon, Amy, et al. "From Prison to Work: The Employment Dimensions of Prisoner Reentry. A Report of the Reentry Roundtable." Washington, DC. Urban Institute, Justice Policy Center. October, 2004. Page 22.

PROGRAM DESCRIPTION

Request for Proposal Requirements

The Request for Proposals (see **Attachment A**) was released on May 8, 2006 stating that up to three community based organizations, public agencies or partnerships would be allocated up to a total of \$540,000 in Transitional Jobs funding to provide direct job placement with supportive services and ongoing follow up for no fewer than 81 participants—41 more than originally projected for this allocation of funds. The target population for this program strategy is young adults (18-35) on probation or parole. Preference will be given to Measure Y: VPPSA Project Choice participants in a further effort to create a seamless support system for Measure Y: VPPSA participants. Participants enrolled in Measure Y:VPPSA Intensive Reentry Employment and Training and the Crew-Based Sheltered Employment program strategies are not eligible to receive services through this program strategy since they will receive job placement and retention services through other Measure Y funded grant agreements.

Key elements of the Transitional Jobs strategy include its 100% performance-based requirement. Contractors will not receive payment until they can verify achievement of clearly defined job placement and retention benchmarks. Placement is defined as an unsubsidized job that averages a minimum of 30 hours per week. By the 180 day retention benchmark, clients are expected to be earning the City's Living Wage (\$10.07/hour with benefits or \$11.58/hour without benefits). For this target population, these are high yet achievable standards.

Proposal Review Process

Staff from the Community and Economic Development Agency and Department of Human Services worked with outside experts to conduct a thorough review of two proposals submitted. The outside panelists were selected for their expertise in key areas including violence prevention, employment, training and providing services to ex-offenders. These funding recommendations are consistent with the panelists' input.

Allen Temple Housing and Economic Development Corporation

The Allen Temple Housing and Economic Development Corporation is partnering with America Works, Inc. to place 101 parolees and probationers. **Attachment B** provides detailed program and organizational information on this proposed approach to getting parolees and probationers to work as quickly as possible and then working closely with the clients and their employers to promote job retention and advancement.

America Works, Inc. is a for profit company that has specialized in placing welfare to work and formerly incarcerated clients in locations throughout the country for more than 20 years. The vast majority of their contracts are performance-based. America Works and Allen Temple teamed up several years ago through a grant from Public/Private Ventures, a philanthropic and policy making organization based in Philadelphia, PA, which has invested substantial resources into prisoner re-entry initiatives. The partnership has benefited Allen Temple and its clients with America Works' business-like approach to job placement and retention services. If America Works is as effective in Oakland as it has been in other parts of the country, staff will facilitate a

process for building the capacity of all of our Measure Y employment and training programs by incorporating its business-like approach to developing and nurturing employer relationships.

In a relatively short period of time, Allen Temple has become a nexus for re-entry job training and support services in Oakland. It has received grants to serve formerly incarcerated clients from the U.S. Department of Labor, the State Employment Development Department, private foundations, and now the City of Oakland through Measure Y. Although the Transitional Jobs strategy is intended to benefit re-entry clients served by several programs throughout the City, hundreds of eligible clients are already enrolled in Allen Temple's various programs.

The proposed payment schedule for the Allen Temple/America Works project is as follows:

Benchmark	Percentage	Unit Cost	Goal	Payment Total
Placement	15%	\$750	101	\$75,750
30-Day Retention	20%	\$1,000	92	\$92,000
90-Day Retention	30%	\$1,500	77	\$115,500
180-Day Retention	35%	\$1,750	61	\$106,750
Total:				\$390,000

Youth Employment Partnership, Inc.

Staff is also recommending funding for the Youth Employment Partnership, Inc. (YEP) proposal to compare the two different approaches to getting parolees and probationers to work as quickly as possible. Details of YEP's proposed Transitional Jobs project are provided in **Attachment C**.

YEP is a well established non-profit agency that is recognized nationally for its strong performance and diversity of services for at-risk youth and young adults ages 14 to 24. Its proposed approach to the Transitional Jobs project is unique for its incentives to both clients and employers to promote and reward job retention. Clients will receive a \$1,000 gift card bonus for staying on the job for 180 days and employers will receive a \$2,500 "rebate" for retaining clients for 180 days. In one respect, the "rebate" is like a reverse on-the-job training agreement; instead of sharing part of the cost of hiring the client up front, the employer will be given an incentive to hire and retain the client for 180 days. YEP's model is designed to encourage employers who otherwise might not be willing to consider hiring formerly incarcerated clients to do so. Given the program efficiencies that are projected through this new, ambitious Transitional Jobs approach, staff recommend that we see how YEP's model compares to our other program models.

The proposed payment schedule for the YEP project is as follows:

Benchmark	Percentage	Unit Cost	Goal	Payment Total
Placement	15%	\$865	26	\$22,500
30-Day Retention	20%	\$1,304	23	\$30,000
90-Day Retention	30%	\$2,250	20	\$45,000
180-Day Retention	35%	\$2,917	18	\$52,500
Total:				\$150,000

SUSTAINABLE OPPORTUNITIES

Economic:

The Transitional Jobs component of Measure Y will enhance business development and retention by providing employers with qualified workers and ongoing job retention support.

Environmental:

No environmental impacts are anticipated.

Social Equity:

One of the biggest challenges faced by formerly incarcerated young adults is getting and holding on to jobs. The Transitional Jobs strategy recommended by staff is a way to enable these young adults to become gainfully employed, which is one of the strongest measures of social equity.

DISABILITY AND SENIOR CITIZEN ACCESS

All programs funded through Measure Y: VPPSA are accessible to persons with disabilities and mobility impaired seniors. All Measure Y: VPPSA programs contribute to increasing the safety of Oakland communities which is particularly beneficial to residents with disabilities and seniors.

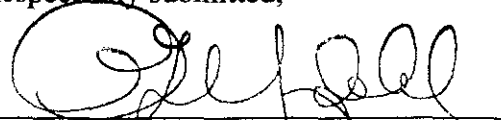
RECOMMENDATION AND RATIONALE

Staff requests that the City Council adopt the Resolution to authorize the two grant agreements recommended in this report. Both of these agencies and their partners have proven track records and are confident enough about their ability to deliver tangible outcomes that they are willing to enter into 100% outcome driven performance based contracts. If they are successful, the City will more than double the impact of this employment strategy compared to what the City Council approved in June 2005.

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the City Council adopt the Resolution authorizing the City Administrator to negotiate and execute a grant agreement with the Allen Temple Housing and Economic Development Corporation for an amount not to exceed \$390,000 and a grant agreement with the Youth Employment Partnership, Inc. for an amount not to exceed \$150,000 to provide transitional jobs services in accordance with The Violence Prevention And Public Safety Act Of 2004 for the period of August 1, 2006 to June 30, 2007 with two one-year options to renew.

Respectfully submitted,



ANDREA YOUNGDAHL
Director, Department of Human Services


Reviewed by:
Sara Bedford
Manager, Policy and Planning Unit

Prepared by:
Al Auletta
Workforce Development Manager, CEDA

Page Tomblin
DHS Planner

- Attachment A – Transitional Jobs RFP**
- Attachment B – ATHEDCO Project Narrative**
- Attachment C – YEP Project Narrative**

**APPROVED FOR FORWARDING TO
THE PUBLIC SAFETY COMMITTEE:**



OFFICE OF THE CITY ADMINISTRATOR

Measure Y
The Violence Prevention and Public Safety Act of 2004

Fiscal Year 2006-07 Funding Cycle

Request for Full Proposal *for Transitional Jobs*

Open to All Bidders

ISSUE DATE:

Monday, May 8, 2006

BIDDER'S CONFERENCE:

Monday, May 15; at 12:30 -2 p.m.
Department of Human Services
150 Frank H. Ogawa Plaza, Suite 4340
Oakland, CA 94612

FULL PROPOSALS DUE:

Friday, May 26, 2006; before 5:00 PM

SUBMIT FULL PROPOSAL TO:

City of Oakland
Department of Human Services
150 Frank H. Ogawa Plaza, Suite 4340
Oakland, CA 94612



**Violence Prevention and
Public Safety Act of 2004**

City of Oakland
Department of Human Services
150 Frank Ogawa Plaza,
4th Floor
Oakland, Ca 94612

<http://www.oaklandhumanservices.org/initiatives/measurey.htm>



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Overview

On November 2, 2004, Oakland voters demonstrated their commitment to the safety and the well being of all City residents, especially youth, by passing Measure Y, The Violence Prevention and Public Safety Act of 2004 (Measure Y: VPPSA). Voters approved a new parcel tax and a parking surcharge on parking in commercial lots in order to fund community police officers, violence prevention programs, and increased fire and paramedic services. Specifically, VPPSA will:

Fire Department

- Eliminate rotating closures of fire stations citywide
- Reopen 2 engine companies for total strength of 25 engine companies and 7 truck companies, 24/7
- Expand paramedic services from 25 units to 33 within 3 years
- Enhance the Fire Department's community programs that reach Oakland youth

Police Department

- Hire at least 63 sworn police officers, bringing total sworn strength to 802, including:
- One officer for each community policing beat (43 officers added to 14 currently authorized)
- Six additional Crime Reduction Team officers to focus on homicides and drug dealing
- Additional officers for school safety, truancy, domestic violence and child abuse

Violence Prevention Services with an Emphasis on Youth and Children:

Expand preventative social services provided by the City of Oakland, or by adding capacity to community based nonprofit programs with demonstrated past success for the following objectives:

- a) Youth outreach counselors: hire and train personnel who will reach out, counsel and mentor at-risk adolescents and young adults by providing services and presenting employment opportunities.
- b) After and in-school programs for youth and children: expand existing City programs and City supported programs that provide recreational, academic tutoring and mentoring opportunities for at-risk adolescents and children during school hours; expand truancy enforcement programs to keep kids in school.
- c) Domestic violence and child abuse counselors: make available counselors who will team with police and the criminal justice system to assist victims of domestic violence or child prostitution and to find services that help avoid repeat abuse situations; expand early childhood intervention programs for children exposed to violence in the home at an early age.
- d) Offender/parolee employment training: provide parolee prerelease employment skills training and provide employers with wage incentives to hire and train young offenders or parolees.

Of the total proceeds spent on Police and Violence Prevention Services (all funds not included in the \$4,000,000 for Fire and Paramedic Services), not less than 40% must be allocated to Violence Prevention Services (the specific violence prevention programs funded by the VPPSA and approved by Oakland's City Council). The remaining funds (equal to \$9 million in FY 0506) are allocated to Police Services.

The City of Oakland -Department of Human Services (DHS), in coordination with the City of Oakland, Community and Economic Development Department's (CEDA) Workforce Development Unit, is in the process of administering approximately \$6 million in designated violence prevention funds. In the fall of 2005, DHS and CEDA's Workforce Development Unit began a competitive funding process to allocate \$3.7 million of the program strategies to nonprofit, community based organizations and public agencies. City Council approved the funding recommendations for these program strategies on May 2, 2006 and funding will begin on July 1, 2006. The remaining \$2.3 million was allocated directly to specific qualified community nonprofit organizations, public agencies, or City of Oakland programs to implement specific program strategies per City Council's directive. For more information about this funding process and detailed descriptions of the program strategies, please visit the DHS Measure Y website at: <http://www.oaklandhumanservices.com/initiatives/VPPSA>.

Background on the Measure Y:VPPSA Employment and Training Funding Component

Measure Y: VPPSA sets the following parameters for the use of Measure Y employment and training funds:

To "[e]xpand preventative social services provided by the City of Oakland, or by adding capacity to community based nonprofit programs with demonstrated past success for the following objectives: . . . Offender/parolee employment training: provide parolee prerelease employment skills training and provide employers with wage incentives to hire and train young offenders or parolees.

Thus, employment and training is a crucial strategy for all of the Measure Y: VPPSA target populations. Investing in employment opportunities for truant, drop out and suspended/expelled youth keeps them engaged and builds strong basic work habits. For youth and young adults on probation and parole, although education is the most important goal, the need for money is real and pressing. Moreover, for young adults on probation and parole in particular, the pressure to work is enormous. Many have families that were without financial support during their incarceration, yet young men returning from prison frequently lack education and have little to no job experience. Another barrier for these young adults is the reluctance of employers to hire people with criminal records and therefore the near impossibility of establishing work experience.

Measure Y: VPPSA attempts to address this need in its Employment Funding Component. This component has five program strategies and three of those strategies (Intensive Reentry Training and Employment, Crew- Based Sheltered Employment and After School Job Training) were included in the competitive funding process described above (please see the attached Violence Prevention Program Strategies Chart in Appendix I for a brief description of these program strategies). The Subsidized Summer Youth Employment program strategy was not included in the competitive funding process but was allocated directly to the Oakland Mayor's Summer Job's program to provide 110 job placements for high risk youth. All four of the above Employment and Training program strategies concentrate on providing ex-offenders with intensive training, supportive services and subsidized employment.

The Transitional Jobs/Wage Pool program strategy was a concept originally designed to provide wage subsidies and other incentives to entice employers to hire young adults on probation and parole in Oakland through a competitive RFP process developed after the first round of funding was announced. However, further best practices research and a review of current program strategies reveals that young adults on probation and parole need a choice of employment and training programs that vary in their degree of intensity and meet this target population "where they are at."¹ For some young adults on probation and parole this means providing an intensive level of service that includes rigorous job training

¹ Kotloff, Lauren. " *Leaving the Streets: Young Fathers Move from Hustling to Legitimate Work.* " Philadelphia, Public/Private Ventures, February, 2005.

and subsidized employment (e.g. Intensive Reentry Training and Employment, Crew- Based Sheltered Employment and After School Job Training and Subsidized Summer Youth Employment). However, for other young adults on probation on parole “meeting them where they are at” means providing them with a brief life skills and job training component and then immediate placement in an unsubsidized job with some supportive services. Both types of programs have proven successful in placing and retaining hard to serve populations in jobs. ² On April 25, 2006, City Council Public Safety Committee approved staff recommendations to release this Request for Proposals to fund a community based organization or a public agency to provide unsubsidized job placement and supportive services to young adults on probation and parole with an emphasis on ensuring job retention.

Transitional Jobs Program Strategy

Summary

The Transitional Jobs program strategy will provide direct job placement with supportive services and ongoing follow up to those young adults on probation and parole that do not need intensive job training.

Target Population

Young adults (18-35) on probation or parole. First priority will be for Project Choice clients. Participants in the Intensive Reentry Employment and Training and the Crew-Based Sheltered Employment program strategies are not eligible to receive services through this program strategy. Please also see the Measure Y website for background about Measure Y Employment and Training programs and a list of current grantees for FY 2006-07: <http://www.oaklandhumanservices.com/initiatives/VPPSA/VPPSARFP.htm>

Performance Measures & Outcomes

The community based organization or public agency receiving funding for this program strategy will enter into a performance based contract with the City of Oakland. This means that the contractor will be paid a fixed fee for a series of benchmarks each client reaches in obtaining and retaining an unsubsidized job. Those fees will cover all of the contractors operating costs, administrative costs, supportive services and overhead. These benchmarks include:

- Job Placement - 15% of total placement funding
- 30 day retention in employment - 20% of total placement funding
- 90 day retention in employment - 30% of total placement funding
- 180 day retention in employment - 35% of total placement funding

Required Service Activities and Program Design Elements

Young adults on probation or parole (aged 18-35) will be provided with life skills and job training that is no longer than 10 days in duration. They will then be placed in employment at a minimum average of 30 hours per week making no less than the City of Oakland’s living wage after six (6) months of employment. ³ Clients will receive ongoing job retention and career advancement services for at least one year following original placement in unsubsidized employment. This program strategy will work in coordination with contractors of Measure Y:VPPSA’s Project Choice program strategy. Program related expenses such as client support services and wage subsidies are an allowable use of funds. Examples of client support services include: transportation, child care costs, cost of uniforms and career advancement stipends to pay for education or training expenses to those participants who exceed 180 day job retention.

² Solomon, Amy, et al. *“From Prison to Work: The Employment Dimensions of Prisoner Reentry. A Report of the Reentry Roundtable.”* Washington, DC. Urban Institute, Justice Policy Center. October, 2004. Page 22.

³ The living wage is \$9.90 per hour for jobs with benefits and \$11.39 per hour for jobs without benefits.

Eligible Applicants

Non- profit community based organizations or public agencies are permitted to apply for funding through this RFP. For profit organizations may join a partnership led by a non-profit organization as a subgrantee. Priority will be given to Oakland-based organizations.

Partnerships

- Partnership with Project Choice providers to refer participants will be negotiated after funding is awarded. Please visit the following website for more information on Project Choice: <http://www.oaklandhumanservices.org/initiatives/VPPSA/index.htm>
- Relationships with parole and adult probation are recommended but not required.
- Strong relationships with employers willing to hire formerly incarcerated job candidates are highly recommended.
- Education and training partners such as Adult Education or partners in the Workforce Investment System are recommended.

Approximate Funding & Pricing

\$540,028 is allocated to offer services to a minimum of 80 clients per year that retain employment for a minimum of 180 days. A maximum of **three (3)** agencies or partnerships will be awarded funding. Those applicants displaying a lower cost per client ratio and a track record of success will receive priority in funding.

Payment and Performance

As described above, this is a strictly performance based contract. Payments will be made as program participants reach each of the four benchmarks. The initial payment is made after the participant is placed in a job, the second payment is made after the participant is employed for 30 days, the third is made after employment is retained for 90 days and final payment is made after the participant has retained employment for 180 days. At the 180 day benchmark, all participants must be earning the City of Oakland living wage.⁴

A job is considered retained along the following guidelines:

- The job was obtained as a direct result of the job placement activities of the organization or partnership receiving funds for this program strategy and substantiated by the employer; or
 - The job was obtained by the individual as a result of the job preparation activities and services provided by the contractor. The job will be considered to have resulted from the services provided by the contractor if the date of hire occurs within 75 days of completing the formal job preparation activities.
- The individual is employed at least an average of 30 hours per week during the retention period claimed.

⁴ The living wage is \$9.90 per hour for jobs with benefits and \$11.39 per hour for jobs without benefits.

Application Process

Organizations and partnerships submitting a full proposal for the Transitional Jobs program strategy must submit applications prior to **Friday, May 26, 2006 at 5pm**. Preliminary determinations of the funded proposal will occur by June 5, 2006. The City anticipates that contracts with awardees will be finalized by City Council approval in July, with services commencing in August of 2006 and ending June 30, 2007.

Organizations selected to provide services may be contracted by the City of Oakland for a term longer than 11 months after fiscal year 2006-07. **However, full proposals should reflect the costs and measurable outcomes for eleven (11) month period.** Upon mutual agreement, the City and the service provider may renew the contract for two (2) additional 12-month periods, subject to satisfactory performance, availability of City funds, and City Council approval.

Review Process

A successful proposal will include the following six critical elements:

1. Strong service track record, particularly with the targeted populations and geographic areas
2. Incorporation of best practices into program design
3. Clear, specific outcomes linked to violence prevention and consistent with Measure Y parameters
4. Service activities that clearly lead to identified outcomes
5. Demonstrated partnerships
6. Leveraged resources

City staff from the City Administrator's Office, Community and Economic Development Agency and Department of Human Services will work with outside experts to conduct a thorough review of all full proposals submitted. Outside panelists will be selected for their expertise in key areas including: violence prevention, employment, training and providing services to ex-offenders. The panel will be developed representing readers with varied programmatic experience in the public and non profit sectors.

Panels will conduct a thorough review of each proposal using a consistent evaluation rubric. During the proposal review, the panel will also look at how collaborations and other strategies might maximize the use of resources. Panelists may request follow up information from applicants.

Final funding recommendations will be brought to City Council for approval.

Deadlines

Invitations to submit full proposal:	Monday, May 8, 2006
Bidders Conference:	Monday, May 15, 2006; 12:30 -2 pm at: City of Oakland, Department of Human Services 150 Frank Ogawa Plaza, Suite 4340 Oakland, CA 94612
Full proposals due:	Friday, May 26, 2006; 5:00 PM
Funding Recommendations Announced:	June 5, 2006 via email
Contracts begin (pending City Council Approval)	August 1, 2006

Submittal Requirements

- Applicants must submit **one (1)** original plus **five (5)** hard copies of the completed, signed Full Proposal, and **one (1)** electronic copy (on CD or diskette)
- Full proposals are due **Monday, May 26, 2006 before 5:00 p.m. PST.**
- All proposals must be **hand delivered**, complete to the City of Oakland, Department of Human Services, 150 Frank Ogawa Plaza, 4th Floor, Oakland, CA 94612.
- **Late applications WILL NOT BE ACCEPTED.** There are no exceptions.

Appeals

All appeals concerning full proposals shall be written and must specify in detail the grounds of the appeals, the facts and evidence in support thereof and the remedy sought. Only the following matter may be appealed:

The Department's failure to follow any procedure, requirement, or evaluation criterion in this request for proposals.

Written appeals shall be hand delivered to the Director of the Department conducting the protested funding process and the Manager who is conducting the funding process (as indicated below) by **Friday, June 13, 2006 by 5pm.**

Director of Department: Ms. Andrea Youngdahl
Director
City of Oakland
Department of Human Services
150 Frank H. Ogawa Plaza, 4th Floor
Oakland, CA 94612-2092

Manager: Mr. Al Auletta
Executive Director
Workforce Investment Board
250 Frank Ogawa Plaza, 3rd Floor
Oakland, CA 94612 -2092

The Director of the Department will review each appeal and deliver a decision in writing.

Grant Requirements

Organizations funded by VPPSA will be required to collect data necessary for an independent evaluation. Cost of this data collection should be included in the benchmark achievement payment schedule. Organizations will also be required to submit quarterly progress reports that include the number of clients that have reached the intended benchmarks resulting in payment. At any time during or before a contract is issued, City of Oakland staff or members of the review panel may conduct site visits, interviews, and/or undertake other means to verify applicants' provision of services before making a final determination of grant awards.

Post Award Requirements

After grant award announcements are made, grantees will work with the City of Oakland to develop a contract. Contracts with funded agencies will not be considered complete until the following documents and assurances are submitted:

- Signed Contract
- Revised scope of work and budget with accompanying narratives using correct forms
- Declaration of Compliance with the Living Wage document
- Campaign Contribution Form
- Insurance Certificates, endorsements and waiver letters (if applicable)
- Independent Contractor Questionnaire
- IRS Letter as proof of 501 (c) (3) status dated 2004 or later
- Active Corporate Status
- Current Oakland Business Tax Certificate
- Nuclear Free Zone Disclosure
- Declaration of Compliance with the Americans with Disability Act
- Applicants must also comply with all local, state and federal laws that prohibit discrimination based on race, color, national origin, age, gender, sexual orientation or gender, or disability.
- Declaration and supporting documentation of compliance with the Equal Benefits Ordinance.

Questions and Technical Assistance

A **bidder's conference**/technical assistance session will be held:

Monday, May 15, 2006
12:30 – 2 p.m.
City of Oakland, Department of Human Services
150 Frank Ogawa Plaza, Suite 4340
Oakland, CA 94612

Questions regarding the proposal process can be **submitted by email only** to Al Auletta at aauletta@oaklandnet.com or Page Tomblin at ptomblin@oaklandnet.com.

Proposal Instructions

Formatting Requirements

Proposal narratives and attachments must be written on 8 1/2 x 11 inch paper, with 1 inch margins on all sides. All text, including charts and tables, must be double spaced (except for the outcomes and services activities section). Please use standard 12 point font. Do not print pages double sided. Proposal narratives must not exceed **16** pages and should be numbered consecutively. Please do not staple or bind proposal. Binder clips or paper clips will suffice. All pages in the proposal narrative must have the following header:

Name of the Lead Agency (Top Left)	Project Title (Top Center)	Page Number (Top right)
---------------------------------------	-------------------------------	----------------------------

Elements of a Full Proposal

Complete proposals will have the following elements in the following order. Please review the checklist on the coversheet prior to submitting your proposal. Incomplete proposals will not be considered. Only the requested elements will be reviewed, please do not submit additional attachments, as they will not be considered.

- Cover Sheet – *electronic template provided*
- Proposal Narrative- (not to exceed 16 pages)
- Attachment A - Scope of Work for FY 2006-07 - *electronic template provided*
- Attachment B - Budget form for FY 2006-07 - *electronic template provided*
- Attachment B1-3 – Budget form for Subgrantees for FY 2006-07 (if applicable) - *electronic template provided*
- Attachment C- Budget Narrative for FY 2006-07
- Attachment C 1-3- Budget Narrative for Subgrantees FY 2006-07 (if applicable)
- Attachment D - Resumes or Job Descriptions for key positions
- Attachment E - IRS Letter of not-for-profit status
- Attachment F - MOUs or Letters of Agreement with all partners and subgrantees
- Attachment G- Financial Statements or Audit
- Schedule C1 – ADA Compliance Declaration
- Schedule D – Professional Services Questionnaire
- Schedule M, Part A – Independent Contractor
- Schedule N- Living Wage
- Schedule N-1 or EBO Certificate Equal Benefits, Declaration of Non-Discrimination
- Schedule O - Campaign Contributions Form

Proposal Narrative

Proposal narrative is not to exceed **16 pages**. Additional pages will not be read. The sections of the program narrative are described below with suggested page length for each section. Some of the information may be taken directly from a previously submitted preliminary proposal.

1. **Agency History and Capacity** (2 - 3 pages double spaced)
 - Elaborate on the demonstrated past success the lead organization has in providing similar services to the target population including the size and scope of the programs. This includes the results of outside evaluations.
 - If this is a collaborative proposal, please provide detailed history of the lead organization in managing collaborating groups receiving funding from a grant. If the organizations are an established collaborative, please provide the history of their work together and the results.
 - If this is a collaborative proposal with subgrantees, please provide background and evidence of demonstrated past success of each subgrantee to provide similar services to the target population. This includes the results of outside evaluations.

2. **Performance Outcomes** (No more than a ½ page single spaced)

The community based organization or public agency receiving funding for this program strategy will enter into a performance based contract with the City of Oakland. This means that the contractor will be paid a fixed fee for a series of benchmarks each client reaches in obtaining and retaining a job. Those fees will cover all of the contractors operating costs, administrative costs, supportive services for participants, wage subsidies and overhead. These benchmarks include:

- Job placement – 15% of the total placement funding
- 30 day retention in employment - 20% of total placement funding
- 90 day retention in employment - 30% of total placement funding
- 180 day retention in employment -35% of total placement funding

3. **Service Activities and Reimbursement** (No more than a ½ page single spaced)

What are the most important activities that will help you achieve your measurable outcomes and for which you will receive payment. Please list up to four (4) of the most important service activities, briefly describing them in 1-3 sentences each. Include **frequency, duration, and number served**.

Example:

- *30 hours of life skills and job training for 80 clients resulting in employment for each client by October 31, 2006.*

4. **Program Design** (4-8 pages double spaced)

Before writing this section, please read the details on the Transitional Jobs program strategy on page 5 of this document. Successful proposals need to address the required design elements and to meet planned service levels.

- **Basic program design.** Please include the rationale or logic model for the program design. This is your opportunity to create the story of why your specific agency's history and proposed service activities will lead to the outcomes you have identified and with the

population specified. Include information on the “best practices” that are employed in your design.

- Program specific questions. Please address these questions in your program narrative:
 - What is your plan for assessing participant’s job readiness and job placement preferences?
 - What type of life skills and job training will you provide to clients? Is this part of an already established curriculum?
 - What is your plan for finding job placements for participants? How will you meet the diverse placements needs (e.g.: skill level and interests) of this target population? Detail your relationship with Bay Area employers willing to consider ex-offenders as job candidates.
 - What are the obstacles you anticipate in placing participants? How will you overcome them?
 - What type of support services will you offer to participants? Will you offer incentives (such as support for education or training) for participants to move on to higher paying jobs?
 - Will this funding be part of a more comprehensive program of wraparound services available to participants at your agency or in your collaborative (such as mental health, substance abuse or affordable housing)? Are there partnerships in place to provide these services if they are not provided through your agency/collaborative?
 - Define your plan for receiving referrals from programs funded under the Project Choice program strategy.
 - Outside of Project Choice participants, how will you recruit eligible participants?
 - Clearly identify your agency’s/collaborative’s ability to conduct outreach to various ethnic and linguistic minorities.
 - How will you ensure job retention and job advancement for participants?
 - Do you have an existing relationship with Parole or Probation? If not, have you developed a relationship for this proposal?
 - Does your organization or partnership have the capacity to fund services under this type of performance based contract? Please explain how this will be achieved.

- Target Population and Geographic Area. Who are you serving? What ages are they? What are the racial and ethnic backgrounds of the participants you are expecting to serve? What Oakland neighborhoods do you expect they will come from? What is your recruitment strategy? How will you determine whether a potential client is Measure Y: VPPSA eligible (Oakland resident, on probation or parole, aged 18-35)? Where are your offices physically located? Where will your Measure Y: VPPSA funded services be provided?

- Partnerships with agencies and institutions collaborating with you on this project. Detail how your partnerships enhance the outreach, recruitment, and/or overall comprehensiveness of services provided. How do your partnerships create a holistic and comprehensive service system for your clients? You should especially detail information about institutional partners such as Alameda County Probation, Parole, agencies part of the Workforce Investment System or Adult Education. Have you worked with this partner before? What have been the results? Have you worked out issues such as data sharing, identifying clients, and referral protocols? How will you communicate with each

other to ensure a quality partnership? Provide *as attachments* Letters of Agreement or MOUs for each key partner.

- Your program will be a part of the VPPSA continuum of services for children, youth and young adults at high risk for involvement in violence. How do you see your program fitting into this continuum and potentially working with VPPSA programs and partners? Please see the Measure Y website for more details about the goals and program strategies: <http://www.oaklandhumanservices.com/initiatives/VPPSA/VPPSARFP.htm>

5. Staffing Qualifications (1-2 pages double spaced)

- Identify the key staff in the lead agency that will be funded if a grant is awarded, including their expected roles, estimated percent FTE on the program, their language capacity and cultural competence, and their experience implementing similar projects.
- Identify the person who will have primary responsibility for managing the project and discuss their experience in managing similar projects.
- Identify the types of staff that will be working on the project and what their minimum qualifications would be.
- If this is a collaborative proposal, please provide information on the staff person at the lead agency who will be responsible for managing the collaborative and discuss their experience in managing similar collaborative efforts.
- If this is a collaborative proposal with subgrantees, describe key staff in the subgrantee agency that will be funded if a grant is awarded, including their expected roles, language capacity and cultural competence, estimated percent FTE on the program and their experience implementing similar programs.
- Provide *as attachments* the resumes of the key staff or job descriptions for new positions.

6. Leveraging and Fiscal Responsibility (1-2 pages double spaced)

- Provide a list of funding sources, the duration of the funding and explain how these sources will support or enhance this project.
- Please indicate if your agency can leverage other funding streams such as the Workforce Investment Act (WIA), Targeted Case Management (TCM) or Medi-Cal Administrative Activities (MAA).
- Provide information on the experience of your fiscal department in managing government grants and contracts.
- Provide information on how your organization or partnership will manage a performance based contract without funds for start-up costs.

Required Attachments

1. **Cover Sheet** – Please fill out the attached Cover Sheet document and put it at the front of your completed proposal.
2. **Attachment A - Scope of Work** – Please fill out the attached Scope of Work document and have it directly follow your narrative. Instructions are as follows:
 - **Activities** - State ALL the service activities for the proposed program(s) that will help you achieve your measurable outcomes. This includes hiring of staff, training, outreach, planning curriculum, collaborative partnership meetings, and the actual service activities.
 - **Number Served** – State the number of participants for the activity. If the activity is not related to the delivery of services to participants but to hiring of staff, planning or managing the collaborative, etc., write N/A.
 - **Frequency of Activity and Number of Hours** – State the number of times the activity will occur in a given week or month and the number of hours that activity will last each time it is offered. If the activity is not related to the delivery of services to participants but to hiring of staff, planning or managing the collaborative, etc., write N/A.
 - **Dates of Activity** – Indicate the dates the activities will commence for the first time and when they will end.
 - **Staff Responsible and Name of Organization (if collaborative)** – Indicate the staff working on that specific activity and, if you are working in a collaborative, than indicate the name of the organization with whom the staff person is associated.
3. **Attachment B - Budget Form** – Funded programs will enter into a performance based contract as described earlier in this RFP. However, the budget is an important component of your proposal. This document links the funding requested with specific elements of the project proposed. Therefore, the budget proposed should be an appropriate and accurate projection of the project expenses. The budget form attached shows the format in which costs associated with the proposed project should be identified. Listed within each category below is a description and examples of the information that we require in order to review your proposed budget. The yellow cells in the budget spreadsheet provided for you are the ones that are to be filled in. The white cells are not to be filled in. Note: Cost categories should not be changed or renamed.

In addition to the information required on the line-item budget form, include a detailed description of the activities of each position as it relates to the project in the budget narrative (Attachment B). The instructions below are for both the budget form and the budget narrative.

I. Direct Costs

A. Personnel

Please list the positions that are related to direct service in some way for this project. Also specify the full time yearly salary, the full time equivalent (FTE) spent on the project and the amount of funds covered by Measure Y and the amount of funds covered by other sources. The total will be calculated for you.

Sample Narrative: The Project Coordinator is responsible for planning, organizing, and directing the implementation and operations of this project. The base salary for the

Project Coordinator is \$40,000. The Project Coordinator will be working on the project half time for 12 months for a total cost of \$20,000.

Fringe and Benefits: This line item represents benefits (health, dental, etc.) as well as mandatory employment costs such as FICA, Social Security, SDI, and unemployment taxes. Indicate what benefits will be provided and how the amount was calculated in the budget narrative.

B. Other Direct Costs

List costs that are directly associated with operating the project. For each line item, describe how estimates were determined in the budget narrative.

Please detail how much is being requested from Measure Y.

Sample text:

"Total program amount is ____. VPPSA budget request is ____."

Equipment

VPPSA permits purchase of equipment and capital items for use by program participants. However, any single item costing \$500 or more is considered a capital expenditure and the City retains title of all such items and reserves the right to exercise its ownership. Grantees will be required to provide the City with a list and description of any and all items costing \$500 or more that are purchased by Measure Y funds.

Itemize the equipment requested and include a statement outlining the ways in which the equipment will be used by VPPSA clients to fulfill project goals. You should explore the option of purchasing vs. leasing/rental, and explain your choice. Generally, Measure Y VPPSA will support only a portion of high-cost equipment line items. Therefore, you should explore whether other sources of funds can be obtained for equipment.

Sample Narrative: A rental copy machine costs \$200 per month and will be used 25% for this project. Total cost is $\$200 \times 25\% \times 12 = \600 .

Office/Facility/Classroom Rental

These are the pro-rated costs of space rental, utilities, building maintenance and other occupancy costs that are directly used to provide the services for this project.

Sample Narrative: The organization's cost for space rental, utilities and janitorial services is \$3,000, \$1,500, and \$500 respectively for a total of \$5,000 per month or \$60,000 per year. Thirty percent of the facility will be used for the proposed program, so the direct occupancy cost is \$18,000.

General Office Supplies/Software

These are the costs of office supplies, copying and software associated with the proposed project.

Sample Narrative: The requested supply budget is \$1,200. This covers \$100 per month in office supplies.

Program Materials & Supplies

This category should include all items that your program requires in order to operate, such as curriculum costs or training materials.

Sample Narrative: All program participants use workbooks and other materials that is part of the job training curriculum. The cost of the workbooks is \$25 per participant. We estimate serving 25 participants so the total cost of the workbooks is \$625 per year.

Telephone/Internet/Communications

This category should include telephone, mobile phone, and internet services associated with your proposed project.

Sample Narrative: Local calls will be made for program related communications and will amount to \$100 monthly. The total telephone budget is \$1,200.

Travel/Transportation/Meeting Costs

The projected expenditures for local and non-local travel should be described in this section. The basis for the calculation as well as the purpose for all travel should be provided. Local travel estimates should be based on your organization's current policies, for example, 36.5 cents per mile. Any non local travel needs to be carefully itemized and justified.

Sample Narrative: Three Case Managers will travel daily between the Project Office and the participant homes for supportive services. We have estimated that they will each travel 100 miles/week X \$0.365 = \$36.50/week. The total travel cost per year (50 weeks) is \$5,475.

C. Supportive Services

Supportive services are categories for money disbursed directly to, and purchases made on behalf of, individual clients. Supportive services funds are money that can be used on a discretionary basis for purchases or direct disbursements to meet various individual client needs such as: rental assistance, transportation, child care, substance abuse services, mental health services, etc. Career advancement stipends are incentives for attendance participants to seek additional education or training to advance to a higher paying job. Please specify the average amount of supportive services funds set aside per client, and describe what types of uses are anticipated.

Sample Narrative: \$300 per year per client will be set aside for flexible funds to be used primarily for bus tokens and transit passes, but also for rental assistance and work expenses (i.e. tools, union dues) as needed. The set aside is \$300 per client but some clients will use more or less of these funds depending on their needs and participation. The total amount for flexible funds/client incentives is \$12,000 (\$300 per client x 40 clients).

Wage subsidies are an allowable use of supportive services funds. If programs provide subsidized employment to any participants, they will need to specify hourly wage (or wage subsidy) and number of work hours that will be paid per client. Wage subsidies should not exceed \$1,500 per participant.

Sample Narrative: Twenty participants per year may use 30 hours per week for 8 weeks and be paid \$12.00/hour. The average total wages per client are \$1,500 (\$12/hr x 30 hrs/wk x 8wks). The total number of clients is 20. The total amount of wages is \$57,600.

D. Subgrantees (Attachments B-1 – B-3)

Any proposals that involve more than one agency are required to submit line-item budgets for the Applicant (Lead) Agency and each Sub-Grantee of the Lead Agency. If your application includes funding for subgrantees, this area of the lead budget form will directly refer to the totals in the subgrantee worksheets. Please fill out one subgrantee budget for each subgrantee in your proposal and fill out a budget narrative for each of those budgets. They should immediately proceed the lead agency budget in the final proposal package you submit.

II. Indirect Costs

This line item is intended to cover costs that are necessary to conduct the grant, but which are not readily identified as direct program expenses (e.g. reporting costs, payroll processing, fund development, insurance, evaluation costs, other administrative costs, etc.) This line item does not need to be itemized. However, if your grant is audited by the City of Oakland you must be able to document and justify indirect costs charged to this grant.

Sample Narrative: Ten percent of a total grant amount of \$250,000--\$25,000—will be charged as an un-itemized administrative fee.

4. Attachment C – Budget Narrative

The budget narrative must be independent of the proposal narrative and must include a separate and complete justification for each line item in the budget. Narrative examples are provided in the description of Attachment B, above. In general, each narrative statement should describe, in as much detail as possible:

- What the specific item is
- How the specific item relates to the project
- How the amount shown in the budget was determined
- What amount is being charged to VPPSA

Any proposals that involve more than one agency are required to submit budget narratives for each partner, including the lead agency. Label the Budget Narrative “Attachment C” in your application.

5. Attachment C1 -3- Subgrantee Budget Narratives (IF APPLICABLE)

Any proposals that involve more than one agency are required to submit line-item budgets for the Applicant (Lead) Agency and each Sub-Grantee of the Lead Agency. Use the same guidelines for the narrative as for Attachment C and label each budget narrative for Attachment C-1 , etc.

6. Attachment D - Resumes or Job Descriptions - Provide resume of key project staff responsible for project implementation. If staff is not yet hired, attach a job description. Label the Resume/Job Descriptions, “Attachment D” in your application.

7. Attachment E - IRS Letter of not-for-profit status -All lead applicants must be a public or private non-profit agency. Non-profit agencies must attach a copy of the IRS letter dated **2004** or later certifying their organizations’ nonprofit status under section 501(c)(3). Organizations that do not have 501(c)(3) status must apply under the sponsorship of an organization holding an IRS 501(c)(3) designation. *NOT APPLICABLE TO PUBLIC AGENCIES.*

8. Attachment E –MOUs/Letters of Agreements

Memorandum of Understanding or Letter of Agreement must be submitted between the following parties:

- Lead agencies & subgrantees
- Key Partners- including all partners listed in your preliminary proposal unless otherwise instructed by VPPSA staff

9. Attachment G- Financial Statement or Audit

Please provide either an audited financial statement with cover and/or Management letter if organizational budget is more than \$100,000 for 2004-05 or a CPA review of financial statements with cover and/or management letter if organization budget is under \$100,000 for 2004-05 for lead agencies and subgrantees. Audits must include a cover and/or management letter (signed by auditor and containing any findings).

The City of Oakland requires all contractors to fill out several forms to ensure they are in compliance with a variety of different ordinances and laws. **Schedules C1 – O** are the required forms for this grants process. Electronic copies of these documents can be downloaded from the Measure Y website at: <http://www.oaklandhumanservices.org/initiatives/measurey.htm>.

- 10. Schedule C1 – ADA Compliance Declaration**
- 11. Schedule D – Professional Services Questionnaire**
- 12. Schedule M, Part A – Independent Contractor**
- 13. Schedule N- Living Wage**
- 14. Schedule N-1 /EBO Certificate Equal Benefits, Declaration of Non-Discrimination**
- 15. Schedule O - Campaign Contributions Form**

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PROPOSAL NARRATIVE

1. AGENCY HISTORY AND CAPACITY

The Allen Temple Housing and Economic Development Corporation (ATHEDCO) was founded in 1989, to address pressing economic issues facing low-income residents in Oakland. ATHEDCO is affiliated with Allen Temple Baptist Church, a nationally respected faith organization. Currently ATHEDCO provides counseling, job training and placement, substance abuse treatment, wraparound family services, food, clothing, GED preparation, computer classes, recreation, anger management workshops and housing. Services are provided to the elderly, the economically disadvantaged, those with HIV/AIDS, and ex-offenders.

Since the 1990's ATHEDCO has received hundreds of thousands of dollars in employment related contracts from the State of California, DOL and JTPA, discretionary funds from DOL and WIA as well as CDBG funds in Oakland. It has been selected by the WIB to become an Affiliate One Stop Employment Center, to name just one of its grants designed to enhance employment opportunities for the underserved in Oakland. In 2002, as part of its operations, ATHEDCO created the Dr. J. Alfred Smith Sr. Training Academy (DJASSTA) to help formerly incarcerated individuals get jobs and reduce recidivism. It was awarded a three-year grant from Public/Private Ventures (P/PV) funded by the US Department of Justice and the US Department of Labor. ATHEDCO has a long history and capacity to act as a lead agency, managing collaborating groups receiving funding from a variety of local, state and federal grants. Over the past two and a half years, America Works of New York, Inc. (AW) the proposed sub grantee has had a collaborative relationship with ATHEDCO, including DJASSTA and its other operations. During this time AW has provided staff training, assistance in staff selection, placement assistance, hands on sales and marketing, systems and outcome reporting assistance, retention and case management assistance. Through the national office of the Department

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of Labor (DOL) and Public Private Ventures (P/PV) AW has provided this type of consultation with a number of programs around the county. The work with ATHEDCO has been the most successful. This is due to the highly skilled and creative management of ATHEDCO. The collaboration has led to meeting and exceeding the goals of job placement and retention in the national *Ready4Work* (R4W) program for young non-violent offenders. The success of this program, with almost 60% of those enrolled successful in finding jobs and 70% remaining on the job at least 90 days, led to a new award. In 2006, ATHEDCO won an extremely competitive Prisoner Reentry Initiative from the United States Federal Department of Labor.

America Works is a private, entrepreneurial company that has operated in New York and around the country since 1984. Throughout New York, Baltimore, Hartford, Indianapolis and Miami to name a few, AW has operated independent local companies. Well known nationally as the first private for profit advocating outcome based contracting and welfare reform, AW worked closely with government officials and the White House in drafting welfare reform legislation. AW has worked in dozens of communities around the country providing jobs for welfare recipients using a pay for performance outcome based model. America Works put over 55,000 former welfare recipients to work around the country. An additional 5,000 ex-offenders have been employed in a similar manner.

For the past six years AW has been in the forefront of creating a national awareness of the benefits of providing prison to work programs. To that end AW has operated companies in New York, Baltimore and Detroit, Michigan whose purpose is to find employment for returning prisoners, support them on the job with intensive retention case management, provide linkages to needed wrap-around services, and therefore reduce the recidivism back to prison. The results of this effort have been remarkable. After placing over 5,000 people in jobs in New York City and in Detroit we have maintained a rate of 72% retention in jobs. (See the attached Columbia University Study).

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Based upon the success of the model, AW was invited to present its findings in Washington, DC to officials at the US Department of Labor, The Department of Justice, The Department of Agriculture and The Department of Health and Human Services. This presentation led to AW being awarded a grant to establish a company in Detroit, Michigan for returning prisoners and to provide training in job placement and retention to six sites nationally.

Recently AW was awarded a New York State Department of Corrections grant to train soon to be released prisoners inside the prison and follow through with job placement and comprehensive retention case management services once they return to New York City. A major foundation has awarded a research grant to conduct the first ever control experimental study to see if work reduces recidivism.

The collaboration between ATHEDCO and AW herein referred to, as ATHEDCO/AW will combine each agency's competencies and abilities to build community capacities; building on an already successful two year collaboration. ATHEDCO has local collaborative relationships with probation, parole, corrections, social services and other important government agencies. America Works has a proven track record of running fully performance-based contracts with national acclaim for over 20 years. Although AW was hired by the funding source P/PV as a consultant to assist with job placement and retention, AW has developed a partnership with ATHEDCO through the process, founded on openness and willingness to share information. Both organizations have seen themselves on the same team and AW's role has been as an active participant, interviewing new staff, finding job leads, doing job match, debriefing companies and assisting in every way to assure deliverables.

In the partnership (please note the MOU attached detailing the relationship) ATHEDCO will act as the prime contractor, will receive and disburse the funds, will make its in-house resources available to the clients, will provide referrals and other networks for wraparound services and will assist in

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decisions on staffing, goal setting and reporting to the funding source. America Works will recruit hire and train all staff, provide internal reporting and administrative structures; comply with all financial and other required reporting. All decisions will be made jointly between Frank Davis of ATHEDCO and Dr. Lee Bowes of AW or her designee, Carlyle Outten.

2. PERFORMANCE OUTCOMES

AW pioneered performance based contracting. Almost all AW's contract is fully performance based. ATHEDCO/AW will achieve excellent performance using a performance-based methodology. AW finances the costs of operation for the first number of months. Government and taxpayers do not pay unless the product is delivered. It is a win approach. Following are proposed benchmarks and payment amounts for each of the outcomes. Jobs must be for at least 30 hours/week and pay at least \$10.07/hour with benefits, at least \$11.58/hour without benefits. On going support will be provided for at least 1 year after initial placement, in coordination with other contractors of Measure Y described in 3, Service Activities:

Job placement -15% of the total placement funding	101 individuals@ 750.	\$ 75,750
30 day retention in employment 20% of total	92 individuals@1000	\$ 92,000
90 day retention in employment 30% of total	77 individuals@1500	\$115,500
180 day retention in employment 35% of total	61 individuals@1750	<u>\$106,750</u>
	Total	\$390,000

3. SERVICE ACTIVITIES

Following below are the four most important service activities that will lead to identifiable and measurable outcomes. Most of the work that will be performed is done before the funding agency even pays for anything. Candidates will be recruited, assessed, be provided orientation, and get a minimum of a two week training class before they receive employment. On average candidate will be with us for up to 6 weeks before they will start employment. All of these services are provided without reimbursement. *These are the four billing points.*

Training and assessments - Candidates will be recruited, assessed, be provided orientation, and get a two week training class before they receive employment. On average candidate will be with us for up to 6 weeks before they will start employment. All of these services are provided without reimbursement. Our assessments, described in greater detail below, are continuous and extensive. To achieve long-lasting retention, proper job match is key; and only assessments that help define clients can achieve the goal.

Employment/Post-Employment Plans - Every client will define his or her goals and dreams—this will allow a “fix” on job match and career advancement. With evaluations as a start, we are able to goal-set and direct clients so they understand the ends they seek.

Job Placement - In order to achieve job placement we will conduct recruitment, orientation, assessment and training. Twenty recruits each month will receive a 40-hour **Job Readiness Training (JRT)**. This will lead to 101 placements by June 2007.

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Retention in employment - All of those placed in a job will be assigned a corporate representative (CR). The CR is responsible for weekly visits to the employer site, conducts evaluations with the employer, intervenes to provide additional training, and acts as a human resource specialist to resolve workplace issues in conjunction with the private employer. The CR also provides counseling and support services. Billing point 2 will be for 92 participants. The services will take place weekly for all in the first month of employment. Those who are working at the 31-90 day continue to receive on-site visits by the CR to facilitate a smooth transition. At this point intensive effort is given to those experiencing problems. During this phase the contact is usually reduced to every 2-week visits and phone contact. There will be 77 people who achieve billing point 3. Contact is continued by the CR at the worksite between the 91 and the 180-day to achieve the highest retention rate. Intensity varies depending on the how the worker is doing. In general contact is now reduced to once a month for the final 3 months with more frequent phone contact. There will be 61 people achieving billing point 4.

4. PROGRAM DESIGN

Program Components. There are five components to the Program; Intake and Enrollment/, Assessment, Job Readiness Training, Job Placement, and Retention/Case Management.

A) Intake and Enrollment. The procedure will be a regularly scheduled orientation session. The first source of referral will be from other eligible Project Y individuals who meet the age requirements of 18-35 and are currently on probation and parole. If there are additional slots the staff will recruit from parole and probation, most importantly recruitment will be coordinated with Center Force, Project Choice and other Measure Y grantees. An orientation session is the first step. At the conclusion of the session there will be a packet of information for all who wish to volunteer for the program. During this session the design of the program is discussed and written information are presented.

B) Assessment. In order for each individual in the program to reach his or her highest level of achievement, personally and vocationally, we develop a comprehensive academic and vocational plan through assessments that are conducted at intervals during the candidate's time with us: at intake, job placement and job retention. This plan is a "work in progress", as our program continuously reviews a candidate's vocational potential for a wide variety of realistic job and training options. The assessment incorporates psychological, social, vocational, educational, cultural and economic data. It also includes

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an assessment of physical, intellectual, personal and behavioral factors. The plan, **Geared for Success**, assists America Works and the candidate in career decision-making, skills enhancement, targeted job development, job search, job continuance and life long career management. Available to us are additional tools such as: ACT WorkKeys, Barriers to Employment Success Inventory (BESI), Career Exploration Inventory (CEI), Judgment of Occupational Behavior –Orientation, JOB-O-NET assessment tools and the Job Search Attitude Inventory (JSAI). We will screen for learning disabilities/difficulties using a variety of assessment tools.

C) Training. We offer job preparation and for a host of occupational skills sets, all at varying levels of abilities. To achieve those goals, the following topics are covered, with particular focus on important issues that equip our clients with skills needed to get and keep a job:

Skills Assessment

- 1 Identifying skills
- 2 Targeting needs
- 3 Linkage to services for remediation

Personal Packaging

- 1 What are you good at?
- 2 What do you like to do?
- 3 Your key accomplishments (even those you didn't know!)

Playing to Your Strengths

- 1 Occupational outlook
- 2 Presentation techniques
- 3 Identifying references and mentors

Job Search Techniques

- 1 How and where do I look?
- 2 "Cold calling" techniques
- 3 Application do's and don'ts
- 4 Tracking your job search

Follow-Up

- 1 Thank-you letters
- 2 Networking
- 3 Internet do's and don'ts

Cooperation with co-workers

Employability Assessment

- 1 Identifying assets and overcoming barriers
- 2 Perils, Pitfalls and Pride in Re-Entry
- 3 Setting Goals

Basic Life Skills

- 1 What's your budget?
- 2 Can you budget time?
- 3 What resources do you need?

Personal Packaging on Paper (your resume)

- 1 Identifying relevant work history and volunteer work
- 2 Identifying education and training
- 3 Organizing resume format
- 4 "Spinning" a resume for types of jobs

Interviews

- 1 7 phases of an interview
- 2 Interview tips
- 3 Dressing for interviews
- 4 Personal hygiene

Employer Expectations

- 1 Can you be on time?
- 2 Timing your trip to home, work, childcare and back!
- 3 Can you follow instructions?
- 4 Community resources to help you succeed

Corporate culture

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- 1 During work time and breaks
- 2 Anger-management/conflict resolution
- 3 Taking and receiving gifts

Communication on the Job

- 1 How to talk to supervisory and staff
- 2 How to make introductions
- 3 How to handle business social gatherings

Life Skills for Retention

- 1 Taking care of personal business
- 2 Coping with stress at home and at work
- 3 Tackling set backs

Occupational Expectations

- 1 Customer Service/Retail
- 2 Clerical
- 3 Shipping/Mailroom
- 4 Using the internet

- 1 Workplace politics
- 2 Work ethics
- 3 Using Community Space
- 4 Respecting Others

Dealing with the public

- 1 Telephone courtesy
- 2 Customer service/visitors
- 3 Taking messages

Developing Your Career

- 1 Hired and Fired in 90 Days?
- 2 Achieving goals
- 3 Job enhancement

Labor Market Information

- 1 On-line tools
- 2 What are the “hot” jobs?
- 3 Where are the “hot” jobs?

The basic employment competencies achieved upon completion match expectations of the “Equipped for the Future” Work Readiness Credential of the National Institute for Literacy that incorporates evidence based and research supported best practices. Equipped for the Future holds that new workers need to be able to use the following skills:

- 1 *Communication Skills:* Speak so others understand, listen closely, read with understanding, observe critically
- 2 *Interpersonal Skills:* Cooperate with others, resolve conflicts and negotiate
- 3 *Decision Making Skills:* Use math to solve problems/communicate, solve problems/make decisions
- 4 *Lifelong Learning Skills:* Take responsibility for learning, use information and communications technology

Basic Competencies for Equipped for the Future that are expected and achieved by JRT are:

Equipped for the Future	America Works Topics
Acquire and Use Information Obtain, utilize and share information to: 1 Get the job done 2 Identify and use proper procedures 3 Respond to internal and external customer needs 4 Read and understand information writings to do the job 5 Communicate to do the job 6 Ask for help and for clarification from bosses or colleagues to do	Basic Life Skills Employer Expectations Cooperation with co-workers Corporate culture Communication on the Job Dealing with the Public

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the job	
<p>Use Technology 1 Learn and retain the use computers to do the job most efficiently 2 Know how to use phone, pagers, two way radios and other communication devices to do the job 3 Be able to check and maintain communication equipment to make sure it's in safe and working order 4 Use technology safely to minimize damage, breakage and injury to self or others</p>	<p>Basic Life Skills Job Search Techniques Dealing with the Public Life Skills for Retention</p>

D) Job Placement. America Works is the premiere job placement company in the nation. Over 60,000 people have been placed using the *Rapid Attachment to Workplace Model*. AW's ex-offender programs have proven its effectiveness with transitioning ex-offenders into society—through employment and responsibility. ATHEDCO/AW will use this methodology. The chart below explains the difference.

Traditional Programs	ATHEDCO/AW
➤ Most applicants find their own job	✓ Sales people find applicants the jobs
➤ Rely on non profit job developers	✓ Professionally trained Sales Managers from private sector.
➤ Use newspaper ads and government sponsored job fairs	✓ Networking existing contacts, non-traditional research methods
➤ Phone screening for jobs	✓ Formal relationships built on in-person presentations
➤ Hundreds of applicants and very few Job Developers	✓ Small applicant to sales manager ratio. Large number of sales professionals on staff.
➤ Level of compensation modest	✓ Ability to earn substantial salary plus commission
➤ Use of government job fairs	✓ Use of business trade associations
➤ Applicant provides feedback	✓ Sales staff does follow-up on job offers

E) Retention Case Management. We employ corporate representatives to ensure retention once a candidate is placed. Corporate Representatives act as intensive case managers for the purposes of job retention and answer the needs of both the employed candidate and the employer with the goal of

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making sure the employee maintains employment. The Corporate Representatives are responsible for visiting the workplace, evaluating the performance, working with line supervisors and co-workers to address underlying issues in performance to insure success on the job. With 20 years' experience working with our population, we are able to train these representatives to assist employed candidates' access to both in-house and outside services as necessitated by any existing barriers. The staff review and monitor client needs, document excuses and attendance, and refer clients to support service providers. They continue the mentoring role initiated by the Sales Manager once employment is found; they work with both the customer and the hiring company as needed. It is these services that are truly "supportive" and underscores ATHEDCO/AW innovations. Our Corporate Representatives make every effort towards assisting participants' transitions to self-sufficiency: from advocating with employers of behalf of participants who may need flexibility with work schedules, to interceding between participants and coworkers to resolve conflicts, and arranging childcare convenient to work-sites. Corporate Representatives link candidates with services that are helpful to individuals with criminal histories such to learn about relevant state laws governing the expungement or sealing of criminal histories or getting help with addressing other legal issues resulting from having a criminal record that impacts employment, licensing and housing.

ATHEDCO/AW has already placed program graduates with numerous local employer partners including: Coca Cola, Pepsi, Blue Marlin, University of California, Mother's Cookies, Sconan, McDonalds, TSI Telemarketing, Otis Spunkmeyer, Ultimate Staffing, AIM Janitorial, Nummi Plant (building Toyotas), Saint Vincent DePaul, TBS Carriers and Wal-Mart among many others. AW has national partners in Oakland who are committed to hiring ex-offenders. They are ARAMARK, Avis-Budget car rental and Time Warner Cable.

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5. PARTNERSHIPS WITH COLLABORATING AGENCIES AND INSTITUTIONS

While engaged in JRT, participants will receive ongoing case management, job search assistance and placement services. Staff also works with participants if they are interested in pursuing educational or employment training options leveraging existing resources and partnerships such as the California Department of Rehabilitation (which provides intake/screening services at our site), referral to WIA programs, referral to the local community colleges and trade schools. We help participants determine their training and career advancement paths, access training resources and financial assistance when available.

A. On-going collaborations. The priority is to place participants as quickly as possible in suitable employment or advanced training as a means to help participants establish stability and self-sufficiency, and to meet the conditions of their release. Further, Oakland was recently chosen to receive technical assistance through the National League of Cities' Transitional Jobs Project, providing access to national experts to guide the citywide strategy and develop additional transitional employment opportunities for ex-offenders. This assistance, as well as that of other collaborative partners described below, will help the City develop a more effective strategy that integrates ATHEDCO's program, leverages employer participation, and increases awareness citywide of the critical importance of providing employment for ex-offenders, all within a holistic and comprehensive service delivery model. This model emphasizes data sharing, cross agency referral of clients to reduce service gaps and fully leverage resources.

The Oakland WIB administers Oakland's Enterprise Zone program, which provides education, outreach and promotion to employers on the Federal and State Tax Credit programs and the Federal Bonding Program. In the past, the WIB has worked with Project Choice (the City-sponsored re-entry program partnering with ATHEDCO) to conduct job fairs and forums educating employers

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about tax credits for hiring ex-offenders. Under this proposal, the WIB will expand this partnership to work with ATHEDCO to conduct employer outreach, and ensure employers are aware of and able to access relevant tax credits and the Federal bonding program.

ATHEDCO's training academy, DJASSTA, has an Advisory Committee that includes representatives of local employers and unions (SBC, National Association of Black Accountants, Turner Construction, Port of Oakland, Alameda County Building Trades Council (ACBTC), and two small businesses) as well as the Economic Development Alliance for Business, California EDD, Oakland WIB, the District Attorney's Office, Probation, Parole, Oakland Community Organizations, and Oakland Private Industry Council (PIC). The Advisory Committee increases the capacity of DJASSTA to identify regional employment trends and to develop approaches to place program participants in high-demand, high-growth sectors that will employ ex-offenders. This partnership with ACBTC has allowed us to place participants in pre-apprenticeship programs in the building trades and helped them pursue paths of advancement within occupations that offer high wage rates. ACBTC provides presentations at our site and has a Community Liaison to help participants enter the construction trades. A strong relationship with the Oakland WIB also strengthens our ability to serve and place our target population. City of Oakland Measure Y: VPPSA has chosen ATHEDCO to collaborate with Project Choice. In addition, the Oakland PIC, which oversees the local One-Stop System, has contracted with ATHEDCO to host a satellite one-stop center at our site. ATHEDCO already works closely with the local WIA and EDD One-Stops Centers to ensure access to job search and training resources for participants. An on-site satellite center will enhance these services even further and will connect participants with an array of training/education options from which to choose. We will also rely on DJASSTA's screening process that identifies clients who have disabilities, including learning, developmental and psychiatric disabilities.

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A partnership with the CBO Wardrobe for Opportunity provides professional clothing for participants. We received a grant of \$20,000 from the Port of Oakland Social Justice Fund to assist participants in buying tools and paying union dues. Funds will provide program participants with bus tickets for transportation to the program, to job interviews and to work for up to the first two weeks of employment.

Through our close relationship with the California Department of Rehabilitation (CDR), we can refer disabled clients who are eligible for their services, and CDR provides presentations at our site and one-on-one screening/assessment for our clients.

Program participants without a High School Diploma will be required to enroll in GED instruction as part of their individual service plan. GED and basic skills instruction will be provided (4 days/week, 1pm – 4pm) on-site by a credentialed instructor. A partnership has been agreed to in principle with Oakland Libraries through which the program will also connect participants with the Oakland Library's Second Start, which was chosen as one of five model adult literacy programs in the United States.

B. Linkages to Housing. ATHEDCO benefits from an extremely positive relationship with several housing providers, most notably the Alpha and Omega Foundation and Images on the Rise, both of which provide transitional housing for former offenders and which have successfully housed almost all the program participants we have referred to them to date. These agencies also help participants identify permanent housing. We also refer to Echo Housing and Allied Fellowship. As a fellow member of the Project Choice Steering Committee, Oakland Housing Authority ("OHA") has begun working with Project Choice and ATHEDCO to identify new housing options for former offenders. OHA also regularly provides our case managers with lists of available subsidized housing. Case man-

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agers work with individual participants to ensure that the housing they secure accommodates any physical and/or mental disabilities that they have.

C. Partnerships. ATHEDCO/AW will build on the existing strong history of partnership and collaboration in reentry services to former offenders. This includes strong collaborative relationships with the Parole and Probation Departments, Oakland Police, CDC, and the County Jails.

ATHEDCO/AW staff will provide regular outreach and presentations at PACT meetings, Center Force at San Quentin, and other community locations in collaboration with law enforcement, parole, and our community providers. Additionally, the Director of ATHEDCO/AW will participate as a member of the Project Choice Steering Committee that coordinates services for former offenders in Oakland with OPD, Parole and the CDC. The DJASSTA Program Director is currently a member of the Community Reentry Service Provider's Network, a group founded by ATHEDCO and the California Employment Development Department made up of over 40 organizations providing services to formerly incarcerated individuals in Alameda County, including the active ATHEDCO partners listed in the table below. Through these partnerships, ATHEDCO's existing capacity, and the leveraging of internal resources, we will be able to initiate services with three months of notification of funding and finalization of service contracts with the City.

ATHEDCO/AW partners

California Dept of Corrections
Alameda Probation Department
Alameda Child Support Services
Oakland Police Department
Community Reentry Providers
Network
Employment Development Dept
Oak. Private Industry Council
Port of Oakland

Echo Housing
Alpha & Omega Foundations
The Mentoring Center
Oakland Coalition of Congregations
East Bay Community Law Cent.
Wardrobe for Opportunity

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Target Population & Geographic Area. ATHEDCO/AW'S target population for reentry services are parolees and probationers between 18 and 35 years of age, the ages of highest risk for recidivism and re-arrest. This is the same target population ATHEDCO works with under its past State and **Ready4Work** contracts, and the same target age range that ATHEDCO will serve under its new Prisoner Reentry Initiative funding from the Federal Department of Labor.

ATHEDCO has historically served individuals from throughout the City of Oakland, and currently serves reentry participants from most of the Measure Y priority Police Department beats. Because of ATHEDCO's relationship with Allen Temple, many offenders are drawn to ATHEDCO for the access to Allen Temple's ministries as well as its services. For this initiative, ATHEDCO/AW will continue to serve individuals from across Oakland, including all of the priority Police Beats designated for services under Measure Y. Over 75% of those served under similar programs are African American, 15% are Latinos; a tiny mixture represents Asian and other profiles.

5. STAFFING QUALIFICATIONS

Mr. Frank Davis will be the lead administrator at ATHEDCO. Mr. Davis has an M.Ed and is the Director of ATHEDCO. Mr. Davis has over 30 years experience in education, including 18 years as the director of Regional Occupational Program programs for the Contra Costa County Office of Education. Mr. Davis has been the Director of ATHEDCO since 2002. Project Choice and Intensive Employment services will operate under the direction of Ms. Dolores Lyles, Program Manager of the Dr. J. Alfred Smith Sr. Training Academy with primary responsibility for prisoner reentry services within ATHEDCO, including implementation, supervision, and monitoring of **Ready4Work** at ATHEDCO. She has over 20 years experience in direct human services. She will be supervised and supported by *Frank Davis*.

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America Works' CEO, Lee Bowes PhD will be in charge of the America Works duties and responsibilities. She has 30 years experience in operating companies that get disadvantaged people working. She is nationally recognized as an expert administrator an articulate policy spokesperson and has designed the model for which America Works is best known. Under her direction Carlyle Outten will be responsible for the program implementation. Mr. Outten has extensive marketing and sales expertise. For the past two years he has been the point person for implementing the technical assistance to local faith based institutions around the country, specifically in training them to help ex-offenders get and keep employment. In addition to the above ATHEDCO/AW will have the following positions:

Program Manager - The on-site person responsible for managing staff, achieving goals, preparing reports and accounting for the implementation.

Sales Manager - Responsible for marketing to area employers. Extensive sales and marketing experience preferably in the staffing industry. Ability to make oral and written proposal and presentation, negotiation skills, proven sales track record, performance driven and organized.

Corporate Representatives/Trainers - Two Human Resource Specialists with corporate experience, comfortable working inside a wide range of settings from construction sites to corporate boardroom. Ability to utilize a range of database systems, to do case notes electronically, have an understanding of the social service and government systems in the local market. Bilingual skills will be preferable for at least one of the positions. For the training component of the positions, skills required are good communication with teaching and training background, excellent engagement skills to fully engage the clientele, and exemplary knowledge about Job Readiness Training. Also required are excellent organizational skills in creating files, tracking systems and case notes on all candidates.

These staff members must be skilled in the use of data based systems to organize and track informa-

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tion. Excellent assessment skills and certification to administer numerous of standardized tests is highly desirable.

Administrative Assistant -

6. LEVERAGING AND FISCAL RESPONSIBILITY

ATHEDCO's operating budget for the year 2006 is approximately 1.2 million dollars. . It is overseen by a fourteen member Board. The major awards are R4W (Ready for Work Program), Prisoner Reentry Initiative (PRI) from the federal Department of Labor and Project Choice, The City of Oakland. In addition there are small grants from CDBG, San Francisco Foundation, Soda Foundation and other sources.

Fiscal Responsibility & Experience. Since its incorporation in 1989, ATHEDCO has managed millions of dollars in Federal, State, County, and Municipal funds for employment and reentry services for hard to serve populations. This includes funding from the following sources:

- Federal **JTPA** employment and training funds.
- Several hundred thousand dollars in **CalWORKs** employment and training funds designed to help hard to serve East Oakland clients transition from Welfare to Work.
- Community Development Block Grants** to support employment and resident self-sufficiency services.
- Department of Justice and Department of Labor** funding for our Ready4Work and Prisoner Reentry Initiative.

ATHEDCO is overseen by a 14 member Board of Directors who review monthly financial statements and approve yearly budgets that are submitted by the agency director and the Allen Temple Business Department. The Allen Temple Business Department monitors all revenues and expenditures in a standard accounting package according to Generally Accepted Accounting Practices. As a

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501(c) 3 non-profit agency, ATHEDCO conducts yearly independent audits of all finances, assets, and liabilities and has an external audit review board in accordance with California's new Board Fiscal Responsibility guidelines.

1. AGENCY HISTORY AND CAPACITY

The Youth Employment Partnership, Inc. (YEP) was founded in 1973. Now the largest private youth employment training organization in the Bay Area, each year YEP provides 1,000 disadvantaged Oakland youth and young adults with employment training, supplemental education, support services, and job placement in order to promote self-sufficiency, career development, and a successful transition into the workforce. Over the last five years, 82% of our participants were employed or continuing their education 18 months after completing our program.

In recent years, YEP has focused increasingly on working with youth involved in the court system. Currently, 30 young adults enrolled in YEP programs are on parole, and an additional 220 are on probation. YEP has had a 65% placement rate for young adults on probation or parole, with 60% are still employed 9 months after completing our program. A collaboration of foundations recently awarded YEP a contract to provide technical assistance to counties working with court-involved young adults. In 2000, YEP received the largest California Youth Authority prevention grant in the state in recognition of our effective services. Since 1995, YEP's *Youthbuild program has trained 400 young adults in construction. From 1996 to 2001, with the Port of Oakland, YEP implemented a Deconstruction project that provided paid work experience to young people as they dismantled former military warehouses. This was the largest Welfare-to-Work award to any nonprofit in California. We exceeded our contracted goals by serving 119 of the "hardest to serve" TANF recipients (goal - 100) and placing 85 in unsubsidized employment (goal - 75). The program was visited by national officials, lauded by the Port, and became a national model for integrating sustainable building practices with workforce development training. Through Youthbuild and Deconstruction, YEP solidified effective training practices for*

hard-to-serve young adults and strengthened its network of employers in the high-growth, high-pay construction industry. In addition to Port of Oakland, YEP has solid relationships with hundreds of other local employers, including UPS, Roberts-Obayashi Corporation, Home Depot, Give Something Back, and many other small local businesses.

In 2001, YEP partnered with United Parcel Service and the Annie E. Casey Foundation in a pilot Customized Training Program that placed high-risk young adults, including former foster youth and ex-offenders, in jobs at UPS. The program provided direct placement, onsite support, education and career development, and support services. When the partnership began, UPS had a nationwide average retention rate of 6 weeks. In YEP's first year of implementing this model, the retention rate for our clients placed at UPS was an average of 6 months. The key to the model was an Employer Liaison who provided frequent onsite support, job survival skills, and was an effective third party in interpersonal skills development with young adults and their new employer. Over a three-year period, 50 young adults were hired at UPS through the program. This comprehensive program was extremely successful in enabling high-risk youth to secure living-wage employment and has been hailed as a success by UPS. The Customized Training Program serves as the model for this proposed Employer Partnership for Transitional Jobs. Though UPS has decreased its hiring since the downturn in the economy and has provided fewer jobs to YEP, we have continued to receive uninterrupted funding from the Casey Foundation to provide job training and placement services to wards of the court.

Since beginning the partnership with Casey and UPS, YEP has increasingly focused its training and services on wards of the court. In 2004, YEP was awarded an Americorps grant to develop a Youth Leader Corps that provides support services to court-involved young adults and

emancipating foster youth. YEP has been the main employment services provider for the Dept. of Labor's Youth Self-Sufficiency Program for court-involved youth throughout Oakland.

Recent outside evaluations of YEP's programs were very favorable. YEP has been a leader in developing a performance-based contracting system for the Oakland WIB and has achieved excellent outcomes in serving high-risk youth and young adults under this contracting method. YEP continues to operate its longstanding WIA (formerly JTPA) programs for out-of-school and in-school youth. Our latest outcomes for out-of-school youth were 58% retained employment after 60 days, and 57% after one year. YEP can expect even greater retention rates with TJ clients in the short- and long-term, because of the strong employer partnership component of this program. In the most recent evaluation of Career Try Out by the Oakland Fund for Children and Youth, YEP was rated as "Excellent" in all categories for which scores were given, including effectiveness of services. Youth expressed a "high satisfaction rate" with the services. In 2005, California Service Corps evaluated our Americorps program and rated it an average of 4 of 5 in all categories.

YEP has a long history of collaborating with community agencies and institutional partners. YEP is already well linked to the larger network of VPPSA service providers. We have partnered with East Bay Asian Youth Center for many years, including, since 2004, the Americorps Neighborhood Investment Program serving the Lower San Antonio. Youth Uprising is a major YEP partner on nearly every job training program this year, including the Mayor's Summer Job Program and WIA Youth One-Stop System. YEP has worked extensively with the Alameda County Probation Department, the California Youth Authority, and the California Department of Corrections. Probation and Parole Officers refer court-involved young adults to YEP and work closely with staff to support youth training goals.

2. PERFORMANCE OUTCOMES

In an 11-month period, YEP proposes to achieve the following outcomes:

- **Job Placement:** 26 will be placed in unsubsidized employment. Placement rate is 100%. Fee for placement benchmark is \$865.
- **30-day Retention:** 23 retain employment for 30 days. 30-day retention rate is 90%. Fee for 30-day benchmark is an additional \$1,304.
- **90-day Retention:** 20 retain employment for 90 days. 90-day retention rate is 80%. Fee for 90-day benchmark is an additional \$2,250.
- **180-day Retention:** 18 retain employment for 180 days. 180-day retention rate is 70%. Fee for 180-day benchmark is an additional \$2,917.

Fees will cover operating costs, staffing, administrative costs, support services, gift card bonus incentives for participants, employer rebates, bonding insurance, and overhead. Once a client has reached the 30-day retention, his or her continuous employment “clock” may stop due to loss of the job and may start again after placement in a new position.

3. SERVICE ACTIVITIES AND REIMBURSEMENT

1. **Employer Partnership Development and Marketing Committee.** The Employer Partnership will identify employer questions about hiring ex-offenders, and prepare material to address these concerns and to educate employers about the benefits of hiring ex-offenders, by promoting YEP’s model of a \$2,500 rebate to employers in exchange for a 180-day employment retention. The EP will recruit other employers to participate in the program.
2. **Referral & Job Readiness Review (JRR):** 35 young adults will be recruited from Project Choice, the VPPSA network, including YEP’s community partners Youth UpRising and EBAYC, to begin the 40 hours (5 days) of Job Readiness Review. 26 individuals will complete JRR and be hired in unsubsidized jobs within 2 to 6 weeks. Participants will begin the program in groups of 5 – 7, one to two groups per month, until 26 have been placed.
3. **Incentivized Job Retention and Work Experience:** 26 participants will be hired by local employers within 3-4 weeks of JRR and of those, 18 will reach 180 days of unsubsidized employment. Average wage will be \$10 per hour and minimum average hours will be 30 per week. 180 days of retention will be incentivized by a bonus of \$1,000 in gift cards.
4. **Employer Liaison:** For one year from the date of job placement, participants will have access to career development with the Employer Liaison: onsite support, support services, career development, and educational programming. For the first 6 months of employment, the EL will meet weekly with clients at worksites, and monthly at YEP. In the second 6 months (follow-up), the EL will meet monthly with participants for ongoing career development.

4. PROGRAM DESIGN

Best Practices: With over 30 years of experience providing employment training to at-risk youth and young adults, YEP has developed extremely specialized expertise in serving young adults on parole and probation. YEP's model combines job readiness training and work experience with on-site support and training. After completing the Job Readiness Review, participants will have weekly site visits from the YEP Employer Liaison (EL) and ongoing access to education and support services. Through the TJ program and coordination with VPPSA network, participants will be served holistically and will develop relationships with career mentors.

During training and for one year after job placement, participants are provided with individualized, supplemental career case management to help them overcome barriers and access support services. The EL will work with each client to overlay an employment plan, which serves as a contract between the participant and YEP and encompasses educational, career, and personal goals. The EL will coordinate most support services through the VPPSA case managers and ensure that clients' needs are being addressed.

YEP has various educational options and linkages for young adults who need to complete their HS diploma, General Equivalency Degree (GED) or enroll in secondary education. YEP runs a successful GED & Basic Skills lab on-site. Ex-offenders who have a high school degree will be encouraged to attend Laney College's Basic Study Skill class in order to help them transition to college. The Employer Liaison and YEP Education staff will assist participants who are interested in attending community college with the application and financial aid process. Though education will not be a condition of employment, clients will be strongly encouraged to continue their education as a means to advancing in employment and earning higher wages.

Finally, YEP will employ best practices in this transitional job program by utilizing and building on our network of local business and nonprofit employers. A strong employer partnership is key to the success of this program. This pilot project will develop practices for creating employment opportunities for ex-offenders. During the 11-month grant period, the EL will visit best practices programs working with ex-offenders – two local and one national.

Program Design: This project focuses on one particular barrier that young adults on parole and probation face – the reluctance on the part of most employers to hire individuals with criminal records. The ex-offenders ages 18 – 25 recruited for this TJ program will have fewer barriers to employment than harder-to-serve ex-offenders, but will still face the challenge of securing employment with a criminal record. YEP's Employer Partnership for Transitional Jobs (EPTJ) is distinct from other Measure Y employment programs and will provide employment services to this specific sector of the ex-offender population. The program will address these ex-offenders' barriers to employment with a two-fold strategy. EPTJ seeks first to market the program to employers, by providing information, support from the YEP Employer Liaison, and incentives for hiring ex-offenders. A partnership between YEP, local employers, and the Oakland WIB will develop strategies and marketing to incentivize businesses and nonprofit agencies to hire ex-offenders through this program. Second, EPTJ will provide support services, onsite support, and training needed for participants to succeed in their new jobs. This partnership between YEP, other VPPSA service providers, and local employers will expand employment options for young adult ex-offenders and promote new practices within the Oakland business community, while providing immediate, gainful employment to 30 young adult ex-offenders. YEP will draw on its longstanding relationships with employers, its established Customized Training model, and its effective training practices for youth and young adults.

Youth Employment Partnership
Employer Partnership for Transitional Jobs

Attachment C--7

The EPTJ program design has two components – 1) an employer partnership and 2) job placement services for ex-offenders. *The Employer Partnership will be comprised of YEP, Youth UpRising (as a nonprofit representative), Give Something Back Business Products (as a small business representative), System Masters (as a small business representative) and the Oakland WIB, including the Business Services Committee. The EP will identify employer concerns about hiring ex-offenders, and prepare materials to address these concerns. YEP will fund 6 months of bonding insurance for ex-offenders at their new employers, through a federal program. After this 6-month period, the individual can be bonded through commercial insurance and the EP will guide businesses through the bonding process. The EP will promote incentives such as the federal Work Opportunity Tax Credit, which provides a credit of up to \$8,500 for employers hiring ex-felons (no later one year after conviction or release). The EP will educate employers about these incentives and further, YEP will provide a \$2,500 rebate to an employer for each participant retained for 180 days. On the EP, the WIB will take the lead on creating policy and systems to connect to the TJ component of Measure Y. The WIB will recruit at least five business partners. Youth UpRising will represent the perspective of community-based organizations, recruit other CBOs, and prioritize hiring 3-4 participants to their Café or program staff. Both Give Something Back and System Masters will represent the perspective of local small businesses, recruit other small businesses, and prioritize hiring of 1-2 participants each.*

The Employer Partnership will solicit and analyze employer feedback, through quarterly meetings, in which the YEP Employer Liaison will present additional feedback from employers who are not committee members. Midway through the program, the EP will host a forum for all participating employers to solicit feedback about clients and the program, in order to develop policy recommendations and adjust program design. Through a year-end written survey of

participating employers, the partnership will consider successes of the program. Employer feedback will be considered in program design in later years, should YEP continue to be funded.

Job Placement Services: The training component of the program will begin in early September with *Recruitment and Assessment*; program participants will be referred to YEP by Project Choice and the larger VPPSA service provider network. Additional referrals will be from Alameda County Probation Dept., CA Youth Authority, and CA Dept. of Corrections.

Project Choice and other VPPSA providers will conduct an assessment of ex-offenders' work readiness to determine which individuals are prepared for a transitional jobs program. Once referred to YEP, they will be invited to attend a one-hour Orientation session at YEP. Clients who are interested and eligible will be invited back for a one-week training period. Beginning this week of training will be an internal YEP assessment process to confirm that they are ready for unsubsidized employment and to determine their support service and education needs. The program will be directed by the Employer Liaison (EL), who will coordinate all training and job activities for the EPTJ clients. YEP assessment utilizes one-on-one interviews, a written survey, and the Test for Adult Basic Education to determine reading, math, and language competency. The assessment includes a survey of career interests and past job experience (the program will require that participants have at least two years of previous work experience). If it is determined that a client is not work-ready, s/he will be referred back the VPPSA agency for re-assessment or will be offered a slot in YEP's Intensive Re-Entry Training program, which provides more extensive job readiness training and support. The assessment also includes a joint meeting between the client, the EL, and the Probation Officer (PO) or Parole Agent (PA), as well as a private meeting between YEP, the Project Choice provider, and the PO or PA. These partnership meetings will continue monthly throughout the program.

During assessment, the EL will work with each client to develop an Employment Plan. The EP will mainly coordinate VPPSA support services around employment and ensure that all support service and education needs are being met. If services are not available through VPPSA or through YEP, the EL will refer the participant to other agencies. At YEP, there will be an Educational Specialist and Mental Health Counselor available to clients. Participants will receive transportation support from YEP (or leveraged from VPPSA) in the form of bus tickets.

Another component of the assessment process will be a career interests and goals assessment. The EL will meet one-on-one with each participant to discuss career options, past work experience, possibilities for immediate placement and long-term goals. This first meeting will begin a one-year process of career development with each client.

Job Readiness Review (JRR): The first training period will begin in September. The one-week pre-training period includes a 30-hour job readiness curriculum designed for clients who only need a review of these skills and will also include at least one additional career development meeting. JRR will be based on YEP's extensive Job Readiness Training, condensed into a short curriculum administered to small groups of five to seven clients. It is taught by YEP staff using parts of a nationally recognized curriculum, including *Finding a Job*, *Keeping a Job*, and *Job Survival*. *Finding a Job* includes job search skills, resume and cover letter, and interviewing techniques. *Keeping a Job* includes basic skills such as attendance, punctuality and work ethic. *Job Survival* will also be conducted in monthly meetings. Essential topics will be covered before trainees are hired by employers, such as sexual harassment and multi-cultural awareness. YEP will begin one group of five to seven clients each month for September and October and then two groups per month for November - January, until 26 clients have been placed.

Job Placement: Within three to four weeks after their JRR, participants will have interviewed with one or more employers and will be hired in an unsubsidized job. The EL will conduct weekly meetings and/or phone calls with each client between the time JRR ends and the time placement occurs. EL will conduct job development in the month before the first group begins training, in order to have placements ready for the first two groups. S/he will continue to build relationships with employers, with the assistance of the Partnership, in order to have ongoing openings at a variety of employers, for which each new group of clients can potentially interview. The main challenge for job placement is that employers are reluctant to hire parolees and ex-offenders. YEP will draw on its relationships with employers and our successful retention rate from other customized training programs to convince employers to take a chance on hiring a participant. The Partnership detailed above will be instrumental in this and will work with the EL to identify employers and educate them about the incentives described in detail above. YEP will offer the employer a \$2,500 rebate each participant that is retained for 180 days. Likewise, program participants who retain one or more jobs for a total of 180 days will receive \$1,000 in gift certificates from grocery stores, clothing stores, and other appropriate local merchants.

Ongoing support and training during the first 180 days of placement: After JRR, participants will be invited to ongoing monthly *Career Development & Job Survival* trainings. The trainings will incorporate feedback from employers on what skills and knowledge may be lacking in their new employees. The trainings will include career advancement and development issues, information on higher education and its connection to higher wages, and other relevant topics. During the first six months, the EL will meet monthly with the worksite supervisor(s) to obtain feedback on the new employee's performance and on the program structure and success in general. *Follow-up for the rest of the year:* YEP will conduct follow-up for all clients for one

year from their date of hire. Follow-up will include tracking job retention, conducting monthly individual meetings, and providing ongoing coordination of support services as needed. The EL will continue to help clients address any barriers that might be hindering career development, and ways in which further education and training can increase their skills and their earnings.

Performance-based contracting capacity: YEP has been a leader in developing a performance-based contracting system for the Oakland WIB and has achieved excellent outcomes in serving high-risk youth and young adults under this contracting method. YEP has received uninterrupted performance-based funding from WIA for four years. As mentioned in Section 1, our latest outcomes for out-of-school youth were excellent. In general, YEP has operated under performance-based contracts for ten years. Due our success with these grants, YEP is fully able to implement this training program without start-up funds from Measure Y.

Target Population and Geographic Area: This program will serve ex-offenders ages 18-25. YEP would serve 26 of the 80 slots available, to focus on this younger age group. Participants will be recruited from throughout Oakland, with concentrations in West and East Oakland. We expect that the referred population will reflect the demographic of Oakland's incarcerated young adults. Participants will be determined to be VPPSA eligible through data received from the referral agencies and confirmed during YEP's intake process by obtaining proof of residency, age and eligibility to work. YEP is centrally located in the San Antonio neighborhood along International Blvd. and is easily accessible by bus. Our close working relationships with Youth UpRising and with agencies in West Oakland allow us to reach young people in Deep East and West Oakland. YEP's recruitment focuses on all 12 of Oakland's targeted priority police beats.

Partnerships: While the job placement component of EPTJ is not operated as a collaborative, YEP will draw on existing relationships with employers and the Oakland WIB to build the

employer partnership, as detailed above. YEP has solid relationships with hundreds of local employers, including the Port of Oakland, UPS, the Roberts-Obayashi Corporation, Home Depot, Systems Masters, and Give Something Back. The success rates of our trainees in these placements ensure our ongoing partnerships with these businesses as well as our ability to garner more job opportunities for EPTJ. The YEP Executive Director will be the YEP point of contact with the EP for management and planning. Letters of Agreement are included as Attachment F.

YEP will enhance connections to service providers in the VPPSA network for referrals to the program and to ensure that clients are accessing comprehensive support services through Measure Y. In order to avoid duplication of support services, YEP will rely on this network to provide most of them. The EL will be the point of contact with VPPSA partners and will stay in communication with each client's VPPSA case manager and PO/PA to ensure coordination between support service activities and job activities. In particular, YEP will utilize our ongoing relationships with Youth UpRising and EBAYC for referral and recruitment. EBAYC will assist with recruitment of minority groups, including immigrants. YEP is already well linked to the VPPSA network. We have partnered with EBAYC for many years, including, since 2004, an Americorps Program serving children and youth in the local neighborhood. Youth Uprising is a major partner on nearly every current YEP job training program. YEP has extensive experience working with criminal justice institutions due to the many young adults on parole who are enrolled in YEP programs. We have a solid relationship with AC Probation Department, as well as direct relationships with over 10 POs who are a source of referral and support services. YEP maintains confidentiality standards in client data sharing between partners, while still ensuring that services are coordinated between POs/PAs and other CBO case managers and counselors.

5. STAFFING QUALIFICATIONS

YEP will hire a full-time Employer Liaison (EL), who will have primary responsibility for managing the program. S/he will identify and secure employment placements, orient supervisors at work sites, and serve as a liaison between YEP and work sites. The EL will conduct Employment Plan and career interest assessments, coordinate the Job Readiness Review trainings, and conduct weekly visits with participants at their worksite. The EL will also be the point of contact with the other VPPSA service providers to coordinate referrals to the program and support services. The EL will have at least 2 years of experience in job development or recruitment, and an understanding of the complexities of working with ex-offenders. Michele Clark (.10 FTE) has been the Executive Director of YEP since 1989. During her tenure at YEP, she has been the representative of Oakland employment development organizations on the Workforce Investment Board, a member of the Mayor's Committee on Youth Employment, the Oakland Private Industry Youth Employment Services Committee, and other boards and panels relating to employment development issues. Ms. Clark frequently acts as an advisor and technical assistance provider to employment development and youth development organizations. She will be responsible for administration, contracting, and staff supervision. She will manage the partnership with the network of VPPSA service providers and the Employer Partnership. Other resources are leveraged for her time on this program. YEP will also leverage additional staffing resources. Work Experience Counselors (WECs) will assist with conducting Job Readiness Review, including the pre-employment competency training and including other life skills such as sexual harassment training and an introduction to mental health services. Bilingual and/or culturally competent WECs will provide language and cultural support to the EL to ensure that YEP's services are accessible to a variety of minority groups. All YEP direct service staff

have experience working within a performance-based protocol with parolees and probationers. Resumes and job descriptions of key staff are included as Attachment D.

6. LEVERAGING AND FISCAL RESPONSIBILITY

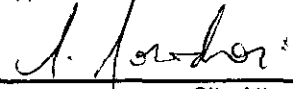
Funding sources and leveraging resources: YEP's financial stability is based on a practice of leveraging resources. We aggressively pursue and maintain a diverse funding base that allows us to allocate funding according to the restrictions of the funding source. Measure Y funding for this program will be matched with funding from other public and private sources. Other YEP funders such as WIA, the State of California, and the US Department of Labor will support \$36,000 in matching funds for the Executive Director and Work Experience Counselor salaries and operating costs. YEP's education and support services are supported by numerous private funders. During the 2006-07 fiscal year, committed funds include the Dreyers' Foundation (\$5,000), the Annie E. Casey Foundation (\$80,000), CyPres Court Settlement Funds (\$25,000), the Safeway Foundation (\$2,500), and the East Bay Community Foundation (\$10,000). These funders support a range of support services. For the EPTJ program, YEP support services will be used to supplement VPPSA services including driver's license assistance, advocacy in resolving problems with the DMV, GED & Basic Skills Lab, supplemental Mental Health Counseling, and any services that cannot be conveniently or fully obtained from the VPPSA network. Since the majority of services will be available from these other providers, the amount of leveraged resources from these YEP funders listed above is estimated at \$20,000, roughly 16% of these grants. ***Fiscal experience and stability:*** YEP has an uninterrupted history of funding from federal, state and local government sources. YEP employs a team of administrators and fiscal support staff to achieve the compliance that is required for our many funders. YEP is governed by an active and engaged Board of Directors comprised of 8 individuals from the business and

Youth Employment Partnership
Employer Partnership for Transitional Jobs

Attachment C--15

nonprofit community. Our Board President is a former corporate CFO. YEP is required by law to have annual independent audits per the requirements of the Single Audit Act, which test all aspects of financial and program compliance with contracts, regulations and applicable laws. YEP's effective internal control systems have resulted in "clean" audit reports for every year since our agency's inception. In a fiscal monitoring by the City of Oakland in April 2005, there were no findings and it was determined that YEP adheres to standard accounting procedures and principles. Due to our financial stability, our diverse funding base of \$4 million per year, and our years of prior experience in achieving successful outcomes in performance-based contracts in Oakland, YEP will be fully able to manage this program without Measure Y funds for start-up costs.

2006 JUN 28 PM 3:53


City Attorney

OAKLAND CITY COUNCIL

RESOLUTION No. _____ C.M.S.

RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO NEGOTIATE AND EXECUTE TWO SEPARATE GRANT AGREEMENTS BETWEEN THE CITY AND OAKLAND AND THE ALLEN TEMPLE HOUSING AND ECONOMIC DEVELOPMENT CORPORATION FOR AN AMOUNT NOT TO EXCEED \$390,000 AND WITH THE YOUTH EMPLOYMENT PARTNERSHIP, INC. FOR AN AMOUNT NOT TO EXCEED \$150,000 TO PROVIDE TRANSITIONAL JOBS SERVICES IN ACCORDANCE WITH THE VIOLENCE PREVENTION AND PUBLIC SAFETY ACT OF 2004 FOR THE PERIOD OF AUGUST 1, 2006 TO JUNE 30, 2007 WITH TWO ONE-YEAR OPTIONS TO RENEW

WHEREAS, City of Oakland voters passed Measure Y, the Violence Prevention and Public Safety Act of 2004, in November 2004, approving a series of taxes to support violence prevention objectives, programs and services to reduce violence among children, youth and young adults in Oakland; and

WHEREAS, Measure Y resources are available and violence prevention programs were approved by City Council on June 7, 2005; and

WHEREAS, the City Council approved a total of \$540,028 annually to support a Transitional Jobs strategy to serve parolees and probationers; and

WHEREAS, the funding for these contracts is available in Public Safety Act / 2004 Measure Y Fund (2251), HHS Administration organization (78111), DHS Measure Y Transitional Jobs – Wage Pool Project (G261263); and

WHEREAS, the Request for Proposals from private non-profit entities and for-profit entities in partnership with local non-profit entities to provide program services for the implementation of the Transitional Jobs strategy was released on May 8, 2006; and

WHEREAS, trained reviewers evaluated the two proposals submitted for the Transitional Jobs strategy in accordance with the criteria in the Request for Proposals; and

WHEREAS, the review panel recommended the Allen Temple Housing and Economic Development Corporation and the Youth Employment Partnership, Inc. to each be funded to provide transitional jobs services for parolees and probationers; and

WHEREAS, the City Council finds that this agreement shall not result in the loss of employment or salary by any person having permanent status in the competitive services; now therefore, be it

RESOLVED: That the City Administrator is hereby authorized to negotiate and execute an agreement for \$390,000 with the Allen Temple Housing and Economic Development Corporation and an agreement for \$150,000 with the Youth Employment Partnership, Inc. to support Transitional Jobs services in accordance with Measure Y: Violence Prevention and Public Safety Act of 2004 (Measure Y: VPPSA) for the period of August 1, 2006 through June 30, 2007, with two one-year options to renew pending City Council approval for each renewal; and be it

FURTHER RESOLVED: These funds will be allocated from Public Safety Act / 2004 Measure Y Fund (2251), HHS Administration organization (78111), DHS Measure Y Transitional Jobs – Wage Pool Project (G261263); and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to conduct all negotiations, execute and submit all documents, including but not limited to applications, agreements, amendments, modifications, payment requests and related actions which may be necessary in accordance with its basic purpose; and be it

FURTHER RESOLVED: That said agreement shall be approved as to form and legality by the Office of the City Attorney and placed on file in the Office of the City Clerk.

IN COUNCIL, OAKLAND, CALIFORNIA, _____, 2006

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, BRUNNER, CHANG, KERNIGHAN, NADEL, QUAN, REID and
PRESIDENT DE LA FUENTE

NOES-

ABSENT-

ABSTENTION-

ATTEST: _____
LATONDA SIMMONS
City Clerk and Clerk of the Council
of the City of Oakland, California