

**CITY OF OAKLAND
AGENDA REPORT**

FILED
OFFICE OF THE CITY CLERK
OAKLAND
2004 SEP 15 AM 9:53

TO: Office of the City Administrator
ATTN: Deborah Edgerly
FROM: Community and Economic Development Agency
DATE: September 28, 2004
RE: **A REPORT ON THE JOB TRAINING PERFORMANCE STANDARDS OF
CITY-FUNDED WORKFORCE DEVELOPMENT PROGRAMS**

SUMMARY

This Performance Report covers the period through June 30, 2004 for job training programs funded in Oakland under the Workforce Investment Act (WIA) and through other sources overseen by the City of Oakland. Outcomes include those for programs in the 2003-04 Program Year as well as continuing results for clients enrolled in WIA programs in previous periods.

FISCAL IMPACT

This is an informational report only; as such, it does not have a fiscal impact.

BACKGROUND

The Job Training Performance Standards (JTPS) system is Oakland's established mechanism for determining the relative effectiveness of job training programs funded by the City. Programs vying for City funding must demonstrate their capacity to meet contracted performance measures. The JTPS system also monitors performance of programs under WIA and provides data which allow for assessment and correction to maximize Oakland's performance, in the eyes of both state monitors and local oversight bodies.

KEY ISSUES AND IMPACTS

Services to Employers

- **Customer Satisfaction:** Success serving businesses under WIA is gauged through a statewide survey each year, based on information provided by local areas. This program year 55 new firms were reported in this system as being served by Oakland, primarily in the area of recruitment services. Twenty-seven of these firms were clients of Ultimate Staffing, the Business Services vendor for the Oakland Workforce Investment Board (WIB), and 28 were served by the Oakland Private industry Council (PIC).
- **Rapid Response:** These activities are tailored to meet the needs of specific companies and workers facing layoffs. Services delivered by the Oakland Private Industry Council (PIC) can include orientations to the use of the One Stop Career Centers, job fairs, job clubs, skills assessments, and workshops. In addition, staff from the local Employment Development Department (EDD) office, an active partner of the Oakland WIB, accompany PIC staff on

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each Rapid Response visit, convey information to workers about unemployment benefits and job search resources available through EDD.

Presentations to managers and/or workers who have received, or will potentially receive, lay-off notices this program year were given as follows:

TABLE 1: RAPID RESPONSE SERVICES PER QUARTER DURING PROGRAM YEAR 2003-04

Company Name	WARN Notice	Qtr 1	Qtr 2	Qtr 3	Qtr 4	TOTAL
AC Transit	No		165			165
Accenture	No				79	79
Alameda County Medical Center	No	54			500	554
Ampco Systems Parking	Yes		58			58
BART	No				64	64
Bookpeople	No			51		51
City of Oakland	No	76				76
Hahn One Commercial-Emil Villa	No			54		54
Healthcare Security Services	No	135				135
Intermodal Terminals	Yes			13		13
Menzies Aviation Group	Yes	71				71
Oakland Unified School District	No	336	62		200	598
Port of Oakland	No	41				41
Providian Financial	Yes	145		31		176
Rexam	Yes		77			77
Thayer Food Products	No	20				20
UC Berkeley Extension	No				36	36
US Department of Energy	No			100		100
US Dept. of Toxic Substances	No	29				29
TOTALS		907	362	249	879	2,397

Performance Indicators: Data on outcomes of particular interest in this report include:

- WIA programs have operated in Oakland for four years at the close of this reporting period. Charts designed to show the trends on key State performance measurements and the levels of clients served over the four years begin on Page 4.
- At the close of the 2003-04 WIA Program Year, Oakland's One-Stop Career Center network has exceeded its enrollment goals for the first time in four years, albeit with more modest goal levels. Other outcomes discussed include mixed results of job placement activity at the four quarter mark; detailed information begins on Page 7. In addition, strong performance placing clients from previous periods was tallied in the most recent quarter, augmenting strong results from the 2002-03 enrollment class, and from earlier periods. This data begins on Page 13.
- Continuing outcomes from the Oakland WIB's Collaborative Apprenticeship Project with the Port of Oakland appear on Page 17.

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- The fourth quarter showed the single largest number of placements of youth clients in Oakland's WIA history, bringing 2003-04 Program Year results to 100% of goals, and augmenting already strong 2002-03 outcomes. Data and discussions on youth services begin on Page 22.
- The filling of job orders from Oakland businesses, through Ultimate Staffing, saw the two most successful quarters in the two years the relationship has existed. Business Services outcomes can be found starting on Page 27.
- Every one of the fourteen adult and youth job training programs funded by the City outside of WIA neared or exceeded 100% of placement expectations; discussions on these programs begins on Page 32.

PROGRAM PERFORMANCE ANALYSIS

The following attachments contain detailed performance data, and program contact and other relevant information:

- Attachment A:** A summary spreadsheet of all of the programs managed and operated under the federal Workforce Investment Act.
- Attachment B:** Profiles on each of the contractors operating programs under WIA.
- Attachment C:** A summary spreadsheet of the other job training programs operated or overseen by City of Oakland agencies.
- Attachment D:** Profiles of each of the other job training programs operated or overseen by City of Oakland agencies.
- Attachment E:** A semi-annual report on activities by the Port of Oakland's Employment Resources Development Program.
- Attachment F:** Economic Outlook for the East Bay Area, August 2004, a report for the Oakland Workforce Investment Board by economist David Fike.

WORKFORCE INVESTMENT ACT PROGRAMS

As the administrator of various programs funded under the Workforce Investment Act (WIA), the Oakland Private Industry Council maintains the required databases from which reports to the state and federal governments are produced. In its role as the Oakland Workforce Investment Board's contracted One-Stop System Administrator, the PIC is responsible for the accountability, fiscal and compliance functions of all WIA activities in Oakland. Data in this section summarizes the results achieved by the different programs under WIA grants, followed by comments and analysis from Workforce Development staff.

A SUMMARY OF WORK UNDER WIA TO DATE

The City of Oakland’s Workforce Development system has operated under the aegis of the Workforce Investment Act since July 1, 2000. During this time, the system has adopted the new procedures and measures mandated in the federal legislation. In addition to detailed periodic performance data, the Oakland City Council has requested a broader view of the trend in outcomes over the four years of WIA activities in the City. Staff have prepared the following charts in response, and will continue to update the information in subsequent reports.

CHART 1: WIA ADULT PERFORMANCE OVER FOUR YEARS

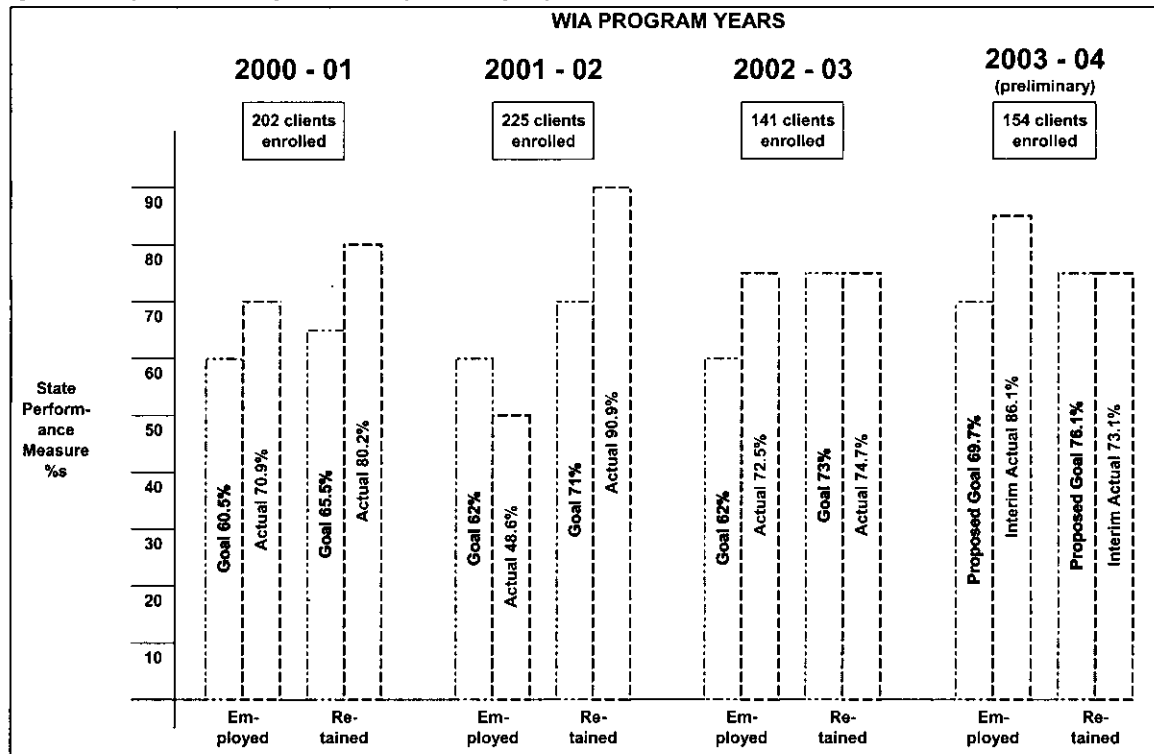


CHART 2: WIA DISLOCATED WORKER PERFORMANCE OVER FOUR YEARS

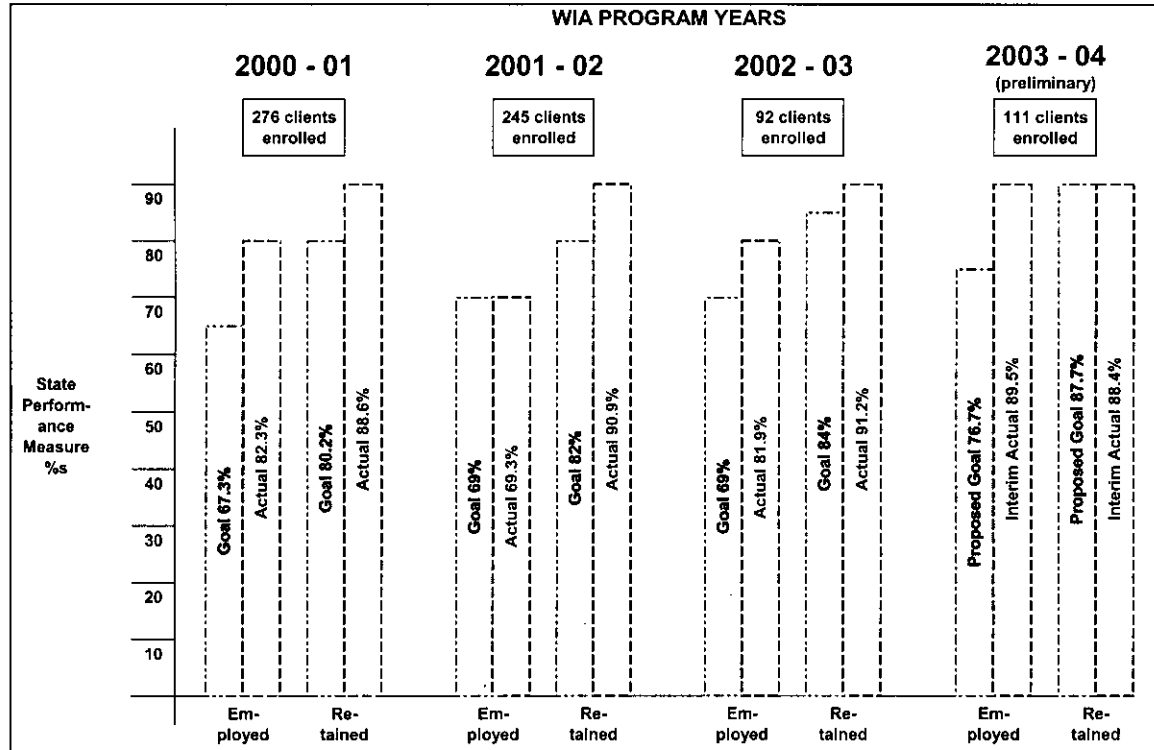
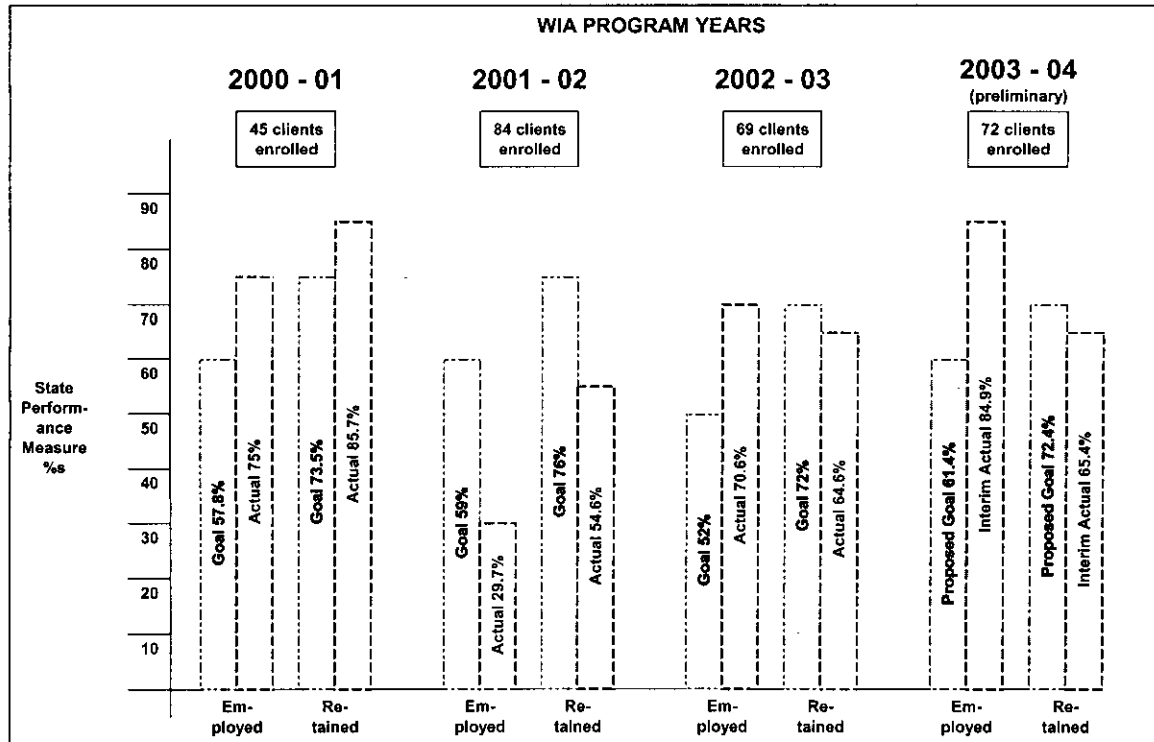


CHART 3: WIA OLDER YOUTH PERFORMANCE OVER FOUR YEARS



STAFF ANALYSIS AND COMMENTS ON WIA FOUR YEAR RESULTS:

1. Data in the three charts above show official final performance results for activities in the Oakland area for each of the first three years under WIA, and preliminary results for the 2003-04 Program Year. EDD, as the state agency charged with monitoring local WIA performance, has not finalized either goals or results for the 2003-04 period at this writing. Though there are a number of other measures EDD assesses, these charts show the Entered Employment rate and the Job Retention rate measures for Adults, Dislocated Workers, and Older Youth clients. Staff believe that these measures are the ones most fundamental to the job training and placement mission: helping clients get jobs, and helping clients keep jobs. Also shown under the heading for each program year is the total number of clients enrolled during that period.
2. Chart 1 shows the outcomes with clients served through the WIA Adult funding stream, a number of which bear comment. First, in the eight measures shown (two measures for each of four years) Oakland exceeded expectations on six measures, and is showing a passing grade near expectations on a seventh, the preliminary 2003-04 retention result. One measure was failed: the employment rate for clients exited in the 2001-02 period was 48.6%, significantly below the 62% goal. EDD's standard for a passing grade is attaining at least 80% of the established goal; Oakland's rate on this measure was 78.4% of the goal. Previous reports have discussed at length the total of three failed measures during the 2001-02 period (two regarding Older Youth, noted below) and the resulting probationary status placed upon the Oakland WIB. The second pattern seen in Chart 1 derives from Oakland's response to that probation. In simple terms, Oakland failed this measure because it was unable to deliver quality outcomes for the relatively large number of enrolled clients. The response was, in part, to enroll substantially fewer clients...the 141 Adult clients served in 2002-03 was less than two-thirds the level in 2001-02. The following year, 2003-04, levels remained nearly as low, with 154 clients served. While the Oakland system feels a justifiable sense of accomplishment at having passed the most critical measures since the 2001-02 failure, this success came at the expense of offering services to 80 or so additional individuals each year, at a time when a difficult employment market meant that more Oaklanders than ever could benefit from such services.
3. Selected outcomes with clients under the Dislocated Worker funding stream are captured in Chart 2. Oakland has exceeded established goals on all eight of the measures with Dislocated Workers over four years of WIA activity. This is particularly noteworthy given the WIA imperative of "continuous improvement," manifested in this chart and on most performance measures with increased goals set in each successive program year. Goals are set higher for Dislocated Workers than for clients in the Adult streams because, by definition, Dislocated Workers are largely individuals with significant work histories and skills. Such clients should be expected to be better able to land work than Adult clients facing more substantial barriers to employment. Though the Oakland area has posted success with Dislocated Worker outcomes, the population has seen an even greater decline in service levels than that noted above in regard to Adult enrollments. The case management resources available for Adults and Dislocated Workers are not stand-alone elements. When the Oakland area perceived a need to reduce service levels in response to performance failings, to in effect deliver better quality services to a smaller quantity of clients, that decision affected individuals enrolled through both the Adult and Dislocated Worker funding streams.

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After the probation brought on by the 2001-02 failures, Dislocated Worker enrollment levels declined nearly 60%, to 92 clients in 2002-03. Only a small portion of the decline was reinstated during 2003-04, when 111 Dislocated Workers were enrolled. As with Adults, restoring acceptable performance meant reducing Intensive Services to jobseekers during particularly difficult employment market conditions.

4. Chart 3 captures the four year history of outcomes on key measures regarding services to Older Youth clients (those aged 19 to 21 years). The pattern of outcomes with these clients in Oakland is more mixed than those with Adults or Dislocated Workers. In the first year of WIA, Oakland exceeded employment and retention measure goals for Older Youth. In the 2001-02 period, however, both of these measures were failed by significant degrees, accounting for two of the three overall measures failed in Oakland, and leading to the WIB probationary status discussed above. Since that year, the area exceeded employment goals for Older Youth in two consecutive years, and passed retention measures for 2002-03 and 2003-04 at around 90% of expectations. Unlike the response to failed Adult measures, however, the Older Youth service levels declined by a relatively modest amount following the poor marks. Sixty-nine clients were enrolled for the 2002-03 year, an 18% decline, and 72 were enrolled for 2003-04. Service providers and the WIB System Administrator believed that positive performance results could be obtained with more diligent attention to WIA service and exit protocols, and without deep cuts in client enrollments. Further, the Oakland WIB has clearly articulated a commitment to serving Older Youth who are in many cases the most challenging clients served in Oakland, including a high percentage of idle youth, those neither working nor enrolled in school. So long as Oakland continues its priority of service to such clients, it is unlikely that the area will ever exceed Older Youth measures by large degrees. Staff believes the youth service system has crafted a good middle ground, by embracing clients who need the services most while working to perform adequately in the eyes of state assessments.

WIA ADULT PROGRAMS

UNIVERSAL SERVICES THROUGH THE ONE-STOP SYSTEM:

Over 8,900 individuals received their first ever services from the Oakland One-Stop Centers during the 2003-04 Program Year. Such services included the use of equipment for job search activities (such as computers with Internet access, fax, copiers, and telephones), job search workshops, customized workshops, typing certification, Steps to Success, and basic skills assessment. These and other services are offered in conjunction with a number of partners, including the Oakland EDD offices, the Department of Rehabilitation, the City of Oakland's ASSETS Senior Employment Program, the Oakland and Berkeley Adult Schools, the Peralta Community College District, the Alameda County Department of Social Services, Job Corps, and the Crisis Support Center.

Assistance in accessing services is also provided in languages other than English. Currently services in Cantonese, Mandarin, Spanish, Vietnamese and American Sign Language are available at the Downtown and East Oakland Comprehensive Centers. Services in other languages, particularly East Asian tongues, are offered through the Affiliate One-Stop sites.

TABLE 2: UNIVERSAL SERVICES THROUGH ONE-STOPS, PROGRAM YEAR 2003-04

One-Stop Site	Program Information			Universal Services Information		
	Program Period	Budget Amount*	Cash Used To Date	Annual Planned New Users	Year-End Actual New Users	Actual % Of Annual Goal
Downtown	7/03-6/04	\$ 2,020,231	\$ 2,020,231	2,450	2,270	93%
East Oakland	7/03-6/04			4,150	5,034	121%
Affiliate One-Stop Sites						
The English Center	7/03-6/04	\$ 60,000	\$ 60,000	150	232	155%
Lao Family	7/03-6/04	\$ 60,000	\$ 60,000	300	223	74%
Unity Council	7/03-6/04	\$ 60,000	\$ 60,000	650	1,025	158%
Merritt College	7/03-6/04	n/a	n/a	300	153	51%
TOTALS		\$ 2,200,231	\$ 2,200,231	8,000	8,937	112%

*Budgeted amount includes only WIA funds allocated for One-Stop Center Operations and Intensive Services through the Comprehensive and Affiliate Career Centers. These amounts do not include additional support service and training funds available to enrolled clients.

The above table captures unique first-time visitors to the Career Centers. Many clients make multiple visits, with 61,508 total visits recorded for all One-Stop Centers during the year, an average of nearly seven visits per client. Total 2003-04 daily foot traffic at each center was:

Downtown	35,412
East	22,020
English Center	2,147
Lao Family	566
Unity Council	892
Merritt College	471

Selected other characteristics of the first-time Universal Services clients include:

- **Age:** 9% age 21 or younger
21% between the ages of 22 and 30
24% between 31 and 40, and
44% above 40 years of age
- **Income:** 23% stated annual household incomes below \$8,860
12% between \$8,861 and \$14,040
17% between \$14,041 and \$28,080
39% between \$28,081 and \$51,880
10% over \$51,880
24% declined to answer

- **Education:** 16% reported no High School diploma
30% reported a High School diploma or GED
10% reported an AA degree or some college
8% reported having a Bachelor's degree
3% reported Masters or higher level degrees
33% declined to answer

- **Ethnicity:** 14% reported themselves as being of Asian descent
37% African American
22% Hispanic
15% White
12% Declined to answer or "other"

- **Gender:** 48% Male; 50% Female; and 2% unreported.

STAFF ANALYSIS AND COMMENTS ON PROGRAM YEAR 2003-04 UNIVERSAL SERVICES:

1. The fourth quarter saw 2,155 individuals utilize Career Center services for the first time, bringing the 2003-04 final total to 8,937 unique self-directed clients. After the first quarter of the year, new use levels in each subsequent quarter were all in the 2,000 to 2,200 range, around a 20% decline from the pace seen in the 2002-03 period. In other words, the number of jobseekers using the Career Centers appears to have come down and stayed down relative to the record levels seen at the most difficult point in Oakland's employment market conditions. At a 9.5% unemployment rate for June 2004, Oakland's official tally had declined more than 2 points, or 20%, from the high mark in July 2003. When seasonal fluctuations are removed, the unemployment rate locally has declined slowly but consistently for a year. Levels of access at Oakland's Career Center network have mirrored that decline, suggesting that further employment market improvements may lead to less demand for Universal Services during the 2004-05 Program Year.
2. The East Oakland Comprehensive Career Center at the EDD offices continued to see the highest levels of access, with 56% of all of Oakland's new clients accessing services there. Co-location with EDD continues to provide a strong package of service opportunities for clients who must go to the site anyway for unemployment benefits. Another 25% of all first time clients utilized the Downtown Oakland Comprehensive Venue, with the remaining 19% finding assistance through the Affiliate sites. Of those, the Unity Council program saw the heaviest traffic, with over 1,000 clients. That venue, more so than the three other Affiliate sites, has positioned itself as a widely known community resource for employment services. The Unity Council's connection to Fruitvale area economic development activities, particularly the new transit village, has served as an entry for clients into the larger range of services available.
3. Two-thirds of all Universal Services clients were Oakland residents, a proportion which has remained consistent throughout the four years of WIA activity. While some other areas have begun excluding non-residents from service opportunities, Oakland continues to exemplify the open door approach envisioned in the federal legislation in that regard.

4. The centers continue to see a demographically diverse client base, with up to 85% of walk-in clients identifying themselves as people of color. In addition, nearly 70% of clients who stated a level of education reported a high school diploma or lower level of attainment, and a similar proportion reported household income levels below \$28,080 per year. The broad array of clients seeking services through the six Comprehensive and Affiliate One-Stops illustrates the strength of this model in delivering services to meet the diverse needs.

2003-04 INTENSIVE SERVICES

Once Universal clients are determined to need additional assistance beyond self-help services, they can be enrolled in WIA Adult or Dislocated Workers services, or in other WIA programs. Among the Intensive Services available are pre-vocational training, job development, job retention, and follow-up services. Once individuals are enrolled in Intensive Services they may also qualify for additional supportive services, such as childcare and transportation subsidies, and occupational training programs.

TABLE 3: CUMULATIVE ENROLLMENT DATA THROUGH JUNE 30, 2004:

Intensive and Support Services, Program Year 2003-04							
WIA Enrolled		Annual Plan	Actual Clients Enrolled	% of Annual Plan Enrolled	Enrolled In Training	ITAs Issued	Total Encumbered Training Amount
Downtown & E. Oakland	Adult	87	73	84%	19	7	\$14,694
	DW	125	93	74%	18	6	\$ 9,544
Affiliate Sites and Older Workers Contracts							
The English Center	Adult	Up To	15	100%	12	0	\$ 0
	DW	20	5		5	0	\$ 0
Lao Family Commu. Development	Adult	Up To	22	145%	2	2	\$ 7,978
	DW	20	7		0	0	\$ 0
Unity Council	Adult	Up To	11	85%	1	1	\$ 440
	DW	20	6		0	0	\$ 0
City of Oakland DHS	Adult	38	33	87%	0	0	\$ 0
	DW		0		n/a	n/a	n/a
TOTALS		250	265	106%	57	16	\$ 32,656
Adults		125	154	123%	34	10	\$ 23,112
Dislocated Workers		125	111	89%	23	6	\$ 9,544

Note: Goals for Affiliate enrollment are written as "up to 20" to reflect the design of focusing on clients with particular linguistic or other needs which can be best met at an Affiliate venue. Enrollment goals at the Comprehensive Downtown and East Oakland sites are meant to essentially enroll everyone not covered by other venues, up to the total annual system goal of 250 clients.

TABLE 4: CUMULATIVE PLACEMENT DATA THROUGH JUNE 30, 2004:

Intensive and Support Services, Program Year 2003-04									
WIA Enrolled		Exits	Annual Placement Goal	Placed to date	Placement % of Goal	Avg. Wage at Placement	Jobs w/ Benefits	Exits w/o Placement	
Downtown & East	Adult	73	9	51	6	12%	\$14.35	2	0
	DW	93	13	71	13	18%	\$16.08	2	0
The English Center	Adult	15	1	10	2	20%	\$ 8.40	0	0
	DW	5	1	4	1	25%	\$ 8.50	0	0
Lao Family	Adult	22	9	15	15	100%	\$11.11	5	0
	DW	7	6	5	6	120%	\$10.00	3	0
Unity Council	Adult	11	2	8	4	50%	\$10.06	0	0
	DW	6	1	5	3	60%	\$10.50	0	0
City of Oakland DHS	Adult	33	16	23	18	78%	\$12.34	5	0
	DW	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		265	58	192	68	35%	\$12.37	17	0
Adult		154	37	107	45	42%	\$11.82	12	0
Dislocated Worker		112	21	85	23	27%	\$13.44	5	0

STAFF ANALYSIS AND COMMENTS ON 2003-04 INTENSIVE SERVICES:

1. Ninety-one new Intensive Services clients were enrolled in the fourth quarter, bringing the final 2003-04 total to 265 clients, 106% of the goal. This is the first year under WIA in which enrollment goals have been met; however, the goals themselves were 30% lower than the 2002-03 period, and 56% lower than goals in the first two years of WIA activity. These reduced levels of services are addressed in the four year WIA trend analysis earlier in this report, where it is noted that performance failures from years in which many clients were signed on led to a decision to serve fewer individuals, but to do a more effective job of it.
2. The pattern of enrollments for 2003-04 continued the dynamic seen in the previous year, when the number of Adult clients substantially outpaced that of Dislocated Workers, despite both groups having comparable goals. Part of this is economic, with fewer local layoffs in the last year than were seen in the previous several. Dislocated Workers are also by definition individuals with work histories, and tend not to seek services in the same proportions as do potential Adult clients. In addition, an unforeseen outcome of the Affiliate

services model has come to light: since the City of Oakland DHS program serves Adult clients exclusively, and since the Affiliate venues serve Adult clients over Dislocated Workers by nearly a 3:1 ratio, the enrollment expectation for Dislocated Workers is almost entirely up to the Comprehensive One-Stop Centers operated by the Oakland PIC.

Enrollment goals were designed with this in mind at the year's onset, but strategies to meet these goals appear to have not kept pace at the Comprehensive sites. Dislocated Worker enrollments ended the year at 89% of the target, and enrollment goals for the 2004-05 Program Year have been changed to reflect the higher proportion of Adult clients in the current system.

3. Placement activity for clients enrolled in the 2003-04 period was moderate, with 21 new jobs tallied. Of these, the greatest numbers were posted by the PIC (one Adult and seven Dislocated Workers) and Lao Family Community Development (seven Adults and one Dislocated Worker). The latter result from Lao Family is particularly strong, bringing its placement-to-goal ratio to 100% for Adults and 120% for Dislocated Workers. At the four quarters mark, any ratio above 50% on this index is considered impressive, since the pattern seen in successful WIA years has been roughly 50% at four quarters, 65% at six quarters, 80% at eight quarters, and up to 100% or more in subsequent activity. The programs of the Unity Council and the City's ASSETS program at the Department of Human Services have also reached or exceeded the "50% through four quarters" rough benchmark for future success.
4. The results from the two PIC-operated Comprehensive venues, and from the English Center Affiliate site, show more modest results at the four quarter mark, at between 12 and 25% of their respective placement goals to date. Part of this is due to the recent enrollments noted above, in that 91 new Intensive Services clients would not be expected to obtain jobs this quickly. That said, the slow fourth quarter success ratios seen by these two vendors are cause for some concern. Even if the new enrollments are excluded from calculations, the PIC programs in particular still show ratios well below the 50% benchmark. The aggregate 2003-04 class now stands at 35% of the placement goal; by contrast, the successful 2002-03 client group had posted a 56% ratio at the same point last year. Given that the PIC serves nearly two-thirds of all Oakland Intensive Services clients, it is imperative that its placement-to-goal outcomes improve significantly in the coming quarters if the Oakland area is to fare well in future state performance assessments.
5. The placements tallied by the PIC for 2003-04 enrolled clients have posted some of the strongest wage rates seen in WIA's four years, exceeding even those rates attained during the stronger employment market of the 2000-01 period. The 19 total PIC placements from this class average \$15.53 per hour. As a whole, placed clients from this period are averaging \$12.37 per hour, which is above the wage rates for clients enrolled in the first two years of WIA, but a bit below wages tallied by 2002-03 clients. In addition, the proportion of jobs with benefits has dropped considerably in the most recent year, at only 25% thus far. Only one of the 21 jobs tallied this quarter was a placement with benefits. The high wage and low benefit combination suggests that a significant number of placements for this client group are part-time or temporary. By contrast, 60% of placements for 2002-03 clients were in benefited positions. This gap should narrow in future quarters, as clients willing to wait longer for better opportunities land full-time positions with benefits.
6. A significant source of Dislocated Worker placements from PIC-served clients, both from 2003-04 enrollment class and from the previous year, came from clients co-enrolled in both

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the regular WIA activities shown here and in the special projects funded with 15% grants, shown on Page 21 of this report. Such co-enrollment is perfectly allowable under WIA regulations; however, it would be inaccurate to add together placements from this section with those from special projects, as there is substantial overlap. Clients who participated in both efforts had substantial training resources brought to bear on their behalf, between normal WIA options like Individual Training Accounts, and the dedicated training dollars afforded to clients in special projects like the Airport Industry Dislocated Worker Project and the Regional Technology Training Consortium (RE-TEC).

CONTINUING RESULTS FROM PREVIOUS PROGRAM PERIODS:

PROGRAM YEAR 2002-03

TABLE 5: CUMULATIVE PLACEMENT DATA THROUGH JUNE 30, 2004:

Intensive and Support Services, Program Year 2002-03									
WIA Enrolled		Exits	Annual Placement Goal	Placed to date	Placement % of Goal	Avg. Wage at Placement	Jobs w/ Benefits	Exits w/o Placement	
Downtown & East	Adult	66	56	41	50	122%	\$11.24	34	6
	DW	70	50	48	48	100%	\$16.72	35	2
The English Center	Adult	15	9	9	7	78%	\$ 9.31	4	2
	DW	5	5	3	5	167%	\$ 10.30	4	0
The English Center VESL	Adult	1	1	1	1	100%	\$ 6.75	0	0
	DW	4	2	3	2	67%	\$ 8.00	1	0
Lao Family	Adult	16	12	10	12	120%	\$11.23	10	0
	DW	5	4	3	4	133%	\$11.80	4	0
Unity Council	Adult	9	5	5	4	80%	\$10.45	1	0
	DW	8	4	6	5	83%	\$13.93	2	1
City of Oakland DHS	Adult	34	29	21	29	138%	\$10.03	5	3
	DW	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		233	180	150	167	111%	\$12.50	100	14
Adult		141	115	87	103	118%	\$10.69	54	11
Dislocated Worker		92	65	63	64	102%	\$15.42	46	3

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TABLE 6: CUMULATIVE FOLLOW-UP DATA THROUGH JUNE 30, 2004:

Intensive and Supportive Services, Program Year 2002-2003									
WIA Enrolled		Exited to date	Employed by 1 st Qtr	1 st Qtr Retention %	Employed by 2 nd Qtr	2 nd Qtr Retention %	Employed by 3 rd Qtr	3 rd Qtr Retention %	Avg. earned at 6 mo.
Downtown & East Oakland	Adult	56	45 of 53	85%	35 of 53	66%	23 of 51	45%	\$3,154
	DW	50	33 of 42	79%	20 of 41	49%	10 of 36	28%	\$6,583
The English Center	Adult	9	2 of 7	29%	1 of 7	14%	0 of 3	0%	\$2,787
	DW	5	4 of 5	80%	4 of 5	80%	3 of 4	75%	\$3,769
The English Center VESL	Adult	1	1 of 1	100%	1 of 1	100%	1 of 1	100%	\$2,789
	DW	2	1 of 2	50%	1 of 2	50%	2 of 2	100%	\$1,549
Lao Family	Adult	12	11 of 12	92%	7 of 12	58%	8 of 12	67%	\$8,276
	DW	4	4 of 4	100%	4 of 4	100%	4 of 4	100%	\$5,817
Unity Council	Adult	5	3 of 3	100%	1 of 3	33%	0 of 3	0%	\$5,401
	DW	4	3 of 3	100%	1 of 3	33%	1 of 3	33%	\$13,412
City of Oakland DHS	Adult	29	20 of 29	69%	18 of 29	62%	16 of 26	62%	\$3,255
	DW	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		180	127 of 161	79%	93 of 160	58%	68 of 145	47%	\$4,547

Table 6 above is a preliminary look at retention in employment, based on EDD's Base Wage Record file, which derives from quarterly employer reported data. The state uses this Wage Record file in its calculations of employment and retention, but does not accept its validity until nine months after a client's exit date. This table, therefore, does not capture retention results for clients exited since September 1, 2003.

PROGRAM YEARS 2000-2002

The following table combines data for the 2000-01 and 2001-02 Program Years. In addition to allowing a more comprehensive look at past results, presenting the data in this manner helps focus on results for clients who remain engaged in service delivery. This is especially important because state performance results are based on dates of client exit, not on dates of enrollment. The 80 remaining active clients enrolled prior to June 30, 2002 will become part of the calculations for performance success at the point at which they are either placed into work or otherwise cease receiving services.

TABLE 7: CUMULATIVE PLACEMENT DATA THROUGH JUNE 30, 2004:

Intensive and Supportive Services, Program Years 2000-02									
WIA Enrolled		Exits	Place- ment Goal	Placed to date	Place- ment % of Goal	Avg. Wage at Place- ment	Jobs w/ Benefits	Exited w/o Place- ment	
Downtown & East Oakland	Adult	373	352	231	215	93%	\$12.20	155	133
	DW	502	460	346	351	101%	\$12.32	231	109
The English Center	Adult	7	6	4	4	100%	\$13.68	2	2
	DW	3	2	2	2	100%	\$21.00	0	0
The English Center VESL	Adult	20	17	12	15	125%	\$ 9.38	8	2
	DW	4	3	3	3	100%	\$8.08	1	0
Lao Family	Adult	11	5	7	5	71%	\$12.82	2	0
	DW	9	4	6	4	67%	\$11.29	3	0
Unity Council	Adult	17	17	11	11	100%	\$ 9.37	4	6
	DW	4	4	3	3	100%	\$ 10.77	2	1
City of Oakland DHS	Adult	27	27	17	27	159%	\$10.89	13	0
	DW	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		977	897	642	640	100%	\$12.11	421	253
Adult		455	424	282	277	98%	\$11.84	184	143
Dislocated Worker		522	473	360	363	101%	\$12.31	237	110

TABLE 8: CUMULATIVE FOLLOW-UP DATA THROUGH JUNE 30, 2004:

Intensive and Supportive Services, Program Years: 2000-2002									
WIA Enrolled		Exited to date	Employed by 1 st Qtr	1 st Qtr Reten- tion %	Employed by 2 nd Qtr	2 nd Qtr Reten- tion %	Employed by 3 rd Qtr	3 rd Qtr Reten- tion %	Avg. earned at 6 mo.
Downtown & East Oakland	Adult	352	224 of 351	64%	207 of 351	59%	192 of 347	55%	\$5,245
	DW	460	345 of 451	76%	320 of 451	71%	295 of 448	66%	\$5,929
The English Center	Adult	6	5 of 5	100%	3 of 5	60%	3 of 5	60%	\$3,595
	DW	2	2 of 2	100%	0 of 2	0%	2 of 2	100%	\$0
The English Center VESL	Adult	17	12 of 16	75%	12 of 16	75%	8 of 15	53%	\$3,141
	DW	3	2 of 3	67%	2 of 3	67%	2 of 2	100%	\$4,739
Lao Family	Adult	5	4 of 5	80%	4 of 5	80%	4 of 5	80%	\$7,268
	DW	4	4 of 4	100%	3 of 4	75%	3 of 4	75%	\$7,585
Unity Council	Adult	17	11 of 17	65%	10 of 17	59%	11 of 17	65%	\$5,453
	DW	4	2 of 4	50%	3 of 4	75%	1 of 4	25%	\$2,546
City of Oakland DHS	Adult	27	19 of 27	70%	20 of 27	74%	18 of 27	67%	\$2,765
	DW	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		897	628 of 885	71%	584 of 885	66%	539 of 876	62%	\$5,497

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STAFF ANALYSIS AND COMMENTS ON INTENSIVE SERVICES FROM PREVIOUS YEARS:

1. Nineteen additional job placements were tallied this quarter for clients enrolled in the 2002-03 Program Year, as shown in Table 5. Of these, clients from the Comprehensive One-Stops operated by the PIC garnered 17 placements, with the Lao Family and Unity Council sites adding one new placement each. The PIC placements included 14 Dislocated Workers, who commanded a strong average wage of \$20.51 per hour. As noted above, a significant portion of these placements went to clients co-enrolled in special projects which brought them additional training opportunities. Thirteen of the 19 PIC client placements came with benefits, a strong proportion which stands in contrast to the low benefit levels for 2003-04 placed clients noted above. The Unity Council and Lao Family Affiliate venues each accounted for one additional placement this quarter from the 2002-03 class.
2. Through eight quarters of activity from the 2002-03 year, the aggregate success ratio of all providers now stands at 111% of placement expectations, the strongest single year under WIA in Oakland. As noted earlier, however, this percentage success is tempered by the fact that the area enrolled less than half as many clients in 2002-03 as it had in the prior years. Nevertheless, the total success ratio is strong, and each individual provider within that statistic posted acceptable or better results. Adding each provider's clients from Table 5 together, PIC services had reached 110% of goals, the English Center 94%, Lao Family 123%, the Unity Council 82%, and the DHS program 138%. Subtotals for both Adult and Dislocated Workers exceeded their respective expectations.
3. The fourth quarter began with just over 100 clients remaining active from the enrollment classes of 2000-01 and 2001-02, the first two years of WIA activity. From this group, 16 new job placements were registered this quarter, 12 of which were with Dislocated Workers served by the PIC. Cumulative placement rates for these two program years now stand at 100% of the goals. During the last four quarters, 101 new job placements have been recorded with clients who began WIA services as long ago as July 2000. A good deal of this success with the longer-term clients, who are often some of those facing formidable barriers to employment, can be attributed to the PIC's new re-engagement strategies specifically tailored to the long term clients at risk of dropping out of the system. On the heels of failed 2001-02 performance measures and a realization that Oakland's system had enrolled more clients than it could effectively serve, the PIC's work with such individuals was one of two major factors in avoiding additional poor marks in the EDD assessment system.
4. The second major factor in improved performance results, in both EDD's eyes and in the data contained in this report, falls into an aspect of WIA performance which is not widely understood. Typically, when positively exiting a more current client, a service provider will provide pay stub copies or documentation verifying the new job placement. Case managers will provide follow up services to help ensure the job lasts and the client is satisfied. While this does at times happen with the longer term clients, a more common placement tracking method is what staff have come to term "archeology."

To explain this fully, one must start with a review of how job training programs work. WIA service providers enroll clients who meet certain eligibility criteria, then offer a variety of workshops, case management, training resources and other services aimed at enhancing a client's ability to find work. With many providers, particularly the Affiliate sites, substantial emphasis is also placed on job development functions, to use relationships with businesses to

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find specific job opportunities clients can pursue. Beyond this assistance, and at the bottom line, it is always up to the client to actually find and retain a job. "Placement" in this sense can be a misnomer, as clients are not "placed" into a position so much as they are given the resources to find their own jobs.

When the state assesses performance outcomes, it does not look at any of the job documentation maintained internally for purposes of this report. Rather, the system takes every client who has been exited, and compares their identifying information against that contained in EDD's Base Wage File, the quarterly employer-reported list of all employees and their earnings. One quarter after exit, if a client shows earnings in any amount in the Base Wage File, the state tallies a placement. Three quarters after exit, if the client continues to show wages in any amount, the state tallies a retention. The difference between such amounts before and after exit is how the state tallies the wage gain measures. Local areas are also given access to Base Wage File information; when Oakland sees that a client has tallied wages it can exit that client with the knowledge that a placement will be recorded. This process is what staff refers to as "archeology;" tracing a client for wage success and processing an exit when wages show a placement has occurred. This process is perfectly acceptable and common practice under WIA. A diligent archeological approach to the longer-term clients, by staff at the PIC on behalf of clients from all One-Stop venues, has been a large source of the placements for longer term clients, and as a result Oakland's performance on these measures has been enhanced in the state system.

5. One indicator of the relative amount of placements which are more "archeological" than traditional case management is the ratio of placements recorded in a quarter to the actual start date of those placements. In the most recent quarter, only 25% of the Adult and Dislocated Worker placements tallied in this report were for jobs that actually began between April 1 and June 30, 2004. Over the past eight quarters, that ratio has averaged 79%. In other words, roughly four of every five placements shown in this report have been current, typically case management-assisted jobs, over the recent WIA historical trend, but only one in four placements of the most recent quarter appear to have been of that variety. Again, there is nothing illegitimate about this approach to placements, but an over-reliance on clients finding work without recent Career Center services runs the risk of losing the hands-on case management skills to which a large portion of Oakland's WIA funding goes.

OTHER WIA-FUNDED GRANTS UNDER SPECIAL PROJECTS

PORT OF OAKLAND—WIB COLLABORATIVE APPRENTICESHIP PROJECT:

The Port-WIB Collaborative Apprenticeship project seeks to maximize the opportunities for local residents to become registered with the building trades, and to be hired on with Port construction projects. In addition, efforts are made to match qualified job seekers with employment opportunities outside of the building trades, or in non-construction capacities with Port tenants and others.

Potential candidates are assessed for qualifications at intake, given assistance in overcoming barriers to employment, and referred to pre-apprenticeship programs. Successful clients become indentured apprentices in the building trades from which hiring takes place, through the Port's Project Labor

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Agreement and other sources. Funding for the Collaborative comes from equal \$40,000 annual contributions by the Oakland WIB and the Port of Oakland.

During the 2003-04 year, a total of 1,473 individuals received either information, referral or placement services. Roughly half of these inquiries came from individuals reached at the Downtown One-Stop Career Center. Nearly 500 potential clients took the next step and applied to the pre-apprenticeship program. Of these, 450 were referred to partners for training and services to overcome barriers to employment. Finally, 87 clients either became indentured into a building trade, or reached a level of readiness sufficient for indentured status pending job placement.

The following table shows job placement outcomes from the Port-WIB Collaborative during the 2003-04 Program Year:

TABLE 9: PORT-WIB COLLABORATIVE ACTIVITY, JULY 2003 TO JUNE 2004

	TOTAL Placements			Subtotal: Jobs in Building Trades			Subtotal: Construction Jobs Outside of Trades			Subtotal: Non-Construction Jobs		
	Jobs	Bnft	Wage	Jobs	Bnft	Wage	Jobs	Bnft	Wage	Jobs	Bnft	Wage
July-Dec '03*	50	38	\$14.75	38	38	\$14.75	12	0	\$14.75	0	0	n/a
Clients of BACSIC, Jan-June '04	6	1	\$13.86	1	1	\$12.00	4	0	\$16.07	1	0	\$13.00
Clients of ERDP, Jan-June '04	15	15	\$18.93	15	15	\$18.93	0	n/a	n/a	0	n/a	n/a
Jan-June '04 Total	21	16	\$17.48	16	16	\$18.50	4	0	\$16.07	1	n/a	\$13.00
Year To Date TOTAL	71	54	\$15.65	54	54	\$15.86	16	0	\$15.08	1	0	\$13.00

* Placements through December 2003 took place prior to the adoption of a more detailed data gathering matrix. As a result, subtotals by service providers are available for only the period of January through June 2004.

Activities of the Port-WIB Collaborative are a subset of larger work of the Port's Employment Resources Development Program (ERDP). The charge to ERDP is to provide employment services for Port tenant companies and job seekers, the greater East Bay Local Impact Area, and the Port's Project Labor Agreement. ERDP reports its outcomes semi-annually; its fourth quarter report with outcomes through June 30, 2004 is included here as Attachment E. The following table summarizes a few of those outcomes.

TABLE 10: PORT OF OAKLAND ERDP PLACEMENTS, 2003-04 PROGRAM YEAR

Placements	% of Placements to Oakland Residents	Construction Jobs	Non-Construction Jobs with Port Tenants	Other Jobs	Average Full Time Hourly Wage
251	74%	65	147	39	\$22.80

Demographically, 66% of the placements went to clients who identified themselves as African American, 14% to Asians, 11% to Hispanics, and 7% to Caucasians.

STAFF ANALYSIS AND COMMENTS ON THE PORT-WIB COLLABORATIVE:

1. The Collaborative recorded seven new job placements in the fourth quarter; six from ERDP, plus one placed client through BACSIC's efforts. All six of the ERDP placements were in building trades construction positions, averaging an hourly wage of \$15.96, with full benefits. The one placement through BACSIC was a non-construction position, at \$13.00 per hour.
2. Results for the first half of the program year, from July to December 2003, have been revised to 50 placements, down from the previously reported half year total of 67. Previous WIB discussions including a board request for more specificity on the types of placements the Port-WIB Collaborative was generating. Beginning in January 2004, results were broken down into the categories of placements with the building trades, other construction placements outside of the trades, and non-construction jobs. In attempting to recover this breakdown for earlier periods, staff with ERDP discovered that previous outcomes were overstated. When the original 67 jobs were tracked individually with BACSIC, the new total was lowered to 50 placements in the year's first half, 38 of which were trades jobs.
3. The final 2003-04 results from the Collaborative now stand at 71 placements, averaging \$15.65 per hour. Of these, 54 were union trade positions with full benefits, 16 were construction jobs outside of the trades, without benefits, and one job was in a non-construction capacity. With 71 jobs generated from an investment of only \$40,000 in WIA funding, the Port-WIB Collaborative reached cost-per-placement levels well under those posted in any other WIA-funded program captured in this report, with markedly higher wage and benefit levels.
4. Subtotals for outcomes by service provider were only gathered during the second half of the year, following a WIB request. During that time, placements through ERDP accounted for 60% of the total jobs tallied. Included in ERDP's outcomes were 15 of the 16 building trade jobs, at an average wage of nearly \$19 per hour, all with benefits. A dichotomy of outcomes began to emerge in the last six months, where the most job-ready clients were best served through ERDP, which was able to move them into the pipeline for trades positions fairly quickly. Job ready clients who pursued work under BACSIC's auspices did not proceed quickly, as evidenced by only one trades placement through BACSIC during the last six months. Clients in need of substantial services before seeking trade status were largely served by BACSIC, which is better equipped to deliver such services. Therefore, outcomes between these two placement arms of the Collaborative are not directly comparable, as the BACSIC client base requires more services before building trades or other jobs can be realistically pursued. BACSIC continues to see the largest overall number of clients, roughly 90% of those reaching the program application stage.
5. This divergence of capacity and aptitude between ERDP and BACSIC deserves further exploration. Since ERDP is working with clients who by definition are closer to building trade readiness, a higher percentage of those clients should be expected to attain placements than those working through BACSIC. However, BACSIC is working with a much greater number of clients, which, though the clients face greater barriers to success, should result in greater raw numbers of placements of any sort. In staff's view, both types of services are

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needed, since our area strives to find positive results for clients at all levels of readiness. That said, the outcome of only one building trades job in six months generated by BACSIC, at a time when contractors are doing more hiring, is disappointing given BACSIC's role as a sort of "sole source" for new apprentice hiring by contractors under the Maritime and Aviation Project Labor Agreement (MAPLA). To the extent the WIB wants to promote hiring in the trades of local residents from a variety of skill backgrounds, both types of work should be fostered. However, if the WIB's priority is to maximize the immediate outcomes during the unique local hiring opportunity of the Airport expansion project, it may wish to emphasize placement for the most job ready Oakland candidates, insofar as such decisions are within the Board's purview.

6. No new outcomes under MAPLA are included in this report. The Port of Oakland receives semi-annual appraisals of MAPLA outcomes from its consultants Davillier-Sloan, et al. The next such assessment is expected in September, and will be included in the next edition of this report. To reiterate last quarter's data, as of December 2003 hours worked under MAPLA by residents of the Local Business Area (Alameda and Contra Costa Counties) stood at 58% of the total, above the goal of 50%, while Local Impact Area (Cities of Oakland, Alameda, San Leandro and Emeryville) apprentice hours stood at 14% of all hours, compared with a goal of 20%. Though below goal, the Port also noted that this level of apprentice utilization marked a substantial improvement over both historical levels and levels seen under MAPLA previously. Finally, it should be restated that these MAPLA hiring figures come largely before any hiring for the Airport expansion project; future MAPLA reports will be more illustrative about the relative success of meeting goals through the Airport expansion.

OTHER SPECIAL PROJECTS:

Federal funds under the Workforce Investment Act are awarded to states in two methods. The first, constituting 85% of all funds, are in turn passed on to local WIBs through established formulas based on demographic and employment statistics. The remaining funds, commonly referred to as "15% grants," are awarded through mechanisms at the discretion of the Governor. These funds can be awarded through competitive or sole source processes, and to local WIBs, regional collaboratives or non-profit organizations. The programs listed in the section below are ones to which the Oakland WIB is either the direct recipient or a member of the relevant collaborative. There are other "15%" programs operating in Oakland to which neither the City of Oakland nor the Oakland WIB is a designated recipient; such programs are not tracked in this report.

TABLE 11: CUMULATIVE SPECIAL PROJECTS DATA THROUGH JUNE 30, 2004

Project Name	Period	Budget Amount	Cash Used to Date	Enrollment Goal	Actual Enrollment	Placement Goal	Placed To Date	% of Placement Goal	Avg. Hourly wage
Airport Project	7/02 – 6/04	\$ 155,000	\$ 154,928	26	26	18	17	94%	\$16.56
EBW Tech to Teachers	4/01 - 3/05	\$ 116,000	\$ 112,408	50	49	15	5	33%	\$34.98
Regional Re-Tec	7/01 – 3/04	\$ 274,947	\$ 274,947	38	46	19	17	89%	\$21.48
TOTALS		\$ 545,947	\$ 542,283	114	121	52	39	75%	\$21.07

- **Airport Industry Dislocated Worker Project:** This project is in conjunction with the WIBs of San Mateo county, San Francisco county, and San Jose. It is designed to serve workers dislocated from all facets of the transportation industry, including BART and other mass transit employees, in addition to airline industry workers. Roughly half of the enrolled clients were laid off former United Airlines employees, primarily though not exclusively from the Oakland facility. This contract ended on June 30, 2004. The numbers included are final.
- **Tech to Teachers:** This EASTBAY Works project addresses the employment needs of laid-off technology workers while attempting to increase the number of qualified math and science teachers in urban areas of Alameda and Contra Costa counties. The program model seeks to leverage the skills of laid-off technology workers into new careers in education. Funds for Tech to Teachers come from the Governor's discretionary fund for dislocated workers. In addition to EASTBAY Works, project partners include Holy Names College. Oakland is the administrator of this grant on behalf of all partners. The grant period for this program has been extended to March, 2005.
- **Regional Technology Training Consortium (RE-TEC):** This regional employment and training program ended as of March 31, 2004. The goal of this grant was to recruit laid-off high technology workers and train them for transition into related fields or new industries. This grant period has ended, and the outcome numbers shown are final.

STAFF ANALYSIS AND COMMENTS ON OTHER SPECIAL PROJECTS:

1. Outcomes from two of the three special projects captured in this section made good progress during this quarter. The grant period for Airport Industry Dislocated Worker Project expired on June 30. This project was particularly focused on fairly long term training courses, in many cases lasting upwards of a full year. As such, placement outcomes were particularly back-loaded to the end of the period. An additional eight placements were tallied in the most recent quarter, bringing the total to 17, one shy of the total goal and within acceptable performance terms. Though a regional collaborative including WIBs from the Peninsula and South Bay, since more than half of the enrolled clients coming from Oakland-based firms,

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- the significantly improved outcomes reflect positively on Oakland in particular.
2. The other project whose outcomes improved in this last quarter was the Regional RE-TEC project, which captured an additional 10 job placements, bringing the total to 89% of the goal. June 30 was the last date on which placements could be counted for this project, at the end of the three month post-grant follow-up period. It does bear mention that, unlike regular WIA activities, the placement goals for this grant were set by contract at the outset and did not adjust upward when more clients than envisioned were enrolled. In other words, though the placement ratio was an acceptable 89% of the goal, it only represented 37% of all enrolled clients. Placement expectations for regular Dislocated Worker activities were 69% over a comparable activity period.
 3. As noted earlier, nearly all of the placements captured in this section were also listed in the WIA activity section of the report, as clients were co-enrolled in both types of services. This is a common and accepted WIA practice. The effect of co-enrollment is that this group of clients received substantially enhanced training activity and funding on their behalf. On one hand, this might lead one to expect greater placement success than that seen in the RE-TEC project; on the other hand, the benefits of the enhanced training are clearly evident in the wage-at-placement rates, which substantially exceeded that of the regular WIA programs. It also bears note that the bulk of placements for RE-TEC and the Airport Project which posted this quarter were ones found through the "archeology" methods discussed earlier, and not primarily through the more case managed methods normally associated with job training activity.
 4. The Tech-to-Teachers grant period has been extended further, to March 2005, an additional nine months. It is hoped that this will afford the opportunity for more placements than the very modest five tallied today, which represent 33% of an even more modest goal. The improved outcomes from the other two special projects in this section have helped Oakland's standing in the state's eyes regarding performance in such discretionary funded activities; however, the Tech-to-Teachers program is the one most closely associated with Oakland, as the administrator of record. Handicapped by unforeseen, sharp declines in hiring by local school districts, it will be challenging to improve performance under this grant by a substantial amount until that climate improves.

WIA YOUTH PROGRAMS

WIA regulations stipulate that services to youth be offered through eligible youth providers. There are currently four youth providers contracted to deliver services to Oakland youth on behalf of the City of Oakland: Lao Family Community Development, the Scotlan Center for Family and Youth, the Spanish Speaking Citizens' Foundation (SSCF), and the Youth Employment Partnership (YEP). Program services include tutoring, work experience, occupational skills training, adult mentoring, leadership development opportunities, and follow-up services. Supportive services including counseling and childcare can also be provided.

PROGRAM YEAR 2003-2004

TABLE 12: CUMULATIVE ENROLLMENT DATA THROUGH JUNE 30, 2004:

WIA Youth Programs (Contract Period 7/03-6/05)	Contract Amount	Cash Used to Date	Enrollment Information				
			Older/Younger	Annual Plan	Actual to Date	% of Goal	Out of School
Lao Family	\$ 128,856	\$ 106,517	O	8	9	113%	9
			Y	32	30	94%	0
Scotlan Center	\$ 121,138	\$ 119,780	O	8	12	150%	12
			Y	22	18	82%	18
SSCF	\$ 86,100	\$ 70,478	O	0	4	n/a	4
			Y	30	27	90%	4
YEP	\$ 291,390	\$ 278,926	O	50	47	94%	46
			Y	100	122	122%	8
Totals	\$ 627,484	\$ 575,701		250	269	108%	101
			O	66	72	109%	71
			Y	184	197	107%	30

Note: Two agencies (SSCF and YEP) have contract goals which speak to enrolling idle youth (those neither in school nor employed) rather than Older Youth. Both of those agencies met or exceeded idle youth enrollment goals in 2003-04.

TABLE 13: CUMULATIVE OUTCOMES DATA THROUGH JUNE 30, 2004:

WIA Youth Programs Contract Period 7/03 - 6/05	O/Y	Enrl	Placement Information					Skills Attained				Rtrn to Sch. or Coll
			Exits to date	Goals	Placements To Date	% of Placement Goal	Avg. Wage	BS	OS	WS	Diplo/ Crdtl	
Lao Family	O	9	4	6	6	100%	\$ 9.00	16	0	5	0	0
	Y	30	3		0			85	0	52	0	3
Scotlan Center	O	12	9	7	7	100%	\$ 8.28	8	0	10	2	0
	Y	18	14		8		\$ 7.30	14	0	15	10	3
SSCF	O	4	3	2	1	50%	\$ 8.00	1	0	1	0	0
	Y	27	4		1		\$ 7.40	25	0	20	0	1
YEP	O	47	29	29	30	103%	\$ 8.62	41	0	64	9	1
	Y	122	8		8		\$ 9.35	98	1	153	5	5
TOTALS		269	74	44	61		\$ 8.51	288	1	320	26	13
Older Youth		72	45	44	44	100%	\$ 8.72	66	0	80	11	1
Younger Youth		197	29		17		\$ 7.85	222	1	240	15	12

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STAFF ANALYSIS AND COMMENTS ON PROGRAM YEAR 2003-04 YOUTH SERVICES:

1. The fourth quarter saw 22 new placements for Older Youth from the 2003-04 class, representing the single largest number of such placements in any single quarter. All three service providers with appreciable placement goals for Older Youth now show 100% or better of those goals attained, with the aggregate total from the program year also showing 100%. After poor results in the first two years of WIA, with two failed performance measures in the state system as a result, the Oakland Older Youth Services system has now posted its second consecutive year of fully reaching the Older Youth placement goal at the end of the fourth quarter.
2. An additional 27 Older Youth clients and 168 Younger Youth clients from the 2003-04 class remain enrolled in active service delivery at the close of the fourth quarter. Though placement expectations have been met, as detailed above, outcomes from this group of remaining clients will have a significant effect on state performance assessments in future periods, since such measurements are based upon the dates clients exit services.
3. The Youth Employment Partnership (YEP) remains the linchpin of Oakland's system, with 21 of the 22 new placements this quarter, and 30 of the 44 such jobs tallied for the 2003-04 period. YEP serves roughly two-thirds of all enrolled youth clients for the City. Other providers also showed strong results: Lao Family Community Development's Older Youth efforts captured six job placements in 2003-04, and the Scotlan Center tallied seven, in both cases representing 100% of their respective goals. The Spanish Speaking Citizens' Foundation (SSCF) posted one such placement, 50% of its goal. SSCF is not primarily envisioned as an Older Youth provider, but incidentally enrolls several such clients each year, generally youth just over the 18 years of age cutoff between Older and Younger Youth as defined by WIA.
4. The cases of Lao Family and YEP are particularly instructive for future youth services modeling. Both agencies actively cultivate relationships with employers to hire their clients into positions, largely full-time, in many cases with benefits and union shops. These agencies have enough faith in their abilities to develop quality job readiness skills in their clients; therefore, the employers hire an Older Youth, quickly realize they have found a strong employee, and return to the agencies seeking other well-trained candidates. While there are certainly other models for job placement success, the employer relationships maintained at Lao Family and YEP are, in staff's opinion, the best approach to having a rigorous course of training to culminate in jobs for clients, repeatedly over a number of years.
5. Another approach is seen in the success of the Scotlan Center, which posted most of its job placements in the first half of the program year. This stands in contrast to the normal expectation, where the large majority of youth jobs are tallied in the third and fourth quarter. Scotlan identified employers which hired its clients during the Mayor's Summer Jobs Program in the summer of 2003, and followed up to see which ones were losing youth returning to school. Scotlan then offered up qualified candidates from its year-round program to fill those vacancies. This innovative approach to leveraging the summer program with the year-round WIA program is precisely what the Oakland WIB envisioned when it took over management of MSJP prior to last summer.
6. Finally, results of services with Younger Youth also remained strong in 2003-04, with clients attaining an average of 2.3 Basic, Occupational and Work readiness skills per enrolled client. With most Younger Youth remaining enrolled in services after the fourth quarter, rates of

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diploma and/or credential achievement are poised to meet or exceed expectations over the next several quarters. Beyond these outcomes, 17 Younger Youth found jobs during 2003-04, including nearly half of those served by the Scotlan Center. As has been discussed often in previous reports, WIA performance measures do not acknowledge job placements for Younger Youth. However, since many providers (and the Scotlan Center in particular) specialize in serving Younger Youth clients who are no longer in school, job placement outcomes are crucial.

PROGRAM YEAR 2002-2003

TABLE 14: CUMULATIVE OUTCOMES DATA THROUGH JUNE 30, 2004:

WIA Youth Programs Contract Period 7/02 – 6/04	O/Y	Enrl	Placement Information					Skills Attained				Rtrn to Sch. or Coll
			Exits to date	Goals	Placements To Date	% of Placement Goal	Avg. Wage	BS	OS	WS	Diplo/ Crdtl	
AVL	O	12	12	6	4	67%	\$ 7.12	9	0	15	1	6
	Y	13	13		2		\$ 6.87	10	0	4	0	9
Lao Family	O	5	5	3	2	67%	\$10.84	5	0	2	0	0
	Y	25	22		1		\$ 7.35	25	1	52	0	22
Scotlan Center	O	5	5	3	2	67%	\$ 6.75	5	0	4	4	3
	Y	22	22		3		\$ 8.28	27	0	15	9	15
SSCF	O	1	1	1	1	100%	\$10.50	1	0	2	1	0
	Y	24	24		0			19	0	32	1	19
YEP	O	46	42	23	29	126%	\$ 9.52	39	37	16	14	16
	Y	179	179		12		\$ 8.86	138	16	213	17	94
TOTALS		332	325	36	56		\$ 8.97	278	54	355	47	184
Older Youth		69	65	36	38	106%	\$ 9.22	59	37	39	20	25
Younger Youth		263	260		18		\$ 8.46	219	17	316	27	159

AVL represents the American Viet League. Skills abbreviations represent Basic Skills, Occupational Skills and Work Readiness Skills.

PROGRAM YEAR 2001-2002

TABLE 15: CUMULATIVE OUTCOMES DATA THROUGH JUNE 30, 2004:

WIA Youth Programs Contract Period 7/01 - 6/03	O/Y	Enrl	Placement Information					Skills Attained				Rtrn Sch. or Coll
			Exits to date	Goals	Placements To Date	% of Placement Goal	Avg. Wage	BS	OS	WS	Dipl/ Crdttl	
AVL	O	13	13	7	4	57%	\$ 7.56	2	0	8	1	6
	Y	6	6		0		n/a	2	0	2	0	2
Lao Family	O	0		0	0	n/a	n/a				0	0
	Y	23	23		2		\$ 7.00	20	20	11	0	17
OUSD	O	1	1	1	0	0%	n/a	2	0	0	1	0
	Y	39	39		1		\$ 7.00	46	0	0	14	23
Scotlan Center	O	11	11	6	3	50%	\$ 9.25	8	0	6	0	1
	Y	24	24		2		\$ 9.75	20	0	7	1	2
SSCF	O	4	4	2	2	100%	\$ 7.75	3	2	4	0	0
	Y	34	34		0		n/a	33	1	51	2	29
YEP	O	55	55	28	25	89%	\$ 8.85	51	34	28	19	9
	Y	114	113		22		\$ 8.37	98	76	76	24	71
TOTALS		324	322	44	61		\$ 8.51	285	133	193	62	160
Older Youth		84	84	44	34	77%	\$ 8.67	66	36	46	21	16
Younger Youth		240	239		27		\$ 8.32	219	97	147	41	144

*OUSD represents the Oakland Unified School District's Exceptional Children program.

STAFF ANALYSIS AND COMMENTS ON YOUTH SERVICES FROM PREVIOUS YEARS:

1. An additional three placements for Older Youth and two placements for Younger Youth clients from the 2002-03 enrollment class were tallied in the most recent quarter, all with clients served by YEP. This is noteworthy since youth placements tend to be focused during the year of enrollment, unlike adult placements, which continue to accrue for several years. The new placements bring YEP's placement-to-goal ratio to 126% for the 2002-03 period, and the overall ratio for the Oakland system to 106%.
2. The last several reports have expressed concern over the large number of clients from earlier program years who had not yet been exited, but who appeared to be making little or no progress towards positive job placement outcomes. The most recent quarter saw significant progress in exiting many clients who appear to have functionally stopped benefiting from or availing themselves of services offered. Twenty-five Older Youth clients and 111 Younger Youth clients from previous program years were exited in the most recent quarter. While some of this was due to simple paperwork delays, much can be attributed to a new state policy of "forced exits," whereby clients who appear to have not received services over several months are automatically exited, regardless of service providers formally executing the paperwork to do so. In staff's opinion, this is a positive development, forcing areas to

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focus more constructively on either delivering services to longer-term clients, or to exiting them so that resources can shift to more engaged current clients. However, the immediate repercussion may be a drop in state performance ratings, as clients with negative outcomes at exit are included with the other positive job placement outcomes. Those state ratings have not been released yet for the 2003-04 period, although they are expected soon. Internal assessments suggest Oakland will pass the Older Youth measures despite the forced exit policy, but narrowly. That, however, is an informal and preliminary gauge, and no guarantee of a successful state rating in the final results.

3. Lastly, it deserves re-stating that the Oakland WIB has adopted a policy of embracing youth clients who are in many ways the most challenging to serve, facing formidable barriers to employment. Oakland has prioritized serving idle youth, those neither in school nor employed. Though state guidelines required only that 30% of funds be spent on out-of-school youth, Oakland has always substantially exceeded that threshold. In many ways, this almost assures that the Oakland area will always be close to the pass/fail threshold in the state's youth performance assessments. Many areas opt to serve less challenging populations, or to serve fewer overall youth clients per dollar allocated, or both. Oakland's decision to embrace the challenge of serving youth clients who need it the most comes at a price of more performance difficulty, but carries untold benefits for Oakland's community, and its future.

WIA BUSINESS SERVICES

This section of the report includes data on Business Services outcomes at the end of the 2003-04 Program Year, and contrasts those outcomes with the goals established by the WIB's Business Services Committee. Future reports in the 2004-05 year will look substantially different, as the WIB refines the measures with which it assesses the success of its business services model. Such refinements reflect the maturing of a system which is still fairly new, with the Ultimate Staffing vendor relationship still less than two years old at this writing. In addition to raising the goals for some measures, the 2004-05 evaluation template will properly view some outcomes as the products of a larger Business Services system encompassing Ultimate, the Oakland PIC, City staff, and many others.

RESULTS FROM THE WORK OF ULTIMATE STAFFING:

TABLE 16: BUSINESSES SERVED, 2003-04 PROGRAM YEAR

	Annual Goal	Year End Actual Results	% of Annual Goal
All Business Customers	55	61	111%
Of those, Repeat Customers	51	42	82%

STAFF ANALYSIS OF BUSINESSES SERVED:

1. The 61 firms served by Ultimate this year represented 111% of the goal, a very strong performance, with 18 new firms served in the fourth quarter alone. As has been discussed at length in previous reports, “serving a business” is a multi-faceted process potentially including the development of job descriptions and skills profiles of the “ideal” candidate, negotiation around salary levels, working out training plans, developing staff training manuals, performing candidate screening and background checks, recruiting and interviewing as many as several dozen prospective employees to fill each vacancy, and the management of legal hiring criteria and paperwork. The investment of time by Ultimate at this level, though it offers no immediate contract or performance results, pays dividends later when job orders are placed and filled.
2. The rate at which firms were served multiple times declined somewhat during the most recent quarter, with the final 2003-04 total coming in at 42 repeat customers, 82% of the annual goal. This is somewhat misleading, since the high number of 18 first-time business customers in the fourth quarter left little opportunity to serve those firms again. Even so, the nearly 70% of all firms served by Ultimate coming back for more indicates a strong level of satisfaction with the value the firms receive.

TABLE 17: JOB ORDER AND PLACEMENT ACTIVITY, 2003-04 PROGRAM YEAR

	Annual Goal	Year End Actual Results	% of Annual Goal
Job Orders Taken	210	343	163%
Orders filled with Universal Clients	138	120	87%
Orders filled with Intensive Clients	8	13	163%
Total Job Orders Filled	146	133	91%

STAFF ANALYSIS OF JOB ORDERS TAKEN AND FILLED:

1. The number of job orders taken by Ultimate from business clients is one of the strongest indicators of business satisfaction. With 343 job orders, Ultimate delivered 163% of the annual goal for this category. Those orders represent an average of 5.6 orders for each firm served; the WIB’s annual goals assumed an average of only 3.8 orders per firm. Ultimate appears to be generating orders at a much higher rate per business client than envisioned by the WIB goals.
2. The fourth quarter saw 42 new job order fills, bringing the final total for the year to 133. The 42 new fills followed the 46 captured in the third quarter report; both of those figures are much higher than any previous quarterly total for job order fills by Ultimate during the six quarters the relationship has been in place. Exactly two-thirds of the 133 job order fills tallied during 2003-04 came in the last two quarters. In other words, the model is showing is progressively stronger results as it matures. The bottom line year-end rate of 91% of goal is

acceptable performance, but the fact that so many of the order fills came recently holds out substantial promise for results in future periods.

3. Around 65 of the placements in 2003-04 came with the new grocery retailers in Oakland, Food for Less and Gazzali's. Though this lowered the total average wage rates, as discussed further below, it did represent a strong alignment of the WIB activities with a priority economic development sector for the City of Oakland. The recruitment for both sets of jobs involved not only Ultimate Staffing, but also resources of the Oakland PIC, EDD, and City of Oakland staff. This area is a strong example of the ability of the WIB's Business Services infrastructure, broadly defined, to support the greater business development goals of the City.
4. With 13 of the 133 job order fills going to clients enrolled in WIA Intensive Services, Ultimate reached 163% of the modest goal for that sub-population. This outcome also showed particular strength in the second half of the year, with 10 of the 13 such fills taking place in the last two quarters. Since matching enrolled clients with job opportunities put forth by business clients necessarily involves several major components of the WIB's Business Services structure, future outcomes and goals for WIA enrolled clients will more properly be viewed as a measure of the larger system.

TABLE 18: WAGES AND SELF-SUFFICIENCY, 2003-04 PROGRAM YEAR

WAGES			PLACEMENTS AT/ABOVE SELF-SUFFICIENCY			
Annual Wage Goal	Actual Avg. Wage to date	% of Annual Goal	Annual Goal (number and %)	Year End Job Fills at/above Self-Sufficiency Level	% of Annual Ratio Goal	% of Annual # Goal
\$9.50/hr.	\$9.40/hr.	99%	36 of 146, 25%	33 of 133, 25%	100%	92%

TABLE 19: JOB RETENTION, 2003-04 PROGRAM YEAR

	Annual Retention Rate Goal	# of Clients Hired 45+ days ago	Of those, # Retained 45+ days	Actual Year End Retention Rate	% of Annual Rate Goal
Individuals Hired 133	57%	111	105	95%	167%

STAFF ANALYSIS OF WAGES, SELF-SUFFICIENCY AND RETENTION:

1. The final average wage rate for job orders filled in 2003-04 was \$9.40 per hour, down slightly from the third quarter numbers, and just short of the WIB's \$9.50 hourly goal. The 42 fourth quarter jobs alone averaged \$9.29 per hour, with the relatively lower wage grocery jobs bringing down the overall average. Looking back further, the hourly average wage rate stood at \$9.76 per hour for the 45 fills through the second quarter. It is noteworthy that there appears to be a job quantity versus wage quality dynamic in place. When Ultimate was generating fewer job fills through the first two quarters, the wage rates were higher; when the volume of fills increased substantially in the last two quarters, the quality of the wages declined, averaging \$9.22 per hour for the 88 job fills in the second half of the year.
2. As the WIB considers possibilities for increasing wage expectations for individuals hired by Ultimate's business clients, it is important to recognize the potential fill quantity versus wage

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quality tradeoff which may occur, as seen in the two most recent quarters. In addition, wage at hire issues present a dilemma for Ultimate Staffing and for the larger WIB Business Services model. If Oakland firms are the customer of first priority in this relationship, then it must be acknowledged that, like all businesses, these firms place a premium on keeping personnel costs affordable. This is substantially different than the WIB's services to enrolled WIA clients, where the customer of top priority is the job seeker, who is clearly interested in maximizing his or her wages. To the extent the WIB wants to see better wage rates from its Business Services activities, it must address Ultimate's obligations with regard to services for Oakland firms which don't offer particularly well paying opportunities. This dilemma carries added difficulty when Ultimate serves businesses which offer modest starting wages, but which are priorities for the larger City of Oakland business development efforts, such as Food for Less and Gazzali's.

3. One out of four of Ultimate's fills offered hired individuals self-sufficiency level jobs, the same ratio called for in the WIB's annual goal. While self-sufficiency benchmarks offer a better gauge of the effect of the full salary and benefit package on a job seeker, they are also difficult to track and report. Future measures may return to the more familiar wage report plus benefit assessment seen with other WIA programs.
4. Retention rates for these placements continue to be very strong, with 105 individuals lasting for at least 45 days in their positions. This equates to 167% of the WIB's goal for this indicator. That Ultimate's contract obligates it to re-fill (at no cost) jobs made vacant in less than 45 days is certainly a factor. Staff also believe the work done by Ultimate at the outset of its relationships with business clients, whereby the scope of the job and definition of good candidates are fully developed, tends to result in hires which are likely to succeed in their new positions. This is a good example of the value of the less tangible relationship building phase, described earlier in this report, resulting in later success on the more tangible outcomes. It also speaks to an area where the service relationships between the Oakland WIB's Business Services vendor and its One-Stop Center operators can potentially benefit all parties. When Ultimate is able to build relationships with businesses who provide job opportunities which match the abilities of clients of the One-Stops, not only do both vendors benefit in performance terms, but the clients can garner jobs they can retain.

STAFF ANALYSIS OF SPECIALIZED TRAINING CONTRACTS:

Ultimate Staffing has now completed two specialized training contracts with Oakland employers, in both cases with firms opening or relocating into Oakland for the first time. A Customized Training agreement was completed with Food for Less, through which four staff received supervisory and management skills training to enhance their abilities working with the newly hired staff. The second agreement was an On-the-Job Training (OJT) contract with NuSew, through which seven WIA Intensive Services clients began jobs and training in the firm's newly opened Oakland facility.

The WIB's Business Services Committee called for four specialized training agreements, covering 230 workers, to be executed during the 2003-04 Program Year. With the two completed contracts noted above, Ultimate reached 50% of the goal for contracts, but only 5% of the target for workers to be trained under such arrangements. Other potential agreements were

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opted out of by Ultimate and the PIC, as firms under consideration were not willing to offer either wages leading to a self-sufficient career ladder, or enough overall training hours to rise to the level required by the WIB. The fact that successful execution of such contracts involves the larger workforce system, particularly the Oakland PIC as the WIB's contracted System Administrator, has led discussions on measures for 2004-05 to view such specialized training contract outcomes as a systems measure, rather than regarding Ultimate exclusively.

In staff's view, the final results for the 2003-04 year show that Ultimate Staffing for the most part performed acceptably when compared to the goals they were charged with meeting. At 111% of the WIB's goal for firms served, and an impressive 163% of the WIB's goal for job orders taken, Ultimate demonstrated proficiency at what could literally be termed "Business Services" in the narrowest sense. Many Oakland firms received benefits at no charge to them, which facilitated their hiring needs. In some cases, the availability of these services through Ultimate played a role in a firm relocating or expanding in Oakland, as seen with Food for Less and NuSew, to cite two examples. Ultimate met 91% of its goal for filling these job orders, above the standard 80% definition of acceptable used in the WIB's evaluative system, and those filled orders were retained at an impressive 95% rate. The outcomes regarding wages and self-sufficiency levels are the ones with the most room for improvement; though in both cases results approached the WIB goals, both the goals and the outcomes were modest.

The current WIB process of refining measures and redefining success is itself an indicator of a strong Business Services model. Less than two years since the inception of the Ultimate Staffing contract, success relative to the established goals has been sufficient enough to consider much more challenging goals, and for properly attributing roles to the other partners in the larger Business Services system in Oakland. A system mature enough to evaluate itself and set higher goals is one which holds potential to serve the Oakland business and job seeker communities better with each passing year.

RESULTS OF CITY OF OAKLAND ENTERPRISE ZONE TAX INCENTIVE ACTIVITY

The other component of business services through Oakland's Workforce Development infrastructure is Enterprise Zone (EZ) tax incentives. This program allows City firms located within the boundaries of the Oakland Enterprise Zone (OEZ) to deduct up to roughly \$31,000 in wages per qualified employee from the firms' state tax liability. As such, this credit can be quite lucrative for a business which opts to locate in an area prioritized for economic development. The large majority of the City is located within the geographic boundaries of the OEZ; staff estimate that up to 90% of Oakland firms qualify for consideration of these incentives.

TABLE 20: CITY OF OAKLAND ENTERPRISE ZONE ACTIVITY, 2003-04 PROGRAM YEAR

	Annual Goal	Year End Actual Results	% of Annual Goal
# of Firms	378	286	76%
# of Vouchers	8,741	10,054	115%

STAFF ANALYSIS OF ENTERPRISE ZONE ACTIVITY:

1. The pace of firms served with Enterprise Zone assistance increased slightly in the fourth quarter, with 81 new businesses bringing the final total to 286. That result constitutes 78% of the annual goal, a bit below the standard 80% WIB definition of acceptable performance. The result of 286 firms served is also slightly below the result from 2002-03, when 315 businesses received such assistance.
2. The model for most effective firm-level services may require more publicity and larger scale events, like one offered at the Unity Council last year. Such events afford the opportunity to present details of potential tax benefits to many businesses at once, and particularly to smaller firms which may not fully realize the lucrative potential of the Enterprise Zone program. As the City revisits its marketing plan for this program, a key facet should be working with local Chambers of Commerce and trade organizations, to name two, which can provide a platform for publicizing the EZ program more effectively.
3. The pace of tax credit vouchers issued was down in the fourth quarter, with around 1,300 new vouchers, the slowest quarter of the year. OEZ staff explain that many of the City's larger firms received the bulk of their vouchers in the second and third quarters, when tax filing deadlines added time urgency to firms' vouchering requests. The total vouchers issued figure for the year ended at over 10,000, which was 115% of the annual goal. For context, the 2002-03 year saw just under 7,300 vouchers issued, meaning the most recent year's results saw a 38% increase. While it is impossible to quantify the tax savings to Oakland firms, because the impact of credits vary widely depending on firms' individual tax situations, it is not an overstatement to say that vouchers issued by the Oakland Enterprise Zone have save firms millions of dollars.
4. Lastly, the fourth quarter did see some progress in offering EZ services to smaller firms in Oakland. The average rate of around 16 vouchers issued per firm served in the fourth quarter is substantially lower than the 35 vouchers-per-firm seen for the full year. Smaller firms with fewer employees tend to qualify for fewer vouchers; the fourth quarter's declining voucher-per-firm ratio suggests that smaller firms made up a bigger proportion of the services offered by the OEZ between April and June.

CITY OF OAKLAND ADMINISTERED PROGRAMS

A program funded by the City of Oakland, through general fund allocation, direct grant, or fiscal agency award, which carries the specific purpose of enhancing the employability or employment status of its targeted clients, is required to comply with established Job Training Performance Standards (JTPS) reporting procedures. Examples of activities which fall under JTPS auspices include (but are not limited to) job readiness training, On-The-Job training, vocational skills training and education, subsidized work experience, unsubsidized job placement and placement follow-up services. City grantor and program administration agencies are required to notify Workforce Development staff upon the award of funding to any program which includes goals potentially related to such job training or placement activity. Workforce Development staff make a final determination of JTPS inclusion, and work with staff of each funded program to manage the

quarterly data reporting protocols. The following section includes all currently funded program activities deemed relevant to the City's JTPS system.

CITY ADULT PROGRAMS

TABLE 21: OAKLAND ADULT PROGRAM ENROLLMENT, 2003-04 PROGRAM YEAR

Adult Programs	Program Information		Enrollments		
	Contract Period	Contract/ Grant Amount	Total Goal	Actual Enrolled	% of Goal
The Independent Way: Oakland Museum Project	7/03 – 6/04	\$60,960	4	4	100%
International Institute of the East Bay: Caregivers Program	7/03 – 6/04	\$55,000	27	25	93%
Jobs for the Homeless Consortium: HELP Program	7/03 – 6/04	\$83,946	82	138	168%
LEA/DHS: Assets Senior Employment Program	7/03 – 6/04	\$1,164,479	268	274	102%
TOTALS:		\$1,364,385	381	441	116%

TABLE 22: OAKLAND ADULT PROGRAM PLACEMENT AND RETENTION, 2003-04 PROGRAM YEAR

Adult Programs	Individual Placements and Retention						
	Total Goal	Actual Placed	Per- centage	Avg. Wage	Jobs w/ Benefits	Retain Three Mo.	Retain Six Mo.
The Independent Way: Oakland Museum Project	4	4	100%	\$6.75	0	4	4
International Institute of the East Bay: Caregivers Program	14	14	100%	\$9.29	0	5	4
Jobs for the Homeless Consortium: HELP Program	25	34	136%	\$9.65	0	19	10
LEA/DHS: Assets Senior Employment Program	66	68	103%	\$11.71	24	36	14
TOTALS:	109	120	110%	\$10.68	24	64	32

The Oakland Day Labor Program, operated by Volunteers of America Bay Area, matches workers seeking casual labor opportunities with employers, and provides access to social services for clients and their families. This program, which has operated since 1999, is the City of Oakland's primary effort to help the seekers of casual labor to do so while also fostering the City's public safety goals, by reducing the street corner congregation and addressing neighborhood concerns. The unique nature of the contracted goals and the population served have led Workforce staff to present data separately from other City Adult programs, in the tables which follow.

TABLE 23: DAY LABOR PROGRAM CONTRACT AND TRAFFIC DATA, 2003-04 PROGRAM YEAR

Contract Period	Contract Amount	Annual Client Visit Goal	Actual Client Visits	Actual % of Annual Visit Goal
7/03 – 6/04	\$194,000	12,000	19,713	164%

TABLE 24: DAY LABOR PROGRAM PLACEMENT DATA, 2003-04 PROGRAM YEAR

	Annual Placement Goal	Actual Placements	Actual % of Annual Placement Goal
Temporary Jobs	2,667	2,137	80%
Extended Jobs	1,333	1,530	115%
TOTALS	4,000	3,667	92%

The VOA program considers placements lasting three or fewer days as temporary, and longer placements as extended. Day labor placements are historically of short duration, as employers typically consider three days the threshold beyond which they need to seek I-9 verification of legal work status. Since the day laborer population has a high proportion of undocumented workers, temporary placements are prevalent absent other ways of overcoming documentation obstacles.

STAFF ANALYSIS AND COMMENTS ON CITY OF OAKLAND ADULT PROGRAMS:

1. Five programs were funded by the City of Oakland through means outside of WIA funds for the 2003-04 fiscal year. This number will drop to four in 2004-05. By contrast, the 2002-03 and 2001-02 fiscal years each captured seven city-funded adult job training programs, and the 2000-01 period captured 12 such programs.
2. Adult job training programs remaining in place are those which have shown strong track records of job placement success over time. First in the above tables is the Oakland Museum project of The Independent Way (TIW), an agency which helps developmentally disabled adults gain self-sufficiency skills through employment. TIW again filled its full placement goal during 2003-04, as it has for several years. Clients work full-time on the museum's ground maintenance staff, and receive additional training in life skills to help build self-worth and social survival abilities.
3. The Caregivers program of the International Institute of the East Bay (IIEB) also reached 100% of its placement goal, as it has for several years consecutively. This effort serves recent immigrants, mostly women, by assisting them in developing marketable child care skills. Clients enroll at the onset of a program year, and undergo an intensive training program of up to six months before job placement efforts are undertaken. Most of the 14 job placements took place in the last quarter of the 2003-04 period; as such, the job retention data shown tracks only the few clients placed in the first half of the year. The comprehensive nature of IIEB's training program has tended to results in very strong retention results in previous years. This program was not funded in the new Community Development Block Grant allocations for 2004-05, and will no longer appear in this report unless other City support emerges.

previous years. This program was not funded in the new Community Development Block Grant allocations for 2004-05, and will no longer appear in this report unless other City support emerges.

4. The Jobs for the Homeless Consortium posted another very strong performance year, with 34 placements bringing the actual-to-goal ratio to 136%. This is the third consecutive year in which this effort has exceeded its placement goal by a substantial amount. This is a strong track record by any measure, but is even more impressive when the particularly high levels of barriers to employment faced by its clients are factored in. Working with homeless clients who often face mental health or substance abuse barriers as well as the obstacles created by homelessness itself, the Jobs Consortium has generated strong results in every year it has appeared in this report. Previous reports have cited client job retention as an area which could benefit from further attention. That appears to have improved, with over half of the clients retaining work for at least three months, up from the last two years.
5. The Assets Senior employment program under the City's Department of Human Services is the federally funded effort aimed at helping older workers re-engage with the workforce. This effort also exceeded 100% of its job placement goal for the third consecutive year, with 68 clients placed. Of particular note is that the contracted placement goal for Assets was increased by nearly 60% for the 2003-04 year. Despite having the bar substantially raised, Assets once again exceeded expectations. Of the 68 placements, 19 took place in the first half of the year, allowing six month retention to be gauged. Fourteen of these 19 placed clients remained in their jobs at least six months, a 74% retention rate which is quite strong by job training industry standards.
6. The Oakland Day Labor program, operated by Volunteers of America Bay Area (VOA) completed the 2003-04 year with the highest levels of client services ever generated through this effort. The nearly 20,000 daily client visits tallied by the program this year represent almost twice the level of access by day laborers than that seen in the four previous years of program operations. Getting day laborers to seek work through this hiring hall, rather than through traditional street corner congregation, was one of the City's main objectives in establishing and maintaining the center. Sharply increased use levels suggest that the VOA effort is helping to meet that goal.
7. Placements through the Day Labor hiring hall were also up over previous years. The 3,667 placements in the table above represent 92% of the heightened goal for the 2003-04 period, above the 80% acceptable performance benchmark commonly used in this report. These outcomes were also more than 50% higher than the placement levels seen during the previous VOA contract. In addition, the program continues to see success in obtaining more extended duration placements for its clients; over 40% of all placements generated were of longer than three days duration, in many cases much longer. VOA estimates that the average duration of such extended jobs is three weeks. In that light, the placements shown in Table 24 above equates to roughly 30,000 "worker days" during the 2003-04 year, an estimated tripling of the average number of days of work garnered for clients in previous years. The emphasis on longer-term opportunities for clients, offering the chance for paths towards self-sufficiency, is in many ways groundbreaking in the day labor field.

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CITY YOUTH PROGRAMS**TABLE 25: CITY YOUTH PROGRAM ENROLLMENT, 2003-04 PROGRAM YEAR**

Youth Programs	Program Information		Enrollments		
	Contract Period	Contract Amount	Goal	Actual	% of Goal
Alameda Cty. Health Care Foundation: Model Neighborhood Program	7/03 – 6/04	\$ 76,615	42	42	100%
East Bay Conservation Corps: Recycling Program	8/03 – 7/05	\$ 240,000	28	39	139%
East Bay Conservation Corps: Eastmont Corridor Blight Abatement	10/03 – 6/04	\$ 60,000	10	10	100%
East Bay Conservation Corps: Burbank School Community Garden*	10/03 – 1/04	\$ 30,000	5	0*	n/a
Oakland Library: PASS Program	7/03 – 6/04	\$ 175,000	26	29	112%
Youth Employment Partnership: Team Oakland Program	6/03 – 9/03	\$ 249,000	110	116	105%
Youth Employment Partnership: Career Tryout Program	7/03 – 6/04	\$ 174,606	147	162	110%
TOTALS:		\$1,005,221	368	398	108%

* This program did not begin operations until August, 2004; outcomes will appear in the report for the period ending December, 2004.

TABLE 26: CITY YOUTH PROGRAM OUTCOMES, 2003-04 PROGRAM YEAR

Youth Programs	Placement Information				Skill Attainment		
	Goal	Actual	Percentage	Avg. Wage	Skills	Diploma	Credential
Alameda County Health Care Foundation: Model Neighborhood Program	42	42	100%	\$5.75	42	0	0
East Bay Conservation Corps: Recycling Program	28	39	139%	\$8.50	37	13	0
East Bay Conservation Corps: Eastmont Corridor Blight Abatement	10	10	100%	\$7.05	4	10	0
East Bay Conservation Corps: Burbank School Community Garden*	5	0*	n/a	n/a	n/a	n/a	n/a
Oakland Library: PASS Program	26	29	112%	\$7.50	29	0	0
Youth Employment Partnership: Team Oakland Program	110	116	105%	\$7.00	348	4	0
Youth Employment Partnership: Career Tryout Program	147	162	110%	\$7.00	162	8	0
TOTALS:	368	398	108%	\$7.05	622	35	0

* This program did not begin operations until August, 2004; outcomes will appear in the report for the period ending December, 2004.

OAKLAND UNIFIED SCHOOL DISTRICT CAREER ACADEMIES PROGRAM

The Oakland Unified School District (OUSD) Career Academies program is the City's primary effort to improve the linkages between the employment needs of Oakland and the District's programs in various employment areas, especially construction, environmental sciences, youth services, recreation, and public safety. In addition to classroom instruction, high school juniors and seniors in the program gain real-world work experience through internships in their chosen career areas. The City has funded the Career Academies effort for the 2003-04 and 2004-05 school years.

TABLE 27: PROGRAM PARTICIPATION RATES

School Year	Total Career Academies Enrollment	Placement Goal	Actual Placements to Date	Placement % of Goal	Avg. Hourly Wage
2003-04	2,200	320	423	132%	\$7.35
2004-05	n/a	320	n/a	n/a	n/a
TOTAL	2,200	640	423	66%	\$7.35

TABLE 28: POST-PARTICIPATION EMPLOYMENT RATES

School Year	Employment Goal	% of Grads Eligible for Employment	% of All Grads Employed	% of Eligible Grads Employed	% of Goal Attained
2003-04	50% employment of grads who are not in military or post-secondary education or training	This data is gathered six months after participating students graduate from school. Accordingly, post-graduation employment results will not be available until December 2004.			
2004-05					
TOTAL					

OAKLAND MAYOR'S SUMMER JOBS PROGRAM:

The summer of 2004 is the second year that the Mayor's Summer Jobs Program (MSJP) has operated under the auspices of the Oakland WIB. This 30 year institution is now the only publicly funded effort aimed at securing summer jobs for youth in the City of Oakland. Funded with City General Fund allocations leveraged with substantial private support, and with Oakland WIB funds tying the summer program to year-round WIA work, MSJP serves a youth population with substantially greater barriers to employment than the program did in previous years.

The data below capture outcomes of program activities through June 30, less than half way through the summer job placement period:

TABLE 29: OAKLAND MAYOR’S SUMMER JOBS PROGRAM AS OF JUNE 30, 2004

Ten Hour Job Readiness Workshop Cycle				Job Placement Activity				
Applied to begin program	Cycle Completion Plan	Actually Completed Cycle	Actual % of Plan	Goal	Placed to date	% of Goal to date	% Retained for Full Summer	Avg. Hourly Wage
1,701	1,000	967	97%	500	174	35%	n/a	\$7.19

STAFF ANALYSIS AND COMMENTS ON CITY OF OAKLAND YOUTH PROGRAMS:

1. A characteristic of the programs in Tables 25 and 26, but not of Youth programs in the WIA section of this report, is that the City-funded youth efforts tend to hire the clients themselves, directly. These efforts seek to advance the employment skills of their clients, and in many cases others with whom their clients work, by hiring the youth into shorter term employment. By doing so, these programs provide work experience to youth who might not otherwise get it, and in turn have those youth perform valuable services in accordance with other goals of the agency’s contracts. This kind of direct hiring is not allowed by the WIA programs. Both models have value, especially when considered as part of a larger Workforce Development strategy, but it bears noting that a strong actual-to-goal ratio for such City programs is not comparable with the ratio seen for WIA programs.
2. The Model Neighborhood program of the Alameda County Health Care Foundation offers in-school teenagers an opportunity to explore careers in the medical services field during a six week internship. Based at Highland Hospital, these internships take place in three phases, with 14 student interns in each phase. A total of 42 such internships were successfully concluded in the 2003-04 program year, on pace with the program’s goal.
3. The Recycling Services program at the East Bay Conservation Corps (EBCC) exceeded its planned scope, with 39 clients hired to work with both EBCC’s internal recycling center and collections operation, as well as in internships with external non-profit and governmental agencies. This 139% placement-to-goal ratio speaks well of the program’s ability to leverage City funding with other sources to build a more broad recycling and youth development effort. This success is particularly noteworthy given that the placement goal was raised 65% over the previous year. Additionally, EBCC’s program hires its full complement of youth early in the contract period, allowing clients to gain almost a full year of employment experience. As part of the model, all clients made progress towards attaining GEDs and work readiness skills.
4. The Eastmont Corridor Blight Abatement contract held by EBCC fulfilled its placement goal with 10 area youth hired into Corpsmember positions, working out of a satellite base at the Eastmont Town Center to beautify the center and surrounding commercial district. EBCC reports that all 10 youth hired through this CDBG grant-funded project made substantial progress towards GED degrees during their period on the project.
5. Another EBCC program funded by CDBG, the Burbank School Community Garden project, had not begun operations as of June 30. Though the initial plan called for work to begin at Burbank Elementary school in the fall of 2003, discussions with the Oakland Unified School District (OUSD) led to the postponement of work until the District’s school consolidation

Item: _____

- deliberations had run their course. Work under this grant did begin in August, 2004, and outcomes will appear in the report on the first half of the 2004-05 program year.
6. The Oakland Library's PASS after-school homework program completed its second successful year in this reporting system. With 29 youth tutors and mentors hired, the program reached 112% of its placement goal. The PASS program reports that these tutors positively impacted hundreds of Oakland school children through homework assistance and other forms of engagement in the educational process.
 7. The Youth Employment Partnership operates two programs funded directly by the City in this section of the report. The Team Oakland program raises the environmental awareness and builds work readiness skills among youth and young adults by employing them in beautification capacities. The Career Tryout allows youth to explore career options with dozens of local businesses and governmental agencies. In both cases, work experience is matched with job readiness and job search training to provide participants with skills they will need to enter the workforce on their own after the program. The Team Oakland program is primarily summer based; outcomes shown here come from the summer of 2003, with the program's 2004 summer efforts slated to conclude in September, for inclusion in the next JTPS report. Career Tryout operates on a school year basis, and will begin again for 2004-05 this fall. Though the strengths of the programs run by the Youth Employment Partnership have been noted with great frequency in this report in the past, it bears mention again that YEP is offering more youth more opportunities to enhance their employment prospects than any other single entity in the City of Oakland.
 8. OUSD's Career Academies has 2,200 students from grades 10 through 12, grouped into expressed areas of potential future career interest. Of these, a subset of rising seniors pursue summer internships under the program's auspices, with wages provided through the program's City funding. For the period of July 1, 2003 through June 30, 2004, the Career Academies program successfully placed 423 such youth into work, 132% of the goal for the 2003-04 school year. Beyond job placement and the skills which accompany work experience, the program has the goal of affecting participants' post-graduation employment success. The District's contract for the program calls for at least 50% employment among all participants six months after their graduation. Since the first group of graduates will reach that six month measuring point in December, staff will include results of the employment survey to be done by the District in the report for the period ending December 31, 2004.
 9. The Oakland Mayor's Summer Jobs Program sees most of its annual job placement activity in July and August. As such, the 174 placements through June 30, representing 35% of the summer goal, indicate reasonable progress. By point of comparison, through June 30 of last summer MSJP had tallied only 13% of its summer goal. Anecdotal evidence since June 30 suggests that the program will come close to the target of 500 young people placed into work this summer. Staff are encouraged, too, by indications of the institutional strength of the program moving forward in the second summer of operations under the Oakland WIB. With the same four agencies delivering training and placement services as last year, the program was able to move more quickly into the comprehensive training workshops, and to begin job placement efforts earlier as well. In addition, private support for the program from Oakland businesses was also strong this year, providing a number of subsidized job placements for youth who would likely have otherwise not found jobs this summer. While the final results will appear in the next quarterly report, staff are substantially encouraged at the continuous improvement in MSJP during the past two years.

10. Of the nine programs captured above, at least three were not funded for the 2004-05 year. Those programs were not replaced by other providers of youth job training opportunities. This stands in contrast to widely publicized studies, by the National League of Cities among others, which suggest that the employment climate for young people in particular is more difficult today than in any other period since World War II.

SUSTAINABLE DEVELOPMENT

Economic: Job training efforts funded by the City of Oakland are intended to improve clients' employability through education, training and support services, towards attaining the Oakland Workforce Investment Board's goal of economic self-sufficiency for all clients. The workforce development system is also intended to promote business development through placement services, customized training subsidies and technical services for employers.

Environmental: Programs that use environmental improvement as a means to promote employment include the East Bay Conservation Corps' Recycling Services program and the Youth Employment Partnership's Team Oakland program. Projects include recycling, neighborhood beautification, fire fuel reduction and materials re-use through building deconstruction.

Social Equity: These programs promote social equity by improving clients' earning power, both immediately through job placements and for the long-term through education and training.

DISABILITY AND SENIOR CITIZEN ACCESS

The ASSETS Senior Employment Program operated by the City of Oakland's Department of Human Services is specifically designed to provide employment and training opportunities for low-income residents age 55 and older. The Independent Way program at the Oakland Museum serves developmentally disabled adults and their families.

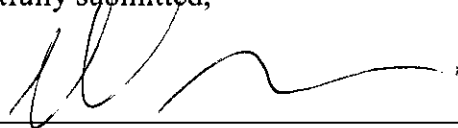
RECOMMENDATION AND RATIONALE

Staff recommends that the City Council accept this informational report.

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the City Council accept this report.

Respectfully submitted,



Daniel Vanderprien, Director of Redevelopment,
Economic Development, and Housing
Community & Economic Development Agency

Prepared by: Al Auletta
Manager, Workforce Development Unit
CEDA

APPROVED AND FORWARDED TO THE
COMMUNITY AND ECONOMIC DEVELOPMENT COMMITTEE


Office of the City Administrator

**WIA Adult and Dislocated Worker Services
As of June 30, 2004**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/04	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Exited w/out Placement	Annual Placement Plan	Placements to date	Placement % of Goal	Average Wage	Benefits	Retention - 3 Month	Retention - 6 Month	Retention - 1 Year
PROGRAM YEAR 2003-04																
Universal Client services through all One-Stop Centers																
	Core	7/03 - 6/04			8,000	8,937	112%									
PIC One Stop Downtown/East Oakland	Adult	7/03 - 6/05	\$ 2,020,231	\$ 2,020,231	87	73	84%	0	51	6	12%	\$ 14.35	2			
PIC One Stop Downtown/East Oakland	DW	7/03 - 6/05			125	93	74%	0	71	13	18%	\$ 16.08	2			
Eng. Center: WIA One Stop Affiliate	Adult/DW	7/03 - 6/05	\$ 60,000	\$ 60,000	20	20	100%	0	14	3	21%	\$ 8.43	0			
Lao Family Comm. Dev.: WIA One Stop Affiliate	Adult/DW	7/03 - 6/05	\$ 60,000	\$ 60,000	20	29	145%	0	20	21	105%	\$ 10.79	8			
Unity Council: WIA One Stop Affiliate	Adult/DW	7/03 - 6/05	\$ 60,000	\$ 60,000	20	17	85%	0	13	7	54%	\$ 10.25	0			
City of Oakland DHS	Adult/DW	7/03 - 6/05	\$ 135,000	\$ 135,000	38	33	87%	0	23	18	78%	\$ 12.34	5			
PY 03-04 Adult/DW TOTALS:			\$ 2,335,231	\$ 2,335,231	250	265	106%	0	192	68	35%	\$ 12.37	17			
					Adult subtotal:	125	154	123%	0	107	45	42%	\$ 11.82	12		
					Dislocated Worker subtotal:	125	111	89%	0	85	23	27%	\$ 13.44	5		

**WIA Adult and Dislocated Worker Services
As of June 30, 2004**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/04	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Exited w/out Placement	Annual Placement Plan	Placements to date	Placement % of Goal	Average Wage	Benefits	Retention - 3 Month	Retention - 6 Month	Retention - 1 Year		
PROGRAM YEAR 2002-03																		
Universal Client services through all One-Stop Centers	Core	7/02 - 6/03			6,000	10,258	171%											
PIC One Stop Downtown/East Oakland	Adult	7/02 - 6/04	\$ 3,737,716	\$ 3,737,716	142	66	46%	6	41	50	122%	\$ 11.24	34	85%	66%	45%		
PIC One Stop Downtown/East Oakland	DW	7/02 - 6/04			200	70	35%	2	48	48	100%	\$ 16.72	35	79%	49%	28%		
Eng. Center: WIA One Stop Affiliate	Adult/DW	7/02 - 6/04	\$ 50,000	\$ 50,000	20	20	100%	2	12	12	100%	\$ 9.72	8	50%	42%	43%		
Eng. Center: VESL contract	Adult/DW	*	*	*	5	5	100%	0	4	3	75%	\$ 7.58	1	67%	67%	67%		
Lao Family Comm. Dev.: WIA One Stop Affiliate	Adult/DW	7/02 - 6/04	\$ 50,000	\$ 50,000	20	21	105%	0	13	16	123%	\$ 11.37	14	94%	69%	75%		
Unity Council: WIA One Stop Affiliate	Adult/DW	7/02 - 6/04	\$ 50,000	\$ 50,000	20	17	85%	1	11	9	82%	\$ 12.38	3	100%	33%	17%		
City of Oakland DHS	Adult/DW	7/02 - 6/04	n/a	n/a	38	34	89%	3	21	29	138%	\$ 10.03	5	69%	62%	62%		
PY 02-03 Adult/DW TOTALS: \$					3,887,716	\$ 3,887,716	380	233	61%	14	150	167	111%	\$ 12.50	100	79%	58%	47%
Adult subtotal:					180	141	78%	11	87	103	118%	\$ 10.69	54	78%	60%	51%		
Dislocated Worker subtotal:					200	92	46%	3	63	64	102%	\$ 15.42	46	80%	55%	41%		

**WIA Adult and Dislocated Worker Services
As of June 30, 2004**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/04	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Exited w/out Placement	Annual Placement Plan	Placements to date	Placement % of Goal	Average Wage	Benefits	Retention - 3 Month	Retention - 6 Month	Retention - 1 Year
PROGRAM YEARS 2000-02, aggregate																
Universal Client services through all One-Stop Centers	Core	7/00 - 6/02			9,050	10,202	113%									
PLC One Stop Downtown/East Oakland	Adult	7/00 - 6/03	\$ 7,062,110	\$ 7,062,110	502	373	74%	133	231	215	93%	\$ 12.20	155	64%	59%	55%
PLC One Stop Downtown/East Oakland	DW	7/00 - 6/03			570	502	88%	109	346	351	101%	\$ 12.32	231	76%	71%	66%
Eng. Center: WIA One Stop Affiliate	Adult/DW	1/02 - 6/03	\$ 50,000	\$ 50,000	20	10	50%	2	6	6	100%	\$ 16.12	2	100%	43%	71%
Eng. Center: VESL contract	Adult/DW	*	*	*	23	24	104%	2	15	18	120%	\$ 9.16	9	74%	74%	59%
Lao Family Comm. Dev.: WIA One Stop Affiliate	Adult/DW	1/02 - 6/03	\$ 50,000	\$ 50,000	20	20	100%	0	13	9	69%	\$ 12.14	5	89%	78%	78%
Unity Council: WIA One Stop Affiliate	Adult/DW	1/02 - 6/03	\$ 50,000	\$ 50,000	20	21	105%	6	14	14	100%	\$ 9.67	6	62%	62%	57%
City of Oakland DHS	Adult/DW	7/01 - 6/03	\$ 150,000	\$ 150,000	38	27	71%	1	17	27	159%	\$ 10.89	13	70%	74%	67%
PYs 00-02 Adult/DW TOTALS:			\$ 7,362,110	\$ 7,362,110	1,370	977	71%	253	642	640	100%	\$ 12.11	421	71%	66%	62%
Adult subtotal:					600	455	76%	143	282	277	98%	\$ 11.84	184	65%	61%	57%
Dislocated Worker subtotal:					570	522	92%	110	360	363	101%	\$ 12.31	237	76%	71%	66%

WIA Youth Services
As of June 30, 2004

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/04	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Placement Goal	Placements to date	Placement % of Goal	Average Wage	Basic Skills	Occupational Skills	Work Readiness Skills	Diplomas and Credentials	Return to School or College
Program Year 2003-04																
Lao Family Community Dev.	Older Youth Younger Youth	7/03 - 6/05	\$ 128,856	\$ 93,594	8 32	9 30	113% 94%	6	6	100%	\$ 9.00	16	85	52	5	3
Scotlan Youth Development Center	Older Youth Younger Youth	7/03 - 6/05	\$ 121,138	\$ 105,865	8 22	12 18	150% 82%	7	7	100%	\$ 8.28	8	14	15	10	3
Spanish Speaking Citizens Foundation	Older Youth Younger Youth	7/03 - 6/05	\$ 86,100	\$ 70,477	0 30	4 27	n/a 90%	2	1	50%	\$ 8.00	1	1	1	1	1
Youth Employment Partnership	Older Youth Younger Youth	7/03 - 6/05	\$ 291,390	\$ 264,900	50 100	47 122	94% 122%	29	30	103%	\$ 8.62	41	1	153	5	5
PY 03 - 04 Youth TOTALS: \$ 627,484 \$ 534,836					250	269	108%	44	61	100%	\$ 8.51	288	1	320	26	13
Older Youth subtotal:					66	72	109%	44	44	100%	\$ 8.72	66	66	80	11	1
Younger Youth subtotal:					184	197	107%	17	17	100%	\$ 7.85	222	1	240	15	12

**WIA Youth Services
As of June 30, 2004**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/04	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Placement Goal	Placements to date	Placement % of Goal	Average Wage	Basic Skills	Occupational Skills	Work Readiness Skills	Diplomas and Credentials	Return to School or College	
Program Year 2002-03																	
American Viet League	Older Youth Younger Youth	7/02 - 6/04	\$ 86,856	\$ 86,856	24	12	50%	6	4	67%	\$ 7.12	9	15	15	1	6	
Lao Family Community Dev.	Older Youth Younger Youth	7/02 - 6/04	\$ 78,568	\$ 78,568	0	5	n/a	3	2	67%	\$ 10.84	5	1	2		22	
Scottian Youth Development Center	Older Youth Younger Youth	7/02 - 6/04	\$ 95,233	\$ 95,233	5	5	100%	3	2	67%	\$ 6.75	5	4	4	4	3	
Spanish Speaking Citizens Foundation	Older Youth Younger Youth	7/02 - 6/04	\$ 82,830	\$ 82,830	0	1	n/a	1	1	100%	\$ 10.50	1	2	2	1	19	
Youth Employment Partnership	Older Youth Younger Youth	7/02 - 6/04	\$ 291,390	\$ 291,390	50	46	92%	23	29	126%	\$ 9.52	39	37	16	14	16	
PY 02-03 Youth TOTALS: \$					634,877	\$ 634,877	257	332	129%	36	56	\$ 8.97	278	54	355	47	184
Older Youth subtotal:					79	69	87%	36	38	106%	\$ 9.22	59	37	39	20	25	
Younger Youth subtotal:					178	263	148%	18	18	\$ 8.46	219	17	316	27	159		

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/04	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Placement Goal	Placements to date	Placement % of Goal	Average Wage	Basic Skills	Occupational Skills	Work Readiness Skills	Diplomas and Credentials	Return to School or College	
Program Year 2001-02																	
American Viet League	Older Youth Younger Youth	7/01 - 6/03	\$79,200	\$79,200	16	13	81%	7	4	57%	\$ 7.56	2	2	8	1	6	
					4	6	150%		0			2		2		2	
Lao Family Community Dev.	Older Youth Younger Youth	7/01 - 6/03	\$66,000	\$66,000	0	0	n/a	0	0	n/a	\$ 7.00	20	20	20	11	17	
Oakland Unified Exceptional Children Program	Older Youth Younger Youth	7/01 - 6/03	\$88,000	\$88,000	0	1	n/a	1	0	0%		2			1		
					40	39	98%		1		\$ 7.00	46			14	23	
Scotlan Youth Development Center	Older Youth Younger Youth	7/01 - 6/03	\$111,115	\$111,115	13	11	85%	6	3	50%	\$ 9.25	8		6		1	
					22	24	109%		2		\$ 9.75	20		7	1	2	
Spanish Speaking Citizens Foundation	Older Youth Younger Youth	7/01 - 6/03	\$107,435	\$107,435	5	4	80%	2	2	100%	\$ 7.75	3	2	4	2	29	
Youth Employment Partnership	Older Youth Younger Youth	7/01 - 6/03	\$218,884	\$218,884	50	55	110%	28	25	89%	\$ 8.85	51	34	28	19	9	
					100	114	114%		22		\$ 8.37	98	76	76	24	71	
PY 01-02 Youth TOTALS:					\$670,634	\$670,634	305	324	106%	44	61	\$ 8.51	285	133	193	62	160
Older Youth subtotal:					84	84	100%	44	34	77%	\$ 8.67	66	36	46	21	16	
Younger Youth subtotal:					221	240	109%		27		\$ 8.32	219	97	147	41	144	

**OAKLAND PRIVATE INDUSTRY COUNCIL, INC.
SYSTEM ADMINISTRATOR AND CAREER CENTER OPERATOR
FOR THE OAKLAND WORKFORCE INVESTMENT BOARD**

AGENCY DESCRIPTION: Established in 1978, the Oakland Private Industry Council, Inc., is a non-profit corporation dedicated to providing workforce development services to the Oakland community. Towards this end, the Oakland PIC operates programs throughout the City.

It is the mission of the Oakland Private Industry Council, Inc., to provide accessible, high quality training and employment services to local residents and employers. This goal is accomplished by:

- Providing comprehensive and effective services with a goal of high customer satisfaction
- Working collaboratively with other organizations in the community
- Promoting programs and partnerships within the business community

LOCATIONS:

1212 Broadway, Suite 100, Oakland, CA 94612	Oakland-EASTBAY Works Career Center
1212 Broadway, Suite 200, Oakland, CA 94612	WIA Adult Programs and Welfare to Work
2229 Poplar Street, Oakland, CA 94607	Cypress-Mandela/Women in Skilled Trades

PROGRAMS UNDER THE PURVIEW OF THE WIB:

One-Stop Career Center
Workforce Investment Act Adult and Dislocated Worker Programs
Workforce Investment Act Youth Programs (contracted to CBOs)

Non-WIB PROGRAMS:

Cypress-Mandela/WIST
(Women in Skilled Trades)
Cedillo Project

WORKFORCE INVESTMENT ACT:

The Oakland PIC operates the One-Stop Career Center system in Oakland, which is comprised of six linked One-Stop Career Centers: Flagship sites in Downtown and East Oakland, and four Affiliate One-Stop sites managed by contracted service providers. Each center provides Workforce Investment Act services to job seekers and employers. These Career Centers are also part of a larger consortium, EASTBAY *Works*, which provides services to individuals throughout Alameda and Contra Costa counties.

Services to Employers: Employers may use the career centers to recruit applicants from a diverse pool of candidates. Also available are customized recruiting assistance, Internet job posting and resume bank access, labor market data, and information about tax credits, hiring incentives, and business permits.

Services to Job Seekers: Each center also provides Workforce Investment Act services to both the general public and enrolled WIA participants. Services available to the general public are self-directed and include labor market and job opening information, resume preparation assistance, and use of computers, phones, and faxes to facilitate job search. Based on needs-assessment and eligibility criteria, individuals may be enrolled into the Adult or Dislocated Workers program where they will receive more intensive one-on-one job search assistance and/or occupational training. All training is contracted to eligible training providers through an individual training account system, with an emphasis on informed customer choice.

WIA Youth Services: Services are provided through subcontractors who have a direct link to the Career Centers. The Oakland PIC administers these agreements; specific subcontractors are profiled later in this attachment.

LAO FAMILY COMMUNITY DEVELOPMENT WIA Youth Subcontractor

AGENCY DESCRIPTION: The mission of Lao Family Community Development, Inc. (LFCD) is to assist members of the Southeast Asian refugee and immigrant communities to adapt to life in the United States and to achieve social and economic self-sufficiency. LFCD has provided job training and employment services since 1984, which include intake and certification, work experience, academic enrichment, ESL, labor market orientation, job readiness workshops, career counseling, and referral services. LFCD also provides personal health, pregnancy prevention, and gang prevention programs for youth and young adults.

LOCATION: 1551 23rd Avenue
Oakland, CA 94606

CONTRACTED SERVICES: LFCD offers weekly classroom and work experience activities, as well as highly individualized counseling and job placement assistance. For participants ages 14 to 18, after school activities include classroom workshops on basic skills, career planning, job search techniques, financial literacy, One-Stop orientation, internships at local employers, and Youth Club youth-driven activities. These youth also receive career and personal counseling, support service referrals, mentoring, and follow-up to their year of participation in the program. During the summer months, the youth are assisted in identifying and applying for jobs suited to their interests and abilities.

For youth ages 19 to 21 who are not currently employed or obtaining education or training, the program offers an individualized program of needs assessment, career counseling, personal counseling, support services referrals, job readiness training, One-Stop orientation, job application and interview assistance, basic skills training, Job Club participation, job placement, job retention, and follow-up services. The one-on-one contact that is essential to this program is intended to address some of these youth's individual personal and professional barriers to future employment

Skill Objectives:

Basic Skills include regular and vocational ESL, reading, writing, mathematics, family literacy, study skills, leadership, criminal justice, health and sex education, basic financial management, and GED preparation.

Occupational Skills include computer training with the Computer Street Academy, and summer internships with non-profit organizations.

Work Readiness Skills can include career exploration, filling out job applications, resume preparation, and job search training.

PRIMARY CLIENTS: Low-income refugee and immigrant youth of the San Antonio neighborhood.

Please refer to pages 22 – 27 of the Main Agenda Report for performance data on this agency.

GEORGE P. SCOTLAN YOUTH AND FAMILY CENTER
WIA Youth Subcontractor

AGENCY DESCRIPTION: The mission of the Scotlan Center (SC) Youth Employment and Training Program is to service at-risk, inner city youth in the areas of education, employment, mental health counseling, and intense mentoring. SC focuses on helping youth get “back on track”, by not only providing core services but also giving each youth the attention and necessary support services that this vulnerable population needs.

LOCATION: 1651 Adeline Street
Oakland, CA 94607

CONTRACTED SERVICES: Scotlan Center provides services to youth ages 14-21 in the following areas: 160 hours of Basic Skills and Pre-Employment Training, and 32 hours of Computer Clerical Skills Training. In addition, participants are assigned to one of Scotlan’s SOS youth counselors for Individual and Support Group Counseling. In sum, participants receive pre- and post-assessment testing, basic remedial skills, GED and/or High School proficiency instruction, job preparation training, introduction to computers and word processing, individual and group counseling, job search skills training, job development and placement, college-to-career advising and development services, one-year follow-up employment case work, and tutoring. Clients also receive work experience training, which includes reception skills, copying, using and maintaining office equipment, assisting in file set-up and file maintenance, restocking supplies and assisting in inventory control, and light typing.

Skill Objectives:

Basic Skills include education relevant to the GED and CHSP tests, parenting skills, and communication.

Occupational Skills include hands-on computer and clerical training.

Work Readiness Skills include punctuality, resume development, job search, hygiene and business attire, interview techniques, and interpersonal communications at work.

PRIMARY CLIENTS: High-risk out of school youth age 14-21. In the 2000-2001 program year, eighty percent of SC’s client population was out-of-school youth. Many clients are also on probation or receiving TANF.

Please refer to pages 22 – 27 of the Main Agenda Report for performance data on this agency.

SPANISH SPEAKING CITIZENS' FOUNDATION
WIA Youth Subcontractor

AGENCY DESCRIPTION: The mission of the Spanish Speaking Citizens' Foundation (SSCF) is to empower the individual and community to improve the quality of life while enhancing cultural heritage. For the past 18 years, SSCF has conducted a Summer Youth Employment Training Program, which included a Civics Leadership Development Component and a Journalism Program Component. SSCF provides services to Oakland residents that include Information and Advocacy, Citizenship, Immigration and ESL services, and adult employment referrals. Among the youth-serving agencies that SSCF has partnerships with are the Homework Assistance Center at Calvin Simmons Middle School, after-school tutoring at the Cesar Chavez Branch Library, Centro Legal de la Raza, Fruitvale Youth Academy, and Clinica de la Raza.

LOCATION: 1470 Fruitvale Avenue
Oakland, CA 94601

CONTRACTED SERVICES: SSCF serves 25 younger, in-school youth and 5 idle youth during the program year. Idle youth are defined as at least 16 years of age, with one of the following characteristics: pregnant or parenting, high school dropout for more than a year, or a high school graduate with difficulty finding or holding employment. Younger, In-School youth are defined as youth between 14 and 18 years old, who are currently in middle or high school.

SSCF's training consists of five phases: Phase I - Outreach, Recruitment, Orientation and Assessment; Phase II - 32 hours of Basic Skills training that focuses on Study Skills and Computer Literacy; Phase III - 24 hours of Leadership workshops which emphasizes civic awareness and financial management; Phase IV - 34 hours of World of Work Awareness training, which includes advanced computer training and job readiness workshops; Phase V - Work Experience divided into three equal phases totaling 90 hours for Younger Youth and 270 hours for Idle Youth. Idle youth are linked to other services that enable them to obtain additional part-time employment, and to make ongoing progress towards credentials or diplomas.

Skill Objectives:

Basic Skills include English, civics, leadership, financial literacy, proficiency exam preparation, and Oakland Latino history.

Occupational Skills include basic and advanced computer training, journalism training, Oakland History Project Museum Training, and experience through internships or subsidized employment.

Work Readiness Skills include education and career planning, interviewing techniques, resume writing, and job search skills.

PRIMARY CLIENTS: The majority of SSCF's clients are low-income Latinos. Many of them need bilingual services.

Please refer to pages 22 – 27 of the Main Agenda Report for performance data on this agency.

YOUTH EMPLOYMENT PARTNERSHIP

WIA Youth Subcontractor

AGENCY DESCRIPTION: The Youth Employment Partnership, Inc. (YEP) was created by the 1993 merger of St. Elizabeth Youth Employment Corp. (founded in 1973) and Oakland Youth Works (founded in 1979). The YEP's programs are cost-efficient because administrative and other resources are leveraged across programs. YEP programs include the Deconstruction Project/Lead Abatement Program, Team Oakland, Partnership for Achieving School Success, and YouthBuild. Among YEP's partners are the Port of Oakland, Alameda County Recycling Board, City of Oakland Parks and Recreation Department, and Oakland Public Library.

LOCATION: 1411 Fruitvale Avenue
Oakland, CA 94601

CONTRACTED SERVICES: The Youth Employment Partnership serve 150 WIA clients. These clients are divided into three different groups depending upon their needs and barriers, and based upon YEP's specific knowledge of both the WIA goals and regulations and the tools that will be used to serve the clients. Following is a summary of the services for each group:

- 1). **GROUP #1** - 50 in-school youth. This group is intended to meet the needs of younger teens. The youth receive: case management, links to support services, basic skills, pre-employment training and work experience.
- 2). **GROUP #2** - 50 in-school youth. This group is intended to meet the needs of teens 16-18 years of age. The youth receive: case management, links to support services, basic skills or GED, pre-employment training, vocational skills training and work experience.
- 3). **GROUP #3** - 50 out-of-school youth. This group of services is designed to meet the needs of young adults 18 - 21. Each trainee receives case management, links to support services, basic skills or continuing education or GED, pre-employment training, vocational skills training, or links to ITAs and work experience, or customized training and work experience.

Skill Objectives:

Basic Skills include leadership development, interpersonal skills, personal finance, budgeting, and health awareness.

Occupational Skills include training in deconstruction, tutoring, environmental field, pre-apprenticeship construction, carpentry, computers, childcare/recreation, and customer service.

Work Readiness Skills include resume writing, attendance, punctuality, attitude, appearance, career exploration and development, interviewing skills, and workplace ethics.

PRIMARY CLIENTS: High-risk youth whose household income falls below the federal poverty level.

Please refer to pages 22 – 27 of the Main Agenda Report for performance data on this agency.

**English Center for International Women—Subcontractor
WIA Affiliate One-Stop**

AGENCY DESCRIPTION: English Center for International Women (ECIW) has been managing and delivering workforce development programs since 1984 and has been a service provider for the Oakland Private Industry Council, Inc. (PIC) for the last 15 years. ECIW has also worked with EDD to provide training services to EDD clients. ECIW has facilitated regular meetings between counselors at these partner agencies and their clients at ECIW. Staff, volunteers and the Mills College campus community provide language support in Mandarin, Japanese, Korean, Russian, Spanish, Arabic, Cantonese, Farsi, Bosnian, Tibetan, Thai, Vietnamese and Malaysian.

LOCATION: Mills College
P.O. Box 9968
Oakland, CA 94613

CONTRACTED SERVICES: ECIW's Career Advancement Program provides all required Core A and Core B services to eligible WIA clients, particularly those with limited-English speaking skills, in the Geranium Cottage on the Mills College campus. As an Affiliate One-Stop Center, ECIW maintains facilities and services to provide employment services to non-WIA clients as well.

The clients served by The English Center One-Stop often pursue a gradual path to exit, as they usually choose to attend Career Advancement Programs at ECIW. Most students are enrolled in the 32 week program, with 22.5 hours of classroom time per week to build readiness for sustainable employment. Clients also often avail themselves of internship opportunities prior to exiting the program.

PRIMARY CLIENTS: Those referred by One-Stops, and social service agencies serving immigrants and refugees such as Clinica de la Raza, International Rescue Committee, Jewish Family Services, the Unity Council, Spanish Speaking Citizens' Foundation and the International Institute of the East Bay.

Please refer to pages 8 – 17 of the Main Agenda Report for performance data on this agency.

**Lao Family Community Development–Subcontractor
WIA Affiliate One-Stop**

AGENCY DESCRIPTION: Lao Family Community Development (LFCD) is a nonprofit community-based Mutual Assistance Association. Established in 1980 to serve as a center to provide free services to refugees, immigrants and low-income clients in Alameda and Contra Costa Counties, its mission is to inspire individuals to set goals, utilize their imagination and to believe in themselves. Services include employment assistance, ESL and VESL instruction, family literacy, citizenship assistance, crime victim assistance, youth services, translation, and counseling referrals. LFCD's staff is multilingual in Lao, Mien, Khmu, Tai Dam, Vietnamese, Khmer, Thai, Cantonese, Mandarin, Spanish, Bosnian and French and has received extensive training in the provision and management of WIA, CalWORKs and other workforce development programs.

LOCATION: 1551 – 23rd Avenue,
Oakland, CA 94606

CONTRACTED SERVICES: LFCD offers 20 clients all required WIA Core A and Core B services to eligible WIA adults and dislocated workers. As an Affiliate One-Stop Center, LFCD maintains facilities and services to provide the full range of employment services to non-WIA clients as well.

PRIMARY CLIENTS: Primary clients include limited-English speaking immigrants and refugees in Oakland, and those clients referred by other One-Stop portals for more language appropriate services.

Please refer to pages 8 – 17 of the Main Agenda Report for performance data on this agency.

**Unity Council/CIRCLES—Subcontractor
WIA Affiliate One-Stop**

AGENCY DESCRIPTION: The Unity Council is a CIRCLES (Comprehensive Integrated Resources for CalWORKS Limited English Speakers) partner. CIRCLES is a comprehensive job readiness and employment program that serves limited-English language proficiency clients who reside in the Fruitvale or San Antonio neighborhoods of Oakland. CIRCLES prepares clients to enter the workforce by providing intensive case management and support services, along with community college classes and work experience that assists them in moving into unsubsidized employment. The services are linguistically and culturally matched to the clients. Clients receive the services at the primary location in the neighborhood, and therefore have easy access to staff, classes and support services.

LOCATION: 1900 Fruitvale Ave., Suite 2A
Oakland, CA 94601

CONTRACTED SERVICES: The Unity Council provides all required Core A and Core B services to eligible WIA adults and dislocated workers in collaboration with Laney and Merritt colleges, in addition to five other community based organizations. As an Affiliate One-Stop Center, the Unity Council maintains facilities and services to provide the full range of employment services to non-WIA clients as well. The Unity Council has the ability to serve clients who speak Spanish, Laotian, Mien, Cantonese, Mandarin, Vietnamese, and Cambodian.

PRIMARY CLIENTS: Limited English language proficiency TANF clients, and residents who are not on TANF but are unemployed or underemployed. The goal of CIRCLES is to provide comprehensive employment services to all residents of the Fruitvale and San Antonio neighborhood, with a special emphasis on limited-English language clients.

Please refer to pages 8 – 17 of the Main Agenda Report for performance data on this agency.

Port of Oakland Employment Resources Development Program

AGENCY DESCRIPTION: The Port of Oakland's Employment Resources Development Program (ERDP) helps local residents find employment with Port tenant companies, on Port Project Labor Agreement construction projects, and in related opportunities throughout the Port's Local Impact Area, including Oakland, Emeryville, San Leandro and Alameda. ERDP acts as a clearinghouse to help Port tenants recruit and screen applicants, and provides other employment services, such as employee relations resources, and technical assistance in developing training programs. The department also recruits for the Apprenticeship programs in the building trades as part of the Project Labor Agreement's Social Justice component. Additionally, ERDP collaborates with various community based organizations, public agencies and education services, to promote and facilitate employment opportunities and support resources.

LOCATION: 530 Water St.
Oakland, CA 94607

CONTRACTED SERVICES: The Port of Oakland's ERDP has entered into a collaboration with the Oakland WIB, aimed at filling apprenticeship opportunities in the construction trades on Port projects with local residents. The WIB and the Port agreed to equally fund the costs of an Apprenticeship Recruitment Coordinator (ARC) position, which began in December, 2002. The ARC works in coordination with the Port of Oakland, the One-Stop Career Center operated by the Oakland PIC, and the City of Oakland Local Construction Employment Referral Program. The purpose of this partnership is to maximize the number of construction workers and local apprentices from the Port's Local Impact Areas (Oakland, Emeryville, San Leandro, and Alameda) and to service the employment needs of the Port's Project Labor Agreement, the City of Oakland 15% Apprenticeship policy and PIC's referral and placement requests.

PRIMARY CLIENTS: Residents of the Port's Local Impact Area who express interest in becoming indentured into trade union apprenticeship, for purposes of obtaining work on local construction projects.

Please refer to pages 17 – 20 of the Main Agenda Report for performance data on this agency.

**City of Oakland
Adult Programs
Through June 30, 2004**

Attachment C - 1

Agency and Program	Enrollees	Contract Period	Contract Amount	Cost Draw Downs as of 6/30/04	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Exited w/out Placement	Annual Placement Goal	Actual Placements	Placement % of Goal	Average Wage	Jobs w/Benefits	Retention - 3 Month	Retention - 6 Month
Independent Way: Oakland Museum	Adult	7/03 - 6/04	\$ 60,960	\$ 60,960	4	4	100%	0	4	4	100%	\$ 6.75	0	4	4
Int'l Inst of the East Bay: Caregivers Program	Adult	7/03 - 6/04	\$ 55,000	\$ 55,000	27	25	93%	3	14	14	100%	\$ 9.29	0	5	4
Jobs Consortium: HELP Program	Adult	7/03 - 6/04	\$ 83,946	\$ 83,946	82	138	168%	0	25	34	136%	\$ 9.65	0	19	10
LEA/DHS: Assets Senior Employment Program	Adult	7/03 - 6/04	\$ 1,164,479	\$ 1,164,479	268	274	102%	0	66	68	103%	\$ 11.71	24	36	14
Totals:			\$ 1,364,385	\$ 1,364,385	381	441	116%	3	109	120	110%	\$ 10.68	24	64	32

City of Oakland
Day Labor and Career Academies Programs
Through June 30, 2004

Agency and Program	Enrollees	Contract Period	Contract Amount	Cost Draw Downs as of 6/30/04	Annual Daily Client Visit Plan	Total Daily Client Visits, YTD Actual	Actual % of Annual Visit Goal	Total Placement Goal	Total Actual Placements	Placement % of Goal	Average Wage	Of all placements, number of extended duration	Of all placements, number of short term duration
Volunteers of America, Bay Area: Oakland Day Labor Program	Adult	7/03 - 6/04	\$ 194,000	\$ 184,885	12,000	19,713	164%	4,000	3,667	92%	\$ 12.50	1,530	2,137

Oakland Unified School District, Career Academies Program		Contract Duration	Contract Amount	Cost Draw Downs as of 6/30/04	School Year	Total Academies Enrollment	Placement Goal	Total Placements	Placement % of Goal	Post-program Employment Goal*	Portion of eligible graduates employed*	Post-program employment % of Plan*
7/03 - 6/05	\$ 600,000	\$ 305,795	03-04 04-05	2,200 n/a	320 320	423 n/a	132% n/a	50% 50%	n/a n/a	n/a n/a		

**City of Oakland
Youth Programs
Through June 30, 2004**

Agency and Program	Enrollees	Contract Period	Contract Amount	Cost Draw Downs as of 6/30/04	Annual Enrollment Plan	Actual Enrollments	Enrollment % of Plan	Exited w/out Placement	Annual Placement Goal	Actual Placements	Placement % of Goal	Average Wage/Stipend	Youth Skills Attained	Youth Diplomas Earned	Youth Credentials Awarded
Alameda County Health Care Foundation: Model Neighborhood Program	Youth	7/03 - 6/04	\$ 76,615	\$ 76,615	42	42	100%	0	42	42	100%	\$ 5.75	42	0	0
East Bay Conservation Corps: Recycling Program	Youth	8/03 - 7/05	\$ 240,000	\$ 78,071	28	39	139%	0	28	39	139%	\$ 8.50	37	13	0
East Bay Conservation Corps: Eastmont Corridor Blight Abatement Project	Youth	10/03 - 6/04	\$ 60,000	\$ 24,844	10	10	100%	0	10	10	100%	\$ 7.05	4	10	0
East Bay Conservation Corps: School/Community Garden Project	Youth	10/03 - 1/04	\$ 30,000	\$ -	5	0	0%	0	5	n/a	n/a	n/a	n/a	n/a	n/a
Oakland Library: PASS Program	Youth	7/03 - 6/04	\$ 175,000	\$ 175,000	26	29	112%	0	26	29	112%	\$ 7.50	29	0	0
Youth Employment Partnership: Team Oakland	Youth	6/03 - 9/03	\$ 249,000	\$ 246,500	110	116	105%	0	110	116	105%	\$ 7.00	348	4	0
Youth Employment Partnership: Career Tryout	Youth	7/03 - 6/04	\$ 174,606	\$ 174,606	147	162	110%	0	147	162	110%	\$ 7.00	162	8	0
Totals:			\$ 1,005,221	\$ 775,636	368	398	108%	0	368	398	108%	\$ 7.05	622	35	0

Oakland Mayor's Summer Jobs Program	Contract Duration	City of Oakland Contract Amount	Applied to begin Orientation*	Orientation Completion Plan	Completed Orientation	Orientation Completion % of Plan	Placement Goal	Placements to date	Placement % of Goal	Retained for duration of summer	Average Wage/Stipend
	4/03 - 9/03	\$ 40,000	1,701	1,000	967	97%	500	174	35%	n/a	\$ 7.19

* Orientation involved a 10 hour course of job readiness workshops, which was a prerequisite for MSJP placement consideration.

Independent Way Oakland Museum Program

AGENCY DESCRIPTION: The Independent Way (formerly known as the Association for Retarded Citizens, or ARC), is a non-profit organization providing vocational and life skills training to developmentally disabled adults. Its mission is to advocate for and provide services of the highest quality to people with developmental disabilities and their families, to empower every individual with the knowledge, tools and support to achieve their chosen potential in life. The Oakland Museum jobs offer clients social interaction with peers, a routine that can be counted on, and a sense of self-worth. Since 1991 the City of Oakland's Parks and Recreation Department (OPR) has contracted with the Independent Way (TIW) to provide employment opportunities for developmentally disabled adults at the Oakland Museum. TIW is nationwide, with local sites in Oakland, San Leandro, Hayward, Union City and Pleasanton.

LOCATION: 575 Independent Road
Oakland, CA 94621

CONTRACTED SERVICES: TIW provides grounds maintenance training and work opportunities to its clients. Job training includes weeding, raking, sweeping, picking up trash, and other non-technical cleaning tasks. Clients also learn work ethics, interpersonal skills, and conflict resolution. Five adults work 7 hours per day, 35 hours per week each, at the Oakland Museum. TIW provides a full-time, on-site supervisor.

Skill Objectives:

Occupational Skills include weeding, raking, sweeping, picking up trash, and other non-technical cleaning tasks.

Work Readiness Skills include budgeting, time management, work ethics, interpersonal skills, and conflict resolution.

PRIMARY CLIENTS: TIW serves developmentally disabled adults and their families.

Please refer to pages 33 – 34 of the Main Agenda report for more detailed performance data on this agency.

**International Institute of the East Bay
Caregivers Job Training and Placement Program**

AGENCY DESCRIPTION: International Institute of the East Bay operates the Caregivers Job Training and Placement Program, which provides vocational childcare job preparation, placement, and retention services for low-income, limited English speaking immigrant and refugee women. The goal is to assist these women in achieving economic independence by becoming childcare providers.

LOCATION: 297 Lee Street
Oakland, CA 94610

CONTRACTED SERVICES: Vocational childcare job preparation, placement and retention services for 23 low-income, limited English speaking immigrant and refugee women. Clients will receive training in interviewing, vocational ESL and childcare; and support services to help them adjust to living in the United States and working outside the home, and to become familiar with child-rearing preferences in America.

Skill Objectives:

Basic Skills include vocational ESL.

Occupational Skills include childcare training, internships and child development education, which include training on nutrition, culture of work, childcare job skills, CPR, and First Aid.

Work Readiness Skills include interviewing.

PRIMARY CLIENTS: Low-income, limited English speaking immigrant and refugee women in the Eastlake/San Antonio/Chinatown and Western Oakland Community Development Districts.

Please refer to pages 33 – 34 of the Main Agenda report for more detailed performance data on this agency.

Jobs for the Homeless Consortium HELP Program

AGENCY DESCRIPTION: Jobs for the Homeless Consortium (JHC) operates its program, the Homeless Employment through Literacy and Preparation (HELP), for single, homeless persons residing in the North Oakland and Western Oakland Community Development Districts. JHC contracts with the City of Oakland's Housing and Community Development Department.

LOCATION: 1915 Broadway
Oakland, CA 94612

CONTRACTED SERVICES: HELP provides outreach, intake and orientation, *counseling, training, job development and placement, and retention and follow-up* services to its clients. Counseling available includes addiction and recovery, disability and mental health, and job counseling. Training includes literacy skills in reading, writing, math, and computers; vocational skills in carpentry, office, and janitorial work; formal classroom training at accredited schools and training sites, and union apprenticeship programs; and job preparation workshops. Additional job development services include job fairs and job clubs. Pre-placement material support includes transportation tickets, birth certificates, interview clothing, food vouchers, ID cards, haircuts, driver's license, DMV printouts, union initiation fees, and hygiene packs.

Skill Objectives:

Basic Skills include reading, writing, math, computers, and counseling in addiction, recovery, disability and mental health.

Occupational Skills include vocational skills in carpentry, office, and janitorial work.

Work Readiness Skills include job search skills and strategies; and job development, placement and retention.

PRIMARY CLIENTS: Single, homeless persons residing in the North Oakland and Western Oakland Community Development Districts.

Please refer to pages 33 – 35 of the Main Agenda report for more detailed performance data on this agency.

City of Oakland
Life Enrichment Agency, Department of Human Services
ASSETS Senior Employment Opportunities Program

AGENCY DESCRIPTION: Life Enrichment Agency – Department of Human Services (LEA-DHS) provides services to Oakland residents including pre-school children, families, and seniors. LEA-DHS’s emphasis is on providing programs and services designed to promote independence, and enhance the quality of life of Oakland residents.

The ASSETS program enables low-income residents age 55 and older to achieve gainful employment and personal development through community service and training.

LOCATION: 150 Frank H. Ogawa Plaza, Suite 4353
Oakland, CA 94612

CONTRACTED SERVICES: Training includes work experience, individual career counseling, job placement assistance, support services; classroom training in computers, office skills, early childhood education; and job search and retention skills.

Skill Objectives:

Basic Skills include math, personal budgeting, values, anger management, self-esteem, motivation, and communication.

Occupational Skills include computers, office skills, customer service, cashiering, and early childhood education.

Work Readiness Skills include individual career counseling; job search, placement, and retention assistance; resume writing; interpersonal and interviewing skills; attendance, punctuality, attitude, appearance, and employee rights.

PRIMARY CLIENTS: Low-income seniors age 55 and older.

Please refer to pages 33 – 35 of the Main Agenda report for more detailed performance data on this agency.

Volunteers of America Bay Area Oakland Day Labor Program

AGENCY DESCRIPTION: Volunteers of America Bay Area is a faith-based, non-profit organization that provides social services to youth, families, non-violent offenders, substance abusers, disabled adults and people who are homeless.

LOCATION: Volunteers of America Bay Area
1701 Harbor Bay Parkway, Suite 220
Alameda, CA 94502

CONTRACTED SERVICES: Volunteers of America Bay Area is contracted to operate the Day Labor Hiring Hall in Oakland. The program has been in operation since 1999 and has provided job matching to men and women who are seeking temporary and extended employment.

Other program services at the Hiring Hall include but are not limited to job matching, referrals to social services agencies, substance abuse programs, job training, ESL classes, health screenings, legal services and food resources

Skill Objectives:

Basic Skills training includes measuring techniques, small electrical tools, and hand tools training.

Occupational Skills training includes learning proper plumbing, painting, and carpentry techniques. The program also provides access to special training in environmental asbestos and lead removal.

Work Readiness Skills offered include learning to complete applications, prepare resumes, and developing interview techniques, as well as the importance of timeliness, strong job performance, proper attire and good communication skills. The program seeks to help develop skills that enhance their opportunities to secure long term, permanent employment.

PRIMARY CLIENTS: Most participants are immigrants from Mexico, El Salvador and Guatemala, though all Oakland residents are eligible to participate. The program serves both men and women, ranging in age from 17 years to 60 years and older.

Please refer to pages 33 – 35 of the Main Agenda report for more detailed performance data on this agency.

**Alameda County Health Care Foundation
Model Neighborhood Program**

AGENCY DESCRIPTION: The Alameda County Health Care Foundation's mission is to financially support programs of the Alameda County Medical Center (ACMC), in its quest to provide vital trauma services and quality health care for county residents. The Foundation raises funds and generates community awareness to support these services, health clinics, and other community-based health programs of ACMC.

The mission of the Model Neighborhood Program is to provide the children of Oakland with the supportive and concerned environment they need to become healthy and productive citizens. The program offers a year-round youth development program that includes health care support, mentoring, and job shadowing for 40 middle school students.

LOCATION: 1411 East 31st Street
Oakland, CA 94602

CONTRACTED SERVICES: The Model Neighborhood Program offers health education, mentor support, and health career training. The Health Career Training component includes job shadowing at Highland Hospital for 40 students per cycle.

Skill Objectives:

Health Education includes CPR, nutrition, nursing, domestic violence, substance abuse, family lifestyle, and conflict resolution.

Mentor Support includes resume preparation, job search skills, job qualifications, neighborhood after-school activities, non-traditional ways to earn a college education, student-to-student mentoring (with Oakland Technical High School's Health Academy Program participants), and group mentoring.

Health Career Training includes health career options and job shadowing.

PRIMARY CLIENTS: Students enrolled in Calvin Simmons and Frick Middle Schools.

Please refer to pages 36 – 38 of the Main Agenda report for more detailed performance data on this agency.

East Bay Conservation Corps Recycling Services Team

AGENCY DESCRIPTION: East Bay Conservation Corps (EBCC) serves thousands of children, youth, and young adults each year, addressing both participant and community needs related to education, health, human services, and environmental stewardship. EBCC's Recycling Services Team is composed of at least 17 Corpsmembers who are cross-trained to serve in a variety of functions to fulfill the recycling and corpsmember development objectives. Six Corpsmembers are assigned to outside internships with government and nonprofit recycling agencies, while eleven are placed within EBCC's Recycling Services Department.

LOCATION: 2014 Market Street
Oakland, CA 94607

CONTRACTED SERVICES: EBCC offers hands-on vocational job training in recycling collection and oil recycling services, and operation of the City Recycling Hotline. Through placements, corps members receive specific training in collection and materials handling, truck driving, forklift operations, and baler operations. Corps members are placed in jobs in computer operations, including word processing, accounting, and data base management; and customer service and supervisory positions.

Skill Objectives:

Basic Skills include GED and high school diploma programs, time and money management, safety, health, nutrition, parenting, communication, conflict resolution, and diversity training.

Occupational Skills include collection and materials handling; truck driving; forklift and baler operations; computer skills such as word processing, accounting, and data base management; customer service; and supervision.

Work Readiness Skills include attendance, punctuality, attitude, appearance, resume and cover letter writing, job search and interviewing skills, career exploration, filling out applications, and interpersonal skills.

PRIMARY CLIENTS: Young adults ranging from the ages of 18-24 in the Corpsmember division who have been unable to master work and academic skills in traditional settings.

Please refer to pages 36 – 38 of the Main Agenda report for more detailed performance data on this agency.

East Bay Conservation Corps Eastmont Corridor Blight Abatement Project

AGENCY DESCRIPTION: East Bay Conservation Corps (EBCC) serves thousands of children, youth, and young adults each year, addressing both participant and community needs related to education, health, human services, and environmental stewardship. EBCC's Eastmont Corridor Blight Abatement Project is composed of at least 10 Corpsmembers who are cross-trained to serve in a variety of functions to fulfill the environmental beautification and Corpsmember development objectives.

LOCATION: 1021 Third St.
Oakland, CA 94607

CONTRACTED SERVICES: EBCC will establish a satellite office in the Eastmont Town Center and will recruit youth from the Central East Oakland Community Development District to participate in the program. In collaboration with the Brookins African Methodist Episcopal Church, EBCC will develop a Neighborhood Services Group involving community stakeholders in identifying priority areas for blight abatement, litter reduction, and beautification. Through this effort at least 1,000 pounds of debris will be removed, and a community post-project survey will be conducted to substantiate a qualitative improvement in neighborhood appearance.

Skill Objectives:

Basic Skills include GED and high school diploma programs, time and money management, safety, health, nutrition, parenting, communication, conflict resolution, and diversity training.

Occupational Skills include collection and materials handling; truck driving; forklift and baler operations; computer skills such as word processing, accounting, and data base management; customer service; and supervision.

Work Readiness Skills include attendance, punctuality, attitude, appearance, resume and cover letter writing, job search and interviewing skills, career exploration, filling out applications, and interpersonal skills.

PRIMARY CLIENTS: Young adults ranging from the ages of 18-24 in the Corpsmember division who have been unable to master work and academic skills in traditional settings.

Please refer to pages 36 – 38 of the Main Agenda report for more detailed performance data on this agency.

East Bay Conservation Corps Community Garden Project

AGENCY DESCRIPTION: East Bay Conservation Corps (EBCC) serves thousands of children, youth, and young adults each year, addressing both participant and community needs related to education, health, human services, and environmental stewardship. EBCC's Community Garden Team is composed of at least 5 Corpsmembers who are cross-trained to serve in a variety of functions to fulfill the community garden and Corpsmember development objectives.

LOCATION: 2014 Market Street
Oakland, CA 94607

CONTRACTED SERVICES: EBCC will create a community garden at an elementary school in the Central East Oakland Community Development District, which will be used by teachers for classroom-related instruction and activity. In conjunction with the local community, EBCC will design and construct the garden, including grading the land, building raised garden beds and a walking path, and installing an irrigation system, fence, compost bins and park benches. The garden will be available to residents of the surrounding neighborhood after regular school hours.

Skill Objectives:

Basic Skills include GED and high school diploma programs, time and money management, safety, health, nutrition, parenting, communication, conflict resolution, and diversity training.

Occupational Skills include collection and materials handling; truck driving; forklift and baler operations; computer skills such as word processing, accounting, and data base management; customer service; and supervision.

Work Readiness Skills include attendance, punctuality, attitude, appearance, resume and cover letter writing, job search and interviewing skills, career exploration, filling out applications, and interpersonal skills.

PRIMARY CLIENTS: Young adults ranging from the ages of 18-24 in the Corpsmember division who have been unable to master work and academic skills in traditional settings.

Please refer to pages 36 – 39 of the Main Agenda report for more detailed performance data on this agency.

Oakland Library PASS Program

AGENCY DESCRIPTION: The Oakland Library's Partners for Achieving School Success (PASS) Program is the City's largest no-fee after school homework program, and also acts as an employment and training program for teens. Operating from 2:30 to 5:30 PM Monday through Friday during the school year, PASS serves an average of 200 grade school children at eight sites each day.

LOCATION: Oakland Public Library, Main Branch
125 14th St., Room 6
Oakland, CA 94612

CONTRACTED SERVICES: PASS hires up to 26 teen homework mentors to work with grade school children after school, helping with homework as well as providing recreational and youth development activities. PASS works to retain teen mentors in the program to build long-term tutoring skills, develops and assesses mentors' problem solving and crisis management abilities, and tracks numbers of mentors moving on to post-secondary education.

Skill Objectives:

Basic Skills include tutoring, reading aloud and story telling, building literacy skills in grade school aged children, and team building activities.

Occupational Skills include discipline skills for use with young children, working with children with learning disabilities, and basic First Aid.

Work Readiness Skills include college and vocational preparatory activities.

PRIMARY CLIENTS: Oakland high school aged youth seeking to build their youth development and childhood education skills.

Please refer to pages 36 – 39 of the Main Agenda report for more detailed performance data on this agency.

**Youth Employment Partnership, Inc.
Team Oakland Program**

AGENCY DESCRIPTION: The Youth Employment Partnership, Inc. is a non-profit job training organization that serves Oakland youth between the ages of 15 and 25. The agency provides paid comprehensive training and meaningful employment opportunities to over 800 youth per year, and has been serving the Oakland community for over 30 years.

LOCATION: 2300 International Blvd.
Oakland, CA 94601

CONTRACTED SERVICES: Team Oakland is a partnership between the City of Oakland Public Works Agency and YEP. Team Oakland is a youth employment and environmental service program whose mission is to clean and beautify Oakland, provide jobs and job training to youth, and raise the environmental awareness of youth. The program offers trainees work experience on community revitalization projects, and classroom training in pre-employment issues, environmental topics, and leadership. The environmental education classes are held at UC Berkeley.

Skill Objectives:

Basic Skills include life skills such as budgeting, conflict resolution, and prevention of sexually transmitted diseases.

Occupational Skills include safety, proper use of tools, landscaping, gardening, sanitation, painting, and environmental education.

Work Readiness Skills include positive work attitudes and behavior, how to find and keep a job, resume writing, job applications, interviewing, leadership, decision-making, career planning, and cultural diversity in the workplace.

PRIMARY CLIENTS: Youth and young adults age 15-25 who are enrolled in school or other training outside of the program. Team Oakland can serve approximately 96 trainees at a time, recruited from each Council District throughout Oakland.

Please refer to pages 36 – 39 of the Main Agenda report for more detailed performance data on this agency.

**Youth Employment Partnership, Inc.
Career Tryout Program**

AGENCY DESCRIPTION: The Youth Employment Partnership, Inc. is a non-profit job training organization that serves Oakland youth between the ages of 15 and 25. The agency provides paid comprehensive training and meaningful employment opportunities to over 800 youth per year, and has been serving the Oakland community for over 30 years.

LOCATION: 2300 International Blvd.
Oakland, CA 94601

CONTRACTED SERVICES: The Career Try-Out Program is a job training and leadership development program for in-school youth between the ages of 14 and 18. Youth participants, ages 14-15, are matched with a career of their interest and provided with an opportunity to “try-out” that career through a paid internship. Thirteen youth leaders ages 16-18 are hired to assist staff with program development and implementation. All youth in the program participate in on-going pre-employment training, and leadership development.

Skill Objectives:

Occupational Skills include training for careers in the childcare or janitorial fields, or towards jobs as administrative assistants, recreation aides, receptionists, teacher’s assistants, or clerical aides.

Work Readiness Skills include career planning and decision making, techniques for finding and applying for jobs, and job retention and survival skills. Clients also receive training in personal money management.

PRIMARY CLIENTS: In-school Oakland residents between the ages of 14 and 18.

Please refer to pages 36 – 39 of the Main Agenda report for more detailed performance data on this agency.

Oakland Unified School District Career Academies Program

AGENCY DESCRIPTION: The Oakland Unified School District's Career Academies program is the City's primary effort to improve the linkages between the employment needs of Oakland and the District's programs in various employment areas, especially construction, environmental sciences, youth services, recreation, and public safety.

LOCATION: Portable 14
1025 Second Avenue
Oakland, CA 94606

CONTRACTED SERVICES: The Oakland Unified School District receives funds to support high school academy internships for eligible students enrolled in the Career Academies Program. The program has a goal of at least 50% of its participants being employed after graduation, among those students not continuing on to higher education or military service.

Skill Objectives: To master the employability skills outlined by the Oakland Unified School District's OaklandWORKS School-To-Career Partnership worksite learning plan. There are many skills that students use and develop in the internship program. All skills learned and used in the internship project should integrate School-based learning with Work-based learning. Students will culminate their internship with an Internship Action Project. This will serve as documentation of their experiences from beginning to end of their internship.

Basic/Foundational Skills include the Three R's, listening, speaking, and higher level thinking skills.

Occupational Skills include self-management, work ethics, values, working with others and teamwork, project based learning, occupational safety and liability.

Work Readiness Skills include system quality and career literacy, all aspects of industry use of technology, and project based learning.

PRIMARY CLIENTS: High school juniors and seniors.

Please refer to pages 37 – 39 of the Main Agenda report for more detailed performance data on this agency.

Oakland Mayor's Summer Jobs Program

AGENCY DESCRIPTION: The Oakland Mayor's Summer Jobs Program (MSJP) has been in place for nearly 40 years, giving City youth the opportunity to gain work experience, often for the first time.

The Oakland Workforce Investment Board (WIB) merged MSJP with its Youth Services System under the leadership of the Youth Council during the summer of 2003. The Youth Council's vision for a youth workforce system includes sustaining a Youth One-Stop system, including the MSJP, which beyond the summer will begin to integrate the services and resources of dozens of youth service agencies throughout Oakland.

Four service providing agencies with proven youth employment track records were selected to continue provide services under MSJP in the summer of 2004. The organizations also bring the geographic and cultural range across the city through which services are provided to all interested Oakland youth. The agencies are:

Lao Family Community Development
George P. Scotlan Youth and Family Center
Spanish Speaking Citizen's Foundation
Youth Employment Partnership

As currently contracted WIA service providers, more detailed information about these groups can be found in Attachment B of this JTPS report.

CONTRACTED SERVICES: The four MSJP recruitment and job preparation "portals" will provide services to up to 1,000 youth, ages 14 to 21. These agencies, along with the MSJP staff, coordinate job development efforts, with the support of the Oakland WIB business sector leadership.

MSJP goal is to serve the entire spectrum of youth job seekers. The overall intent of MSJP is to not solely serve as a job placement program, but to also provide job training that will enable a young person to become successfully employed as he/she develops in life. To that end, all MSJP youth participate in a series of three job development workshops prior to job referral. The three workshops include:

A) Introduction to Mayor's Summer Jobs Program / Applying for a Job

This session includes a review of MSJP rules and processes, the documentation required to secure work, and how to successfully complete an application, develop a reference list, and create a resume.

B) Career Exploration / Finding a Job

This session includes career planning and decision-making, knowing and using resources for seeking work, general labor market knowledge, networking, cold calling and informational interviews, and an introduction to labor unions.

MSJP, Page 2

C) Keeping a Job

This session focuses on work ethics, task completion, attendance and punctuality, showing initiative, and asking questions.

Once a young person has completed the workshops, he or she should have the necessary skills for placement at a MSJP employer site, as well as the tools necessary to seek, find and keep work at their own initiative throughout life.

PRIMARY CLIENTS: The profile of a MSJP youth ranges from those with no work experience to those who may have several years of work experience. MSJP serves youth ages 14-21 that are diverse in income, ethnicity and gender throughout the City of Oakland.

Please refer to pages 37 – 40 of the Main Agenda report for more detailed performance data on this program.

Division of Social Responsibility
EMPLOYMENT RESOURCES DEVELOPMENT PROGRAM (ERDP)
YEAR END REPORT FOR 2003 - 2004

During difficult economic times, the challenge of balancing necessary operating expenses with social responsibility becomes a more complicated issue. However, investing in local employment has at least three concrete economic outcomes: 1) having an available workforce helps businesses thrive and contributes to the economy, 2) having a productive and employed community can result in economic and social savings and, 3) more people working strengthens the tax base. This year end report accounts for the verifiable benefits as a result of ERDP's services and activities to help tenants with their labor needs and residents of impacted communities with their efforts towards self-sufficiency.

The internal and external roles of ERDP have helped the Port establish a prominent position in workforce development on a local and regional level. As Port development and expansion unfolds, jobs and business opportunities will remain in the forefront of expectations from all stakeholders. SRD's presence and services ensure fairness and equity in access to these opportunities.

ERDP Accomplishments:

- During the period of 2000 – 2004, ERDP placed **1075** job seekers which resulted in **\$10.5** million in wages.
- **A few of the highlights for 2003 – 2004:**
 - **74%** of all placements for 03 – 04 were **Oakland residents**.
 - **\$2** million in wages from ERDP placements.
 - The average hourly wage for 03-04 increased to **\$22.80 per hour**.
 - Construction placements for 03 – 04 resulted in an additional **\$2.1** in wages.
 - **63%** of 70% LIA applicants for the construction trades have been **Oakland residents**.
 - From the March 2004 DSI report, PLA covered projects reflect a **50% increase in local apprentice utilization**.
 - Over **2,000** Port tenant job opportunities posted through ERDP recruitment.
 - **28** targeted recruitment sessions of 50 applicants or more were provided for Port tenants as needed and on a continuous basis.
 - Coordinated recruitment and placement of **22 high school and college interns** for the Port's summer intern program and placed **18** additional interns and Work Experience participants throughout the Port from OUSD and other agencies. These students provided over **4,000** hours of work hours for the Port and received excellent training and work experience.
 - Participated at over **40 community events** to promote Port tenant opportunities, provided information and assisted with accessing job opportunities.

We invite you to read the more detailed ERDP report to know more about our accomplishments this past year. This report also demonstrates how agencies such as the Port can take a leadership role in economic development at every level. The Port's commitment to social responsibility in employment brings a 200% return on wages that goes directly back into the economy and communities. Just as smart growth is important so is social equity. To be proactive and have useful services to contribute to this area of sustainability of our customers is valued added for everyone.

For more information, please contact me at (510) 627-1183.
 Jo Ann Yoshioka-George
 ERDP Supervisor

Port of Oakland
Employment Resources Development Program
Division of Social Responsibility
July 1, 2003 – June 30, 2004

TO: Jerry Bridges, Executive Director
 Joe Wong, Deputy Executive Director
 Bernida Reagan, Director of Social Responsibility

FROM: Jo Ann Yoshioka, ERDP Supervisor

Date: July 12, 2004

ERDP provides employment services primarily for Port tenants, job seekers and the Project Labor Agreement. These services have become an important link in the greater workforce development arena both locally and regionally.

Despite the downturn in the economy after 2001, during the period of 2000 – 2004 ERDP placed **1075** job seekers into jobs that injected **\$10.5 million dollars in wages** into the economy. In addition, the construction activity resulted in **65 placements** in the construction trades for this reporting period which added **\$2.1 million in wages** and Oakland residents comprised 63% of 70% of all LIA residents recruited. This contribution the Port makes to Social Responsibility is invaluable in getting local residents employed and helping businesses meet their labor needs. The delivery of these services demand accountability and procedures but also coordinated community access with many partners is imperative.

During the period from **July 1, 2003 – June 30, 2004** ERDP's activities resulted in positive outcomes despite the absence of one full time staff member for 6 months. ERDP looks forward to maintaining a consistent level of services and welcomes the addition of developing Port projects.

- I. Placements – 251
- II. Recruitment of applicants for Port tenants and non Port tenants - 2097
- III. Targeted Port tenant recruitments and orientations – 28
- IV. Individualized job interviews – 756
- V. Referrals to employers – 669
- VI. Job openings posted – 2112
- VII. Port tenants utilizing ERDP - 54
- VIII. Community Participation
 - a. Presentations/Workshops – 12
 - b. Committee/Advisory Boards – 6
 - c. Community affairs events – 14
 - d. Job Fairs – 11
- IX. Internship Programs
- X. Port Activities – 7
- XI. Workforce Development and Community collaborations - 7
- XII. Construction Activities

A more detailed analysis of each activity follows. Project Labor Agreement and construction activities and statistics are reported separately under "*XII. Construction Activities.*"

I. PLACEMENTS – 236

TOTAL ESTIMATED WAGES FROM ERDP PLACEMENTS – July 1, 2003 – June 30, 2004

ERDP Placements - \$2,062,570
Construction Placements - \$2,108,184

AVERAGE HOURLY WAGE

Full Time - \$ 22.80
Part Time - \$ 7.25

ERDP Placement Information

Airport- 69
Commercial Real Estate -77
Maritime - 1

Other Placements – 39

Construction – 65 (see details under XII. Construction Activities).

II. RECRUITMENT

Total number of applicants - 2097

The following are recruitment locations and activities:

- Port of Oakland – JLS Offices
- Oakland One Stop Career Center and One Stop Affiliates
- Port of Oakland Website
- Job Fairs
- Community Events
- Community Collaborations
- Referrals from Community Based Organizations

Job listing of openings and the ERDP application are available on the Port's website and updated monthly. Job listings are made available in the Port lobby, Oakland One Stop, and distributed to community-based organizations monthly and individuals as requested.

III. TARGETED RECRUITMENTS OF 50 APPLICANTS OR MORE : 28 SESSIONS

ERDP conducts on-site and Port located recruitment and orientation sessions for employers who need a large number of applicants in a short time as well as monthly recruitment sessions for on-going positions such as cargo handlers.

IV. INTERVIEWS - 756

Interviews are conducted by the Job Researcher to determine if applicants meet the qualifications for current open positions.

V. REFERRALS - 669

ERDP Job Researchers facilitates the referral(s) of job ready applicants directly to the employer. Many employers depend on ERDP for recruitment because the knowledge and familiarity that ERDP has with their business saves them time and money.

Demographics of applicants:

The following are breakdowns of service delivery areas by residency, ethnicity, gender and other data that reflects the composition of job seekers in ERDP. Oakland residents comprise 74% of the placements (does not include Construction placements).

Residency

Residency is determined by zip code.

W.O. – West Oakland

E.O – East Oakland

Other – Other parts of Oakland

LBA - Local Business Area (Alameda/Contra Costa Counties)

RESIDENCY

	Interviews	Referrals	Placements
W.O.	104 14%	97 14%	16 7%
E.O.	283 37%	245 37%	133 56%
Other	44 6%	37 6%	27 11%
LBA	325 43%	290 43%	60 25%
Total=	756	669	236

ETHNICITY/GENDER

ETHNICITY/ GENDER	Interviews	Referrals	Placements
AA/M	350 46%	322 48%	109 46%
AA/F	208 28%	174 26%	47 20%
H/M	46 6%	38 6%	12 5%
H/F	24 4%	20 3%	13 6%
A/M	41 5%	40 6%	19 8%
A/F	19 3%	18 2%	13 6%
W/M	27 4%	25 4%	15 6%
W/F	20 3%	16 2%	3 1%
Others	21 3%	16 2%	5 2%
Total =	756	669	236

NO HS DIPLOMA/GED

	Interviews		Referrals		Placements	
W.O.	2	10%	2	11%	1	25%
E.O.	10	48%	8	44%	2	50%
Other	3	14%	3	17%	1	25%
LBA	6	28%	5	28%	0	
TOTAL=	21		18		4	

SERVICES FOR EX OFFENDERS

	Interviews		Referrals		Placements	
W.O.	12	31%	11	34%	0	0
E.O.	19	49%	15	47%	3	75%
Other	3	8%	3	9%	1	25%
LBA	5	13%	3	9%	0	0
TOTAL=	39		32		4	

VI. JOB OPENINGS POSTED - 2112

Full Time - 1541
Part Time - 571
Permanent - 1774
Temporary - 338

VII. PORT TENANTS UTILIZING ERDP – 54

Port tenants utilize ERDP on an on-going and as needed basis. This year ERDP was able to help a new Airport tenant with recruitment of 50% of their applicants and continues to provide them with local residents for their open positions. ERDP has started work with a new Maritime tenant to assist staffing warehouse positions on a regular basis.

VIII. COMMUNITY PARTICIPATION

Community involvement and participation is another important aspect of ERDP's services. Through these activities and collaborations, the Port, the Division of Social Responsibility and ERDP can share opportunities with the community and provide the education and information to assist them in accessing employment. *It is also a venue to promote Port tenant openings.*

a. Presentations/Workshops – 12

- Allen Temple
- College of Alameda
- Eden Area One-Stop
- Golden Gate Academy
- "I Have a Dream" Foundation

- Jobs Consortium
- Jubilee West Jobs
- Oakland Private Industry Council
- Poplar Park – West Oakland
- Regional Technical Training Center
- Transitions Workshop for Alameda County Superior Court
- Volunteers of America

b. Committees/Advisory Boards – 6

- Alameda County Apprenticeship Collaborative *
- California Partners In Education State Consortium *
- Mayor’s Summer Jobs Job Development Committee (Chair)
- Oakland Unified School District Construction, Engineering and Manufacturing School to Career Advisory Committee *
- Regional Technical Training Center Urban Assistance Clearinghouse Roundtable Committee *
- Workforce Investment Board (WIB) – One Stop Leadership Committee *

* On-going participation

c. Community Affairs Participation – 14

- Alameda Unified School District – Business in Education Symposium
- Allen Temple Senior Training Academy – Graduation
- Apprenticeship Expo - Hayward
- Assets Senior Employment Program Mock Interviews
- Black Expo
- City of Oakland Training and Technical Assistance Conference – Services for Ex Offenders
- Economic Development Alliance for Business – Employer Recognition Event - ERDP Commendation
- Health Fair – West Oakland
- McClymonds High School/SF Foundation Internship Interviews
- Oakland Housing Authority Information Exchange Meeting
- Oakland Unified School District School to Career Internship Program
- Tour of Local #2236 Cabinet Makers
- Wardrobe for Opportunity Fund Raiser
- West Oakland Neighbors Annual Block Party

d. Job Fairs - 11

- Alameda County Action Fair
- Black Expo – Job Showcase 2003
- City of Oakland/City of San Leandro Job Fair Quest
- Dry Wall Job Fair
- East Bay Conservation Corp Career Fair
- East Oakland Youth Development
- Jobs Consortium
- Mayor’s Summer Jobs
- Merritt College Holiday Job Jamboree
- Northern California Apprenticeship Career Fair
- Skylennium Job Fair and Career Workshops – Skyline High School

IX. INTERNSHIP PROGRAMS

Port Summer Intern Program

The Port provides paid summer internships for local high school and college students each summer. During FY 03-04, the internship program was cut 50% however the Port has been able to maintain 12 interns for the current summer. Interns work 30 hours per week for 9 weeks in departments throughout the Port. ERDP performs the recruitment, placement and oversight of the intern program. The application process is competitive and each year ERDP receives far more applicants and requests for interns from departments than can be accommodated. 153 applications were received and 93 interviews were conducted.

Interns were placed in the following departments:

Aviation Facilities
 Aviation Landside Operations
 Aviation Security
 Engineering Project Management
 Engineering Services
 Engineering Utilities
 Government Affairs
 Legal
 Maritime
 Media/Public Relations
 Noise Compliance
 Project Management and Services

Other Intern and Work Experience Programs

This past year ERDP coordinated placement of 18 additional interns and work experience participants at the Port from Oakland Unified School District, Youth Employment Partnership, McClymonds High School/SF Foundation, City of Oakland Health and Human Services, UC Berkeley Extension and Niels Brock College, Copenhagen. During FY 03-04, these students provided approximately 4,000 of work hours for the Port and received excellent training and work experience.

X. PORT ACTIVITIES - 7

- ISO Certification – Completed
- Rapid Response – Outplacement Services and Information for Port employees
- Port of Oakland Employee Scholarship Fund – Committee and Golf Tournament member
- Giving Campaign
- Good Neighbor Breakfast
- March of Dimes – Team Walk
- Social Responsibility Anniversary

XI. WORKFORCE DEVELOPMENT AND COMMUNITY COLLABORATIONS - 7

ERDP's community collaborations with other public and community agencies helps establish viable programs and produce sustainable activities and ideas that result in a direct benefit to workforce development. Through these community collaborations, ERDP is able to help strengthen community program services and resources as well as ERDP services.

- Wardrobe for Opportunity – Men's Program – ERDP is among other partners that established clothing services for men who are seeking employment and need assistance in obtaining

interview and work clothing. The Men's Program was launched in May and to date, 19 of ERDP's male job seekers have received interview clothing.

- Roundtable Meetings – 2x per year with community based employment and job training organizations to share information on Port opportunities and ensure that they are accessible.
- Ex-Offenders Community Forum with Allen Temple, EDD, Urban Strategies Council and 40+ members to address issues of employment for ex-offenders.
- “Transitions Workshops” for referrals from Alameda County Superior Court, Prop 36 Program to help with job preparation and access to employment opportunities.
- ERDP continues to be a Host Agency Training Site for the City of Oakland's ASSETS Senior Employment Program.
- Urban Assistance Business Clearinghouse – partnership with Regional Technical Training a West Oakland training center and a host of employers to provide local, current job and contracting opportunities through website, networking and projects.
- One –Stop Leadership Committee, a sub committee of the Workforce Investment Board provides direction and oversight of the federally funded and locally controlled One Stop Career Center services for the East bay.

XII. CONSTRUCTION ACTIVITIES

The Port and the Workforce Investment Board maintained the 50% match agreement for FY 03-04 to invest in recruitment and placement assistance for those interested in the construction trades. This investment is paying off. The potential demand as part of the Port's Project Labor Agreement and the general rise in major local construction projects is resulting in some movement at the labor hall, local apprentices breaking into the trades and experienced trade workers finding employment.

Perhaps the more important outcome has been the opportunities to educate and bring more awareness of these promising careers to the community and young people. By helping those interested in understanding the complicated system of union requirements, application and construction demands can result in a higher success rate for applicants.

Port-Workforce Investment Board collaborative

The Port and the Workforce Investment Board (WIB) jointly share the funding of this collaborative with the Oakland Private Industry Council as the fiscal administrator and a partner for service delivery. This project has been in full operation for 1.5 years. The Collaborative seeks to maximize the opportunities for local residents to become registered with the building trades with the potential of being hired on with Port projects and/or find construction or transitional employment.

In addressing the workforce requirements of the Port's Project Labor Agreement and other construction opportunities, the focus of the Port-WIB collaborative has been to:

- Recruit individuals interested in the construction trades.
- Conduct outreach, help promote the building trades as career opportunities and provide information on the trades and community services related to construction.
- Work with community based organizations that provide construction services or training.
- Provide access for the community through the Oakland Career Center and the Port of Oakland's ERDP office.
- Placement of applicants into construction and transitional employment.
- Work with Social Justice Committee partners such as BACSIC and others.
- Maintain database of recruitment activity.

CONSTRUCTION PLACEMENTS - 65

ERDP/Social Justice Construction Placements – 50

The social justice collaborative with BACSIC and its partners has resulted in 50 placements:

38 – Union 12 – Non union

37 – Male 13 Female

Average Wage - \$15.00 - \$16.00/hr* with benefits

(* hourly wage depends on prevailing wages – union positions)

ERDP Construction related Placements – 15

Average Wage - \$17.57/hr with benefits

Recruitment of “Ready for Work” Applicants

In ERDP’s recruitment effort, ready to work applicants who are either ready for trade registration, indentured apprentices or journeymen are identified for potential PLA covered work.

ERDP currently has identified 87 applicants who can be considered.

38 Journeymen (24 LIA, 14 LBA)

26 Apprentices (23 LIA, 3 LBA)

23 Applicants ready for union registration (19 LIA, 4 LBA)

Reporting

ERDP and the Construction Resource Coordinator report to the Social Justice Committee on a monthly basis. Recruitment and collaborative partner referrals are shown as well as demographics of the applicants. Through this process, applicants receive services and are tracked for outcomes. 70% of those recruited are from the Local Impact Area, with Oakland residents comprising 63% (See Social Justice Report – attached).

ERDP also reports to the Workforce Investment Board on a quarterly and as needed basis. The reporting periods are established by the WIB and reports are generated by the City of Oakland, Community Economic Development Agency, and Workforce Development. The WIB and in particular the Quality Assurance Committee is developing a strong interest in construction opportunities. SRD has made presentations to this committee regarding employment and contracting opportunities.

An average of 80 – 100 construction applications are received each month. Depending on the level of services needed, applicants can be referred to one of many options for training, education and assistance. The Social Justice Collaborative has provided the vehicle for delivery for many of these services.

Although women continue to be a small percentage of the total – 6%, the national average of women in the construction industry is around 3%. **At the last report to the Board in March 2004, Davillier-Sloan, Inc. reported a 50% increase in the utilization of LIA apprentices.**

**Port of Oakland – ERDP Construction Recruitment Activity
Social Justice Committee Report: Month of May 2004/Cumulative**
(*Note – June data is finalized at the end of the following month)

	1/1 – 6/30	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June *	Totals
Inquires	780	210	120	60	120	210	30	89	60	184	126	112		2101
Applications Rec'd	490	75	46	41	34	52	36	17	41	68	34	16		950
Referrals to CBO's	286	90	59	47	21	37	27	7	32	66	29	12		713
BACSIC	256	90	46	41	21	37	27	0	32	59	29	12		650
YEP	30	0	13	6	0	0	0	7	0	7	0	0		63
City of Oakland	23	0	0	2	0	0	0	0	0	0	0	0		25
One Stop Outreach	338	60	32	53	41	38	36	7	83	81	54	52		875

Residency of Applications Received

	Jan 1 – June 30	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	Total	%
Oakland	304	32	31	32	26	36	26	14	20	43	26	10		600	63%
Other LIA	25	16	2	1	1	4	5	2	4	6	2	2		70	7%
LBA	131	17	12	8	6	12	5	1	8	18	5	2		225	24%
Non LBA	30	10	1	0	1	0	0	0	9	1	1	2		55	6%
Total	490	75	46	41	34	52	36	17	41	68	34	16		950	

Gender of Applications Received

	Jan 1 – June 30	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	Total	%
Female	27	5	3	1	2	7	5	0	2	6	3	0		61	6%
Male	463	70	43	40	32	45	31	17	39	62	31	16		889	94%
Total	490	75	46	41	34	52	36	17	41	68	34	16		950	

Economic Outlook for the East Bay Area

August 2004

Report to:

Al Auletta, Executive Director, Oakland Workforce Investment Board

From:

Developing Alternatives David J. Fike, Principal

August 31, 2004

To: Al Auletta, Executive Director, Oakland Workforce Investment Board

From: *Developing Alternatives*

David J. Fike, Principal

Executive Summary

The Bay Area has seen employment increase in the last year. The East Bay area has seen the most impressive gains, among the three major regional economies in the Bay Area. If sustained, the continued growth in employment in this region—especially in areas of Educational and Health Services; Financial Activities; Leisure and Hospitality; Other Services; and, to some extent, Construction—could help to generate the kinds of job gain numbers that lead to improvement in Oakland's unemployment rate.

Sustainability of this emerging trend, however, is not assured. The most important factor in determining the future direction of regional labor markets and Oakland's level of unemployment is the performance of the overall U.S. economy. In the last year, the national economy has shown signs of achieving sufficient momentum to create meaningful increases in employment; in fact, the national economy has seen in a net increase of 1.4 million jobs appear in the last 12 months. However, recent economic data has begun to raise questions among an increasing number of observers about whether this emerging upward trend is in danger of faltering.

To: Al Auletta, Executive Director, Oakland Workforce Investment Board

From: *Developing Alternatives*

David J. Fike, Principal

Bay Area Labor Markets

The three major economic regions in the Bay Area have all shown respectable job growth in the last year and the East Bay continues to show the most impressive gains.

Labor Market Statistics for Selected Workforce Investment Areas in the Bay Area		Dec-01	Jul-04	Change from December 2001 to July 2004
EAST BAY AREA				
Alameda County (not incl. Oakland)	Labor Force	559,000	556,700	(2,300)
	Employment	535,300	529,100	(6,200)
	Unemployment	23,700	27,600	3,900
	Unemployment Rate	4.2	5.0	0.8
City of Oakland	Labor Force	200,500	201,100	600
	Employment	183,700	181,600	(2,100)
	Unemployment	16,800	19,500	2,700
	Unemployment Rate	8.4	9.7	1.3
Contra Costa County (not incl. Richmond)	Labor Force	460,000	472,100	12,100
	Employment	444,800	449,600	4,800
	Unemployment	15,200	22,500	7,300
	Unemployment Rate	3.3	4.8	1.5
Richmond	Labor Force	50,600	52,800	2,200
	Employment	47,000	47,500	500
	Unemployment	3,600	5,300	1,700
	Unemployment Rate	7.0	10.0	3.0
WEST AND SOUTH BAY AREA				
San Francisco	Labor Force	433,400	405,200	(28,200)
	Employment	407,900	379,900	(28,000)
	Unemployment	25,500	25,300	(200)
	Unemployment Rate	5.9	6.3	0.4
San Jose/Silicon Valley	Labor Force	677,500	601,200	(76,300)
	Employment	630,800	559,700	(71,100)
	Unemployment	46,700	41,500	(5,200)
	Unemployment Rate	6.9	6.9	-
San Mateo County	Labor Force	404,800	371,100	(33,700)
	Employment	390,300	355,800	(34,500)
	Unemployment	14,500	15,300	800
	Unemployment Rate	3.6	4.1	0.5

Unemployment rates throughout the Bay Area still remain higher than they were 3 ½ years ago when the recovery began. Nonetheless, as seen in the table above¹, the number of employed

¹ This table presents statistics from the Current Population Survey (CPS) is a poll of persons at their homes rather than their place of work. The CPS (sometimes called the "Household Survey") is used to construct unemployment figures. The other source of employment statistics is the Current Employment Statistics (CES), which is taken from monthly payrolls reported by employers, and provides information about jobs according to the geographic location of the job (not the place of residence of the employee). The CES is generally considered the most stable source of employment data. However, the CES does not count the number of persons who are self-employed or unemployed.

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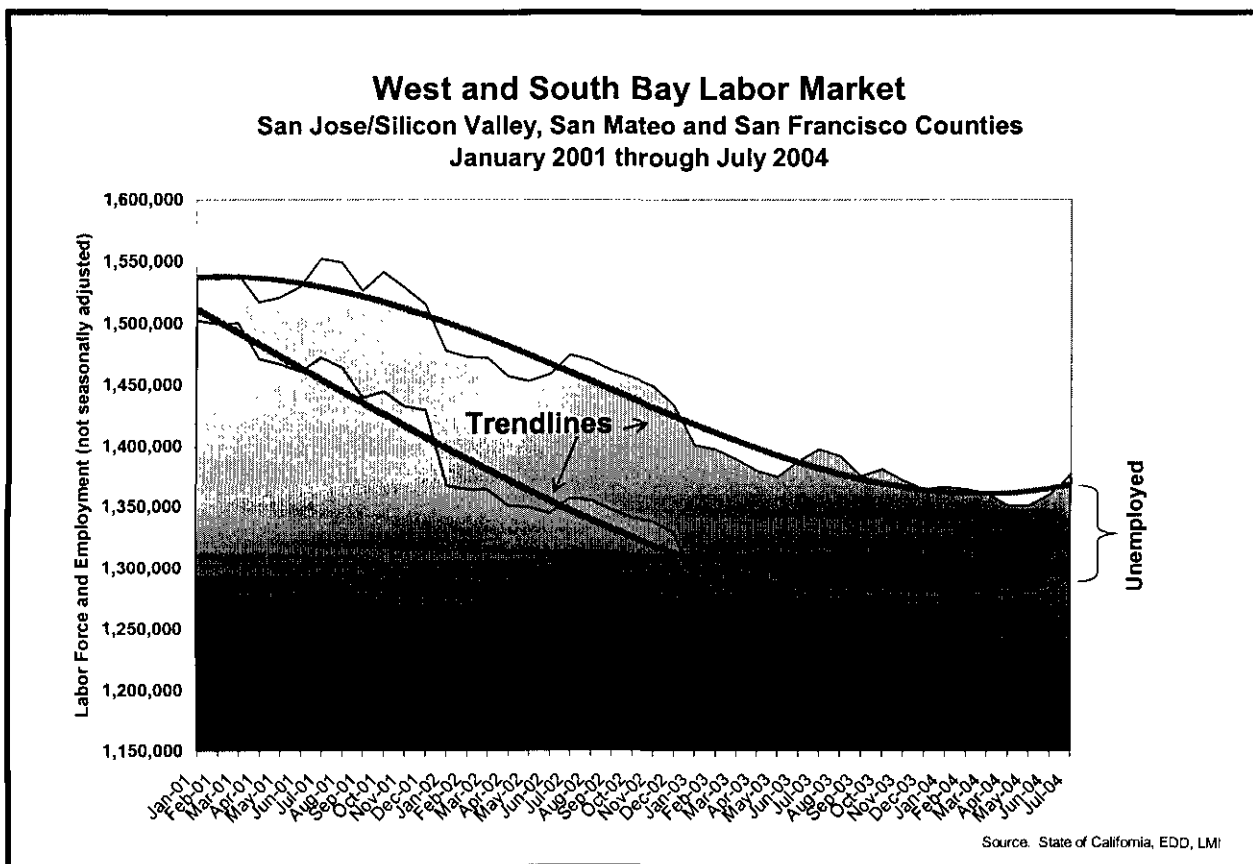
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residents in Contra Costa County now exceeds the level at the end of 2001 (the end of recession), both in the City of Richmond and in the rest of the county. The employment level for Alameda County residents still lags slightly behind where it was at the end of the recession; however, the employment decline is clearly on an upward trend. In fact, there are 23,600 more employed residents in the East Bay in July 2004 than 12 months earlier and there has been an increase of 13,800 employed residents in the last year in Alameda County, a respectable 2% growth.

Employment in the West and South Bay regions is still more than 130,000 below its December 2001 level, but even these counties have begun to show important gains in the last year. In San Francisco ("West Bay"), San Jose & San Mateo Counties ("Silicon Valley" or "South Bay"), there has been an increase in 3,700 and 4,700 employed residents in the last 12 months.

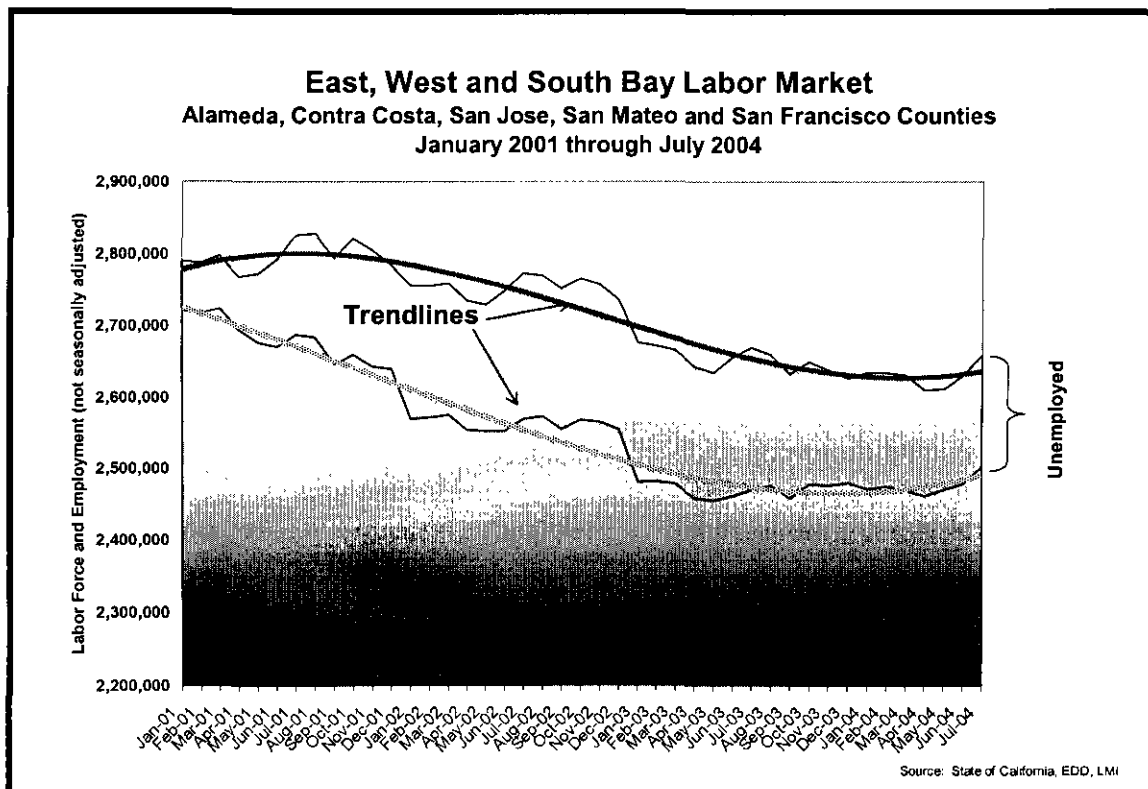
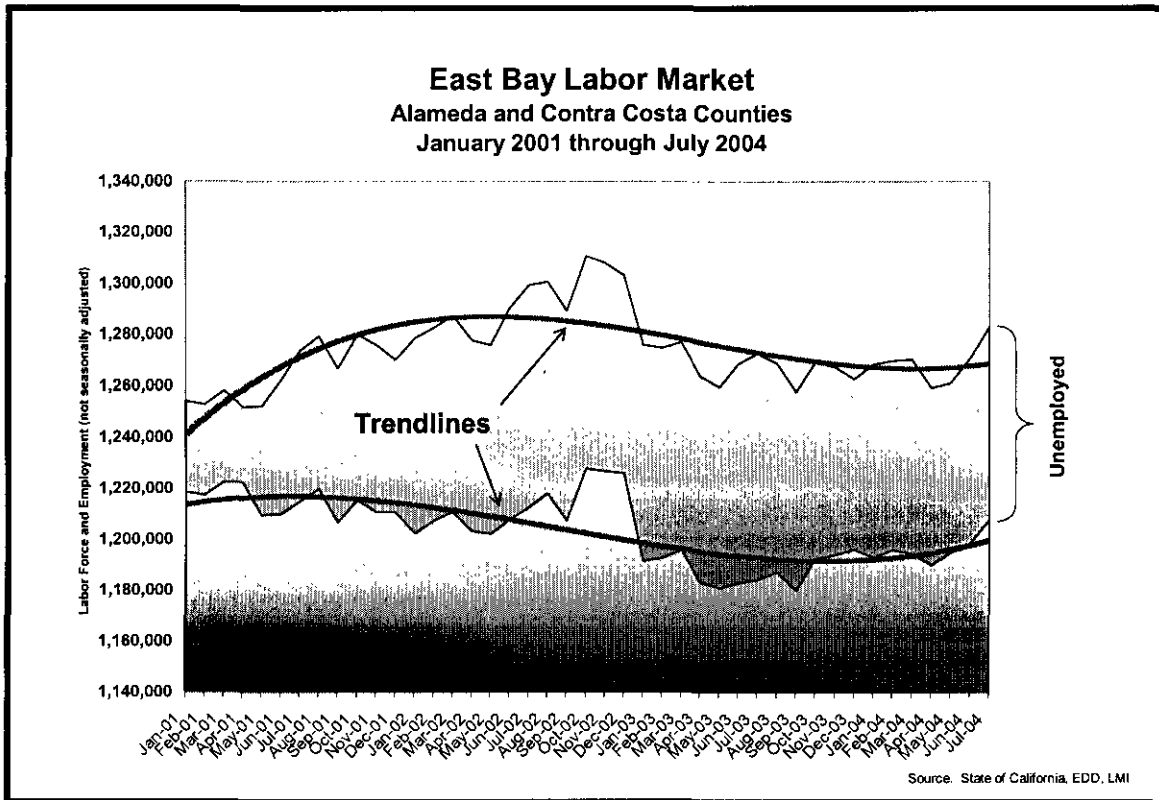
As seen by the long-term trend of labor force and employment registered in the household survey, momentum seems to be building for sustained growth in new jobs.



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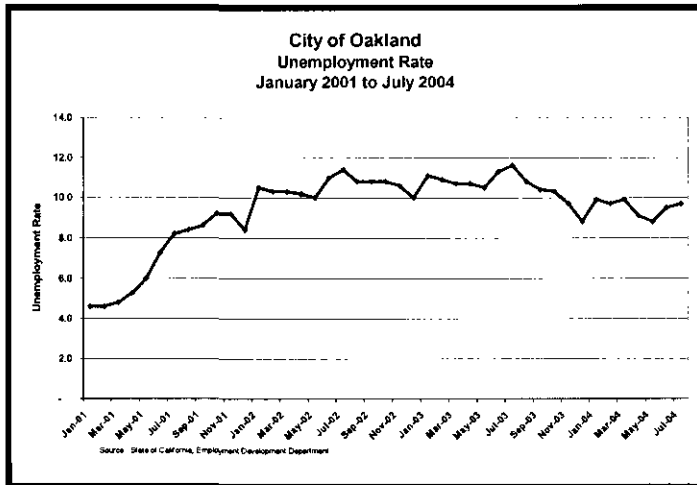
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The East Bay Labor Market

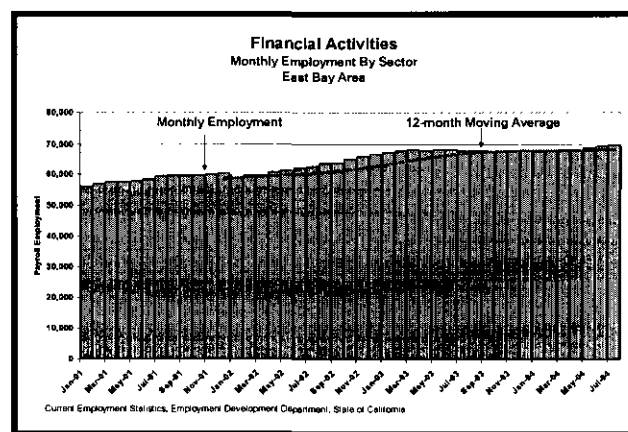
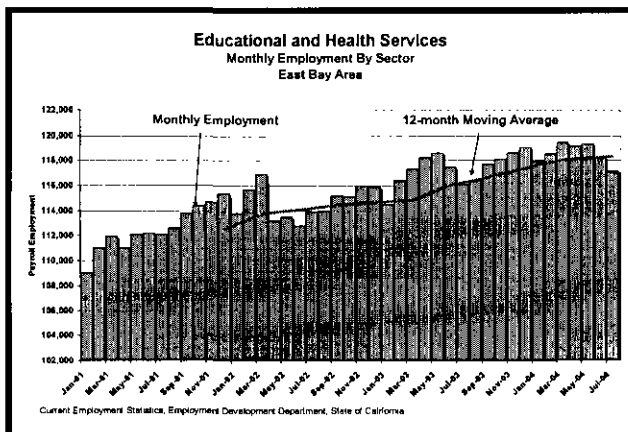
The City of Oakland’s unemployment rate continues to hover just below 10%, where it has been for the last 9 months.² While there was an increase of 2,200 employed residents in Oakland in the last six months, the labor force has increased by almost the same amount and, hence, the unemployment rate has not dropped significantly.



Particular industry sectors are likely to provide more fuel than others to the employment growth engine. The May 2004 Economic Outlook presented information from the CES survey trends in employment within industry sectors and/or clusters located in the City of Oakland. Examining

detailed trends in city-level employment reveals important information about economic strengths and weaknesses, despite the fact that such small-area data is released with a significant time lag.

This report presents trend data by sector at a larger geographic level, the *Oakland Metropolitan Statistical Area* or *Alameda & Contra Costa* counties. Data for this geographic area is more up-to-date. The following charts show that the most significant job growth in the East Bay region has been in Educational and Health Services; Financial Activities; Leisure and Hospitality; and Other Services. In total, these sectors have accounted for over 11,000 net new payroll jobs in the East Bay in the last 18 months, a 3.8% increase.

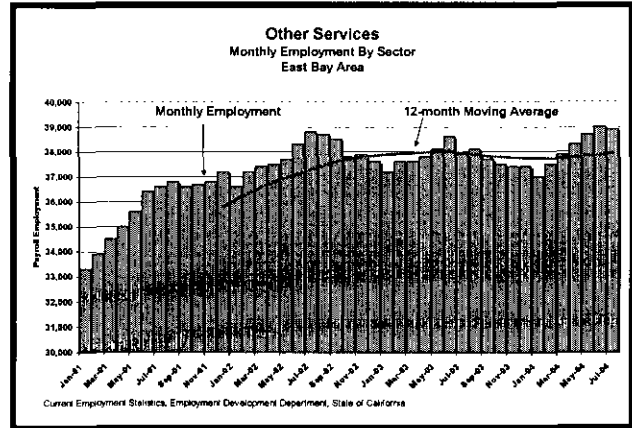
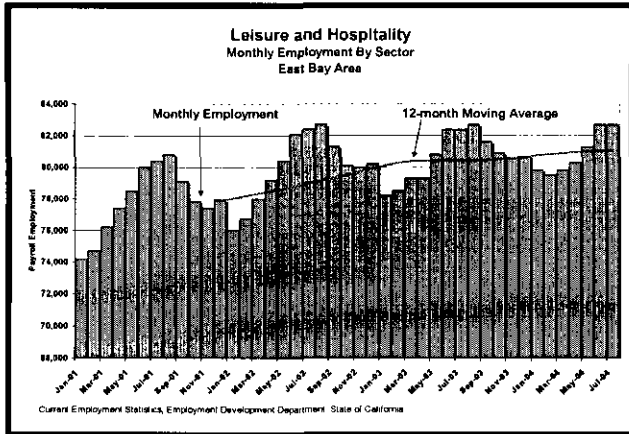


² The unemployment rate is derived by from the Current Population Survey (or “Household Survey”) a survey of residents at their home. It counts employment status regardless of place of work. In short, some of the Oakland residents counted as employed in this survey are commuting to jobs located outside of Oakland. A different perspective is provided by examining data from the Current Employment Statistics (CES) survey of employers. This survey provides data on the number of payroll jobs within a particular geographic region.

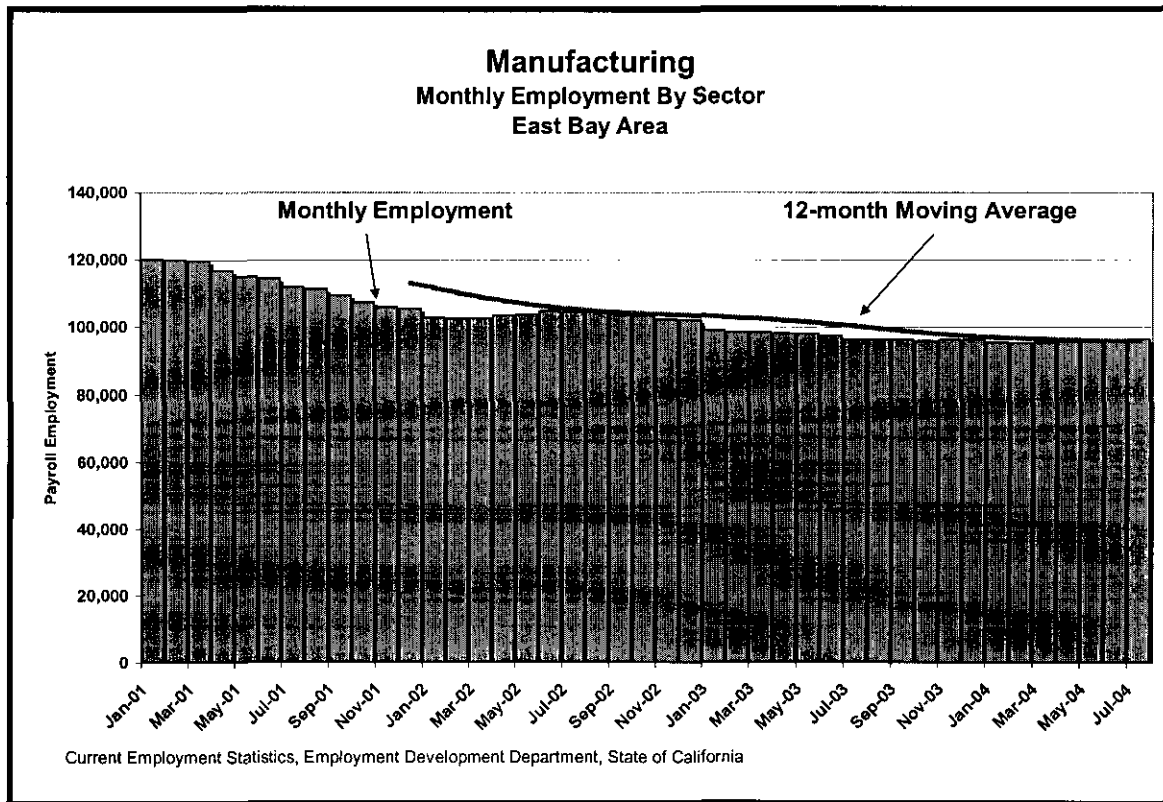
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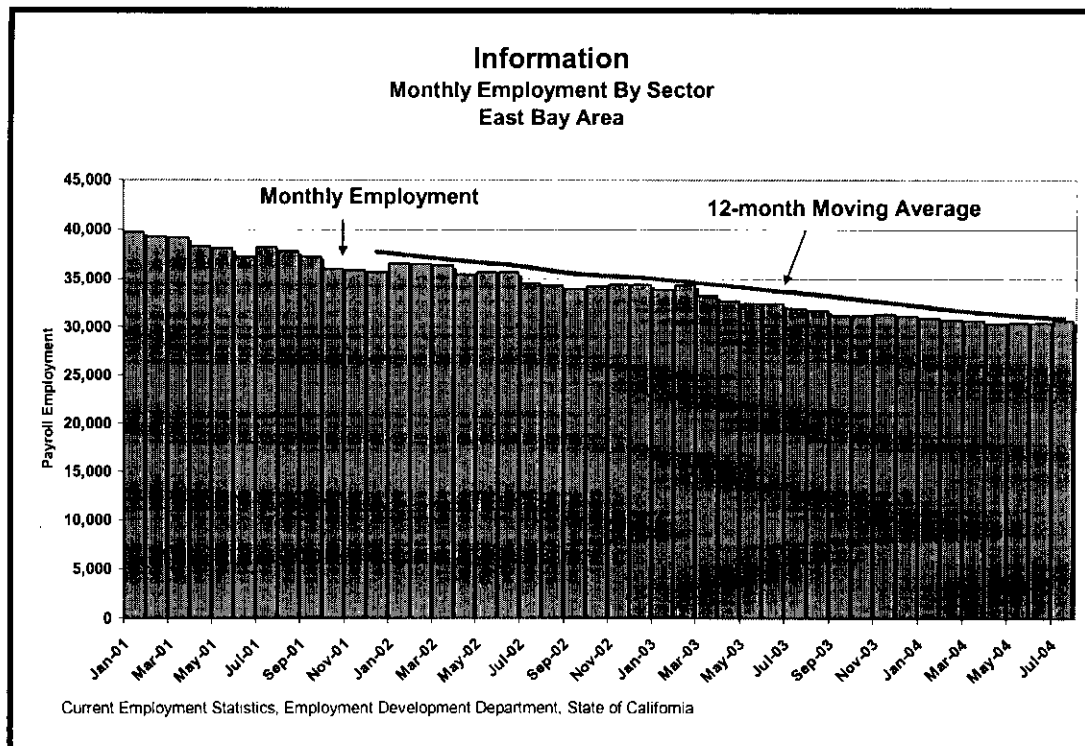
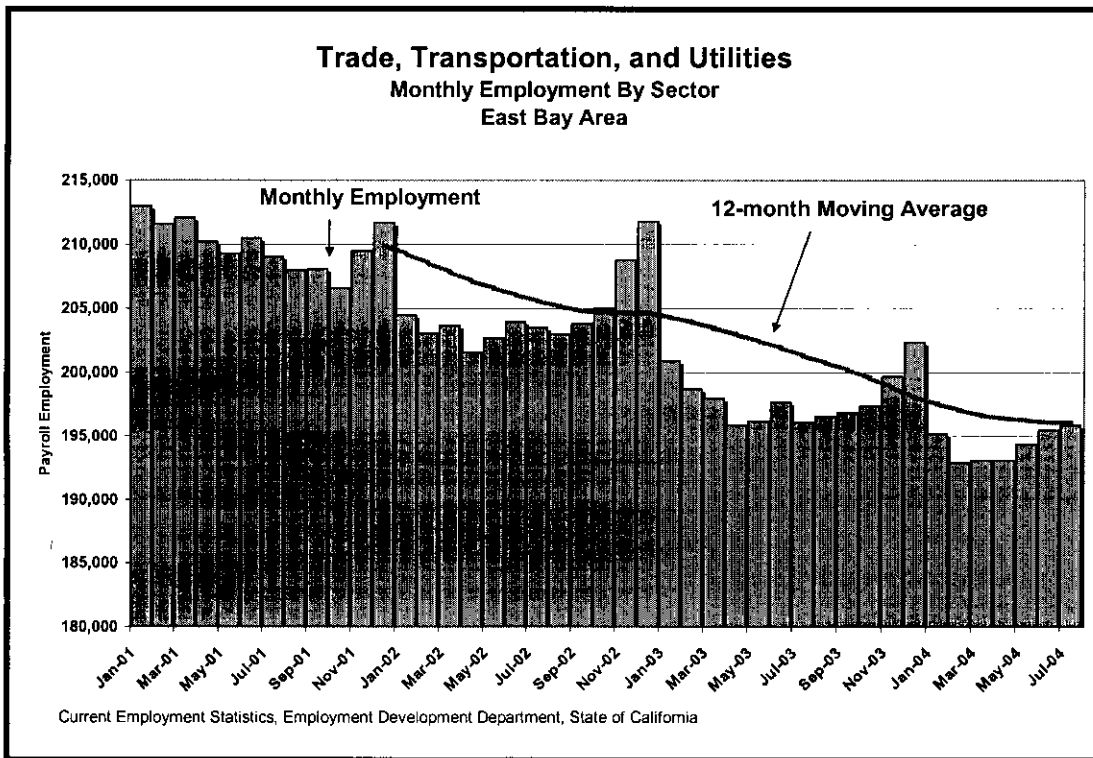
Working against these positive engines of employment growth are those sectors in decline. Employment declines in the East Bay area have been seen in the following sectors: Manufacturing; Information; Trade, Transportation, and Utilities; Professional and Business Services; and Government. In total, these sectors have shed 22,900 jobs in the past 18 months, although this total is skewed by the large seasonal drop in Government employment that occurs during the summer months.



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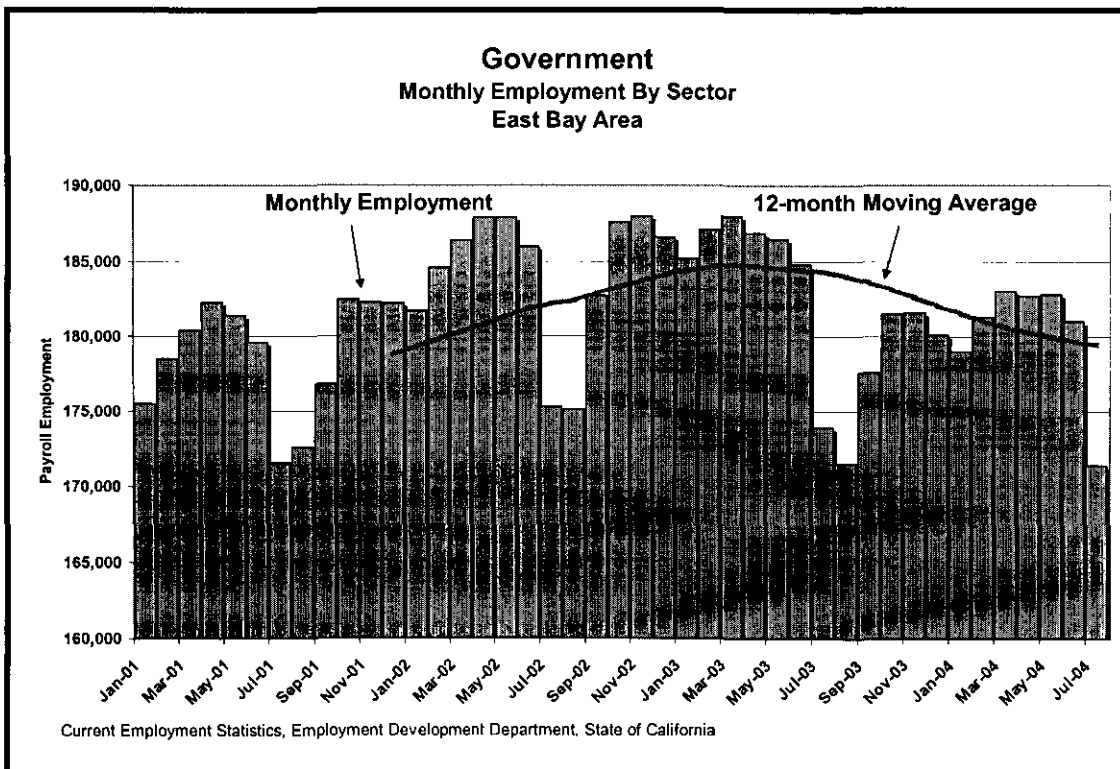
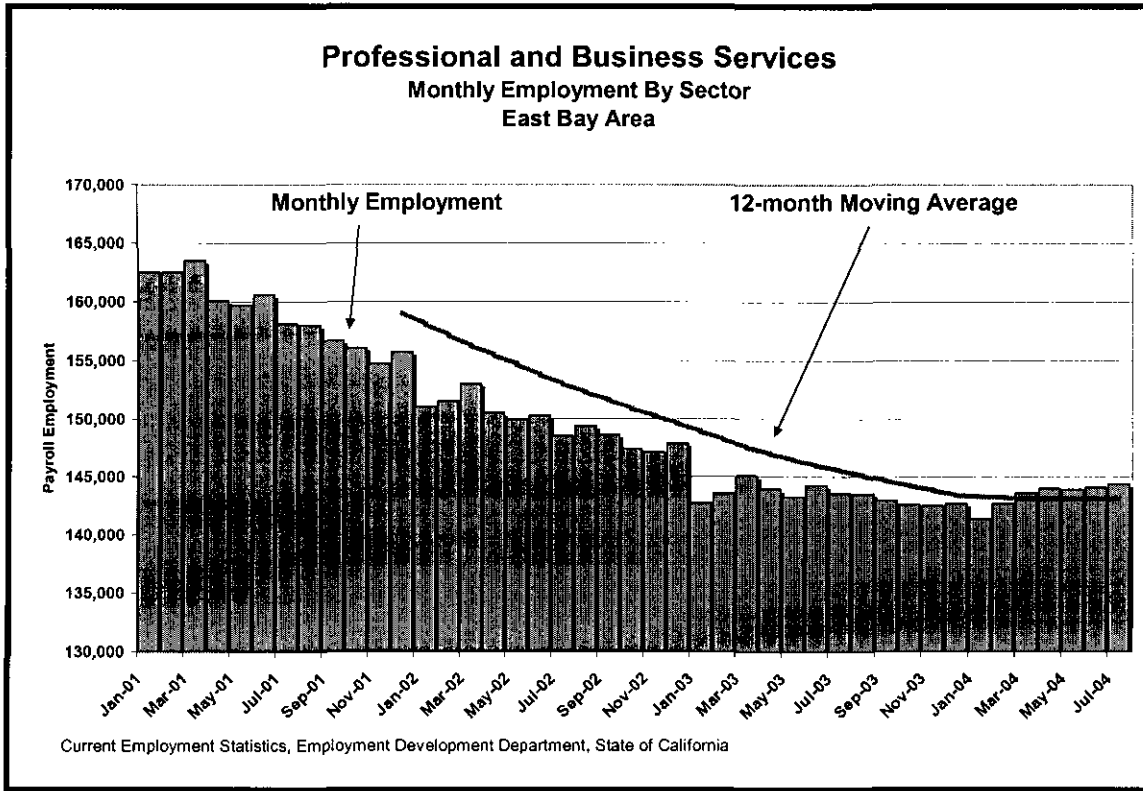
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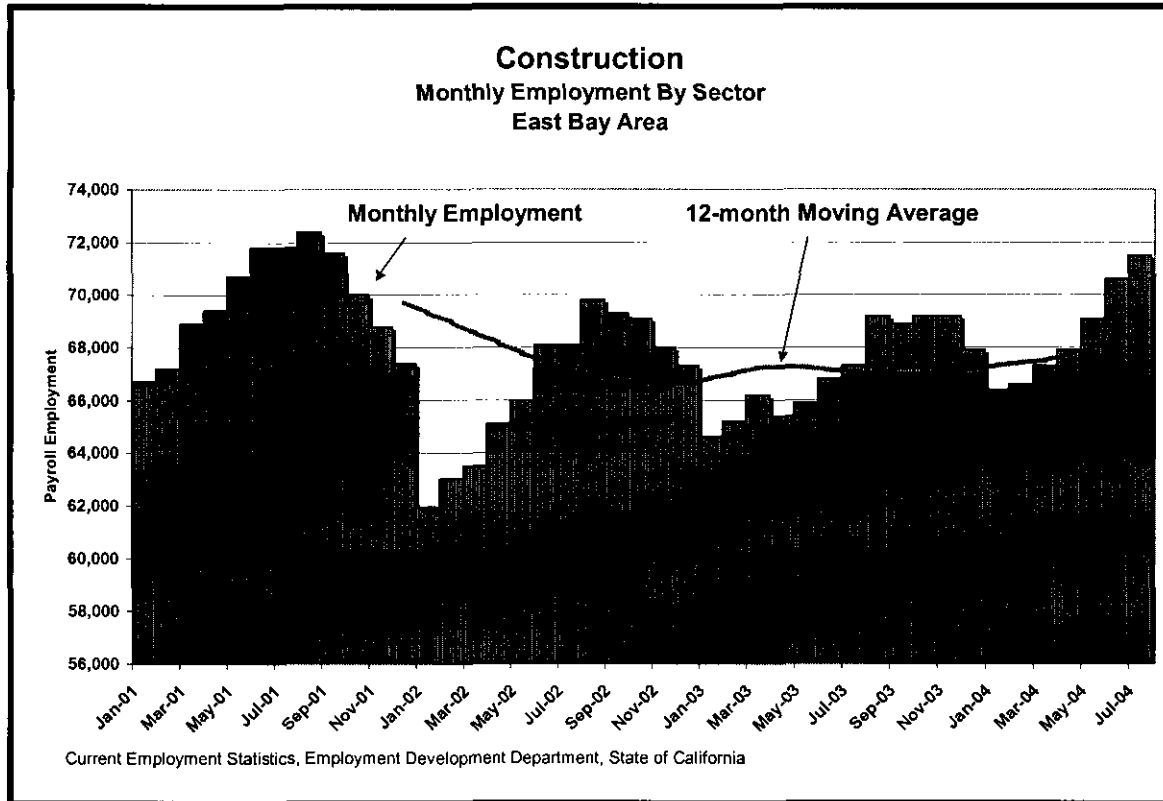


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The Construction sector (below) experienced generally declining employment in early 2002, but has been rebounding gradually since then.



The growing sectors in the East Bay region will tend to be the ones capable of driving down the City of Oakland's unemployment rate, providing employment opportunities to local residents even though many of these jobs will be located outside the City's boundaries. The growth of target industry clusters within the City's boundaries will also contribute to this goal and will tend to support other economic development goals such as effective land use and revenue generation for public services. Future Economic Outlooks will continue to delve more deeply into the sub-sector and industry clusters at both the City-level and MSA-level in an attempt to further inform economic and workforce development strategies. The best local strategies, however, will not show significant impact with the assistance of a growing macro-economy. In other words, the most significant variable in making progress toward reducing the City's unemployment rate is beyond local policy makers' control: the national economy.

National Employment Trends

GDP surged in the third quarter of last year, in the wake of tax cuts and continued low interest rates, growing at a remarkable annualized rate of 8.2%. This 3-month burst was followed by a 4.0% growth in the last quarter of 2003 and 4.5% growth in the first quarter of 2004. Not surprisingly,

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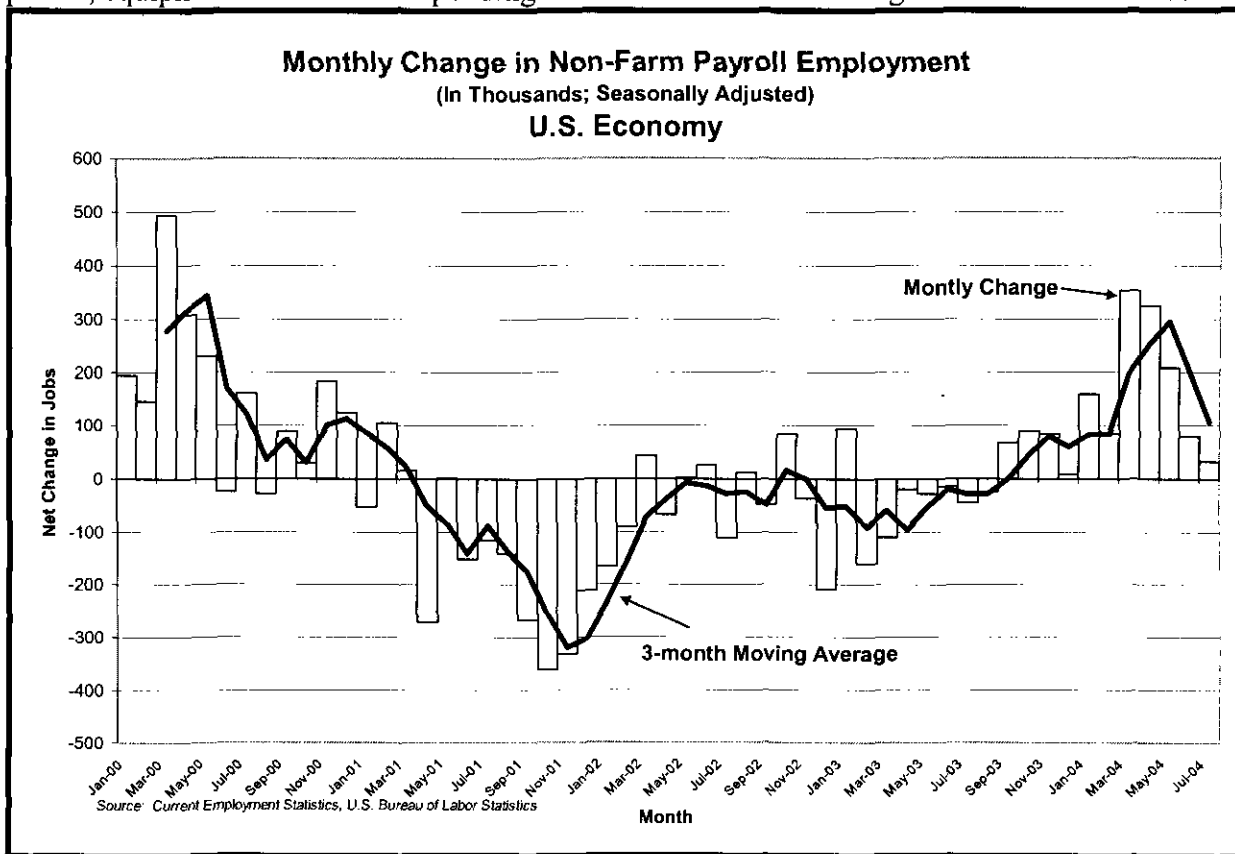
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given this robust growth, March and April were the first months that the economy produced more than 300,000 net new jobs since the end of the recession in 2001.

However, very quickly after the monthly jobs data began to resemble a normal economic recovery, the macroeconomic data showed worrisome indications that the economy might have less momentum than hoped for. The GDP growth rate slowed in 2004 Q4 to 2.8% and the monthly change in new non-farm payroll jobs declined from over 324,000 in April to 208,000 in May to 78,000 in June to only 32,000 in July. As indicated by the following chart which shows the monthly change and 3-month moving average of non-farm payroll employment, the key question is whether the upward momentum of late 2003 and early 2004 will resume or whether the recent two to three months of disappointing data portends a return to economic malaise.

Some indicators point to upward momentum. For example, spending on fixed investment by business grew 12.1% in 2004 Q2, even higher than the 8.8% recorded in 2004 Q1. In the same period, equipment and software spending and residential investment grew 13.7% and 14.8%



respectively. As noted in previous reports, a sustained recovery rests in part on the ability of stronger investment spending to carry some of the demand-side burden that has been carried almost exclusively by the consumer. Moreover, despite very high and rising crude oil prices, inflation rates have slowed, reducing the risk of Fed-directed rapid rises in interest rates. The optimistic scenario continues to be that increased investment and a growth in jobs will sustain sufficient levels of

Report: Economic Outlook for the East Bay, August 2004

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consumption for growth to continue while consumers work off the high level of debt accumulated in recent years.

There are, however, other macroeconomic indicators that could spell trouble. The job slowdown in June and July has been widespread across most industry sectors. Corporate profit growth slowed considerably in 2004 Q2 to only 0.6% after experiencing 30.2% growth in 2003 Q4 and 13.6% growth in 2004 Q1. The U.S. trade deficit reached a record \$55.5 billion in June, an indication that the U.S. dollar continues to be over-valued. Although consumer spending has continued to show surprising strength by jumping 0.8% in July, personal income growth was only 0.2% in June and exhibited the weakest increase in nearly two years in July (0.1%). The combination of little income growth and higher spending drove the personal savings rate down to only 0.6% of disposable income. There is no doubt that with consumers' already high debt levels this credit-driven consumer spending cannot continue for long without income growth. The concern is that without a substantial rise in jobs the U.S. consumer will not have the needed income growth and a sharp reduction in consumption will occur, tipping the economy into a downward spiral.