

**CITY OF OAKLAND
AGENDA REPORT**

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OFFICE OF THE CITY CLERK
CITY OF OAKLAND

2005 APR 14 PM 5:31

TO: Office of the City Administrator
ATTN: Deborah Edgerly
FROM: Community and Economic Development Agency
DATE: April 26, 2005
RE: **AN INFORMATIONAL REPORT ON THE JOB TRAINING PERFORMANCE
STANDARDS OF CITY-FUNDED WORKFORCE DEVELOPMENT
PROGRAMS**

SUMMARY

This Performance Report on Workforce Development programs covers the period through December 31, 2004, including data from the first two quarters of activity in the 2004-05 Program Year as well as continuing performance results from previous program years.

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 the Workforce Investment Act (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

Data on outcomes of particular interest in this report include:

- Four years of State performance ratings and Oakland service levels are now final. Charts designed to show the trends over this time begin on Page 3.
- Enrollment of new WIA clients from the Adult funding streams is ahead of the comparable pace set in previous years. In addition, the exiting of growing numbers of clients from previous years has created resources for new services levels or approaches in Oakland's One-Stop system. Placement levels in aggregate, however, were modest in the second quarter. Discussions of current and previous years' outcomes with WIA Adults begin on Page 8.
- Continuing outcomes from the Oakland Workforce Investment Board's (WIB) Collaborative Apprenticeship Project with the Port of Oakland appear on Page 17.
- Enrollment and skill development with Younger Youth clients in the 2004-05 year has begun strongly, while enrollment of Older Youth is less robust. Explanations of these and other dynamics in the youth services arena begin on Page 21.

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CHART 1: WIA ADULT PERFORMANCE OVER FOUR YEARS

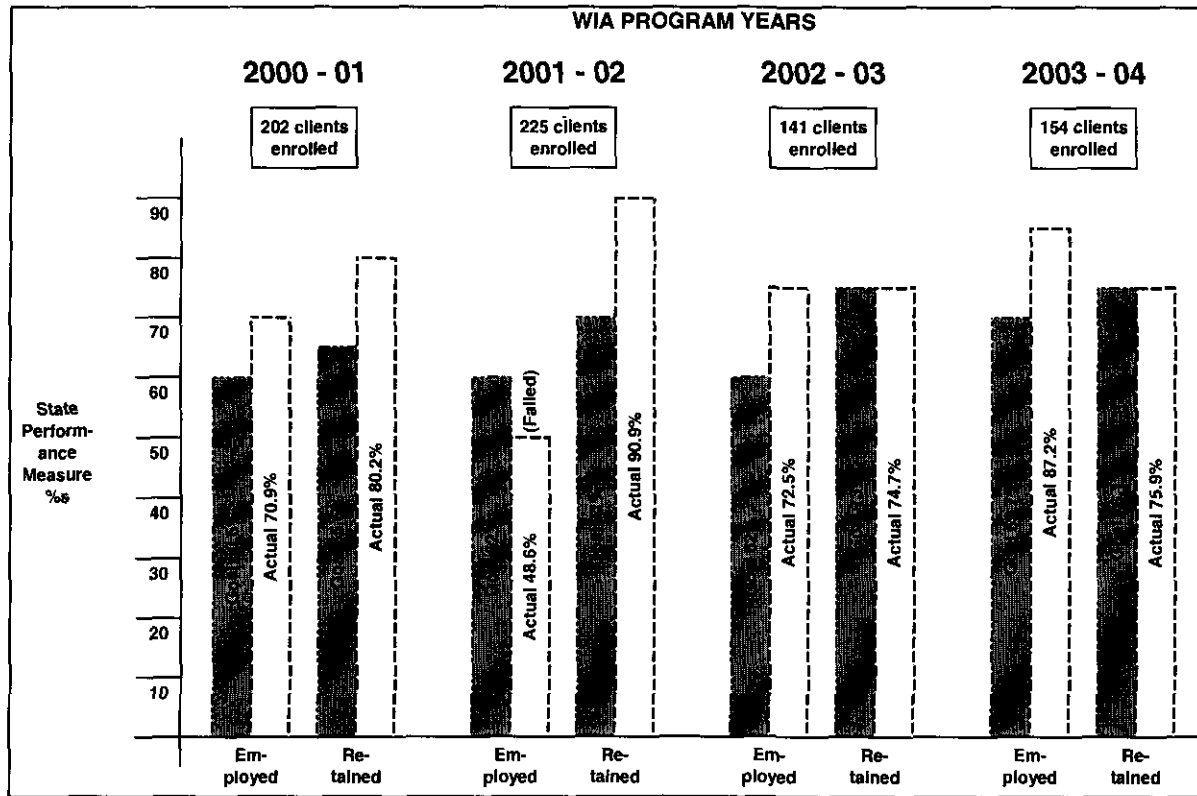


CHART 2: WIA DISLOCATED WORKER PERFORMANCE OVER FOUR YEARS

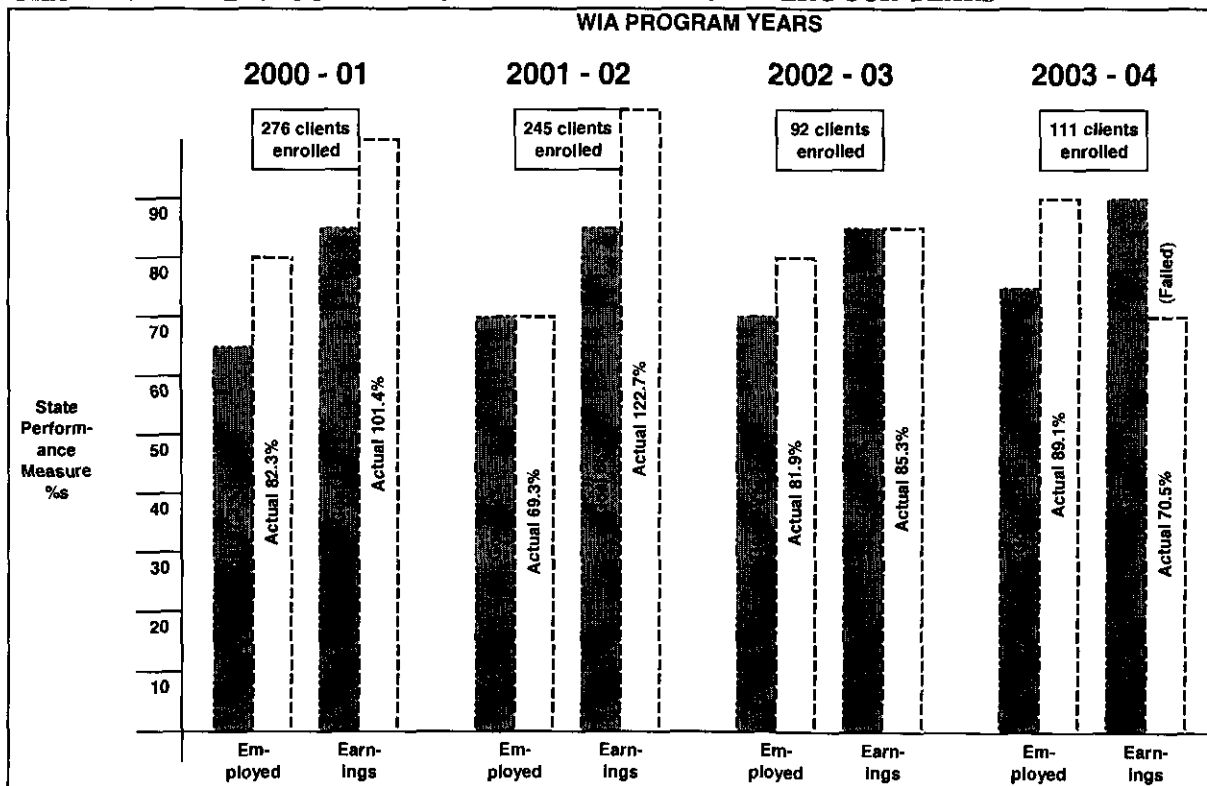


CHART 3: WIA OLDER YOUTH PERFORMANCE OVER FOUR YEARS

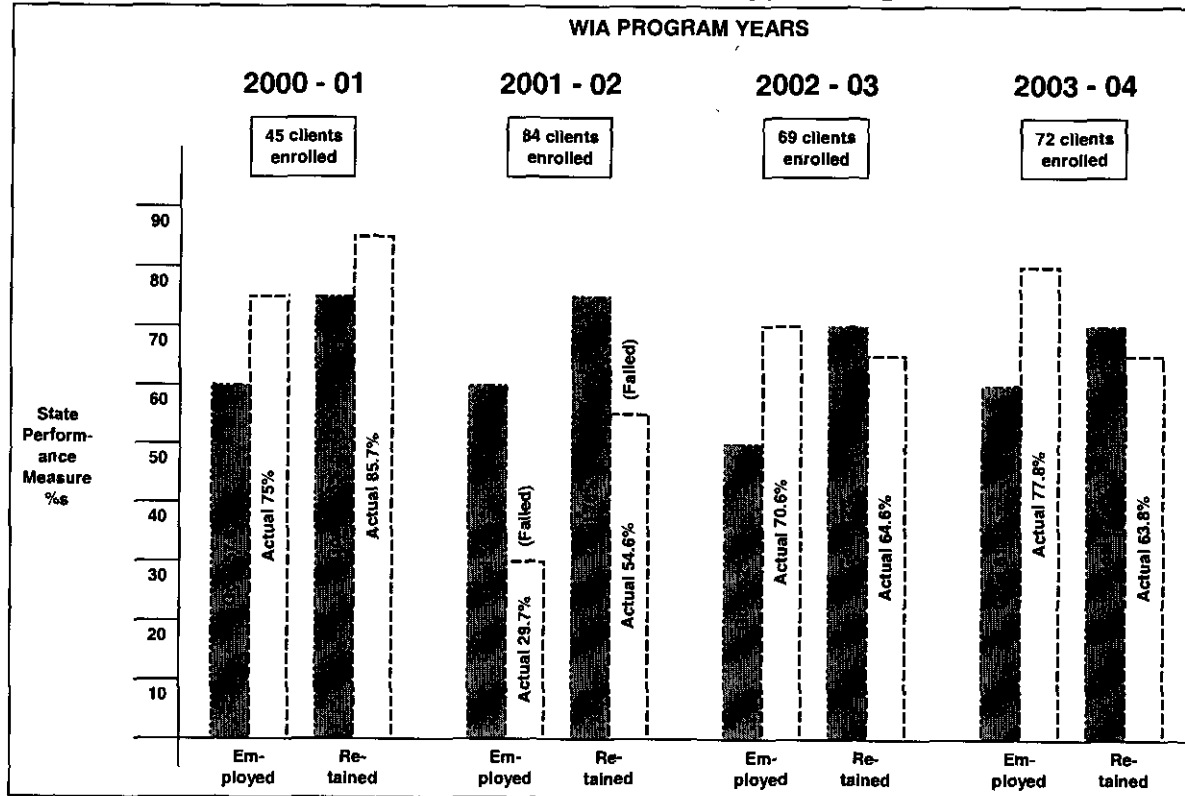
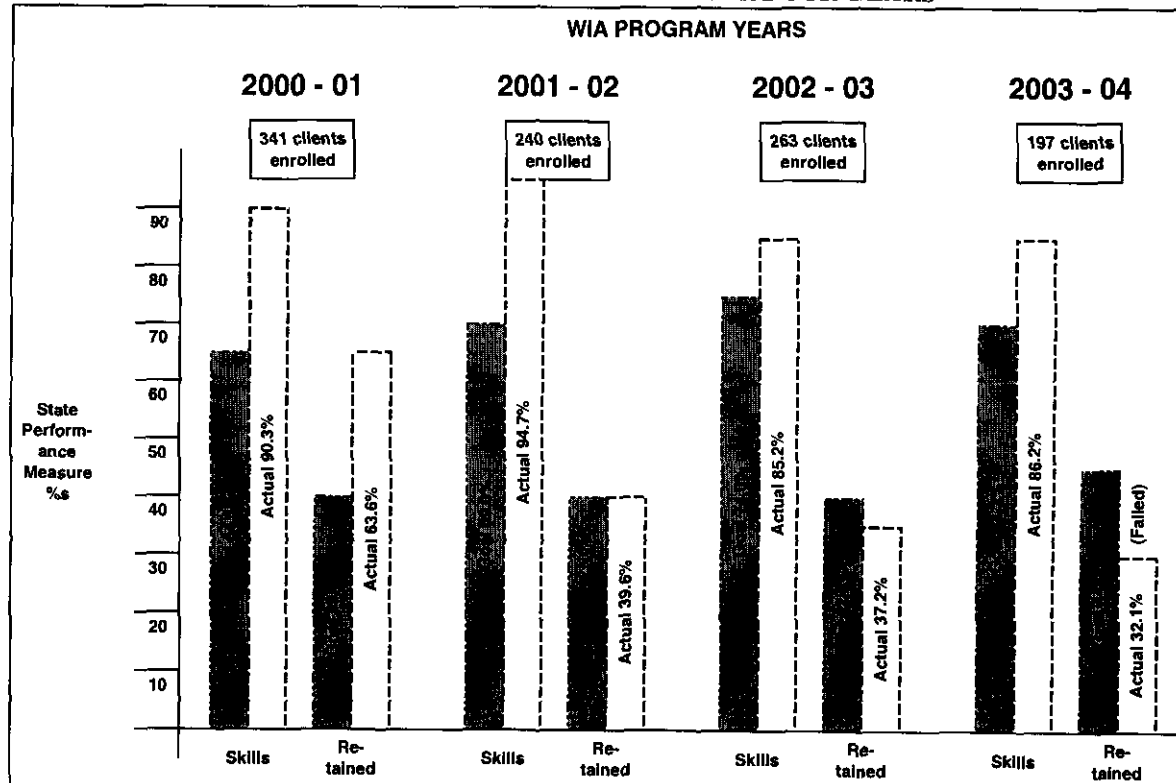


CHART 4: WIA YOUNGER YOUTH PERFORMANCE OVER FOUR YEARS



STAFF ANALYSIS AND COMMENTS ON WIA FOUR YEAR RESULTS:

1. Data in the four charts above show official final performance results for activities in the Oakland area for each of the first four years under WIA, on two selected measures for each of the four WIA service populations. Staff have selected these measures as key gauges of success with the respective client groups. The State formally assesses three other measures in addition to the ones shown above; Oakland has passed each of those measures for all four WIA years. In other words, the charts above do include the Oakland Local Workforce Investment Area's (LWIA) shortcomings in the State monitoring system as well as many of its successes. In total, the Oakland LWIA passed all eleven core measures assessed in the 2000-01 period, eight of eleven in 2001-02, all eleven again in 2002-03, and nine of eleven in the most recently concluded year, 2003-04. In only the substandard 2001-02 year were the aggregate results considered by the State as less than a passing mark.
2. The pattern of the measures on which Oakland has fared less well is also interesting. In no case has the same measure been failed in consecutive years; in fact, the five failed grades each occurred on different measures. Staff believe two lessons can be drawn from this pattern. First, Oakland has shown an ability to correct mistakes, once identified. This is less obvious a solution than it might seem, since performance results from a given year are not officially released until the following year is well underway. Effectively addressing poor performance not only requires quick corrective action, but relies on solutions having been at least tentatively identified prior to the formal State assessments. The second lesson which staff draw from these trends regards the clients served. The Oakland WIB has consistently directed providers to serve clients facing the most significant barriers to success, particularly in the Youth services arena, where the priority is enrolling "Idle youth," those neither employed nor in school. This approach poses obstacles, and the execution of the WIB's mandates means that Oakland always faces performance challenges. In some respects, were the results to be uniformly well above 100% of State goals, as is the case with some other LWIAs in California, that would indicate (at least in Oakland) that the service providers were not adequately serving the most challenging clients. The ground staked out by the Oakland WIB essentially dictates that providers serve as many clients facing significant employment barriers as possible, while meeting State standards to a sufficient degree that Oakland's status as an LWIA is assured.
3. Finally, staff believe an area in need of improvement as seen in the four year trends above involves the overall levels of client services. Numbers of enrolled Adult and Dislocated Worker clients, while up a modest degree in 2003-04 from the previous year, remain significantly lower than was the case earlier under WIA, and even prior to that under the previous federal workforce legislation. Similarly, Older Youth service levels increased only slightly in 03-04, while Younger Youth enrollments declined. And while the enrollment goals for Adults and Dislocated Workers are up for the 2004-05 period, the equivalent goals for both Youth groups are actually lower in 04-05 than the levels reached in 2003-04. This issue is discussed at greater length later in this report. Briefly stated here, staff believe that several years of declining enrollment, particularly with the Adult client groups, coupled with success in exiting significant numbers of previously enrolled clients who had ceased to avail themselves of services, have created resources with which the WIB could choose to further boost service levels in the near future.

WIA PERFORMANCE RESULTS

The performance of California LWIAs is monitored by EDD. As articulated in the federal legislation, performance is assessed on 15 specific measures regarding services to four populations: Adults, Dislocated Workers, Older Youth and Younger Youth.

The performance measures based on EDD's Base Wage Record take approximately nine months to be compiled with a high degree of certainty. The estimates in the table below are based on preliminary releases of the Wage Record; these results will change as additional data become available. Different measures are gauged by the State over different time periods, to reflect the availability of reliable information. The performance period for the current year is from October 1, 2003 to September 30, 2004 for Adults, Dislocated Workers and Older Youth, and from April 1, 2004 to March 31, 2005 for Younger Youth.

TABLE 1: INTERIM ESTIMATES OF SELECTED 2004-05 PERFORMANCE MEASURES

MEASURE	GOAL	ACTUAL	SUCCESS RATE (% of Goal attained)
Entered Employment Rate			
Adults	69.7%	51.0%	73.2%
Dislocated Workers	76.7%	65.0%	84.7%
Older Youth	61.4%	57.0%	92.8%
Skill Attainment Rate			
Younger Youth	71.2%	66.0%	92.6%
Credential/Diploma Rate (non-core measures)			
Adults	50.0%	75.0%	150.0%
Dislocated Workers	58.0%	78.1%	134.6%
Older Youth	30.0%	10.0%	33.3%
Younger Youth	55.0%	59.1%	107.5%

STAFF ANALYSIS AND COMMENTS ON ESTIMATED 04-05 INTERIM PERFORMANCE RATINGS:

- Table 1 presents estimated assessments of those performance measures for which relevant data is currently available. The measures which can be meaningfully assessed at this point—Entered Employment, Youth Skill Attainment and Credential or Diploma Rates—are for the most part progressing acceptably. Two of the three Entered Employment calculations are above the 80% passing threshold, and the third stands at 73%. Since these calculations increase with time, as additional wage results are tabulated, all three of these interim rates should be seen as positive. The Younger Youth Skill Attainment Rate is also in good standing at 92.6%. In all of these cases Oakland's recent history is positive, having exceeded 100% of goals on these four measures in each of the previous two program years.

2. The Credential and/or Diploma Rate calculations show mostly good results, with three of the four client groups posting results above 100% of goals thus far. Of particular note is the Younger Youth ratio of 107.5%; Oakland failed this measure for the 2003-04 period, with a particularly low score. Staff are pleased at the progress, which among other things seems to indicate better paperwork processing and client exit practices by the Younger Youth service providers. However, the Older Youth rate stands at only 33.3% of goal. This estimated grade is based on the exits of 60 Older Youth through December 31, 2004. Providers have one quarter in which paperwork documenting outcomes can be submitted, so this grade may improve by the next report. However, given the much-discussed difficulty Oakland has had in getting timely documentation of diploma outcomes from the Oakland Unified School District, staff are concerned about the prospects of elevating this result up to passing status by the time the final grades are issued. Since the State does not evaluate credential/diploma attainment with the same rigor it does other measures, Oakland does not necessarily risk sanctions from this grade.
3. The State also rates the Retention Rates of Adult, Dislocated Worker and Older and Younger Youth clients, and the Earnings Change Rates of Adult, Dislocated Worker and Older Youth. However, those measures are gauged using wage data three quarters after clients are exited, and at this stage of the year, that data is not yet available. Those include the two core measures which Oakland failed in the 2003-04 year: Older Youth Earnings Change and Younger Youth Retention. Since both of these failings stemmed at least in part from poor client exit and followup protocols by the service providers, there is an expectation that these agencies will show substantial progress by the time data is available for meaningful assessment.
4. Finally, an issue relevant to performance but not reflected in the interim results involves the WIA enrollment of incumbent workers under customized training arrangements. The WIB's discussions while crafting its 2004-05 budget included a decision to make customized and on-the-job training arrangements its preferred method for use of training funds. The strategy allows for the maximum leveraging of the WIB training budget, since they involve a 50-50 shared cost structure, with half of the expenses covered by the WIB, and the other half covered by businesses. In addition, this type of training by definition means that funds are used for jobs known to exist, with current local employers. By contrast, client-driven methods like Individual Training Accounts involve no leveraged funds, and have often been used for career paths in industries offering few real local employment opportunities.

The first successful customized training agreement this year was executed in January, enrolling 33 janitorial and dining staff from U.C. Berkeley. There are, however, potential performance implications with customized training. In short, clients are enrolled under the WIA Adult funding stream, and are therefore part of the performance calculations, one measure of which is the Earnings Change Rate. This measure compares the amount earned by clients in the quarter prior to enrollment with the amount earned in the second and third quarters after exit from the program. Oakland's 2003-04 goal on this measure was to increase each client's earnings an average of \$3,500, and the final results showed that the area reached 123% of that goal. It is much easier to meet the wage gain measure when clients were not working at all prior to enrollment, as is typically the case. When an area enrolls incumbent workers, as is the case with customized training, the challenge is more

formidable, since the result needs to be an increase over already existing wages and not simply adding income where none previously existed.

Staff with the Oakland PIC in its System Administrator role estimate that Oakland should be able to enroll incumbent workers up to 25% of its total annual Adult client base and still be able to meet the Earnings Change goal. For the 2004-05 year, 25% of the enrollment goal is 42 clients. Given the WIB's budget priorities noted above, it will be an ongoing challenge to weight training funds most heavily to customized training while continuing to succeed in WIA performance terms.

WIA ADULT PROGRAMS

UNIVERSAL SERVICES THROUGH THE ONE-STOP SYSTEM:

During the first two quarters, 3,965 individuals received their first ever services through the Oakland One-Stop Career Centers. 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, basic computer classes (attended by 350 individuals during the second quarter) 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 2004-05

One-Stop Site	Program Information			Universal Services Information		
	Program Period	Budget Amount*	Cash Used To Date	Annual Planned New Users	YTD Actual New Users	Actual % Of YTD Goal
PIC, Downtown	7/04-6/05	\$2,323,978	\$1,111,917	2,000	1,356	68%
PIC, East Oakland	7/04-6/05			4,200	2,026	48%
Affiliate One-Stop Sites						
The English Center	7/04-6/05	\$ 75,000	\$ 46,887	200	68	34%
Lao Family	7/04-6/05	\$ 75,000	\$ 33,585	200	184	92%
Unity Council	7/04-6/05	\$ 75,000	\$ 24,615	750	310	41%
Merritt College	7/04-6/05	n/a	n/a	150	21	14%
TOTALS		\$2,548,978	\$1,217,004	7,500	3,965	53%

*Budget 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.

2004-05 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 DECEMBER 31, 2004:

Intensive and Support Services, Program Year 2004-05							
WIA Enrolled		Annual Plan	Enrolled YTD	% of Annual Plan Enrolled to date	Enrolled In Training	ITAs Issued	Total Encumbered Training Amount
PIC, Downtown & East Oakland	Adult	90	69	77%	8	5	\$8,734
	DW	115	64	56%	0	5	\$9,793
Affiliate Sites and Older Workers Contracts							
The English Center	Adult	15	13	87%	13	0	
	DW	5	7	140%	7	0	
Lao Family	Adult	15	10	67%	3	0	\$ 952
	DW	5	4	80%	1	0	
Unity Council	Adult	15	18	120%	1	0	
	DW	5	3	60%	0	0	
City of Oakland DHS	Adult	35	12	34%	0	0	
	DW	0	0	n/a	n/a	n/a	n/a
TOTALS		300	200	67%	38	10	\$19,479
Adults		170	122	72%	25	5	\$ 9,686
Dislocated Workers		130	78	60%	13	5	\$ 9,793

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TABLE 4: CUMULATIVE PLACEMENT DATA THROUGH DECEMBER 31, 2004:

Intensive and Support Services, Program Year 2004-05									
WIA Enrolled			Exits	Annual Placement Goal	Placed YTD	Placement % of Goal	Avg. Wage at Placement	Jobs w/ Benefits	Exits w/o Placement
PIC, Downtown & East Oakland	Adult	69	2	48	2	4%	\$15.83	1	0
	DW	64	7	49	7	14%	\$13.97	2	0
The English Center	Adult	13	4	9	4	44%	\$ 7.81	3	0
	DW	7	0	5	0	0%		0	0
Lao Family	Adult	10	5	7	5	71%	\$11.65	3	0
	DW	4	2	3	2	67%	\$ 7.13	0	0
Unity Council	Adult	18	7	13	7	54%	\$ 9.79	3	0
	DW	3	0	2	0	0%		0	0
City of Oakland DHS	Adult	12	3	8	3	38%	\$12.64	0	0
	DW	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		200	30	144	30	21%	\$11.32	12	0
Adult		122	21	85	21	25%	\$10.84	10	0
Dislocated Worker		78	9	59	9	15%	\$12.45	2	0

STAFF ANALYSIS AND COMMENTS ON 2004-05 UNIVERSAL AND INTENSIVE SERVICES:

1. Levels of new Universal Services clients in the One-Stop network were essentially unchanged in the second quarter, with 1,994 new first-time visitors. The first and second quarters marked the lowest new use levels since the advent of Oakland's Affiliate One-Stop model in July 2002. There continues to be a direct correlation between access levels and Oakland's unemployment rate, with the highest traffic seen in the third quarter of 2002-03 and the first quarter of 2003-04, when unemployment was at its peak. With Oakland's rate now at its lowest point in nearly four years (7.1% in December), it is not surprising that Career Center access continues to taper off.
2. This dynamic again raises the question for the WIB about the relative priority it wishes to place on Universal Services (for all walk-in clients) as compared with Intensive Services (currently around 300 enrolled clients per year). While funds allocated for Universal Services help a broader range of people, funds for Intensive Services generate more tangible job placement, retention and wage benefits. In the interim, staff at the PIC have been using case management resources for the broader benefit of clients in both groups. A number of workshops are now available for the Universal population (such as mock interviewing and resume critique) which were once the province only of enrolled Intensive Services clients. In fact, the PIC now makes such workshops a pre-requisite for clients considering the Intensive Services avenue, with what its staff believe have been positive effects on the later wage

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levels for clients in particular. That said, the PIC case manager client caseloads continue to be below state averages and historical local levels, and that effect is likely to continue for some time on the heels of significantly smaller multi-year client loads due to low enrollment in the 2002-03 and 2003-04 years. Staff resources, at least, exist to serve either more Intensive clients or to continue to provide a richer Universal client experience; City staff have sought further direction in this area from the Workforce Investment Board.

3. The enrollment of Intensive clients in the 2004-05 period continues to develop at a more consistent pace than seen in previous years. As noted last quarter, the PIC Career Center Operator staff this year adopted a quarterly enrollment target goal for the first time, with roughly one-third of its 205 Adult and Dislocated Worker clients expected to be enrolled in each of the first three quarters. That plan appears to be working very well, and as a result enrollment levels at the year's midpoint are higher, both in raw terms and as a percentage of goals, than they have been at the comparable point in either of the previous two years. Enrollments at three of the four Affiliate sites are also strong, at between 70 and 105% of goals thus far. Affiliates have historically front-loaded their enrollments more so than the comprehensive venues.
4. The enrollment figures include 33 janitorial and dining service workers with U.C. Berkeley, who were signed on in the second quarter as a prelude to the customized training agreement mentioned briefly earlier. This agreement aspires to upgrade the skills of these workers, particularly their English language abilities, to allow for enhanced customer service and safety skills and, in turn, foster promotability and wage gains. Services are being delivered by a number of WIB partners, and the outcomes will be reflected in the Adult services section of this report as well as the Business Services section, which tracks specialized training agreements.
5. The English Center for International Women (ECIW) Affiliate site has expanded its services this year to include a pilot program aimed at limited English speaking client who already possess certain marketable skills. While ECIW has always operated Vocational English as a Second Language (VESL) programs, these have primarily served lower-income clients who qualify for federal financial aid as part of their larger education pursuits. In addition to those continuing efforts, the new pilot program will serve ten clients who possess marketable skills and/or higher education experience, which therefore renders them ineligible for other federal aid. The pilot offers a 16 week intensive VESL course aimed at allowing the clients to become able to use their existing skills to pursue a more sustainable career ladder than is often available to recent immigrants.
6. Staff are concerned about the enrollment pace at the fourth Affiliate site, the Assets program run out of the City of Oakland's Department of Human Services. Through December, this program had enrolled 12 clients, 34% of its annual goal. This is not intrinsically bad; numerous WIA programs have enrolled clients slowly by design and have still reached acceptable performance levels. Staff are concerned, though, because unlike most other WIA Adult programs in this report, Assets has historically reached nearly all of its placement outcomes by the end of the fourth quarter. Operating on a different model, Assets clients pursue a more rigorous mandatory job search during the year in which they enroll, and the placements the program nets for clients by the fourth quarter are the large preponderance of all placements tallied at all. Other WIA programs tend to continue to add placements for four or more quarters after the end of the year of enrollment. Assets staff explain that enrollment is proceeding more slowly in the current year to allow for more intensive work

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with clients, and while this is a historical departure, they expect to still reach acceptable performance results over the next two quarters. Workforce staff accept this rationale, but caution that the diminished time available for most of the planned 04-05 clients will make performance more challenging, and could require more extended services after the fourth quarter than in the past.

7. The placement data in Table 4 show 17 new jobs tallied. Of particular note in this table are the eight additional job placements garnered by PIC clients, and four new jobs for clients of the Lao Family Affiliate site. The PIC placements brought with them a strong average wage of \$14.56 per hour. As touched on earlier, PIC staff believe that the more substantive course of workshops offered to clients prior to enrollment have helped some of these individuals secure better paying jobs. In addition, three of the eight PIC placements came with benefits, as did three of Lao Family's four placements. On the whole, at 21% of the total year-to-date goal (a goal which does increase as more clients are enrolled), these results for the total system are well in line with the pace seen in previous successful program years through two quarters.

CONTINUING RESULTS FROM PREVIOUS PROGRAM PERIODS:

PROGRAM YEAR 2003-04:

TABLE 5: CUMULATIVE PLACEMENT DATA THROUGH DECEMBER 31, 2004:

Intensive and Support Services, Program Year 2003-04									
WIA Enrolled		Exits	Annual Placement Goal	Placed YTD	Placement % of Goal	Avg. Wage at Placement	Jobs w/ Benefits	Exits w/o Placement	
PIC, Downtown & East Oakland	Adult	73	44	51	39	77%	\$12.53	19	0
	DW	93	35	71	35	49%	\$16.23	12	0
The English Center	Adult	15	6	10	6	60%	\$ 7.77	3	0
	DW	5	3	4	3	75%	\$ 7.50	2	0
Lao Family	Adult	22	15	15	15	100%	\$10.22	7	0
	DW	7	6	5	6	120%	\$10.00	4	0
Unity Council	Adult	11	4	8	8	100%	\$ 9.25	0	0
	DW	6	1	5	4	80%	\$ 9.63	0	0
City of Oakland DHS	Adult	33	20	23	17	74%	\$11.89	4	3
	DW	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		265	134	192	133	69%	\$12.44	51	3
Adult		154	89	107	85	79%	\$11.35	33	3
Dislocated Worker		111	45	85	48	56%	\$14.35	18	0

TABLE 6: CUMULATIVE FOLLOW-UP DATA THROUGH DECEMBER 31, 2004:

Intensive and Supportive Services, Program Year 2003-2004									
WIA Enrolled		Exited YTD	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.
PIC, Downtown & East Oakland	Adult	44	14 of 31	45%	7 of 15	47%	2 of 8	25%	\$8,460
	DW	35	19 of 30	63%	7 of 19	37%	2 of 7	29%	\$8,428
The English Center	Adult	6	1 of 5	20%	0 of 1	0%	0 of 0	0%	\$0
	DW	3	1 of 3	33%	0 of 1	0%	0 of 0	0%	\$0
Lao Family	Adult	15	5 of 11	45%	4 of 10	40%	2 of 10	20%	\$3,699
	DW	6	6 of 6	100%	5 of 6	83%	3 of 6	50%	\$4,450
Unity Council	Adult	4	2 of 4	50%	2 of 2	100%	1 of 2	50%	\$2,302
	DW	1	1 of 1	100%	1 of 1	100%	1 of 1	100%	\$5,092
City of Oakland DHS	Adult	20	16 of 19	84%	6 of 19	32%	0 of 10	0%	\$3,593
	DW	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		134	65 of 110	59%	32 of 74	43%	11 of 44	25%	\$5,829

PROGRAM YEAR 2002-03:**TABLE 7: CUMULATIVE PLACEMENT DATA THROUGH DECEMBER 31, 2004:**

Intensive and Support Services, Program Year 2002-03									
WIA Enrolled		Exits	Annual Placement Goal	Placed YTD	Placement % of Goal	Avg. Wage at Placement	Jobs w/ Benefits	Exits w/o Placement	
PIC, Downtown & East Oakland	Adult	66	58	41	52	127%	\$11.33	32	6
	DW	70	57	48	54	113%	\$16.93	35	3
The English Center	Adult	16	12	10	11	110%	\$ 9.42	4	1
	DW	9	8	6	7	117%	\$ 9.64	5	1
Lao Family	Adult	16	13	10	13	130%	\$11.10	4	0
	DW	5	5	3	4	133%	\$11.80	2	1
Unity Council	Adult	9	6	6	6	100%	\$10.74	2	0
	DW	8	4	6	4	67%	\$14.91	1	0
City of Oakland DHS	Adult	34	33	21	29	138%	\$10.03	5	4
	DW	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		233	196	151	180	119%	\$12.67	90	16
Adult		141	122	88	111	126%	\$10.74	47	11
Dislocated Worker		92	74	63	69	110%	\$15.78	43	5

TABLE 8: CUMULATIVE FOLLOW-UP DATA THROUGH DECEMBER 31, 2004:

Intensive and Supportive Services, Program Year 2002-2003									
WIA Enrolled		Exited YTD	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.
PIC, Downtown & East Oakland	Adult	58	49 of 57	86%	41 of 57	72%	35 of 53	66%	\$3,026
	DW	57	48 of 53	91%	38 of 53	72%	28 of 45	62%	\$8,678
The English Center	Adult	12	9 of 12	75%	6 of 11	55%	3 of 8	38%	\$4,356
	DW	8	6 of 7	86%	6 of 7	86%	6 of 7	86%	\$2,848
Lao Family	Adult	13	12 of 12	100%	8 of 12	67%	9 of 12	75%	\$7,962
	DW	5	5 of 5	100%	5 of 5	100%	4 of 5	80%	\$5,607
Unity Council	Adult	6	4 of 6	67%	3 of 5	60%	3 of 4	75%	\$6,245
	DW	4	3 of 4	75%	2 of 3	67%	3 of 3	100%	\$6,974
City of Oakland DHS	Adult	33	26 of 33	79%	22 of 33	67%	18 of 31	58%	\$2,655
	DW	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		196	162 of 189	86%	131 of 186	70%	109 of 168	65%	\$4,975

PROGRAM YEARS 2000-2002

The following two tables combine 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. The 19 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 9: CUMULATIVE PLACEMENT DATA THROUGH DECEMBER 31, 2004:

Intensive and Supportive Services, Program Years 2000-01 and 2001-02									
WIA Enrolled		Exits	Place- ment Goal	Placed YTD	Place- ment % of Goal	Avg. Wage at Place- ment	Jobs w/ Benefits	Exited w/o Place- ment	
PIC, Downtown & East Oakland	Adult	375	368	231	217	94%	\$12.27	130	151
	DW	502	492	346	362	105%	\$12.26	196	130
The English Center	Adult	27	26	16	21	131%	\$10.07	9	5
	DW	7	6	5	5	100%	\$13.25	0	1
Lao Family	Adult	11	11	7	10	143%	\$15.19	5	1
	DW	9	9	6	6	100%	\$12.13	4	3
Unity Council	Adult	17	17	11	13	118%	\$ 9.39	4	4
	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		979	960	642	664	103%	\$12.13	363	296
Adult		457	449	282	288	102%	\$11.95	161	161
Dislocated Worker		522	511	360	376	104%	\$12.26	202	135

TABLE 10: CUMULATIVE FOLLOW-UP DATA THROUGH DECEMBER 31, 2004:

Intensive and Supportive Services, Program Years 2000-01 and 2001-02									
WIA Enrolled		Exited YTD	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.
PIC, Downtown & East Oakland	Adult	368	230 of 367	63%	219 of 365	60%	200 of 355	56%	\$4,941
	DW	492	366 of 487	75%	339 of 486	70%	327 of 467	70%	\$5,613
The English Center	Adult	26	17 of 26	65%	16 of 25	64%	12 of 21	57%	\$2,919
	DW	6	5 of 6	83%	3 of 6	50%	4 of 5	80%	\$3,481
Lao Family	Adult	11	9 of 11	82%	8 of 11	73%	7 of 11	64%	\$5,677
	DW	9	8 of 9	89%	7 of 9	78%	6 of 9	67%	\$4,800
Unity Council	Adult	17	11 of 17	65%	11 of 17	65%	12 of 17	71%	\$4,338
	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		960	667 of 954	70%	626 of 950	66%	559 of 916	61%	\$5,154

STAFF ANALYSIS AND COMMENTS ON INTENSIVE SERVICES FROM PREVIOUS YEARS:

1. Placements of Adults and Dislocated Workers enrolled in the 2003-04 program year increased by 26 in the most recent quarter, as shown in Table 5. The Comprehensive sites operated by the Oakland PIC accounted for the preponderance, with 16 new placements for Adult clients and six for Dislocated Workers. The success ratio with Adults now stands at 77% of the placement goal. This represents substantial improvement with this group; the report two quarters ago expressed concern about 2003-04 placements at the flagship One-Stop sites. Since that point, PIC-operated venues have posted 55 new jobs for clients. The wages are also strong, particularly with Dislocated Workers placed by the PIC, who are averaging over \$16 per hour. The success ratio with those clients, however, does still trail expectations at only 49% of the placement goal. PIC staff explain that Dislocated Worker clients often wait longer to accept work, with higher wage expectations than the general Adult client population. Many Dislocated Workers also have more family and other support resources available to allow them to be more selective before returning to work. In short, though the placement-to-goal results with this group are below the others in Table 5, the PIC staff believe that outcomes will reach acceptable levels in the coming months.
2. The Affiliate sites operated by Lao Family and the Unity Council continue to show strong results, at or above 100% of the respective placement expectations, although the wage and benefit levels from the Unity Council jobs could stand some improvement. The English Center site added two placements in the most recent quarter and is approaching the 80% minimum acceptable performance benchmark. The general system-wide average in successful years has been to reach at least 50% of goals through four quarters of activity, 65 to 80% through six quarters, and 80 to 100% or more through eight quarters. As a whole, the 2003-04 results through six quarters stand at 79% for Adults, a good result, and 56% for Dislocated Workers, which needs improvement but which staff believe is positioned for better results in the near future.
3. The Assets program added one placement this quarter, raising its results to 74% of goals. Though that is within the acceptable six quarter range outlined above, staff are somewhat concerned because Assets has historically tended not to add many placements after the year of enrollment. The program instead has generally exited all clients at the end of the program year or shortly thereafter, mostly with positive outcomes. In this case, however, 13 clients remain on the books from the 2003-04 year. If Assets continues to tally placement outcomes with these clients the results will continue to improve; but again, that would represent a significant departure from the program's historical pattern. The 03-04 results are also more modest than the 2002-03 period, in which Assets attained 133% of its placement goal.
4. Table 6 is the first look at retention data for clients from the 2003-04 period, and as such it is still quite preliminary. Retention data derives from the State's Base Wage file, which periodically posts employer-reported earnings for individuals. These reports carry an average delay of three quarters or more, and as such tend to under-report retention results in the earlier releases. The 59% retention rate through the first quarter after client exit shown in this table is good compared with the same point in previous years.
5. Results from the 2002-03 year, seen in Table 7, have slowed considerably as the number of still active clients dwindles. Five new placements from this group were tallied in the most recent quarter, and eight more clients were exited from services. The aggregate placement-to-goal ratio now stands at a strong 119% for this year. With 37 clients remaining enrolled,

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some new outcomes will post over the coming quarters, and the results will have an impact on Oakland's annual performance assessments from the State; however, those impacts should be relatively modest compared with a larger volume of more contemporary clients.

6. In the same vein, outcomes with clients from the first two years of WIA activities are also slowing, with four new placements in the most recent quarter and ten additional client exits. Nineteen clients from the 2000-02 era remain enrolled. With the natural decline in the remaining client base from the early years of WIA in Oakland combined with the significantly reduced service levels from the 2002-03 and 03-04 years, there are fewer total longer-term clients enrolled now than has been the case in some time. As of December 31, 2004, there were a total of 187 clients from periods prior to the current year still active in services. At the same point last year, there were 299 prior clients still active, with one less year of WIA to draw from. This gets to the service level and case management resource question raised earlier in the analysis of the current year. With fewer active clients from previous periods and current year service levels remaining fairly modest compared with early years (and also compared with other LWIAs' current enrollments), there should exist a fairly substantial surplus of resources with which services can be expanded. Whether those are expanded services to Universal clients, as is currently being done at the Comprehensive One-Stop venues, or heightened enrollment expectations, the Oakland WIB may have an opportunity to reconfigure the service delivery plan for the coming months and years.

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. In two years of work since the outset of this effort, the Port-WIB Collaborative has successfully developed over 100 trades apprentices and journey-level workers for referral for work on projects under the Port's Maritime and Aviation Project Labor Agreement (MAPLA).

In the first two quarters, the Collaborative provided preliminary information to 923 individuals, roughly 40% of whom were contacted in Oakland's One-Stop Career Centers. The Collaborative's Construction Resource Coordinator works out of one of the One-Stop Career Center venues one day per week. Three-fourths of all applications are referred to the Bay Area Construction Sector Intervention Collaborative (BACSIC) for additional services aimed at overcoming barriers to employment prior to pursuing the pre-apprenticeship path.

The following table shows job placement outcomes from the Port-WIB Collaborative from the first half of the 2004-05 Program Year:

TABLE 11: PORT-WIB COLLABORATIVE ACTIVITY, JULY TO DECEMBER 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
Clients of BACSIC	17	12	\$16.56	12	12	\$18.18	0	n/a	n/a	5	unk*	\$12.65
Clients of ERDP	10	10	\$22.32	8	8	\$24.00	0	n/a	n/a	2	2	\$15.74
YTD TOTAL	27	22	\$18.70	20	20	\$20.51	0	n/a	n/a	7	2	\$13.54

* BACSIC does not gather benefits data from non-construction placements

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 Local Impact Area (or LIA; cities of Oakland, San Leandro, Alameda, and Emeryville), the Local Business Area (or LBA; Alameda and Contra Costa counties) and the Port's Project Labor Agreement. During the first half of the current fiscal year, ERDP received 917 resumes or applications from individuals interested in jobs. Of these, 256 clients advanced to the interview stage, nearly half of whom obtained jobs under ERDP's auspices. The program reports semi-annually; its most recent report, with outcomes through December 30, 2004 is included here as Attachment E. The following table summarizes some of those outcomes.

TABLE 12: PORT OF OAKLAND ERDP PLACEMENTS, JULY TO DECEMBER 2004

	Placements	Construction Jobs	Non-Construction Jobs with Port Tenants	Other Jobs	Average Hourly Wage
Totals	121	8	79	34	\$13.33

Demographically, 78% of the placements went to clients who identified themselves as African American, 10% to Hispanics, 5% to Asians, 5% to Caucasians, and 2% to other groups. Geographically, 70% of the placements went to Oakland residents, 12% to residents of other cities in the LIA, and the remaining 18% to residents elsewhere within the larger LBA.

STAFF ANALYSIS AND COMMENTS ON THE PORT-WIB COLLABORATIVE AND ERDP:

1. The Collaborative secured eight new job placements in the second quarter, at an average hourly wage of slightly over \$20 per hour. These results were down from the first quarter, in which 19 jobs were secured for clients, and also below the pace of outcomes from the 2003-04 period, during which an average of 18 clients were placed each quarter. More encouraging are the wage and benefit outcomes. At an average rate of \$18.70 per hour, the 27 jobs posted in the year thus far are earning nearly 20% more than the jobs tallied in the previous year. In addition, 20 of these 27 jobs were building trades positions, providing the sustainable career ladder which the Collaborative seeks for its clients.
2. The majority of prospective candidates come to the Collaborative in need of additional services before they can begin actual pre-apprenticeship courses. Between 75 and 80% of all

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applicants are referred to BACSIC for services to overcome employment barriers. After a very strong first quarter in which BACSIC-served clients secured 15 placements, the agency added only two additional jobs in the second quarter, neither of which were trades positions. Nevertheless, BACSIC has still contributed more than 60% of the Collaborative's placements for the year-to-date; only 30% of placements in the 03-04 period are believed to have gone to its clients. Given the agency's charge of serving those facing the greatest hurdles, it appears to be making a solid contribution to the goals of the WIB in the current year.

3. The contract with the Port for operating this effort in conjunction with the WIB has not to date included explicit enrollment or placement goals. As a result, Table 11 above does not contrast outcomes with established annual and pro-rated goals, as is done for other WIA programs evaluated in this report. The Workforce Investment Board is considering the adoption of specific goals, either for contract inclusion or for otherwise reaching an understanding with the Port and its subcontractor, BACSIC, about reasonable expectations for future periods. Should the WIB adopt such a set of goals, it may direct its System Administrator to incorporate the Smartware client registration system with Port clients, allowing for easier outcome tracking.
4. The 121 placements reported by the Port of Oakland's ERDP program represent a 57% increase over the number of jobs tallied in the same period last year, when 77 placements were posted. In addition, the wages garnered by clients also showed a significant improvement, at over \$3 per hour higher than the same period in the 2003-04 year. This is particularly noteworthy given the historical trend of this program achieving more construction placements in the year's second half. Construction placements, predominantly within the building trades, carry with them better wage and benefit levels than most other fields of work. If ERDP is able to replicate previous patterns, placement numbers and wage and benefit levels will improve further in the coming two quarters.
5. 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 March, and will be included in a future edition of this report. To reiterate last quarter's data, as of June 30, 2004, hours worked under MAPLA by residents of the Local Business Area (LBA; Alameda and Contra Costa Counties) stood at 60% of the total, well above the goal of 50%. However, only 73% of the apprentice hours performed under the agreement were worked by LBA residents; the goal is 100%. While short of goal, that local apprentice utilization rate is markedly higher than the historical pattern. Finally, contracts awarded to firms from the Local Impact Area (LIA; the cities of Oakland, Alameda, San Leandro and Emeryville) reached an all-time high under MAPLA, with 63% of the contract dollars to date going to LIA firms. Firms from the greater LBA have received 91% of all contract dollars under MAPLA.

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

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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 13: CUMULATIVE SPECIAL PROJECTS DATA THROUGH DECEMBER 31, 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
Tech to Teachers	4/01 – 6/05	\$352,000	\$268,070	50	49	34	21	62%	\$32.50
Public Sector Grant	7/04 – 6/05	\$138,517	\$ 22,082	33	39	31	2	6%	\$24.39
TOTALS		\$490,517	\$290,152	83	88	65	23	35%	\$31.79

- 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 University. Oakland is the administrator of this grant on behalf of all partners.
- Public Sector Grant:** The Public Employees Displacement Project will provide universal and core services for all who seek them, and intensive services (including computer literacy training) and specialized and targeted training for 193 dislocated workers. The Public Sector includes government agencies, educational institutions, cities, counties, medical centers, etc. It does not include community-based organizations. This grant is administered by Alameda County WIB. Oakland's goal is to enroll 33 individuals and to place 80% of them, with an earning's replacement rate of 85%.

STAFF ANALYSIS AND COMMENTS ON OTHER SPECIAL PROJECTS:

- The Tech-to-Teachers grant continues to show improved placement results after a long period of relative dormancy. Another seven clients found jobs in the most recent quarter, raising the total placement-to-goal ratio to 62%. The total average wage for these placements is a very strong \$32.50 per hour, although that does not distinguish between full and part-time employment. The good wage rate and relatively late placement success are related; this grant involved a course of training lasting as long as two years for many clients. In that the grant involved a fairly dramatic re-tooling of career skills for clients, away from the technology industries and into the educational field, a substantial delay before placements tallied was planned for. It remains to be seen whether the placements will continue to tally in significant amounts in the final two quarters before grant close-out in June, 2005.

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2. The Public Sector grant is in its earliest stages, and though the official term ends in June, it is likely that the duration will be expanded into the 2005-06 year. The enrollment demand from former employees of local government and educational entities has been high, and quickly led to service levels above expectations. Staff are not concerned about the modest placement results in the early stages of this work.

WIA YOUTH PROGRAMS

There are currently four youth providers contracted to deliver services to Oakland youth on behalf of Oakland WIB: Lao Family Community Development, the Scotlan Center for Family and Youth, the Spanish Speaking Citizens' Foundation (SSCF), and the Youth Employment Partnership (YEP). These 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.

YOUTH SERVICES IN THE CURRENT 2004-05 PROGRAM YEAR:

TABLE 14: CUMULATIVE ENROLLMENT DATA THROUGH DECEMBER 31, 2004:

2004-05 WIA Youth Programs	Contract Amount	Cash Used to Date	Enrollment Information				
			Older/ Younger	Annual Plan	Actual to Date	% of Goal	Out of School
Lao Family	\$ 120,000	\$ 31,590	O	8	10	125%	5
			Y	32	34	106%	0
Scotlan Center	\$ 130,000	\$ 59,975	O	15	13	87%	13
			Y	22	11	50%	11
SSCF	\$ 75,000	\$ 61,335	O	3	2	67%	1
			Y	24	24	100%	1
YEP	\$ 475,000	\$103,570	O	40	4	10%	4
			Y	110	90	82%	2
TOTALS	\$800,000	\$256,470		254	188	74%	37
			O	66	29	44%	23
			Y	188	159	85%	14

TABLE 15: CUMULATIVE OUTCOMES DATA THROUGH DECEMBER 31, 2004:

2004-05 WIA Youth Programs	O/ Y	Enrl	Placement Information					Skills Attained				Rtrn to Sch. or Coll
			YTD Exits	Goals	Place- ments To Date	% of Placement Goal	Avg. Wage	BS	OS	WS	Diplo/ Crdtl	
Lao Family	O	10	1	6	1	17%	\$10.00	8	0	10	0	0
	Y	34	0		0			60	0	0	0	0
Scotlan Center	O	13	6	8	3	38%	\$ 7.42	17	0	12	4	0
	Y	11	3		0			14	0	4	3	0
SSCF	O	2	0	1	1	100%	\$ 9.25	1	0	0	0	0
	Y	24	0		0			23	0	14	0	0
YEP	O	4	0	2	1	50%	\$ 7.50	0	1	0	0	0
	Y	90	0		0			72	12	53	0	0
TOTALS		188	10	17	6		\$ 8.17	195	13	93	7	0
	O	29	7	17	6	35%	\$ 8.17	26	1	22	4	0
	Y	159	3		0			169	12	71	3	0

STAFF ANALYSIS AND COMMENTS ON 2004-05 YOUTH SERVICES:

1. The pace of Older Youth enrollment in the 2004-05 period is showing some significant departures from historical patterns. Staff are concerned that less than half of the planned enrollments in this client group had been reached through December 31, 2004. In the 2003-04 year, by contrast, 87% of the Older Youth enrollment target had been reached at the year's halfway point. This is an important issue with this client group in particular, since Older Youth job placement results are heavily weighted to the program year of enrollment. Unlike services to Adults, the placements which are garnered by Older Youth through four quarters constitute the large majority of placements that are ever attained. With enrollments this year trailing previous patterns, and given that placements are for the most part done by the fourth quarter, this effectively means less time to serve these clients before goals are expected to be met.
2. Plans call for 60% of the Older Youth in 2004-05 to be served by YEP, the City's largest youth employment services provider, and YEP is the primary source of the slow system-wide enrollments of this group thus far. The agency explains that it has adopted a revised approach to services this year, focusing on clustered skills training for Older Youth in their career areas of choice. In essence, the clients choose an industry-focused training path and undergo an intensive ten week course towards that end, in addition to the more general youth skills course which all such clients take. The two most popular courses with clients this year teach skills in the construction and technology clusters. YEP believes that this approach will allow for more effective targeted job search efforts for these clients, and as such they believe they can overcome the enrollment-to-placement period gap noted above. In addition, YEP notes that this approach will allow for more effectively focused follow-up work after the

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fourth quarter, which has been a shortcoming in recent years. Workforce staff are satisfied that the model presented offers a legitimate approach to youth employment services by a provider which is well equipped to execute the plan described.

3. Enrollment of Younger Youth clients, by contrast, has been more in line with expectations set in previous program years, with 85% of the enrollment goal met at the year's halfway point. Services to this client base tend to focus less on immediate employment outcomes and more on fostering a broader range of basic and work readiness skills, helping to cultivate a better prepared workforce for the future. Oakland failed two measures with this population in its 2003-04 State performance assessment, one pertaining to client retention, and another involving the credential and diploma rate. The reasons behind these performance issues are complex and have been discussed at length in previous reports. An issue which bears attention in future reports is the pace at which these clients exit the program. One of the most effective performance protocols involves continuing services to Younger Youth clients beyond the fourth quarter, and not automatically ending the clients' participation after June 30. Provider contracts have been restructured to make this more manageable; it will be revealing to see if the providers can adapt to this new approach. Staff are encouraged by the early returns on the diploma rate measure, discussed in the performance section of this report.
4. Placement results for youth clients are always sparse at the second quarter mark, and the data shown in Table 15 is no exception. While services to adult clients enroll a subset of clients who proceed quickly to employment, that tends not to happen with youth. This is reflected in the skill attainments shown in this table; a successful course of youth services gains clients the quantifiable abilities to get and keep jobs during the first half of the year, and puts those skills to the test with employment searches in the second half. The six Older Youth jobs tallied through December are a reasonable level of progress in this early going. Staff do expect to see more progress in the third quarter report, and goals substantially realized by the end of the fourth quarter.

CONTINUING YOUTH SERVICES RESULTS FROM PREVIOUS PROGRAM PERIODS:**TABLE 16: CUMULATIVE 2003-04 PROGRAM YEAR OUTCOMES THROUGH DECEMBER 31, 2004:**

2003-04 WIA Youth Programs	O/ Y	Enrl	Placement Information					Skills Attained				Rtrn to Sch. or Coll
			YTD Exits	Goals	Place- ments To Date	% of Placement Goal	Avg. Wage	BS	OS	WS	Diplo/ Crdtl	
Lao Family	O	9	9	6	5	83%	\$ 9.58	18	0	6	0	0
	Y	30	30		0			85	0	52	2	28
Scotlan Center	O	12	12	7	7	100%	\$ 8.28	10	0	12	1	0
	Y	18	17		8		\$ 7.30	18	0	18	12	4
SSCF	O	4	4	2	1	50%	\$ 8.00	1	0	2	0	0
	Y	27	24		1		\$ 7.40	27	1	40	7	20
YEP	O	48	31	29	31	107%	\$ 8.64	41	0	67	9	1
	Y	122	113		4		\$ 9.05	106	3	219	23	97
TOTALS		270	240	44	57		\$ 8.49	306	4	416	54	150
	O	73	56	44	44	100%	\$ 8.68	70	0	87	10	1
	Y	197	184		13		\$ 7.85	236	4	329	44	149

Skills abbreviations represent Basic Skills, Occupational Skills and Work Readiness Skills

TABLE 17: CUMULATIVE 2002-03 PROGRAM YEAR OUTCOMES THROUGH DECEMBER 31, 2004:

2002-03 WIA Youth Programs	O/ Y	Enrl	Placement Information					Skills Attained				Rtrn to Sch. or Coll
			YTD Exits	Goals	Place- ments To Date	% of Placement Goal	Avg. Wage	BS	OS	WS	Diplo/ Crdtl	
American Viet League	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	25		1		\$ 7.35	25	1	56	0	22
Scotlan Center	O	5	5	3	2	67%	\$ 6.75	5	0	5	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	33	1	19
YEP	O	46	43	23	29	126%	\$ 9.52	39	38	16	14	16
	Y	179	179		12		\$ 8.86	138	16	213	17	94
TOTALS		332	329	36	56		\$ 8.97	278	55	361	47	184
	O	69	66	36	38	106%	\$ 9.22	59	38	40	20	25
	Y	263	263		18		\$ 8.46	219	17	321	27	159

Skills abbreviations represent Basic Skills, Occupational Skills and Work Readiness Skills

STAFF ANALYSIS AND COMMENTS ON YOUTH SERVICES FROM PREVIOUS YEARS:

1. No new total placements were added this quarter for clients enrolled in the 2003-04 period, as shown in Table 16. There was a small shift within the total, however, as a previously reported Older Youth placement by Lao Family failed to materialize in the final verification paperwork, while YEP added one Older Youth job. The total success ratio for this year is strong, at 100% of goals, and each major Older Youth services provider shows acceptable results, with both the Scotlan Center and YEP at or above 100%. The Spanish Speaking Citizens' Foundation (SSCF) shows a more modest 50% ratio, with one placement from the four enrolled clients. SSCF is not contracted for Older Youth Services, and tends to enroll a small number of such clients incidentally, resulting in very small goals with this client group.
2. Clients from the 2003-04 period are largely exited, with only 17 Older Youth and 13 Younger Youth remaining enrolled. As exits proceed, youth skills outcomes continue to accrue, with 19 additional youth exited with returned to school status. This is positive but also somewhat risky in performance terms, as the youth exited with this code are excluded from performance calculations for the diploma rate. Providers have run into problems through overuse of this exit strategy; to the extent that strong efforts take place to see other clients reach positive diploma and credential results, the exits described will not harm Oakland's 2004-05 performance grades. Again, the preliminary read on this measure is positive, as discussed in the performance section earlier in this report.
3. In addition to the school returns, clients from 2003-04 tallied 23 additional skill attainments in the most recent quarter. Oakland has always performed well in the skill measures around Younger Youth, significantly exceeding 100% of goals in each of the four years under WIA. Though it has been mentioned often in this report, it bears note again that the "soft skills" of job readiness and work ethic which are included in these attainments are exactly those which Oakland employers say they need to see in the current and future workforce.
4. Nearly all clients have now been exited from the 2002-03 program year, and the data in Table 17 is essentially unchanged from the last quarter. To the extent that client exits are managed and are a natural outgrowth of the completion of service plans, this is a reasonable end to a program year. However, nearly 11% of the Older Youth exited in this table were exits forced by the State because services had lapsed. This sort of outcome was a major part of Oakland's performance problems in the 2003-04 period. In some ways the Oakland youth providers can start with a clean slate now, and future ratings will derive from the successes or failures with more contemporary clients.

YOUTH SELF-SUFFICIENCY GRANT

The U.S. Department of Labor (DOL) awarded \$1,020,811 to the City of Oakland's Workforce Investment Board, to support a program that will provide comprehensive employment training, support services and financial literacy training to severely at-risk youth, ages 16 to 24. The aim of this project is to assist recently released youth from the criminal justice system, or youth in or emancipated from the Foster Care system with gaining/retaining permanent unsubsidized employment.

During the grant period, (from October 1, 2004 to April 30, 2006) 100 youth will be served. Each youth will participate for an average of 18 months in a comprehensive program of screening, assessment, pre-employment training, employment skills training, subsidized employment experience, unsubsidized employment placement, and follow-up. Work Experience Counselors based at two of Oakland's employment training agencies (the Scotlan Center and the Youth Employment Partnership) will coordinate these services and work in close collaboration with other partners serving the youth through ongoing communication and regular multi-disciplinary team meetings. A financial literacy component operated by Operation HOPE will help ensure that youth learn how to manage wages, develop assets and develop long-term strategies to exit poverty. A program management team that will meet on a bi-weekly basis will provide oversight of the program. Identification of systemic barriers and the development of strategies to address them will take place in a Policy Team comprised of the program partners.

During the first quarter of this project, one younger youth (14-17) and sixteen older youth (18 and above) were enrolled. Most of the participants have been receiving subsidized wages for attending the trainings scheduled for them. A more comprehensive table with results on this project will be developed by the next quarterly report. Youth enrolled in this project cannot be co-enrolled in WIA.

WIA BUSINESS SERVICES

This section of the report covers Business Services outcomes through the second quarter of the 2004-05 Program Year, continuing the evaluation of the WIB's Business Services model through the refined measurement framework established for the new period. The Workforce Investment Act mandates that local areas serve businesses as customers just as they do jobseekers; performance success is gauged through a statewide business customer satisfaction survey each year, based on contact data provided by local areas.

RESULTS FROM THE WORK OF ULTIMATE STAFFING:

At the end of this quarter, the WIB's Business Services vendor relationship with Ultimate Staffing has been active for two years. The measures and benchmarks for success in the 2004-05 program year represent the continuing maturity of the WIB's model, with many standards raised, and other areas of service attributed to the larger Business Services system, shown later in this section.

TABLE 18: BUSINESSES SERVED

	Annual Goal	YTD Goal through 2Q	YTD Results through 2Q	% of YTD Goal
All Business Customers	75	38	35	92%
Of those, Repeat Customers	50	25	26	104%
Business Customer Satisfaction Index	85	85	91	107%

STAFF ANALYSIS OF BUSINESSES SERVED:

1. Numbers of firms served by Ultimate improved substantially in the most recent period after a slow first quarter. Twenty-two firms received services from Ultimate Staffing in the second quarter, raising the year-to-date number to 35 firms, 92% of the goal for the year thus far and within the acceptable performance range. The improvement in business clients is particularly encouraging in light of the heightened bar set by the WIB for the 2004-05 year. As has been discussed previously, the Board adopted a new hierarchy of services heading into this year, which essentially limits most of the "premium-level" services from Ultimate to firms offering better wages, hours and career ladders than firms receiving basic WIB services. This new policy direction carries implications for a number of the standards by which Ultimate Staffing is assessed. For firms served, the new policy directed Ultimate to seek out and develop relationships with new business whose jobs met the premium standard, in many cases at the expense of firms with which Ultimate had worked previously. The strong second quarter on this measure shows good progress in finding new business clients who meet the higher standards, and in referring other firms to the larger WIA system.
2. The Business Services Customer Index is a national survey of all Ultimate Staffing branches, conducted quarterly by Ultimate's parent company, Roth Staffing Companies, Inc. In its discussions of measures for the 2004-05 year, the WIB's Quality Assurance Committee adopted this gauge of customer satisfaction, with the thinking that the parent company has an interest in getting unblemished accounts of each branch's relative success. In the most recent survey shown above, the local office of Ultimate Staffing scored a 90 rating (on a 100 point scale), above the WIB's expectations and placing it in the top 10% of all Ultimate branches. Two survey questions were of particular note: 90% of firms said they would hire the candidate Ultimate put forth if they were given the choice over again, and 100% of the firms served said they would use Ultimate's assistance again.

TABLE 19: JOB ORDER FILL ACTIVITY

	Annual Goal	YTD Goal through 2Q	YTD Results through 2Q	% of YTD Goal
Job Orders Filled*	150	75	23	31%
Wage Rates		\$10.38	\$13.60	131%
Retention Rate after 90 days		76%	100%	132%

* 04-05 outcomes count only job orders filled with unemployed and underemployed Oakland residents

STAFF ANALYSIS OF JOB ORDER FILL ACTIVITY:

1. Nineteen new job orders were filled with Ultimate's business clients during the second quarter, bringing the year-to-date tally up to 23 orders filled. While the second quarter results did mark substantial progress over the previous period, the results remain substantially below expectations thus far. While a number of factors contributed to the slow pace of order fills, including the delay in City contract approval discussed in the previous report, the largest factor is clearly the heightened expectations in the 04-05 year. As noted above, the hierarchy

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- of services adopted by the WIB, with an eye towards better wage and benefit levels, has had the effect of requiring Ultimate to forge relationships with new employers, and to forgo placements with firms it worked with in previous years.
2. The Business Services report at the end of the 03-04 program year commented on an apparent quality-quantity relationship of order fills: the quarters during which Ultimate Staffing generated the greatest volume of order fills were also the quarters in which wage levels were the lowest. This was true even when no formal WIB guidelines governed minimum wage thresholds required for a firm to receive Ultimate's services. Staff expressed the concern that the establishment of such guidelines was likely to make it more difficult for Ultimate to generate improved placement numbers. This is not meant to be a case against heightened wage expectations, but rather, to note that the data seems to show an inverse correlation between wage levels and order fills. This is an analytical way of saying that the 04-05 goal of 150 order fills may prove overly ambitious given the wage requirements.
 3. On the other hand, there are some indicators suggesting that Ultimate Staffing is making progress under the new guidelines. The improvement in firms served for the year noted in analysis of Table 1 (68% of pro-rated goal through one quarter, 92% of pro-rated goal through two quarters) shows that Ultimate is making progress forging the new relationships with business clients. It is those relationships upon which the placement success depends, both in wage and numerical terms. If such progress can continue and accelerate in the year's second half, the placement expectations may yet be approached. However, the slow first half of the year means reaching acceptable levels will be an uphill climb.
 4. The positive side of the wage/placement correlation is shown in the \$13.60 per hour average wage garnered by the 23 orders filled to date; this wage rate is 131% of the WIB's 04-05 goal. This goal, of course, is itself significantly higher than the expectation in the previous periods. With three-quarters of these fills also coming with benefits (Table 3 below), the Board's intent of producing a better quality of hires with firms served by the WIB is being well met for the year thus far. This is no small accomplishment, given that Ultimate is starting from scratch with most of their business clients. If something approaching this level of wage success can be maintained while increasing placement volume, Ultimate will have then shown it can operate successfully under the more stringent WIB expectations around wage and benefit quality.
 5. Another positive development is the growing contribution of prospective candidates for hiring from other partners in the WIB's Business Services System. Nine of the 23 filled job orders for the year to date have hired clients referred by the PIC, the Unity Council and EDD. The numbers were particularly strong in the second quarter, with nearly half of the jobs going to clients referred by partners. In addition, providers are now sending resumes to Ultimate for inclusion in an electronic bank for hiring consideration when opportunities match individuals' skills. During the second quarter Ultimate participated in on-site events at the PIC, the English Center for International Women, and the ASSETS Senior Employment Program.
 6. The 100% retention rate shown in Table 2 is strong, and well beyond the Board's expectations for the year. This area has historically been a strong point for Ultimate, with the effort put into finding candidates well suited for a firm's offerings reflecting well on the retention side. However, the 100% figure is based only on those fills which took place over 90 days ago, allowing sufficient time to gauge retention results. Since only four orders were filled in the first quarter, the retention results are not statistically significant enough for meaningful commentary. The next quarter's report should carry more weight.

The Oakland City Council and the Oakland WIB's Quality Assurance and Business Services Committees have requested information on a number of outcomes beyond those reported and evaluated in accordance with the contract with Ultimate Staffing. Since these are not contracted measures, no goals have been established, and staff will generally not provide analysis.

TABLE 20: BENEFITS AND WAGE GAIN INFORMATION

YTD Job Orders Filled	YTD Fills with Benefits	% of YTD Fills with Benefits
23	17	74%
YTD Avg. Wage at Placement	YTD Avg. Wage Six Months after Placement	YTD % Wage Gain Six Months after Placement
\$13.60	n/a	n/a

TABLE 21: POINT OF SYSTEM REFERENCE FOR INDIVIDUALS HIRED

Point of Candidate Reference	# Hired
Ultimate Staffing	14
WIA Universal Services	9
WIA Intensive Services	0
WIA Enrolled Youth Services	0
Other sources	0
TOTAL	23

TABLE 22: ETHNICITY AND WAGES OF INDIVIDUALS HIRED

Ethnicity	# Hired	Hourly Wage at Placement
African-American	18	\$13.16
Caucasian	2	\$14.50
Latino/Hispanic	3	\$15.85
Asian		
Native American		
Other Ethnicities		
Declined to State		
TOTAL	23	\$13.60

TABLE 23: FIRMS SERVED BY INDUSTRY

Industry	# Firms Served
Property Management	1
Retail	15
Food Service	1
Educational Services	1
Fund Raising	2
Automotive Services	2
Transportation	1
Consulting	2
Manufacturing	1
Banking	1
Entertainment	1
Telecom	1
Printing Services	1
Wholesale Distribution	1
Medical Supply	2
Beauty Supply	2

RESULTS FROM THE LARGER WIB BUSINESS SERVICES SYSTEM

Career Center Activities: Services to employers also take place at the Career Center level, most prominently at the Downtown Comprehensive One-Stop center operated by the Oakland PIC. Services to businesses by PIC staff this quarter included “brown bag” events each month, at which employers gather around a theme relevant to hiring Career Center clients, and on-site recruiting by firms like Kelly Services, OTM Staffing, UPS and FedEx. Fifty three individual employers have been served by the PIC during the first two quarters in the area of recruitment, including use of the One-Stop facilities.

Rapid Response Activities: These efforts are tailored to meet the needs of specific companies and workers facing layoffs. The services are primarily delivered by the PIC, and 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 each Rapid Response visit, conveying 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 24: RAPID RESPONSE SERVICES DURING PROGRAM YEAR 2004-05

<i>Company Name</i>	WARN* Notice	Qtr 1	Qtr 2	TOTAL
Alaska Airlines	Yes	332		332
BART	No	30		30
B&R Roofing Co.	Yes		69	69
City of Oakland	No	50		50
Fred Finch Youth Homes	Yes		60	60
Main St. CA, Inc. dba TGI Friday's	Yes	65		65
Port of Oakland	No	6		6
Telecare Corp.-Gladman Mental Health	Yes	46		46
The Old Spaghetti Factory	No	71		71
Tien-Hu Knitting Co.	Yes	96		96
U.C. Berkeley	No	36		36
TOTALS		732	129	861

* Worker Adjustment and Retraining Notifications, often required by federal law.

Notes: After Union negotiations, Telecare Corp. laid off only 13 of the projected 46 individuals. Most of B&R Roofing Co.'s employees were able to apply to other jobs through their Union. Fred Finch Youth Homes moved 40 of the projected laid off individuals into other positions.

Specialized Training Agreements: The successful execution of contracts for Customized Training or On-The-Job Training agreements with Oakland firms requires the best work of multiple partners in the WIB's Business Services system. No such contract can be brought to fruition without substantial effort by Ultimate Staffing, the Oakland PIC, and EDD in all cases, and the work of other partners in many cases. Accordingly, goals and outcomes for specialized training agreements are now viewed as "System" responsibilities rather than those for any one partner.

TABLE 25: SPECIALIZED TRAINING AGREEMENTS

Number of Contracts			Number of Workers Trained			Wage Gain, Six Months after Training		
Annual Goal	YTD Actual	% of Annual Goal	Annual Goal	YTD Actual	% of Annual Goal	Annual Goal	YTD Actual	% of Annual Goal
15	0	0%	50	0	0%	5%	n/a	n/a

STAFF ANALYSIS OF SPECIALIZED TRAINING CONTRACTS:

No specialized training agreements have yet been executed with Oakland businesses during the first half of the 2004-05 program year. As new relationships continue to be developed with firms fitting the WIB's criteria for premium service levels, and as these firms become convinced of the value of the matching investments required of them, such agreements should begin to be achieved. It is too early to draw any conclusions about this measure. However, it bears note that the WIB prioritized these sorts of shared cost training arrangements with businesses during the budget process for the 2004-05 year. In an environment of scarce training resources, the Board expressed a preference for these types of joint enterprises, in which local firms pay half the cost

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of upgrading their employees' skills, in essence matching the WIB's allocations to leverage training funds to the fullest extent possible. This prioritization of training does come at a cost; the alternative is more individualized training spending on enrolled WIA clients through the Career Center network. It is therefore very important that the business-based model meet the expectations shown in Table 25, to justify the WIB's budgetary choices and demonstrate the efficacy of training spending through this model. It is incumbent on the larger WIB Business Services system to begin to show results soon if this leveraged funding, business-based training model is to justify the Board's budgetary priorities.

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 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 26: CITY OF OAKLAND ENTERPRISE ZONE ACTIVITY

	Annual Goal	YTD Goal through 2Q	YTD Results through 2Q	% of YTD Goal
# of New Firms	200	100	102	102%
# of Vouchers Issued	12,500	6,250	4,902	78%

STAFF ANALYSIS OF OEZ ACTIVITY:

1. Second quarter Enterprise Zone activity was slow, with only 14 new firms served and 757 new tax credit vouchers issued. While the number of new firms served remains slightly above the year-to-date goal, and the figures for vouchers issued are near the minimum acceptable 80% benchmark, it is of concern that both indicators were down significantly in the second quarter. In addition, since nearly 50 firms and 3,000 vouchers from the first quarter derived from a one-time special project involving longshoremen, the number of new firms served and vouchers generated through more typical activity is even less than what the totals suggest.
2. The expectations for the number of vouchers issued have been reduced to 12,500 for the 2004-05 year, to align with the figures submitted as part of the City of Oakland's annual budget process. The WIB set the original goal at 15,000 for the year; by comparison, 10,000 vouchers were issued in the 2003-04 period. Despite the re-calibrated goal, achieving this total in the next two quarters will prove challenging given the pace thus far.
3. A number of considerations help to explain the lagging performance and, in some cases, offer some hope for improvement in the second half of the year. First, the Enterprise Zone program has recently unveiled its new online vouchering system, through which firms can

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submit the completed forms and support documents to the City vouchering agent for inspection and approval. The program's staff speculated after the first quarter that some firms might be waiting for this system to become available to process their requests. If this is true, third quarter data should spike up accordingly. In addition, the transition period between the hard copy and online vouchering systems has created some backlog of voucher requests received but not yet finalized; program staff suggest that third quarter results may improve as the vouchers from this "gap period" are accounted for.

4. Two other contributing factors involve the payment of the City of Oakland's processing fee of \$40 per voucher issued (of which \$10 now goes to the State oversight body). First, while in years previous the City had issued vouchers and billed firms for payment after the fact, it no longer extends that courtesy due to problems with uncollected fees. The vouchers shown in Table 26 are only those for which fees have been fully paid. As firms begin submitting payment for those vouchers they are seeking, the numbers should improve. As an aside, the online vouchering system should eliminate this payment-lag problem, since fees are collected at the time processing requests are made. Another aspect involves the tax consultants utilized by many firms in the voucher process. Simply stated, in previous years when fees were either minimal or non-existent, tax consultants sought credits for every qualified employee, regardless of whether a firm could actually use them (firms can only claim credits up to the limit of their tax liability). Now that voucher fees have risen, the process remains economical for firms, but only to the extent that they actually use the credits issued. "Stockpiling" unused credits no longer makes sense, particularly for the tax consultants who prepare the vouchering requests for their client firms. As a result, overall numbers of credits sought by the larger firms is declining. This dynamic has the potential to significantly affect the Zone program results for 2004-05.
5. One final factor holding down totals appears to be a new trend by some larger firms of taking their vouchering requests to Enterprise Zones outside of Oakland. The 2004 audit of the Oakland Enterprise Zone resulted in a ban on the previously allowable practice of "cross-jurisdictional vouchering;" the issuance of credits for firms with employees outside of Oakland as well as within the city. Early indications, which need further investigation, suggest that other Zones may now be attempting to fill the cross-jurisdictional niche, and by doing so may be issuing their own vouchers for Oakland firms and employees. Staff are in the process of seeking state redress for the revenues lost through this practice, if it is deemed to be significant.
6. Finally, the Enterprise Zone has recently unveiled a new marketing campaign pilot program, using the resources of the Unity Council and other well-established community based organizations to bring the potentially lucrative tax benefits to smaller firms in the City. While larger companies with established staff and consultants working to maximize their tax savings are well aware of the program, smaller firms have not availed themselves of the savings to the same degree. Staff are optimistic that this effort will succeed in bringing the credits to a larger share of the Oakland firms than in the past, and will in turn elevate the success of the firms served measure in particular. In conjunction with the online vouchering tool, smaller firms in Oakland should soon be able to share in the tax benefits which the larger companies have enjoyed for a number of years.

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 27: ADULT PROGRAM ENROLLMENT, 2004-05 PROGRAM YEAR

Adult Programs	Program Information		Enrollments		
	Contract Period	Contract/ Grant Amount	Total Goal	Actual Enrolled	% of Goal
The Independent Way: Oakland Museum Project	7/04 – 6/05	\$ 60,960	4	4	100%
Jobs for the Homeless Consortium: HELP Program	7/04 – 6/05	\$ 39,426	*	*	*
LEA/DHS: Assets Senior Employment Program	7/04 – 6/05	\$1,230,726	269	218	81%
TOTALS:		\$1,331,112	273	222	81%

TABLE 28: ADULT PROGRAM PLACEMENT AND RETENTION, 2004-05 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
Jobs for the Homeless Consortium: HELP Program	*	*	*	*	*	*	*
LEA/DHS: Assets Senior Employment Program	66	26	39%	\$11.52	8	10	n/a
TOTALS:	70	30	43%	\$10.88	8	14	4

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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 29: DAY LABOR PROGRAM TRAFFIC, 2004-05 PROGRAM YEAR

Contract Period	Contract Amount	Annual Client Visit Goal	Actual Client Visits	Actual % of Annual Visit Goal
7/04 – 6/05	\$194,000	18,000	11,627	65%

TABLE 30: DAY LABOR PROGRAM PLACEMENT DATA, 2004-05 PROGRAM YEAR

	Annual Placement Goal	Actual Placements	Actual % of Annual Placement Goal
Temporary Jobs	2,040	967	47%
Extended Jobs	1,320	1,059	80%
TOTALS	3,360	2,026	60%

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. The Oakland Museum project of the Independent Way (TIW) helps developmentally disabled adults gain self-sufficiency skills through employment. This effort hires the clients directly on the museum's grounds maintenance staff. In addition to work experience, clients receive additional training in life skills to help build self-worth and social survival abilities. TIW filled its full placement goal immediately at the outset of the 2004-05 program period, as has been the program's model for several successful years. Clients will retain these jobs for the duration of the program year.
2. The HELP Program of the Jobs Consortium has a strong history of performance under its long-standing annual contract with the City of Oakland. This effort prepares clients who are homeless or at substantial risk of homelessness for jobs in a number of fields. The program was awarded Community Development Block Grant (CDBG) funds in the amount of \$39,426 for the 2004-05 program period. However, prior to the onset of operations under the new award, the Jobs Consortium underwent sudden and unexpected restructuring borne of fiscal compliance issues around other federal grants. In conjunction with the City of Oakland and Alameda County, among other entities, the agency adopted a plan for restoring its fiscal

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integrity, which is underway. However, the contract for the use of the City's 04-05 CDBG grant has not been executed at this writing. While CDBG staff explain that the award has not been withdrawn, neither has the scope of work been redrawn to reflect the Jobs Consortium's current service delivery capacity. Staff further explain that negotiations are underway to transfer service delivery responsibilities to Goodwill Industries for the 04-05 year. It is expected that these issues will be resolved soon, and that the next City JTPS report will update policy makers on the status of the goals and performance under this award.

3. The Assets program under the City's Department of Human Services is a federally funded effort aimed at helping older workers re-engage with the workforce. The enrollment and placement outcomes shown in Table 27 and 28 above (81% and 39% of goals, respectively) are both ahead of the results at the same point last year. In addition, the average wage at placement of \$11.52 per hour is also ahead of the program's average over the past three years. In that light, staff believe it likely that the program will meet or exceed these goals by the end of the program year. Assets has exceeded 100% of placement goals under this grant for the past three consecutive years.
4. The Oakland Day Labor program operated by Volunteers of America Bay Area (VOA) saw strong results in client traffic and job placements during the first half of the 2004-05 program year. The program hosted nearly 12,000 client visits from July through December, 65% of the traffic goal for the entire program year, and substantially exceeding the pace reached during the 2003-04 period, which at the time was the historic high point for the program. One of the City of Oakland's goals in establishing and continuing this effort was to get day laborers to seek work through this hiring hall, rather than traditional street corner congregation. The continuing increases in client use levels suggest that the VOA program is helping to meet that goal.
5. Job placement results were also strong at the Day Labor hall, reaching 60% of the annual goal at the year's half way point. Of particular note is the number of extended duration placements secured for the program's clients, which reached 80% of the goal for that subset of placements. Defined as jobs lasting more than three days, these 1,320 job placements actually averaged 60 days of work each. In many cases these jobs also brought with them additional skills training for the workers. The development of such marketability, combined with the more predictable income opportunity afforded by extended work, has allowed the hiring hall to offer some clients the type of career paths which go well beyond the scope of *traditional opportunities for day laborers*. VOA estimates that the total of 2,026 placements in the year thus far equate to nearly 70,000 days of work for its clients, an unprecedented result.

CITY YOUTH PROGRAMS**TABLE 31: CITY YOUTH PROGRAM ENROLLMENT, 2004-05 PROGRAM YEAR**

Youth Programs	Program Information		Enrollments		
	Contract Period	Contract Amount	Goal	Actual	% of Goal
Alameda Cty. Health Care Foundation: Model Neighborhood Program	7/04 – 6/05	\$80,677	84	28	33%
East Bay Conservation Corps: Recycling Program	8/03 – 7/05	\$ 240,000	16	16	100%
East Bay Conservation Corps: Burbank School Community Garden	8/04 – 12/04	\$ 30,000	5	5	100%
Youth Employment Partnership: Team Oakland Program	4/04 – 9/04	\$ 250,000	110	111	101%
Youth Employment Partnership: Career Tryout Program	7/04 – 6/05	\$ 174,606	147	147	100%
TOTALS:		\$ 775,283	362	307	85%

TABLE 32: CITY YOUTH PROGRAM OUTCOMES, 2004-05 PROGRAM YEAR

Youth Programs	Placement Information				Skill Attainment		
	Goal	Actual	Percentage	Avg. Wage	Skills	Diploma	Credential
Alameda County Health Care Foundation: Model Neighborhood Program	84	28	33%	\$3.47*	28	0	28
East Bay Conservation Corps: Recycling Program	16	16	100%	\$9.00	65	11	15
East Bay Conservation Corps: Burbank School Community Garden	5	5	100%	\$7.04	4	0	0
Youth Employment Partnership: Team Oakland	110	111	101%	\$7.00	600	1	0
Youth Employment Partnership: Career Tryout	147	147	100%	\$7.00	147	0	0
TOTALS:	362	307	85%	\$6.78	844	12	43

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.

TABLE 33: OUSD CAREER ACADEMIES PROGRAM PARTICIPATION RATES

School Year	Annual 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		320	272	85%	\$7.35
TOTAL	2,200	640	695	109%	\$7.35

TABLE 34: OUSD CAREER ACADEMIES 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. The District had not completed the survey of program graduates in time for this report.			
2004-05					
TOTAL					

OAKLAND MAYOR'S SUMMER JOBS PROGRAM:

The summer of 2004 was the second year that the Mayor's Summer Jobs Program (MSJP) operated under the auspices of the Oakland WIB. This 38 year institution is now the only publicly funded effort aimed at securing summer jobs for youth in the City of Oakland. Using 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.

Program activities for MSJP clients were conducted by the same four youth job training agencies which operate year-round programs under WIA. The Youth Employment Partnership, the Scotlan Center for Family and Youth, Lao Family Community Development and the Spanish Speaking Citizens' Foundation each served youth clients in their particular ethnic and geographic areas of expertise. The Oakland Private Industry Council housed the program's coordinator and provides fiscal management services.

The cycle of reporting is such that this edition is the first opportunity for staff to present the final results from the summer of 2004. At the same time, planning for the summer of 2005 is already well underway, with working groups active in the areas of program design, job development, marketing and fund raising.

TABLE 35: 2004 MAYOR'S SUMMER JOBS PROGRAM, FINAL RESULTS

Ten Hour Job Readiness Workshop Cycle				Job Placement Activity			
Applied to begin program	Cycle Completion Plan	Actually Completed Cycle	Actual % of Plan	Goal	Placed	Actual % of Goal	Avg. Hourly Wage
1,701	1,000	1,027	103%	500	424	85%	\$7.19

TABLE 36: 2004 MSJP PLACEMENT DETAIL

Job Placement Totals			Market Rate Jobs Detail	
All Jobs	Subsidized Jobs	Market Rate Jobs	Set Aside by Employers for MSJP clients	Competitively obtained by MSJP clients
440*	291	149	76	73

*Total jobs numbers were slightly higher than total placement as a few clients accepted multiple positions.

STAFF ANALYSIS AND COMMENTS ON CITY OF OAKLAND YOUTH PROGRAMS:

1. A characteristic of the programs in Tables 31 and 32, 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 allowable in 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 28 student interns in each phase. For the 2004-05 program year, the program obtained CDBG funds for serving youth in Community Development District 7, as well as funds from the Oakland Fund for Children and Youth for City-wide services. This allowed the Model Neighborhood program to set a service goal of 84 student internships, twice the number seen in 2003-04. As of December, the program completed the first of three flights of enrollment, with 28 youth successfully completing the course, on pace to reach the planned outcomes for the year.
3. The Recycling Services program of the East Bay Conservation Corps (EBCC) is funded through the City of Oakland's Public Works Department, with 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. The program changed its design somewhat for the 2004-05 period, with fewer recycling interns entering a lengthier, more involved program. The 16 corps members are hired at the year's outset, and spend a significant amount of time pursuing classroom GED and skills development course work in

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- addition to their recycling duties out in the field. Through December, the Recycling Services program had placed its full complement of corps members for the year, at an average wage of \$9.00 per hour, above the wage offered in 2003-04.
4. Another EBCC program funded by CDBG, the Burbank School Community Garden project, was originally slated to begin operations in October, 2003. However, uncertainty around school consolidation planning by the Oakland Unified School District (OUSD) led to the postponement of work until August, 2004, at which point the program began as planned at the Burbank Elementary School. This effort employed five EBCC corps members over four months of garden construction, curriculum development with teachers, and environmental education with students. The five placements constituted full achievement of the goals at the completion of the contract in December.
 5. The Youth Employment Partnership (YEP) operates two programs funded directly by the City in this section of the report. The Team Oakland program, funded through the Public Works Department, raises environmental awareness and builds work readiness skills among youth and young adults by employing them in beautification capacities. The Career Tryout program, funded by the Office of Children and Youth, allows clients 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 later need to enter the workforce on their own. The Team Oakland program is *primarily summer based; outcomes shown here come from the summer of 2004*. Career Tryout operates on a school year basis and has already enrolled its full complement of students for the 2004-05 period. Both programs exceeded 100% of their respective placement goals again this year, as they have for many years running. Though noted often in this report, it bears mention again that YEP offers more youth more opportunities to enhance their employment prospects than any other single entity in the City of Oakland.
 6. OUSD's Career Academies enroll roughly 2,200 students from grades 10 through 12 each year, grouped into expressed areas of potential future career interest. Of these students, a subset of rising seniors pursue summer internships under the program's auspices, with wages subsidized with City funds. For the 2003-04 school year, the program placed 423 students into such positions, substantially exceeding its goal in this regard. Thus far in the 2004-05 year the program has placed 272 student interns, 85% of the annual goal. District staff explain that another 40 to 80 student interns are expected to be placed in the January to May semester, which would bring the annual results for 2004-05 close to or above the expectations.
 7. The second and perhaps more long-lasting goal of OUSD's Career Academies is to have a measurable effect of participating students' post-school career success. The program's goal is a 50% employment rate for participants six months after their graduation from school. The six month measurement period was reached for the 03-04 year graduates in January, and the District is currently in the process of surveying participants to assess the degree to which this 50% employment goal was attained. Results are expected in April, 2005 and will be included with the next edition of this report.
 8. Final data from the 2004 Oakland Mayor's Summer Jobs Program (MSJP) appears in this report for the first time, with the last summer placements having ended in September. The effort reached 85% of its placement goal for 2004 and garnered nearly 25% more jobs for clients than were tallied in the 2003 summer program. MSJP line staff believe that the 2004 work effectively built upon and expanded the infrastructure established the previous year,

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which had been the first during which MSJP was administered by the Oakland WIB. The four MSJP service provider agencies are the same ones which operated under year-round WIA contracts, which allowed them to leverage the permanent institutional capacity with augmented funding for summer youth opportunities. In addition, the 2004 effort saw greater success raising funds and securing guaranteed market-rate job slots from Oakland businesses than had been the case the previous year. Given the continuing soft local job market, particularly for those positions available to new job market entrants, staff believe the program results from the summer of 2004 were strong. Efforts are well underway for the 2005 summer program, which will aspire to greater numbers of local business partners and both subsidized and market-rate jobs for City youth.

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 report.

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the City Council accept this report.

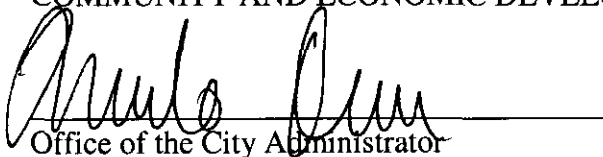
Respectfully submitted,



Daniel Vanderpriem, 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 December 31, 2004**

Attachment A - 1

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 12/31/04	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 - 9 Month
PROGRAM YEAR 2004-05																
Universal Client services through all One-Stop Centers	Core	7/03 - 6/04			7,500	3,961	53%									
PIC One Stop Downtown/East Oakland	Adult	7/03 - 6/05	\$ 2,323,978	\$ 1,111,917	90	69	77%	0	48	2	4%	\$ 15.83	1			
PIC One Stop Downtown/East Oakland	DW	7/03 - 6/05			115	64	56%	0	49	7	14%	\$ 13.97	2			
Eng. Center: WIA One Stop Affiliate	Adult/DW	7/03 - 6/05	\$ 75,000	\$ 46,887	20	20	100%	0	14	4	29%	\$ 7.81	3			
Lao Family Comm. Dev.: WIA One Stop Affiliate	Adult/DW	7/03 - 6/05	\$ 75,000	\$ 33,585	20	14	70%	0	10	7	70%	\$ 10.36	3			
Unity Council: WIA One Stop Affiliate	Adult/DW	7/03 - 6/05	\$ 75,000	\$ 24,615	20	21	105%	0	15	7	47%	\$ 9.79	3			
City of Oakland DHS	Adult/DW	7/03 - 6/05	\$ 150,000	\$ 71,706	35	12	34%	0	8	3	38%	\$ 12.64	0			
PY 04-05 Adult/DW TOTALS:			\$ 2,698,978	\$ 1,288,710	300	200	67%	0	144	30	21%	\$ 11.32	12			
Adult subtotal:					170	122	72%	0	85	21	25%	\$ 10.84	10			
Dislocated Worker subtotal:					130	78	60%	0	59	9	15%	\$ 12.45	2			

**WIA Adult and Dislocated Worker Services
As of December 31, 2004**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 12/31/04	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 - 9 Month
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%	5	51	39	77%	\$ 12.53	19	45%	47%	25%
PIC One Stop Downtown/East Oakland	DW	7/03 - 6/05			125	93	74%	0	71	35	49%	\$ 16.23	12	63%	37%	29%
English Center: WIA One Stop Affiliate	Adult/DW	7/03 - 6/05	\$ 60,000	\$ 60,000	20	20	100%	0	14	9	64%	\$ 7.68	5	25%	0%	n/a
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%	\$ 10.16	11	65%	56%	31%
Unity Council: WIA One Stop Affiliate	Adult/DW	7/03 - 6/05	\$ 60,000	\$ 60,000	20	17	85%	0	13	12	92%	\$ 9.38	0	43%	100%	67%
City of Oakland DHS	Adult/DW	7/03 - 6/05	\$ 135,000	\$ 135,000	38	33	87%	3	23	17	74%	\$ 11.89	4	84%	32%	0%
PY 03-04 Adult/DW TOTALS:			\$ 2,335,231	\$ 2,335,231	250	265	106%	8	192	133	69%	\$ 12.44	51	59%	43%	25%
Adult subtotal:					125	154	123%	8	107	85	79%	\$ 11.35	33	54%	48%	43%
Dislocated Worker subtotal:					125	111	89%	0	85	48	56%	\$ 14.35	18	68%	33%	17%

**WIA Adult and Dislocated Worker Services
As of December 31, 2004**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 12/31/04	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 - 9 Month
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	52	127%	\$ 11.33	32	86%	72%	66%
PIC One Stop Downtown/East Oakland	DW	7/02 - 6/04			200	70	35%	3	48	54	113%	\$ 16.93	35	91%	72%	62%
English Center: WIA One Stop Affiliate	Adult/DW	7/02 - 6/04	\$ 50,000	\$ 50,000	25	25	100%	2	16	18	113%	\$ 9.51	9	79%	67%	60%
Lao Family Comm. Dev.: WIA One Stop Affiliate	Adult/DW	7/02 - 6/04	\$ 50,000	\$ 50,000	20	21	105%	1	13	17	131%	\$ 11.26	6	100%	76%	76%
Unity Council: WIA One Stop Affiliate	Adult/DW	7/02 - 6/04	\$ 50,000	\$ 50,000	20	17	85%	0	12	10	83%	\$ 12.41	3	70%	63%	86%
City of Oakland DHS	Adult/DW	7/02 - 6/04	n/a	n/a	38	34	89%	4	21	29	138%	\$ 10.03	5	79%	67%	58%
PY 02-03 Adult/DW TOTALS:			\$ 3,887,716	\$ 3,887,716	380	233	61%	16	151	180	119%	\$ 12.67	90	86%	70%	65%
Adult subtotal:					180	141	78%	11	88	111	126%	\$ 10.74	47	90%	75%	68%
Dislocated Worker subtotal:					200	92	46%	5	63	69	110%	\$ 15.78	43	83%	68%	63%

**WIA Adult and Dislocated Worker Services
As of December 31, 2004**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 12/31/04	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 - 9 Month
PROGRAM YEARS 2000-02, aggregate																
Universal Client services through all One-Stop Centers	Core	7/00 - 6/02			9,050	10,202	113%									
PIC One Stop Downtown/East Oakland	Adult	7/00 - 6/03	\$ 7,062,110	\$ 7,062,110	502	375	75%	151	231	217	94%	\$ 12.27	130	63%	60%	56%
PIC One Stop Downtown/East Oakland	DW	7/00 - 6/03			570	502	88%	130	346	362	105%	\$ 12.26	196	75%	70%	70%
English Center: WIA One Stop Affiliate	Adult/DW	1/02 - 6/03	\$ 50,000	\$ 50,000	33	34	103%	6	21	26	124%	\$ 10.68	9	69%	61%	62%
Lao Family Comm. Dev.: WIA One Stop Affiliate	Adult/DW	1/02 - 6/03	\$ 50,000	\$ 50,000	20	20	100%	4	13	16	123%	\$ 14.04	9	85%	75%	65%
Unity Council: WIA One Stop Affiliate	Adult/DW	1/02 - 6/03	\$ 50,000	\$ 50,000	20	21	105%	5	14	16	114%	\$ 9.65	6	62%	67%	62%
City of Oakland DHS	Adult/DW	7/01 - 6/03	\$ 150,000	\$ 150,000	38	27	71%	0	17	27	159%	\$ 10.89	13	70%	74%	67%
PYs 00-02 Adult/DW TOTALS:			\$ 7,362,110	\$ 7,362,110	1,370	979	71%	296	642	664	103%	\$ 12.13	363	70%	66%	61%
Adult subtotal:					600	457	76%	161	282	288	102%	\$ 11.95	161	64%	62%	59%
Dislocated Worker subtotal:					570	522	92%	135	360	376	104%	\$ 12.26	202	75%	70%	63%

**WIA Youth Services
As of December 31, 2004**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 12/31/04	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	7/03 -	\$ 128,856	\$ 128,856	8	9	113%	6	5	83%	\$ 9.58	18		6		
	Younger Youth	6/05			32	30	94%		0				85	52	2	27
Scotlan Youth Development Center	Older Youth	7/03 -	\$ 121,138	\$ 121,138	8	12	150%	7	7	100%	\$ 8.28	10		12	1	
	Younger Youth	6/05			22	18	82%		8			\$ 7.30	18	18	12	4
Spanish Speaking Citizens Foundation	Older Youth	7/03 -	\$ 86,100	\$ 86,100	0	4	n/a	2	1	50%	\$ 8.00	1		2		
	Younger Youth	6/05			30	27	90%		1			\$ 7.40	27	1	40	7
Youth Employment Partnership	Older Youth	7/03 -	\$ 291,390	\$ 291,390	50	48	96%	29	31	107%	\$ 8.64	41		67	9	1
	Younger Youth	6/05			100	122	122%		4			\$ 9.05	106	3	219	23
PY 03 - 04 Youth TOTALS:			\$ 627,484	\$ 627,484	250	270	108%	44	57		\$ 8.49	306	4	416	54	149
Older Youth subtotal:					66	73	111%	44	44	100%	\$ 8.68	70		87	10	1
Younger Youth subtotal:					184	197	107%		13		\$ 7.85	236	4	329	44	149

**WIA Youth Services
As of December 31, 2004**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 12/31/04	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	1	1	6	
					6	13	217%		2		\$ 6.87	10	4			9	
Laos 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	
Scotlan Youth Development Center	Older Youth Younger Youth	7/02 - 6/04	\$ 95,233	\$ 95,233	5	5	100%	3	2	67%	\$ 6.75	5	5	5	4	3	
					20	22	110%		3		\$ 8.28	27	15	9	9	15	
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	1	1	19	
					30	24	80%		0			19	33	1	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	38	16	14	16	
					100	179	179%		12		\$ 8.86	138	16	213	17	94	
PY 02-03 Youth TOTALS:			\$ 634,877	\$ 634,877	257	332	129%	36	56		\$ 8.97	278	55	361	47	184	
					Older Youth subtotal:	79	69	87%	36	38	106%	\$ 9.22	59	38	40	20	25
					Younger Youth subtotal:	178	263	148%	18	18		\$ 8.46	219	17	321	27	159

**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 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, communication training, youth advocacy training, and 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 21 – 25 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 21 – 25 of the Main Agenda Report for performance data on this agency.

SPANISH SPEAKING CITIZENS' FOUNDATION
Youth and Family Services
WIA Youth Subcontractor

AGENCY DESCRIPTION: The mission of the Spanish Speaking Citizens' Foundation (SSCF) Youth and Family Services is to empower the individual and community to improve the quality of life while enhancing our cultural heritage. From 1981 through 1999, SSCF conducted a Summer Youth Employment Training Program (SYETP) for 125 to 150 youth each summer that included a Civic Leadership Development, Journalism Program and Higher Education Development. SSCF provides services to Oakland residents that include Advocacy and Information, Citizenship and Immigration Preparation, ESL, and the Aztec High School Scholarship Program. SSCF serves a Family Resource Center for the Fruitvale Community. Presently, we house the Center for Independent Living (CIL) Services and the Oasis Community High School, an alternative high school for young people from the Oakland community. We are also the lead agency coordinating after school program services at nearby International Community Elementary School.

LOCATION: 1470 Fruitvale Avenue Phone: 510.261.7839
Oakland, CA 94601 Fax: 510.261.2968

CONTRACTED SERVICES: SSCF serves 24 younger in school and idle youth and 3 older/idle youth during the program year. Idle youth are defined as at least 14 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 developing participants' Public Speaking and Study Skill; Phase III - 24 hours of Leadership workshops which emphasizes civic awareness and community involvement; Phase IV - 28 hours of World of Work Awareness training, which includes advanced computer training, job readiness and financial management workshops; Phase V - Work Experience divided into three equal phases totaling 270 plus hours for Younger/Idle and Older/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.

Please refer to pages 21 – 25 of the Main Agenda Report for performance data on this agency.

**YOUTH EMPLOYMENT PARTNERSHIP
WIA Youth Subcontractor**

AGENCY DESCRIPTION: The Youth Employment Partnership, Inc. has been providing employment training to at-risk Oakland youth since 1973. YEP leverages administrative and other resources across programs, working in partnership with other agencies to provide support services to clients and to prevent duplication. YEP's programs currently include: Americorps Neighborhood Investment Team, Career Alternatives, Career Tryout, Career Try-Out McClymonds at the Youth and Family Center at McClymonds High School, Customized Training Program, Future Workforce, Knight's Café, Mayor's Summer Youth Program, Oakland Youth Self-Sufficiency, Team Oakland, Youthbuild Construction Training. YEP provides an array of support services including after-school tutorials, GED assistance or Charter School enrollment, Driver's License assistance, Substance Abuse counseling, transportation assistance, childcare assistance, and mental health counseling.

LOCATION: 2300 International Boulevard 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 includes younger teens, who receive case management, links to support services, basic skills, pre-employment training and work experience.
- 2). **GROUP #2** - 50 in-school youth. This group includes teens 16-18 years of age, who receive case management, links to support services, basic skills or GED services, pre-employment training, vocational skills training and work experience.
- 3). **GROUP #3** - 50 out-of-school youth. This group includes young adults aged 18 – 21, who receive case management, links to support services, basic skills or continuing education or GED, pre-employment training, vocational skills training, or links to WIA-funded training and work experience.

Skill Objectives:

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

Occupational Skills include training in tutoring, environmental clean-up, 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. YEP is also actively recruiting foster youth and youth involved in the criminal justice system, and provides programs and services specifically designed to serve the needs of these populations.

Please refer to pages 21 – 25 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 20 years. ECIW also works with EDD to provide training services to EDD clients. ECIW facilitates 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: Reinhardt Hall – B Wing
5000 MacArthur Blvd., 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 Reinhardt Hall 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 in intensive English, computer applications and career preparation to build readiness for sustainable employment. Clients also often avail themselves of internship opportunities prior to exiting the program. Clients may access further training through ITA/OJT referral and in-house Vocational English as a Second Language (VESL) services.

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.

We also offer career assessment, job club/workshop, job placement, job retention and follow-up, resume preparation; job search and job referrals, employment workshop, practice interviewing, job matching, individual counseling, supportive services, and much more as individual needs.

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/CIRCLES (Comprehensive Integrated Resources for CalWORKS Limited English Speakers) is a comprehensive job readiness and employment program that serves limited-English proficient (LEP) 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 paid work experience that assists them in moving into unsubsidized employment. The services are provided in seven language groups: Spanish, Laotian, Mien, Cantonese, Mandarin, Vietnamese and Cambodian. 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 2B
Oakland, CA 94601

CONTRACTED SERVICES: The Unity Council Multi-Cultural One Stop Career Center 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.

PRIMARY CLIENTS: Limited-English proficient TANF clients, Oakland Housing Authority residents, and low-income families and individuals who are unemployed or underemployed. The goal of CIRCLES is to provide comprehensive employment services to all residents of the Fruitvale and San Antonio neighborhoods, with a special emphasis on limited-English speaking 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 – 19 of the Main Agenda Report for performance data on this agency.

**City of Oakland
Adult Programs
Through December 31, 2004**

Attachment C - 1

Agency and Program	Enrollees	Contract Period	Contract Amount	Cost Draw Downs as of 12/31/04	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	7/04 - 6/05	\$ 60,960	\$ 30,580	4	4	100%	0	4	4	100%	\$ 6.75	0	4	4
Jobs Consortium: HELP Program	Adult	7/04 - 6/05	\$ 39,426	\$ -	*	*	*	*	*	*	*	*	*	*	*
LEA/DHS: Assets Senior Employment Program	Adult	7/04 - 6/05	\$ 1,230,726	\$ 565,031	269	218	81%	0	66	26	39%	\$ 11.52	8	10	n/a
Totals:			\$ 1,331,112	\$ 595,611	273	222	81%	0	70	30	43%	\$ 10.88	8	14	4

Agency and Program	Enrollees	Contract Period	Contract Amount	Cost Draw Downs as of 12/31/04	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	7/04 - 6/05	\$ 194,000	\$ 107,935	12,000	11,627	97%	4,000	2,284	57%	\$ 10.00	1,059	1,225

**City of Oakland
Youth Programs
Through December 31, 2004**

Agency and Program	Enrollees	Contract Period	Contract Amount	Cost Draw Downs as of 12/31/04	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	7/04 - 6/05	\$ 80,677	\$ 50,526	84	28	33%	2	84	28	33%	\$ 3.47	28	0	28
East Bay Conservation Corps: Recycling Program	Youth	8/03 - 7/05	\$ 240,000	\$ 141,521	16	16	100%	0	16	16	100%	\$ 9.00	65	11	15
East Bay Conservation Corps: School/Community Garden Project	Youth	8/04 - 12/04	\$ 30,000	\$ 20,971	5	5	100%	0	5	5	100%	\$ 7.04	4	0	0
Youth Employment Partnership: Team Oakland	Youth	4/04 - 9/04	\$ 250,000	\$ 250,000	110	111	101%	0	110	111	101%	\$ 7.00	600	1	0
Youth Employment Partnership: Career Tryout	Youth	7/04 - 6/05	\$ 174,606	\$ 129,955	147	147	100%	0	147	147	100%	\$ 7.00	147	0	0
Totals:			\$ 775,283	\$ 592,973	362	307	85%	2	362	307	85%	\$ 6.78	844	12	43

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	Average Wage/Stipend
	4/03 - 9/03	\$ 40,000	1,701	1,000	1,027	103%	500	424	85%	\$ 7.19

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

**City of Oakland
Youth Programs
Through December 31, 2004**

Oakland Unified School District, Career Academies Program	Contract Duration	Contract Amount	Cost Draw Downs as of 12/31/04	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	unknown*	03-04	2,200	320	423	132%	50%	unk	unk
				04-05	2,200	320	272	85%	50%	n/a	n/a

*OUSD could not provide funds used information in time for publication of this report

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 34 – 35 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: pending

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 34 – 36 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 34 – 36 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 34 – 36 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 37 – 39 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 37 – 40 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 37 – 40 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 37 – 40 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 37 – 40 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 – 40 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 38 – 41 of the Main Agenda report for more detailed performance data on this program.

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

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

FROM: Jo Ann Yoshioka-George, ERDP Supervisor

Date: February 21, 2005

This summary report covers the period of July 1, 2004 – December 30, 2004. The reporting information provides an overview of ERDP's results in the areas of: types of workforce development services, placements, tenant services, community collaborations, internships, and apprenticeship construction services.

During this period, 917 resumes and applications were received. Despite reduction in staffing, interviewing and referrals to tenant openings has remained constant from the last reporting period, averaging approximately 100 clients per month. Placements have also remained consistent at about 20 hires per month. Of the 256 interviewed, 47% obtained employment through ERDP. The demographics clearly show that ERDP serves primarily LIA residents and in particular Oakland residents. Oakland residents make up 70% of the placements and LIA residents total 82%.

Apprenticeship construction recruitment also continues to focus on LIA residents. Of those receiving services, 64% are Oakland residents and 71% are LIA residents. The average wage of the 8 construction placements is \$24.00/hr. An additional benefit to these services is the opportunity to extend collaborative efforts of the MAPLA through the Social Justice Committee. The latest MAPLA report to the Commissioners by Davillier-Sloan, Inc. in October depicts a steady increase of LIA apprentice utilization on PLA covered projects.

In the area of tenant services, tenants in all revenue divisions, Commercial Real Estate, Maritime and Aviation received ERDP services. This reporting period, two new tenants in Aviation and Maritime began receiving ERDP services which resulted in 21 hires.

Community collaborations continue to be an important function for ERDP. These substantive collaborations have produced tangible outcomes such as new services and added value to existing services which contributes to the workforce development system in Oakland and the Bay Area.

In addition to the Port's summer intern program, providing internship opportunities for Oakland Unified School District's School to Career Programs, local employment training programs and colleges is now an integral part of ERDP. This year ERDP will coordinate over 5,000 unpaid internship hours for students.

Perhaps the most recognizable and measurable outcome of ERDP's services is the economic benefits to both residents and the city of Oakland through employment. The \$2.2 million in wages earned from these 121 placements not only contribute to greater self sufficiency for individuals and families but

also helps strengthen the tax base. The average hourly rate of \$14.20/hr for full time employment and \$11.19/hr for part time employment is above the living wage and includes union construction placements which have excellent benefits. These concrete and positive benefits further demonstrate how the Port policies and practices extend beyond its borders.

PLACEMENT INFORMATION

Total placements - 121

Total estimated wages - **\$2,245,579**

Full Time Wages - \$1,876,218

Part Time Wages - \$369,361

Average Hourly Wage

Full Time: **\$14.20/hr**

Part Time: **\$11.19/hr**

71% of placements are full-time. 50% of them are temporary status positions. In comparison, 27% of the part-time placements are temporary.

Placements by tenants

67% of all placements were with Port tenants. 37% of placements are with Aviation tenants. Maritime placements have significantly increased. There were 21 Maritime placements during this reporting period as compared to only one in all of last year.

Aviation - 44

Commercial Real Estate - 14

Maritime - 21

Non-tenant placements – 34

Providing job referrals to other employers is extremely beneficial to the job seekers. 28% obtained employment with primarily Oakland businesses.

ERDP Construction placements - 8

TENANT SERVICES

ERDP saves tenants time and money in their advertising and recruitment costs and they can be assured that their current openings will be advertised monthly. The personal service of also providing quick turn around time for time sensitive positions has been appreciated. Utilizing ERDP encourages tenants to consider hiring local residents, which makes good business sense in reducing employees' commute time and expense.

ERDP assisted 31 tenants during this period and conducted recruitment for 1045 openings. These included all open positions on a monthly basis and on-going positions.

Total job openings advertised – 1045

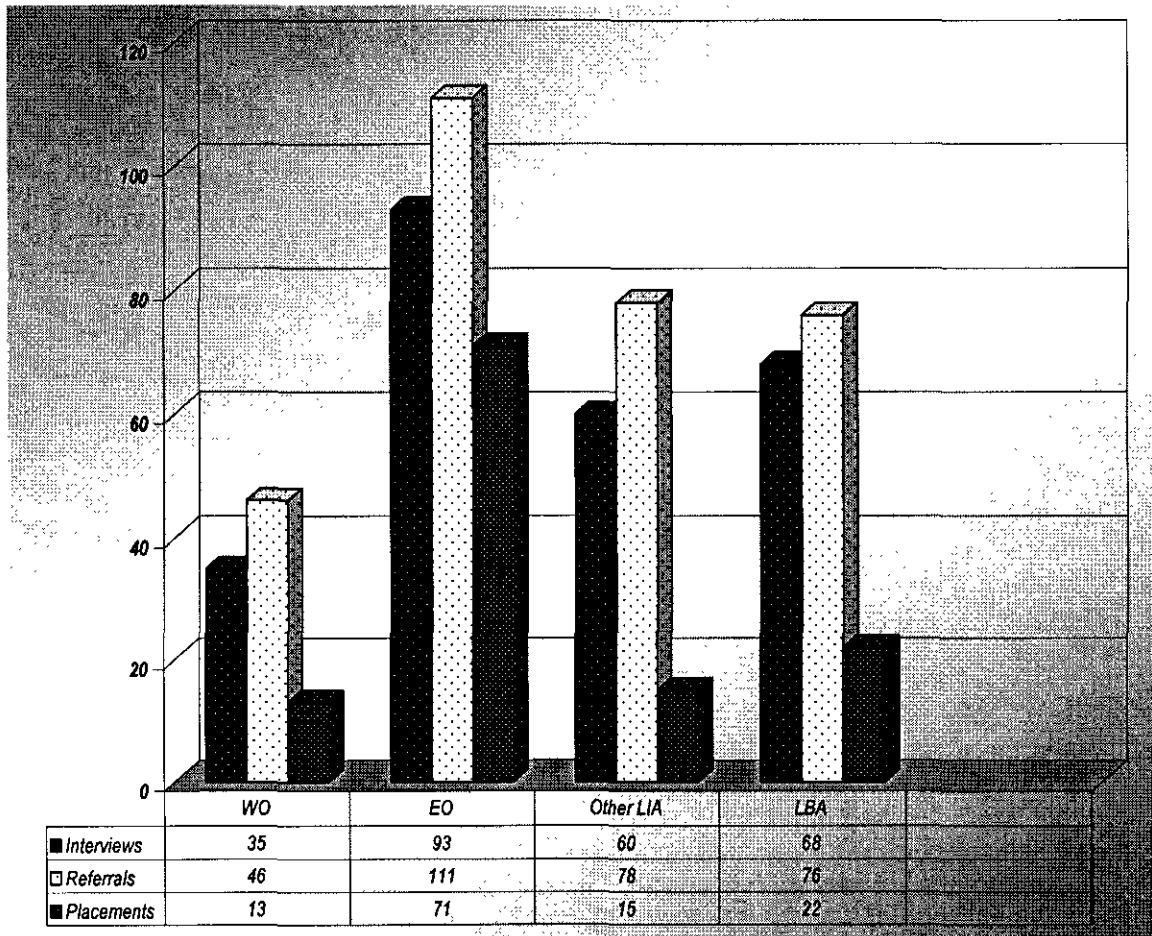
Full time - 678
 Part time - 367
 Permanent - 719
 Temporary - 326

DEMOGRAPHICS OF JOB SEEKERS AND SERVICES

The primary data ERDP maintains on job seekers are residency and ethnicity. Besides outreach and recruitment, the core services of ERDP are interviewing, referral and placement.

Residency

Residency is defined by the zip codes of West Oakland (WO), East Oakland (EO), Other LIA (Emeryville, San Leandro and Alameda), and the LBA (Alameda and Contra Costa Counties). East Oakland comprises the largest geographic area in terms of zip codes thus reflecting the highest number of clients served.



Services for those formerly incarcerated

ERDP also makes efforts to serve those who have been formerly incarcerated in finding employment. Although there are a limited number of tenants who do not require a background check, there have been three successful hires this period.

Ethnicity

78% of services went to job seekers who identified themselves as African Americans, 10% to Hispanics, 5% each to Asians and White, and 2% to other groups.

COMMUNITY AND TENANT INVOLVEMENT

Community participation is an important aspect of ERDP. It is an excellent opportunity for outreach and effective in informing the public on how to gain access to tenant openings. It also helps bring greater visibility to the Port's progressive approach to local hire. ERDP staff is an important source to many organizations for employment information and general Port information. The level of outside community participation speaks to the commitment and ability of staff to service the individual as well as the community.

ERDP is also the bridge between tenants and community that offers a coordinated system to meet labor and employment needs. Tenants are represented at all events and their opportunities are promoted to the public. Community has access to up to date information on job openings and Port projects.

Presentations/Workshops

- Allen Temple – J. Alfred Smith Training Academy
- Berkeley Youth Alternative
- English Center for International Women – Mills College
- Job Corp
- Oakland Private Industry Council Employer Panel
- Oakland Unified School District Career Panel
- Scotlan Youth Center

Community/Tenant Events

- Allen Temple – J. Alfred Smith Training Academy Community Partnership Anniversary Banquet – Planning Committee and Honoree
- Allen Temple – J. Alfred Smith Training Academy Graduation
- Amtrak Maintenance Facility Dedication Ceremony
- Annual Community Health Fair – Market Street Seventh Day Adventist Church and Hoover Elementary School
- Black Expo
- Business Jet Center Grand Opening
- ERDP Roundtable for Community
- Market Street Health Fair
- Mayor's Summer Jobs Committee
- Oakland Unified School District School to Careers Internship Recognition
- Paradise Baptist Church – Health/Job Fair
- Roundtable with Barbara Lee and Service Providers at the Oakland Private Industry Council
- Tradeswomen Inc., 25th Anniversary
- Wardrobe for Opportunity Grand Opening

Job Fairs

- Alaskan Airlines Job Fair
- BACSIC Job Fair for union apprentices and journeymen
- Berkeley Youth Alternative
- Celebrating Labor Job Fair
- Community Action Job Fair – Department of Rehabilitation
- Oakland/San Leandro Adult and Youth Job Fair
- One-Stop Oakland Job Fair
- One-Stop Richmond Job Fair

ERDP COMMUNITY COLLABORATIONS

Collaborations are necessary for efficient and quality services. By leveraging the Port's resources, we are able to access additional services to help a greater number of local residents. The Port and ERDP's participation in these collaborations have enabled more job seekers to have a better chance at success. Something as simple as a suit or targeted training can change a person's future.

Wardrobe for Opportunity

ERDP found that some of its male job seekers did not have the right clothing for a job interview and there were no services in Oakland for them. An outstanding service for women was the non-profit, Wardrobe for Opportunity. Partnering with Allen Temple Training Academy and UPS, ERDP helped Wardrobe for Opportunity develop and launch its men's program in 2004. To date Wardrobe has dressed over 200 men from Allen Temple and ERDP. The Board at Wardrobe has just approved continuance of the men's program for 2005.

ERDP Roundtable for Community

ERDP hosts the Roundtable for Community on a semi annual basis. The most recent Roundtable in October featured Port Projects which covered the Airport, Oak to Ninth and Jack London Square as well as the City of Oakland Local Employment Program for Oakland construction workers. Jim Falaschi of Jack London Square Partners was the featured speaker.

Community Re-Entry Service Provider's Network (CRSPN)

As an outcome of its recruitment, ERDP has the opportunity to assist those formerly incarcerated find employment. In providing such services, other resources are often needed. Seeing the need for a coordinated system of services and resources, ERDP, Allen Temple, Employment Development Department and Urban Strategies Council have taken the lead in forming an innovative collaboration called CRSPN in developing a resource bank and identifying and supporting legislative and policy initiatives that give those who have been incarcerated and are seeking employment, the necessary network and services to support their successful reintegration into family and community life

Mayor's Summer Jobs Program

ERDP is a committee member for the Mayor's Summer Jobs Program and serves as Chair to the Job Development sub committee. MSJP is under the direction of the City of Oakland - CEDA, Workforce Development.

Workforce Investment Board (WIB) – One Stop Leadership Committee

The WIB oversees all federal job training and employment funding for Oakland. ERDP serves as a committee member on the One Stop Leadership Committee which oversees the services for the

Oakland One Stop and six Affiliate One Stops. The One Stops are career centers located throughout the Oakland community that provides job training and employment services to underserved populations and special groups.

City of Oakland Health and Human Services – Assets Senior Employment Program, Senior Aides Program

SRD is a designated Host Agency Training Site with Assets which trains and prepares low income Oakland seniors 55 years and older for re-entry into employment. For the past four years ERDP/SRD has hosted and trained 15 Senior Aides. SRD currently has a Senior Aide training in Contract Compliance.

Oakland Unified School District – Engineering, Architecture and Construction Academy Cluster

ERDP participates in this OUSD Academy Cluster which serves in an advisory capacity to this Academy. The intent is to bring greater awareness and education for career planning in these occupations to high school level students.

Business Roundtable – Regional Technical Training Center

ERDP is a member of RTTC's monthly Business Roundtable which is focused on industry based training and local employment. ERDP supports RTTC's effort to develop a Retail/Customer Service Training Program that could be of benefit to Oakland businesses.

Tri Valley Regional Occupational Program/Santa Rita Jail

ERDP is a board member and advisor for the curriculum and job search services for the ROP at Santa Rita Jail.

INTERNSHIPS

ERDP coordinates the Port's summer internship program but also works with local high schools, job training programs and colleges seeking internship prospects throughout the year. Besides the Port's three lines of business other areas such as engineering, public policy as well as its unique interest in community issues as a public agency makes the Port an appealing agency to obtain experience and training. To date 3,800 intern hours have been worked in various departments throughout the Port. Many of the interns have been extremely beneficial to the Port such as those students from the UC Berkeley International Diploma Program. Through this program degreed engineers have worked in Dredging and Project Management. ERDP is conducting greater outreach to college intern programs such as the John F. Kennedy School of Government at Harvard and to others who have expressed interest in the Port as an internship site.

CONSTRUCTION SERVICES

Construction is becoming more visible and is shown in most labor studies as a growing industry for jobs. For a third year, the Port and the Workforce Investment Board continued to maintain the 50% match agreement for FY 04 – 05 to invest in the Construction Resource Coordinator position to recruit and place those interested in the construction trades.

Outreach and recruitment extends far beyond the Port and Career Center locations. Although both are viable and busy sites, community and special interest groups also benefit by obtaining information about the industry and more importantly learn and understand the requirements and process to get into the trades. The Port Social Justice Committee has also been an important vehicle to work with a broad

base of stakeholders, community, labor and management who are all key to the success of getting local residents into the trades.

Although placement in construction tends to take more time and require more detailed areas to address, the activity indicates a continuing strong interest in this industry as a career opportunity. During this period, 27 placements were made through the ERDP and BACSIC collaboration as part of the Social Justice Committee. 80% of these placements have benefits. Construction wages tend to be well above the living wage as union construction jobs can pay a range from \$12 to \$35/hr. The average construction placement wage was \$24.00/hr. during this six-month period.

ERDP reports to the Workforce Investment Board (WIB) on a quarterly basis on the placements resulting from the ERDP/BACSIC collaborative with the Social Justice Committee. ERDP also reports on its recruitment activity to the Social Justice Committee on a monthly basis. Both reports are attached.

WORKFORCE INVESTMENT BOARD (WIB) REPORT – July 1, 2004 – Dec 30, 2004

	TOTAL Placements			Subtotal: Union Construction Jobs			Non Construction Jobs		
	Jobs	Bnft	Wage	Jobs	Bnft	Wage	Jobs	Bnft	Wage
Clients through BACSIC, 1st. Quarter	15	12	\$17.43	12	12	\$18.18	3	N/A	\$14.42
Clients through ERDP, 1st. Quarter	4	4	\$20.15	3	3	\$22.12	1	1	\$14.48
1st. Quarter Total	19	16	\$18.01	15	15	\$18.97	4	1	\$14.45
Clients through BACSIC, 2nd. Quarter	2	n/a	\$10.00				2	n/a	\$10.00
Clients through ERDP, 2nd. Quarter	6	6	\$23.77	5	5	\$25.12	1	1	\$17.00
2nd. Quarter Total	8	6	\$20.32	5	5	\$25.12	3	1	\$12.33
Year To Date TOTAL	27	22	\$18.70						

Port of Oakland - ERDP CONSTRUCTION RECRUITMENT ACTIVITY
Social Justice Committee Report: Month of December 2004 /Cumulative (1/1/02-12/31/04)

	1/02-6/04	July	Aug	Sept	Oct	Nov	Dec	Totals
Inquires	2253	168	196	146	143	166	104	3176
Applications Rec'd	984	48	42	41	42	44	40	1241
Referrals to CBO's	743	27	40	32	34	36	33	945
BACSIC	680	27	35	32	34	36	33	877
YEP	63	0	5	0	0	0	0	68
City of Oakland	26	0	0	0	11	0	0	37
One Stop Outreach	947	90	77	64	30	83	43	1334

Residency of Applications Received

	1/02 - 6/04	July	Aug	Sept	Oct	Nov	Dec	Total	%
Oakland	628	24	26	22	26	29	30	785	64%
Other LIA	70	5	2	3	4	1	3	88	7%
LBA	227	5	12	7	2	13	6	272	22%
Non LBA	59	14	2	0	10	1	1	87	7%
Total	984	48	42	32	42	44	40	1232	

Gender of Applications Received

	1/02 - 6/04	July	Aug	Sept	Oct	Nov	Dec	Total	%
Female	66	4	8	3	4	1	2	88	7%
Male	918	44	34	29	38	43	38	1144	93%
Total	984	48	42	32	42	44	40	1232	

Economic Outlook for the East Bay Area

February 2005

Report to:

Al Auletta, Executive Director, Oakland Workforce Investment Board

From:

Developing Alternatives David J. Fike, Principal

February 7, 2005

To: Al Auletta, Executive Director, Oakland Workforce Investment Board
From: *Developing Alternatives*
David J. Fike, Principal

Executive Summary

The Bay Area labor markets continue to improve and the East Bay area continues to see some of the most impressive gains among the three major regional economies in the Bay Area. The stabilization and positive growth in virtually all key industry sectors in the East Bay continues to gain momentum, with only one private industry sector (Information) registering employment declines over the last year and these declines have been very modest. Not surprisingly, the City of Oakland's unemployment rate is showing improvement, dropping by 2.6% in the last year and a half.

The continuation of this emerging trend, however, depends on the performance of the overall U.S. economy. The national economy continues to grow, albeit at a decelerating rate near the end of last year. Some forecasters believe that the economy will return to a more robust growth rate of 4.0% to 4.5% in 2005. However, there does not appear to be an economic driver with sufficient strength to boost the economy in this way. As such, a more likely scenario is for more modest growth in the 2.0% to 3.0% range. At the same time, there remains the potential that the economy could suffer a more serious downturn by early 2006.

To: Al Auletta, Executive Director, Oakland Workforce Investment Board
 From: *Developing Alternatives*
 David J. Fike, Principal

I. Bay Area Labor Markets

The three major economic regions in the Bay Area continue to show respectable job growth and the East Bay continues to show the most impressive gains.

Table 1: Labor Market Statistics for Selected Workforce Areas in the Bay Area, May 2003 to November 2004

		May 03	Nov 04	Change May 2003 to November 2004
EAST BAY AREA				
Alameda County (not incl. Oakland)	Labor Force	546,700	557,100	10,400
	Employment	517,400	534,900	17,500
	Unemployment	29,300	22,200	(7,100)
	Unemployment Rate	5.4	4.0	(1.4)
City of Oakland	Labor Force	198,300	199,300	1,000
	Employment	177,600	183,600	6,000
	Unemployment	20,700	15,700	(5,000)
	Unemployment Rate	10.5	7.9	(2.6)
Contra Costa County (not incl. Richmond)	Labor Force	462,700	473,400	10,700
	Employment	439,600	454,500	14,900
	Unemployment	23,100	18,900	(4,200)
	Unemployment Rate	5.0	4.0	(1.0)
Richmond	Labor Force	51,800	52,400	600
	Employment	46,400	48,000	1,600
	Unemployment	5,400	4,400	(1,000)
	Unemployment Rate	10.5	8.4	(2.1)
WEST AND SOUTH BAY AREA				
San Francisco	Labor Force	399,100	408,500	9,400
	Employment	372,000	386,000	14,000
	Unemployment	27,100	22,500	(4,600)
	Unemployment Rate	6.8	5.5	(1.3)
San Jose/Silicon Valley	Labor Force	608,600	587,200	(21,400)
	Employment	553,700	554,200	500
	Unemployment	54,900	33,000	(21,900)
	Unemployment Rate	9.0	5.6	(3.4)
San Mateo County	Labor Force	367,400	374,100	6,700
	Employment	348,500	361,600	13,100
	Unemployment	18,900	12,500	(6,400)
	Unemployment Rate	5.1	3.3	(1.8)

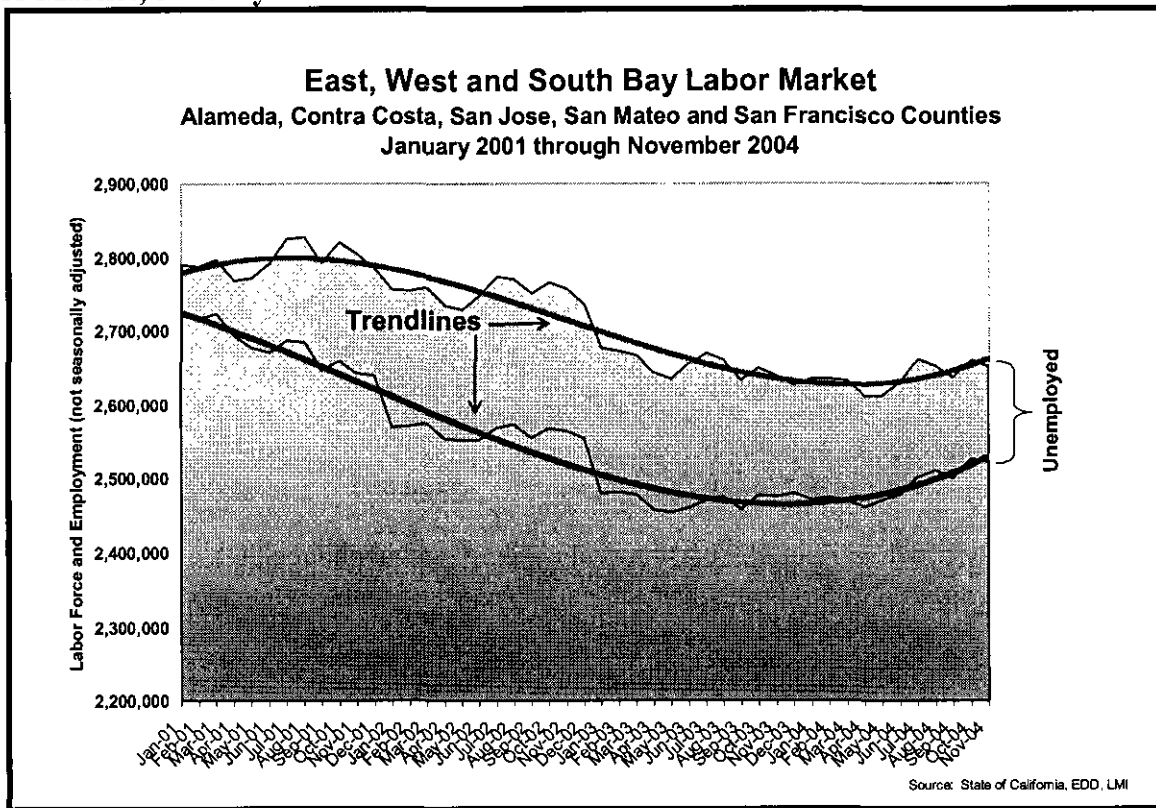
According to the survey of households¹, there are 67,600 more employed residents in the East, West and South Bay regions than 18-months ago, with more than two-thirds of this increase coming in only the last 6 months. The survey indicates that 40,000 of the 67,600 additional employed

¹ Data is from the Current Population Survey (CPS), 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.

To: Al Auletta, Executive Director, Oakland Workforce Investment Board
 From: *Developing Alternatives*
 David J. Fike, Principal

residents live in East Bay households. Not surprisingly, all major regional economies have posted declines in unemployment rates over the last year and a half, with the City of Oakland’s declining by over 2.6% during this period. Of the seven Workforce Investment Areas (WIA) examined in this study, only the San Jose/Silicon Valley area posted a larger decline in the rate of unemployment than the City of Oakland. This larger decline in the San Jose/Silicon Valley WIA was due to the continuing exodus from its labor market (21,400 fewer residents in the labor force) not a significant increase in employment (only 500 additional residents employed). In contrast, during this same period, the City of Oakland is estimated to have increased its labor force at the same time more residents have found work.²

Chart 1: Long Term Trends in Labor Force and Employment, East, West and South Bay Labor Market, January 2001 to November 2004



² Some caution with these figures is warranted because each March the state releases updated employment numbers which takes into consideration additional information that lags in such a way that it cannot be incorporated into each month’s estimates. Sometimes this lagged information can be consistently biased in a particular direction and the 12-month cumulative effect can be substantial. For example, last year’s revision produced a fairly sizeable downward revision. However, there are indications that such a downward revision is not likely this time around.

To: Al Auletta, Executive Director, Oakland Workforce Investment Board
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David J. Fike, Principal

Chart 2: Long Term Trends in Labor Force and Employment, East Bay Labor Market, January 2001 to November 2004

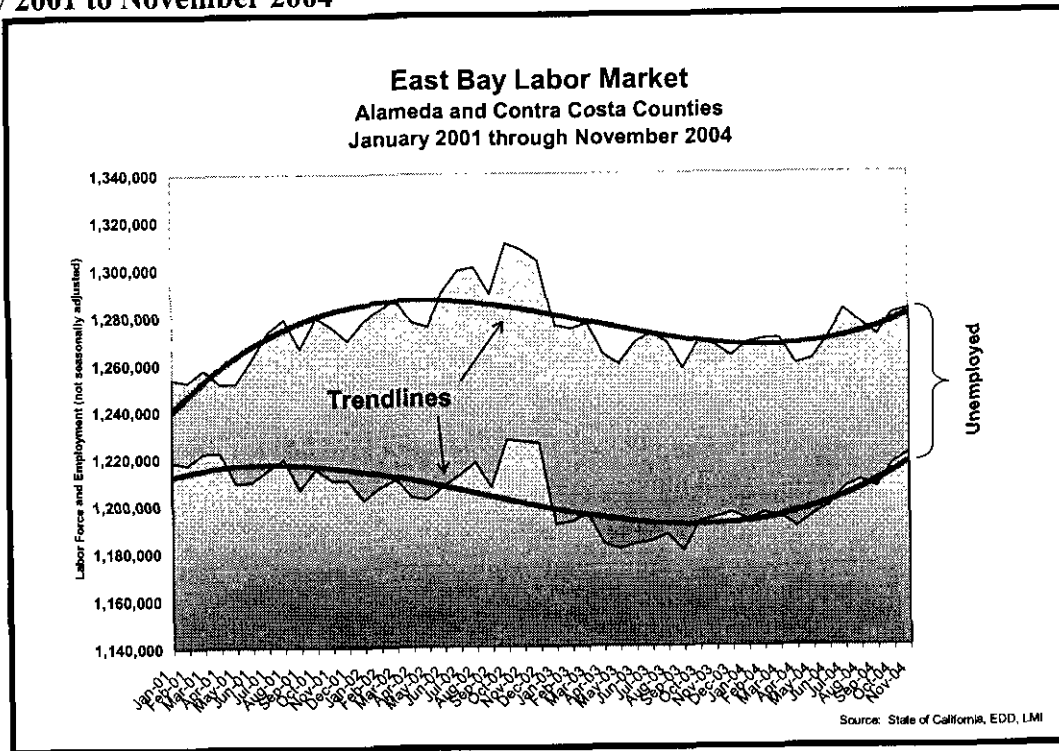
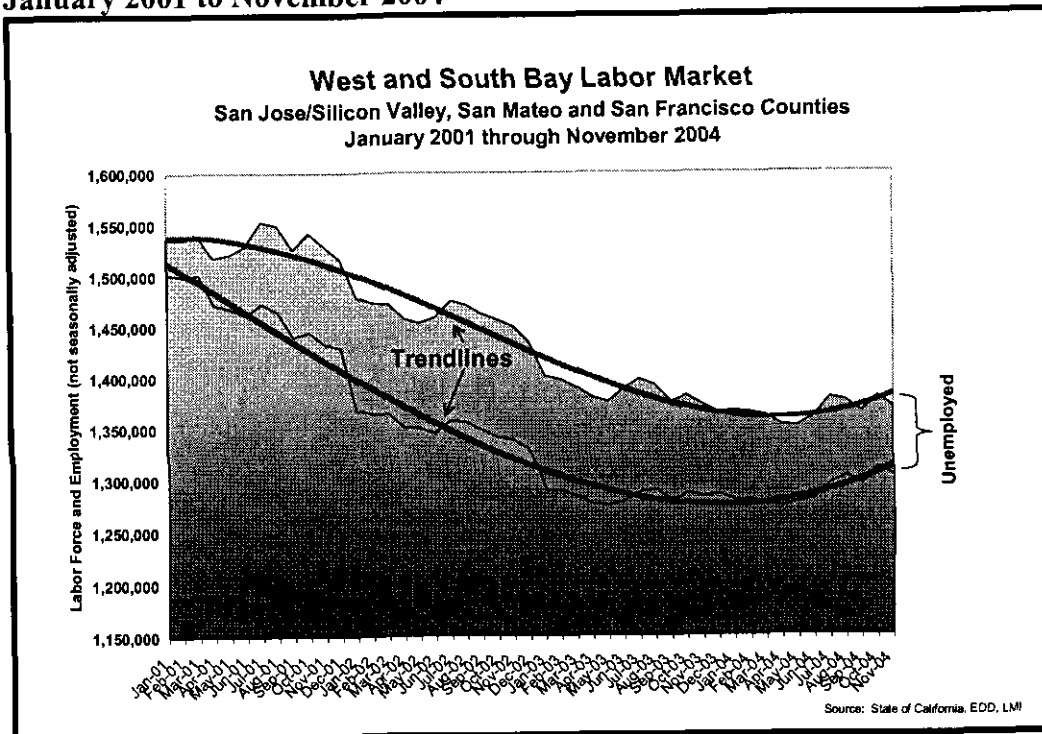


Chart 3: Long Term Trends in Labor Force and Employment, West and South Bay Labor Market, January 2001 to November 2004

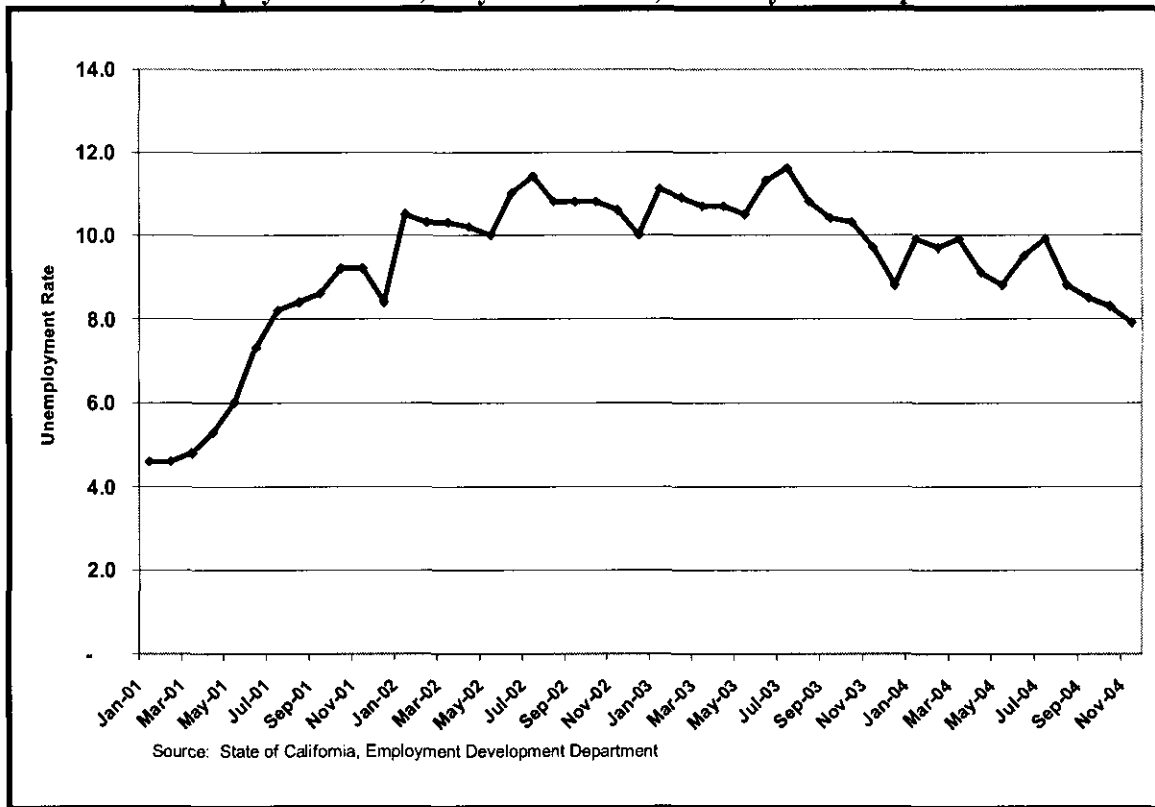


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 David J. Fike, Principal

II. The East Bay Labor Market

After hovering around and above 10% for over two and a half years, the unemployment rate in the City of Oakland began to decline 18 months ago and continues to show important declines in recent months (see Chart 4). The November unemployment rate (7.9%) marks the fourth consecutive month of declining unemployment rates in the city. Most importantly, the improvement in the unemployment rate comes as more residents have entered the labor force (1,000 more than 18 months ago) and more residents have found jobs (6,000 more than 18 months ago), an important indication of a healthier labor market. At present, the estimated number of Oakland residents looking for work yet unable to secure a job (15,700) is lower than at any time since June 2001.

Chart 4: Unemployment Rate, City of Oakland, January 2001 to present



Payroll employment within the East Bay region³ indicates that most industry sectors are growing. In fact, in the last year, the Information sector is the only private industry sector registering a decline in payroll jobs, as indicated in Table 2. The most significant job growth in the last year in the East Bay region has been in Construction sector and in the Financial Activities sector (see Table 2 and Charts 5 and 6). Over the longer term, payroll employment in the Educational and Health

³ The Current Employment Statistics (CES) survey of employers provides data on the number of payroll jobs within a particular geographic region. The East Bay region is called the *Oakland Metropolitan Statistical Area* and encompasses *Alameda & Contra Costa* counties.

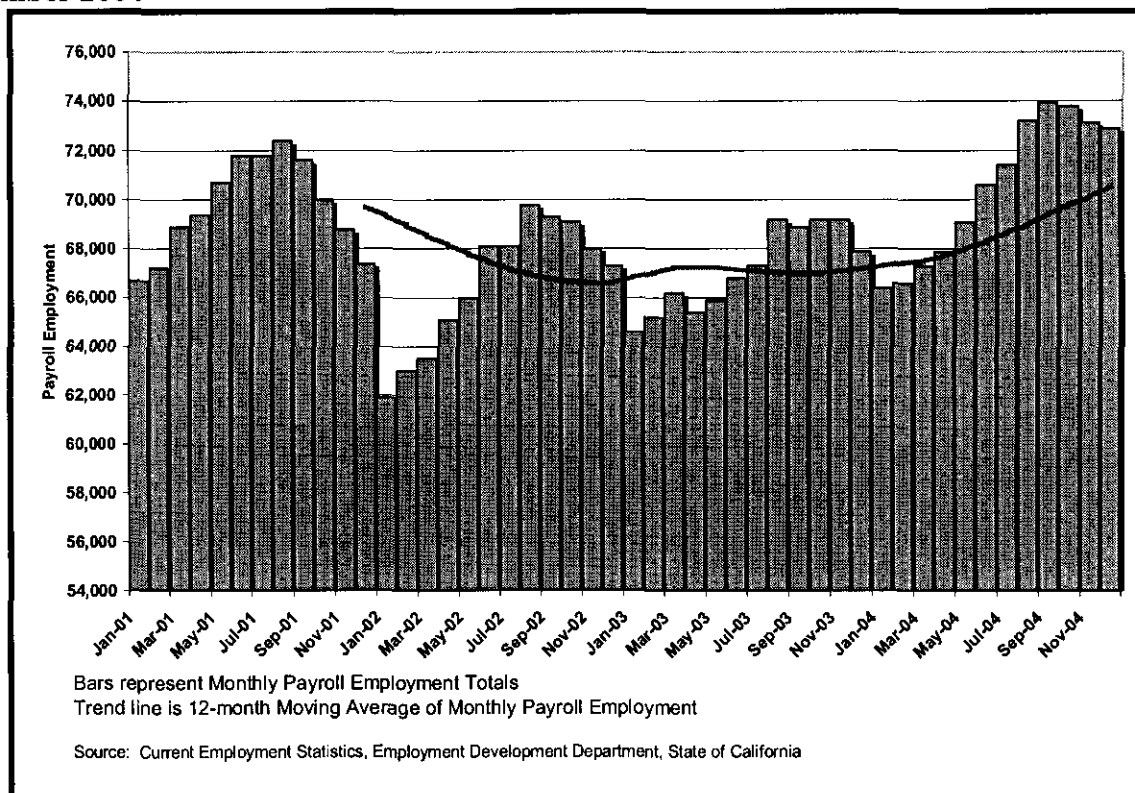
To: Al Auletta, Executive Director, Oakland Workforce Investment Board
 From: *Developing Alternatives*
 David J. Fike, Principal

Services sector has also been on a steady increase (see Chart 7). These trends bode well for continued improvement in Oakland’s employment picture.

Table 2: Employment by Industry Sector in the East Bay, December 2003 to December 2004

Industry Sector	Payroll Employment as of Dec-04	Change in last 12 months	% Change in last 12 months
Construction	72,900	5,000	7.36%
Manufacturing	96,700	400	0.42%
Trade, Transportation and Utilities	203,000	600	0.30%
Information	30,400	-700	-2.25%
Financial Activities	70,300	2,400	3.53%
Professional and Business Services	144,600	1,900	1.33%
Educational and Health Services	120,300	1,200	1.01%
Leisure and Hospitality	81,900	1,200	1.49%
Other Services	38,000	600	1.60%
Government	179,300	-800	-0.44%

Chart 5: Monthly Employment in the Construction Sector, East Bay Area, January 2001 to December 2004



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Chart 6: Monthly Employment in the Financial Activities Sector, East Bay Area, January 2001 to December 2004

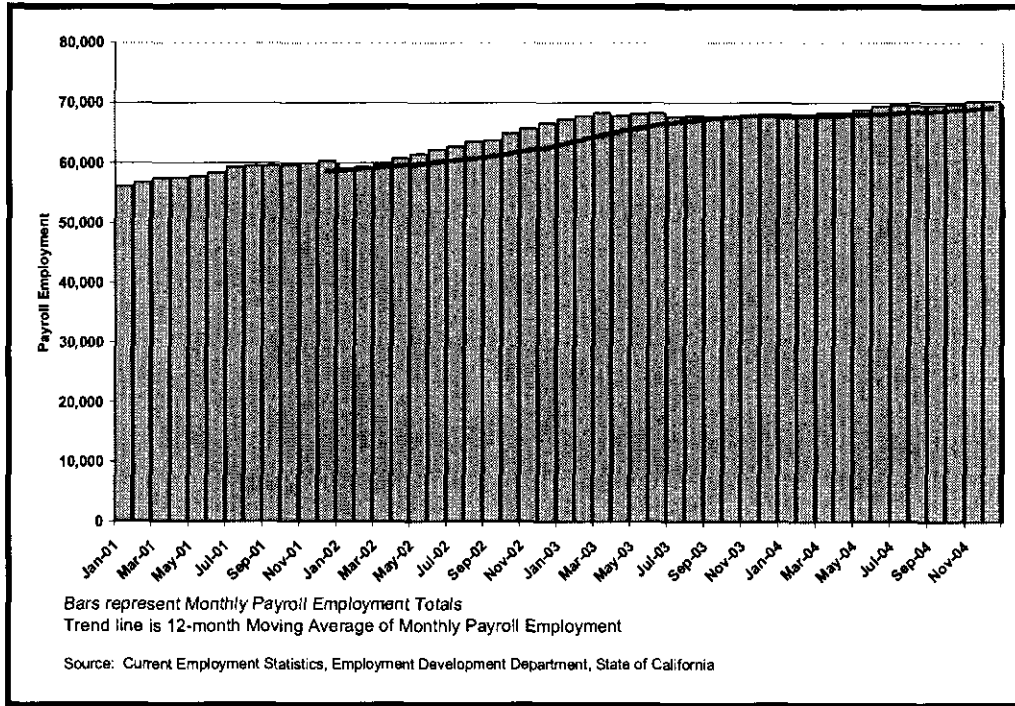
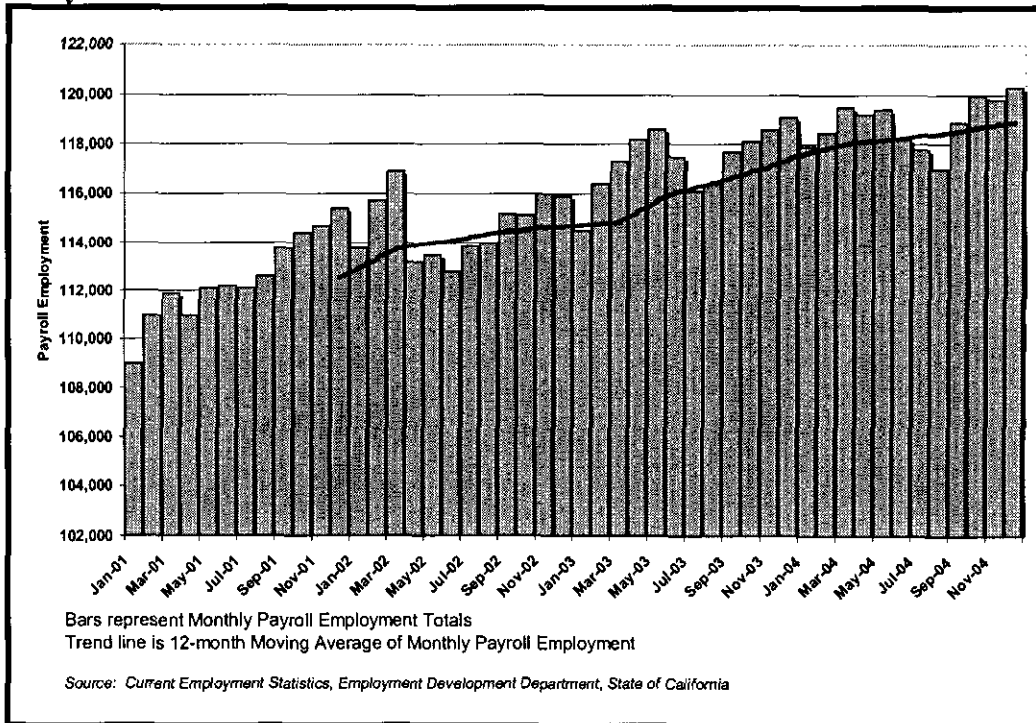


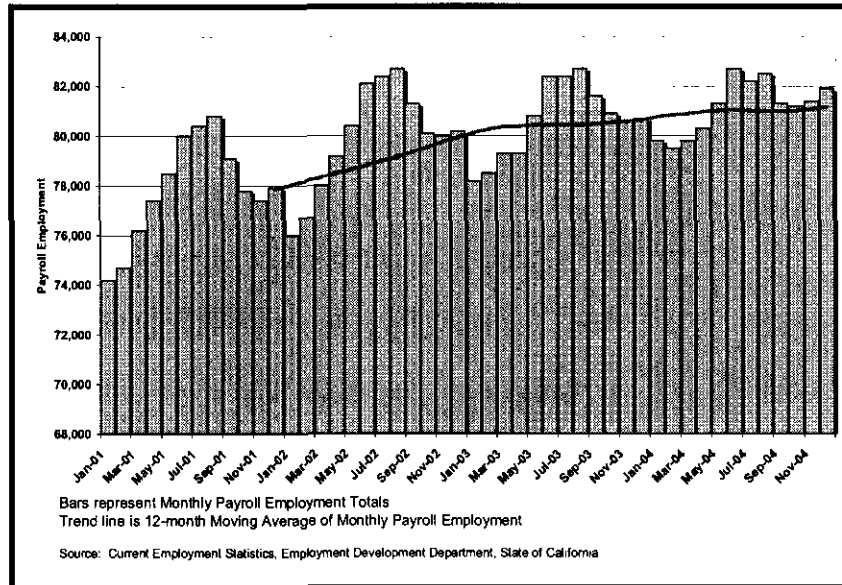
Chart 7: Monthly Employment in the Educational and Health Services Sector, East Bay Area, January 2001 to December 2004



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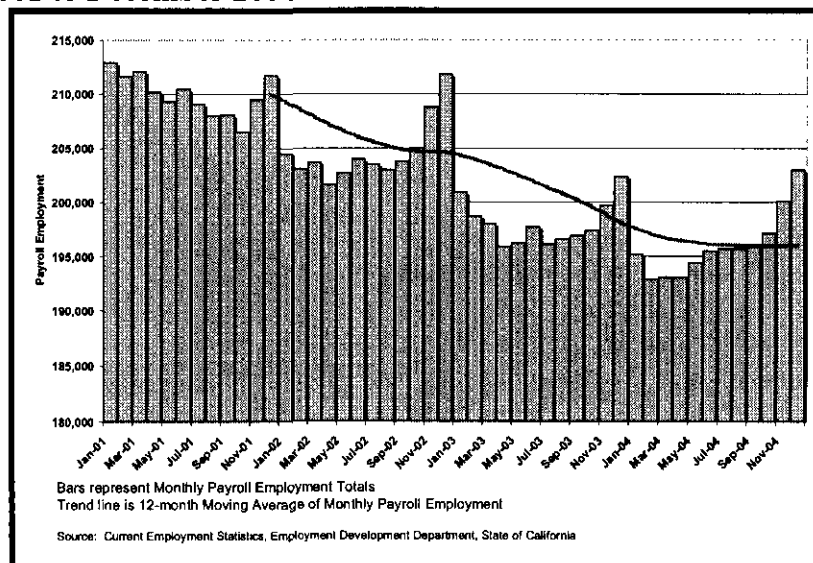
The Leisure and Hospitality sector, while exhibiting more seasonal variability than many other sectors, also continues to display upward trends (see Chart 8).

Chart 8: Monthly Employment in the Leisure and Hospitality Sector, East Bay Area, January 2001 to December 2004



There also appears to be a stabilization—and even some signs of emerging growth—in those industry sectors that have been shedding payroll employment over the 2001 to 2002 period, such as the large employment sector of Trade, Transportation, and Utilities (see Chart 9), as well as Professional and Businesses Services sector (Chart 10), the Manufacturing sector (Chart 11), and the Information sector (Chart 12).

Chart 9: Monthly Employment in the Trade Transportation and Utilities Sector, East Bay Area, January 2001 to December 2004



To: Al Auletta, Executive Director, Oakland Workforce Investment Board
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 David J. Fike, Principal

Chart 10: Monthly Employment in the Professional and Business Services Sector, East Bay Area, January 2001 to December 2004

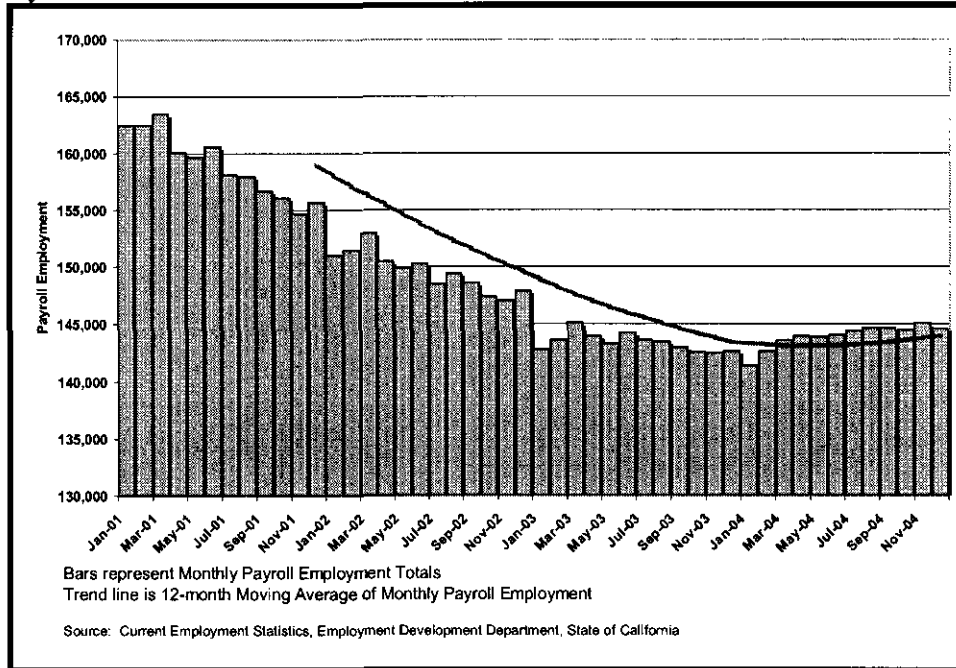
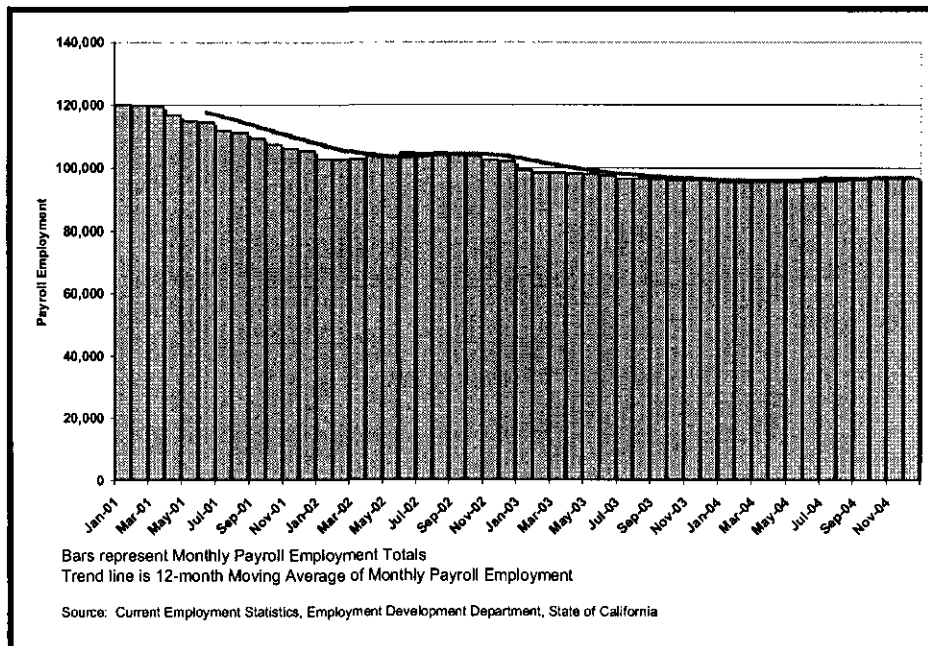
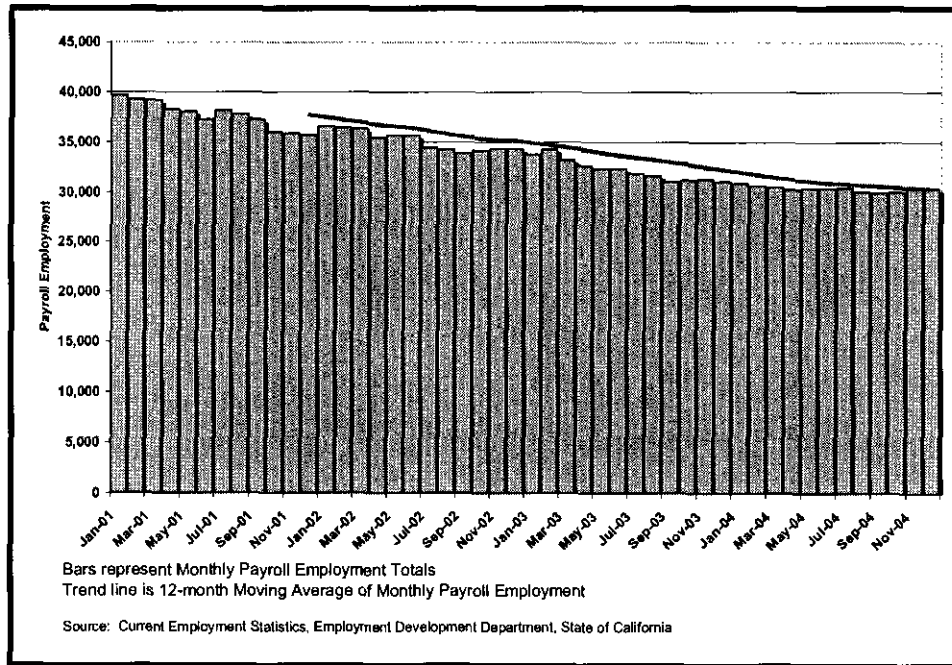


Chart 11: Monthly Employment in the Manufacturing Sector, East Bay Area, January 2001 to December 2004



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Chart 12: Monthly Employment in the Information Sector, East Bay Area, January 2001 to December 2004

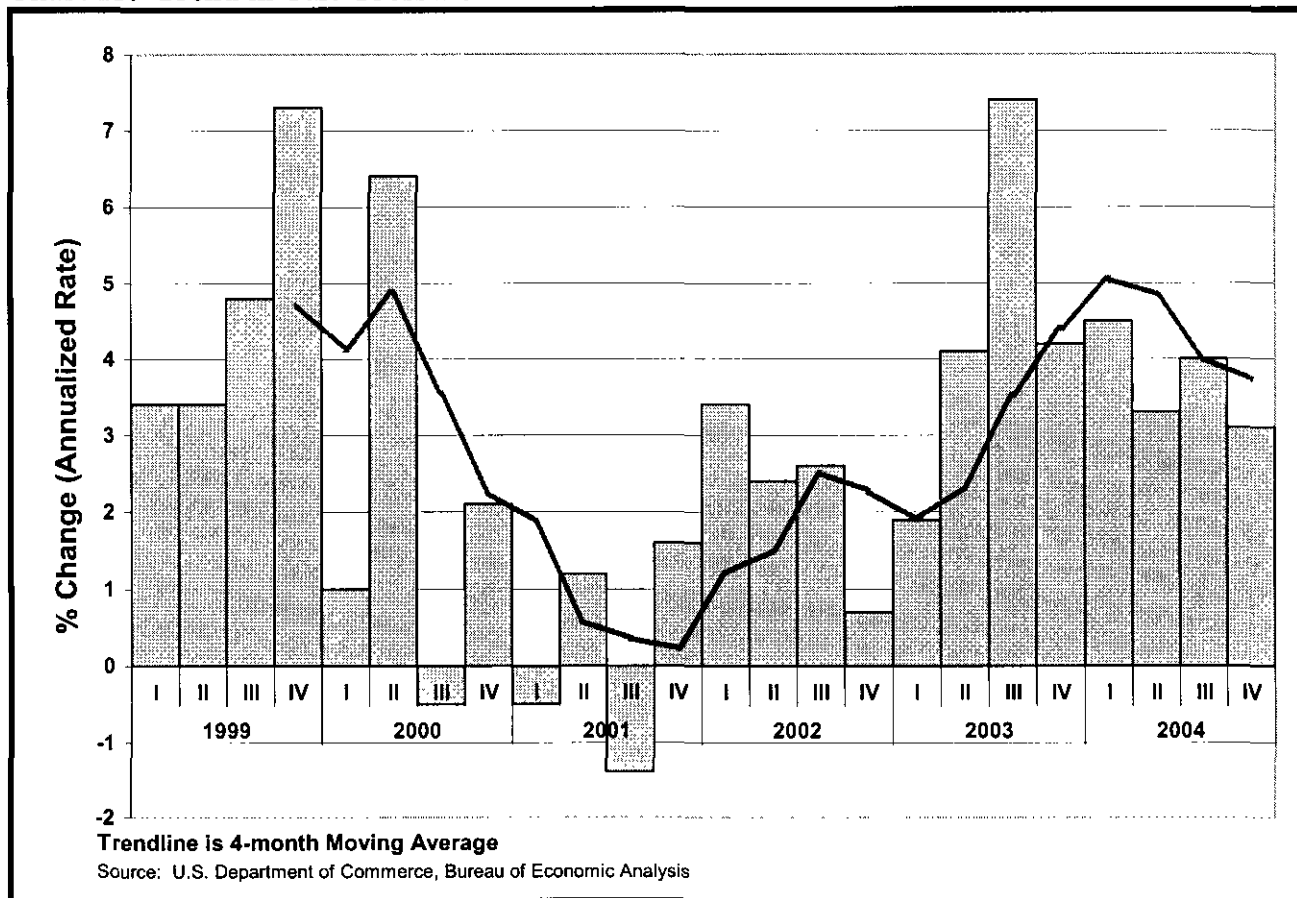


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IV. The National Economy

Whether the Bay Area labor markets will continue to produce new jobs depends largely on national economic conditions. While the Gross Domestic Product (GDP)—the nation’s broadest measure of macroeconomic activity—grew at an annualized rate of 4.4% in 2004 (the highest annual growth rate since 1999), quarterly growth was clearly decelerating in the later part of the year, including falling short of consensus expectations by nearly half of a percent in the final quarter of 2004. (See Chart 13)

Chart 13: Trend in U.S. Gross Domestic Product



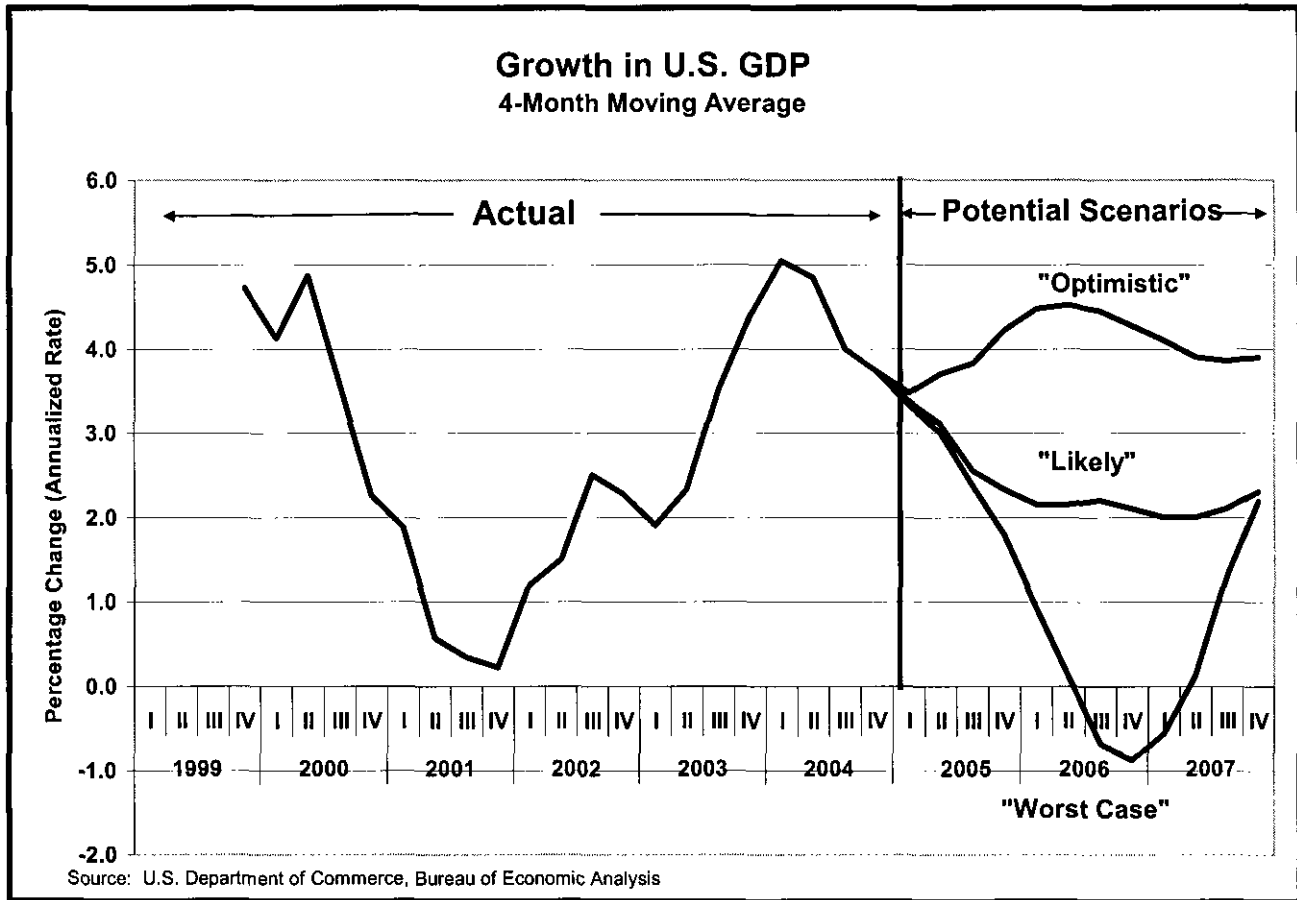
As discussed in the last Economic Outlook (November 2004), the question remains as to whether the GDP will:

- a) reverse itself and achieve growth rates in the 4.0 to 4.5% range (the “optimistic” scenario)
- b) maintain its positive, but not overly robust, growth rate in the 2.0 to 3.0% range (the “likely” scenario)
- c) continue its deceleration and dip into recession by 2006 (the “worst case” scenario)

These potential scenarios are depicted graphically in Chart 14 and the following section describes why the middle scenario appears to be the most likely to occur.

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Chart 14: Actual and Potential Growth in U.S. GDP

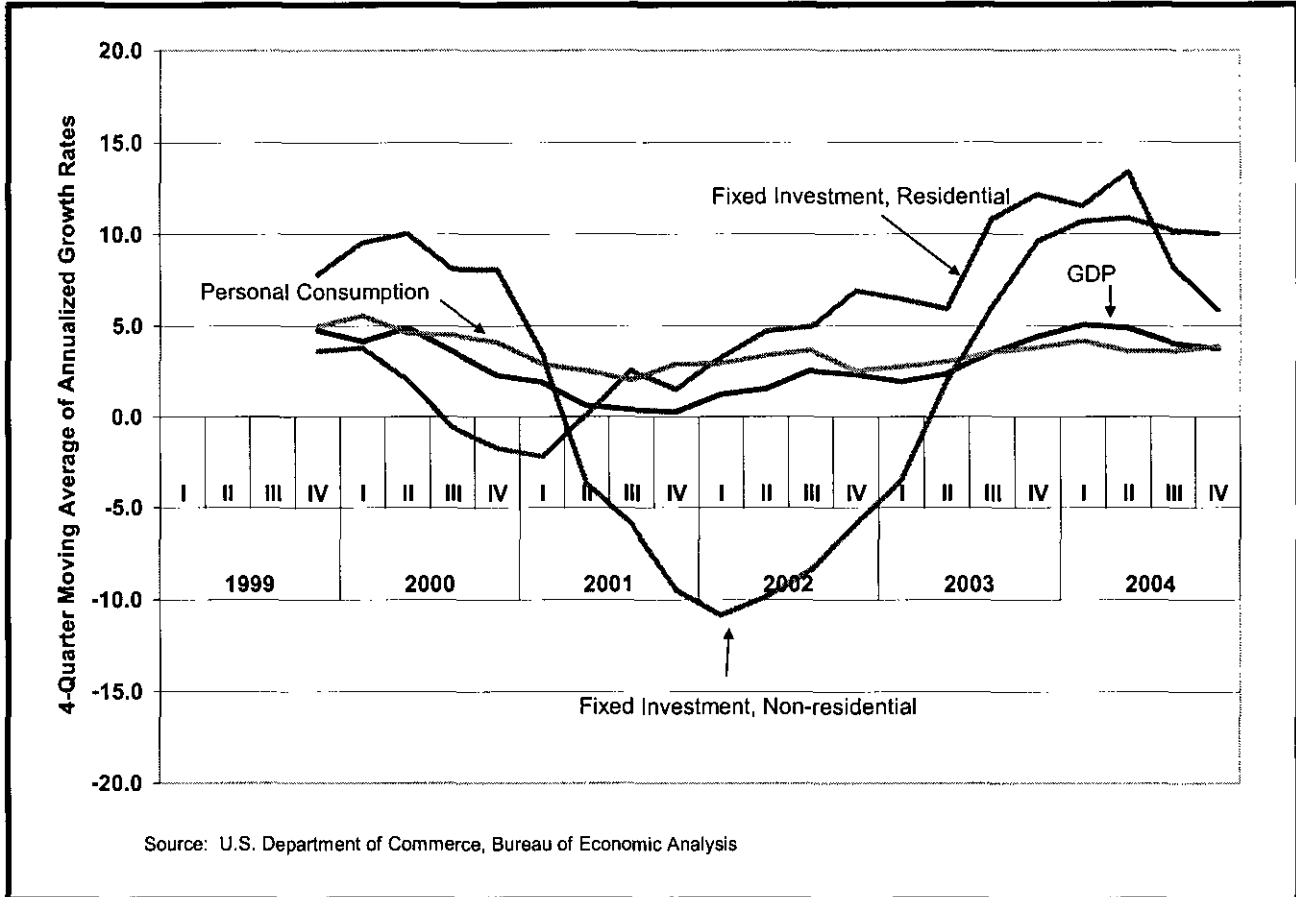


As seen in the previous two charts, GDP growth rates are trending below the 4.0% range as the economy enters 2005 and a reversal of trend requires the emergence of a driver of macroeconomic resurgence. Some forecasters have been projecting growth rates in the 4.0% to 4.5% range for 2005, but there do not appear to be potential candidates for an economic driver that has the strength to push the national economy onto the “optimistic” scenario’s growth path. As discussed in the recent Economic Outlooks, the economic downturn of late 2000 and 2001 possessed different characteristics than any cycle observed in recent history. In particular, rather than being led by a decline in personal consumption, the most recent economic downturn was led by a sharp downturn in business investment. During the economic recovery in 2002 and 2003, business investment has gradually returned to positive rates of growth and these growth rates have helped fuel the overall recovery. Throughout this period, however, personal consumption rates have remained positive, in the 2.5% to 4.0% range, which is high relative to growth in personal income. A move by the national economy to the “optimistic” growth path (exceeding 4.0% annualized rates) will require a strong push from some sector of the macro-economy. However, it appears unrealistic—at this stage of the recovery—to expect such an additional strong push to come from either personal consumption or business investment. It is certainly possible that personal consumption and business investment can continue in the positive range (as seen in Chart 15). However, simply staying in the positive range is not sufficient to boost the economy onto the higher growth path.

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Rather, remaining in the positive, but not accelerating, range will most likely produce the modest growth rates in the “likely” scenario.

Chart 15: Trends in Consumer and Business Behavior, 1999 to 2004



In principle, the other potential drivers of a significant boost in the national economy are either the public sector or the foreign sector. Public sector deficits inhibit the likelihood of much of a fiscal policy stimulus to the economy and all signs point to continued tightening of monetary policy (higher interest rates). Export-led growth could be fueled by further declines in the value of the U.S. dollar, which has depreciated in value by approximately 15% since 2002 against a broad basket of major currencies and nearly 40% against the euro over the same period. Most observers believe, however, that a much further decline in the value of the dollar is necessary in order to make U.S. exports competitive enough to make a dent in the trade deficit and to impact the macro-economy significantly.

Unfortunately, the avenue by which the foreign trade sector might boost domestic output (a significant depreciation of the dollar) is fraught with dangers of its own. In particular, with the U.S.

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current account deficit⁴ currently at historically unprecedented levels (almost 6% of GDP at present), a rapid collapse in the value of the U.S. dollar is not beyond the realm of possibility. Without an orderly or gradual transition to a lower value of the dollar, we could experience a rapid rise in interest rates which would lead to a sharp contraction in consumption and investment and most definitely send the economy into a steep downturn, the “worst case” scenario.

⁴ The current account measures the value of traded goods (imports and exports or the “trade balance”) as well as the balance of financial flows.