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2008 DEC -4 PM 6:14

CITY OF OAKLAND

AGENDA REPORT

To: Office of the City Administrator
Attn: Daniel Lindheim
From: Office of the Mayor
Date: December 16, 2008

Re: **An Informational Report on the Job Training Performance Standards of City-Funded Workforce Development Programs and the Costs-Per-Outcome of Adult Services funded under the Workforce Investment Act**

SUMMARY

This Performance Report on Workforce Development programs in Oakland covers the period from July 1, 2007 through June 30, 2008.

FISCAL IMPACT

This is an informational report only; as such, it does not include fiscal impacts. Cost per program information, however, is referenced in Attachments A and B, and Attachment C provides "cost-per-outcome" (CPO) data.

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 the following:

- Overall WIA program performance goals for Program Year (PY) 2007-08 were met or exceeded when combining all categories, as appears on Tables 1 and 3, pages 3 and 4.
- Of particular note on the youth side, this year saw the first time that the diploma rate for WIA-enrolled youth appears to be higher than the goal of 50% (although no goals have been released by the State because the performance period and performance definitions are changing). WIA Youth outcome results appear on Tables 7 and 8, page 13.

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- PY 2007-08 is the first year of State-mandated “Common Measures” implementation, as detailed in Attachment A–1. For the current PY, WIA programs accounted for all clients enrolled at the close of the PY, including clients carried over from past years, and measured success as a percentage of placements to exits (rather than overall placements).
- City Agencies and Departments were contacted for a listing of their respective workforce program contracts, and program evaluation reports for PY 2007-08. City Adult and Youth programs included are those from which responses were received. Of program information received, City programs show overall above-goal enrollment measures, but less than goal placement percentages (see Table 9, page 15 for Adult program outcomes; Tables 13 and 14, page 20 for Youth program outcomes). These discrepancies may reflect the current local and national economy in terms of available jobs, as PY 2006-07 demonstrated a higher “Placement Percentage of Goal.”

PROGRAM PERFORMANCE ANALYSIS

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

- Attachment A:** A summary spreadsheet of outcomes from all of the programs managed and operated under the federal Workforce Investment Act (also including past PYs from 2003-04).
- Attachment B:** A summary spreadsheet of the other job training programs contracted by City of Oakland agencies.
- Attachment C:** A breakdown of WIA program participant characteristics.
- Attachment D:** Detailed information on the cost-per-outcome produced by the Oakland PIC, on WIA-contracted providers of services to Adults and Dislocated Workers.

WORKFORCE INVESTMENT ACT PROGRAMS

As the contracted System Administrator to the Oakland Workforce Investment Board (WIB), the Oakland Private Industry Council (PIC) is responsible for the oversight, accountability, and fiscal oversight of all WIA activities in Oakland. The PIC maintains client databases from which reports to the state and federal governments are produced, and from which many of the tables in this report are generated. Data in this section summarize the results achieved by the different programs under WIA grants, followed by comments from City of Oakland Workforce Development staff.

WIA PERFORMANCE RESULTS

The performance of local Workforce Investment Areas in California is monitored by the State's Employment Development Department (EDD). The newly imposed Common Measures assess programs' performance using six specific measures regarding services to different populations as follows: Adult and Dislocated Workers measures include Entered Employment, Employment

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Retention, and Average Earnings; for youth programs the measures include Placement in Employment or Education, Attainment of a Degree or Certificate, and, for out-of-school youth who are basic-skills deficient only, the Numeracy and Literacy Gains. Different performance measures are gauged by the State over different time periods, to reflect the availability of reliable information. The State uses the Unemployment Insurance Base Wage Record of earnings to calculate performance on employment and earnings. (Please see Attachment A-1 for more on the newly implemented Common Measures).

Tables 1, 2, and 3 present WIA performance results as of July 10, 2008.¹

TABLE 1: Preliminary Performance for PY 2007-08 – Enter Employment Rate, Adults and Dislocated Workers

WIA Enrolled Not Working at Enrollment		Exited in perf. Period	Employed at Exit	% Employed at Exit	With UI Wages on 1st Qtr	% With Wages on 1st Qtr	Should be At (state measures)	1ST Q Success Base Wg
Oakland PIC	Adult	71	51	71.8%	50	70.4%	73.0%	96.5%
	DW	123	93	75.6%	98	79.7%	79.0%	100.9%
The English Center	Adult	37	34	91.9%	28	75.7%	73.0%	103.7%
	DW	3	3	100.0%	3	100.0%	79.0%	126.6%
Lao Family	Adult	28	25	89.3%	25	89.3%	73.0%	122.3%
	DW	5	5	100.0%	4	80.0%	79.0%	101.3%
Unity Council	Adult	52	47	90.4%	45	86.5%	73.0%	118.5%
	DW	10	10	100.0%	10	100.0%	79.0%	126.6%
City of Oakland DHS	Adult	34	28	82.4%	18	52.9%	73.0%	72.5%
TOTALS	Adult	222	185	83.3%	166	74.8%	73.0%	102.4%
	DW	141	111	78.7%	115	81.6%	79.0%	103.2%

¹ These performance calculations do not take into consideration the exclusions allowed by the State when a participant is exited because of documented health reasons, institutionalization, or death. All exclusions occurred during the year. The final results might be higher than those presented here.

**TABLE 2: Preliminary Performance for PY 2007-08 – Retention and Average Earnings,²
 Adults and Dislocated Workers**

Adult and Dislocated Workers			RETENTION			AVERAGE EARNINGS		
WIA Exited	With UI Wages on 1st Qtr	Wages on 2nd + 3rd Qtr	% Retention	Should be At (state measures)	Retention Success Rate	Average Earnings Goal	Actual Average Earnings	
Oakland PIC	Adult	100	69	69.0%	75.0%	92.0%	\$ 11,000	\$ 9,235
	DW	98	61	62.2%	85.0%	73.2%	\$ 13,000	\$ 11,319
The English Center	Adult	31	24	77.4%	75.0%	103.2%	\$ 11,000	\$ 7,191
	DW	3	1	33.3%	85.0%	39.2%	\$ 13,000	\$ 8,933
Lao Family	Adult	27	14	51.9%	75.0%	69.1%	\$ 11,000	\$ 6,096
	DW	4	3	75.0%	85.0%	88.2%	\$ 13,000	\$ 8,083
Unity Council	Adult	48	30	62.5%	75.0%	83.3%	\$ 11,000	\$ 6,779
	DW	10	8	80.0%	85.0%	94.1%	\$ 13,000	\$ 15,336
City of Oakland DHS	Adult	19	11	57.9%	75.0%	77.2%	\$ 11,000	\$ 4,603
TOTALS	Adult	225	148	65.8%	75.0%	87.7%	\$ 11,000	\$ 7,564
	DW	115	73	63.5%	85.0%	74.7%	\$ 13,000	\$ 11,438

TABLE 3: Preliminary Performance PY 2007-08 – Youth Entered Employment Or Education³

WIA Enrolled Youth		Exited in perf. Period	Employed at Exit	Enter Post-Sec. Ed at Exit	With UI Wages on 1st Qtr	% With Wages or Ed. on 1st Qtr	State measures –Not official	1st Qtr Success Rate
AICo HlthCare	All Youth	2	0	0	2	100.0%	67.0%	149.3%
Lao Family	All Youth	39	10	0	36	92.3%	67.0%	137.8%
Pivotal Point	All Youth	11	8	0	10	90.9%	67.0%	135.7%
Scotlan	All Youth	47	21	7	35	89.4%	67.0%	133.4%
YEP	All Youth	53	21	4	30	64.2%	67.0%	95.7%
TOTALS	All Youth	150	60	0	111	74.3%	67.0%	110.8%

² Average Earnings is defined as “total earnings in the second plus the total earnings in the third quarters after the exit quarter divided by number of participants who exit during the [period].” The group includes all exiters who showed wages in the first quarter after exit.

³ The “Placement in Employment or Education” measure includes those youth who go to work, post-secondary education, advanced training, the military, or occupational skills training. Also, as noted before, the State has not released the Common Measures performance goals for the current program year. The 67% above is an approximation compared to last year’s “Entered Employment Rate” for older youth, which was 66.4%.

STAFF ANALYSIS AND COMMENTS ON WIA ADULT SERVICES FOR CURRENT AND PREVIOUS YEARS:

1. As a whole, Oakland's system served 9,376 first time clients at its Career Centers during PY 2007-08, showing a steady increase in new universal clients measured from PY 2005-06 (see graph on page 10). Numbers indicate that Oakland residents are taking advantage of the One-Stop network as it becomes better known. This year the PIC included the count of single individuals who visited the centers in the One-Stop system (Table 6), an item that had been previously requested but technically (time consuming) difficult to achieve. The combination of new registrations, number of visits and single count of individual visitors is useful to have a better understanding of the needs for One-Stop services in Oakland.
2. Client enrollment numbers (Attachment A – 2) represent an improvement from previous program years. Of particular note -- enrollment goals for Adults were exceeded by four out of the five contractors and met at 100% by the fifth contractor (ASSETS). Dislocated Worker enrollments continue to be of minor concern – on average, enrollment was at approximately 90% of goal for this population. Considering that the State's funds were approximately 24% lower for Dislocated Worker programs during PY 2007-08, however, this number can be considered a success. Throughout PY 2007-08, as in past PYs, Oakland's proportion of Adult jobseekers has outweighed the number of Dislocated Worker clients, State-mandated enrollment goals do not reflect this breakdown between the respective client groups.
3. A total of 340 clients received job placements in PY 2007-08 (203 were Adults, and 137 were Displaced Workers) – this is a higher number than in past PYs, which may be attributable in part to customized training services targeting worker retention and “layoff avoidance.” This strategy resulted in almost 100% re-employment among clients exiting WIA programming.

The jobs secured by clients of the PIC averaged an hourly wage rate of over \$17 per hour. Participants in PIC's workforce programming continue in PY2007-08 to obtain some of the best paying jobs in Oakland's system (hourly wages for clients of other service providers averaged at \$12.00).

4. The PIC provides a "Monthly Activity Report" tailored for each contractor each month. The Report shows a list of active clients and the dates of any achievement during the year (new enrollments, placements, hourly wage, exits, paperwork due). This enables contractors to know exactly what level of outcomes they need to accrue to reach acceptable and exceptional performance status. In addition, the tool includes a chart that shows the contracted goals and the outcomes, with percentage of achievement. Staff believes this new technique for performance management is paying dividends vis-à-vis the performance improvement seen during PY 2007-08.

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5. At the close of PIC's reporting period on WIA-funded programs (July 21, 2008), only the English Center had responded to a request for specific activities completed during PY 2007-08. Highlights of the English Center's most recent achievements include the following: trained 15 ASSETS clients enrolled at the English Center through Oakland's Office of Human Services, partnered with the Oakland PIC to offer the Center's Career Advancement Program to more than 15 on-site clients, provided interns for the Port of Oakland, the International Institute of the East Bay, and various schools, prepared students for the Unity Council/Merritt College Medical Assistant training program, prepared more than thirty students to enroll in local community and state university programs through the Center's Academic Readiness Project (and enrolled and retained 75% of these students in college), and collaborated with CBOs, community colleges, and the Alameda County Supervisors' Office to begin the Immigrant Nurses Re-entry Project.

RAPID RESPONSE ACTIVITIES

Services under WIA's Rapid Response funding stream are tailored to meet the needs of specific companies and workers facing potential layoffs. Services delivered by the Oakland One-Stop system 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 Workforce Investment Board (WIB), participates in each Rapid Response visit, conveying information to workers about unemployment benefits and job search resources available through EDD.

The rapid response team has served the following employers during PY 2007-08:

TABLE 4: Rapid Response Services during Program Year 2007-08⁴

<i>Company Name</i>	WARN* Notice	Potential Layoffs	Service Provided
ATA Airline	Yes	323	Orientation to services available for employees
Cenveo Oakland	Yes	17	Orientation
Delaware No. Companies	Yes	186	Planning meeting with managers and orientation to affected employees
Five Star Parking	No	35	Orientation
IAP World Services	Yes	250	Two orientations
Kaiser Permanente Medical Care	No	57	Planning meeting and orientation
Kaiser Permanente Research Division	No	58	Orientation with HR dpt
Koret of California	Yes	6	Orientation
Lawrence Livermore Laboratory	Yes	535	Orientation
Metro Furniture	Yes	190	Meeting with HR; coordination and orientation, and Job Fair
Neldam's Danish Bakery	Yes	38	Meeting with mgt and orientation
Old Republic Title	No	132	Planning meeting
Wachovia Corporation	Yes	238	Orientation
Waterfront Plaza Hotel	Yes	78	Orientation
TOTALS	-	2,143	

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

OTHER SERVICES TO LOCAL BUSINESSES

All the information related to services to businesses is for the Downtown location of Oakland's One-Stop Career Centers. Recruitment assistance is the most common service to local businesses, and includes the use of the One-Stop for hiring events, candidate pre-screening, and, in some instances, interview assistance. Table 5 shows the names of those businesses that used the Downtown facility for on-site recruitment, the number of participants at the events, plus the number of hires from those events, as reported by the employers.

⁴ It generally takes more than one meeting with management and/or labor before the actual rapid response orientation for affected employees is presented.

TABLE 5: On-Site Recruitments at the Downtown One-Stop

Company Name	Number of Attendees	Known Hires
99 Cent Store	53	20
Building California BC3	15	
Accent Care	16	4
CalTrans	66	
Accel Employment/Accent Care	21	2
Entrepreneur's	6	
FAMSA Furniture Outlet (2 recruitments)	80	7
Federal Express	56	4
Five Star Housekeeping	13	
Landmark Event Staffing	16	
Macy's	25	9
Patelco Credit Union	15	3
Professional Staffing	23	
Renoir Staffing	19	
Stevens Transport	8	
Superior Technical Resources	12	6
UC Berkeley	40	1
W.I.S. International (5 recruitments)	90	11
TOTALS	574	67

Other services to businesses include On-the-Job Training and Customized Training. This program year, as part of the planning/orientation sessions under Rapid Response, a customized training contract was developed with Kaiser Permanente and Career Advancement Systems to avoid the layoff of 48 employees who worked in the records department at hospitals in Oakland and Richmond. The training included customer service skills, medical terminology, and computer training in Microsoft Office applications. The City of Richmond enrolled and paid for the training of 14 of the 48 individuals. The Oakland PIC managed the contract.

On-the-Job Training was provided to six employers in the area of health care, production and marketing.

SERVICES TO JOB SEEKERS THROUGH THE ONE-STOP SYSTEM

Both staff assisted services and self-help resources are available to jobseekers through the Oakland One-Stop system.

During PY 2007-08, a total of 21,288 individuals visited Oakland's One-Stop Career Centers, or affiliate sites, for a total of 97,026 visits (this number includes repeat visits, which averages to four to five visits per individual per year). Of all clients, 411 are WIA-enrolled "Annual Actual

New Users” of One-Stop facilities and affiliates. Services available at Oakland's One-Stop centers include the use of equipment for job search activities, job search workshops, customized workshops, typing certification, Steps to Success, basic computer classes and basic skills assessment. These and other services are offered in conjunction with a number of partners, including the Oakland offices of EDD, the Department of Rehabilitation, the City of Oakland's ASSETS Senior Employment Program, the Berkeley Adult Schools, the Peralta Community College District, the Alameda County Social Services Agency, Oakland Adult and Career Education, Job Corps, and others.

Assistance in accessing services is also provided in many languages, at either the Comprehensive One-Stop Centers or at the Affiliate One-Stop sites. The two main Centers, Downtown and EDD's East Oakland, also offer a series of specialized equipment for people with disabilities.

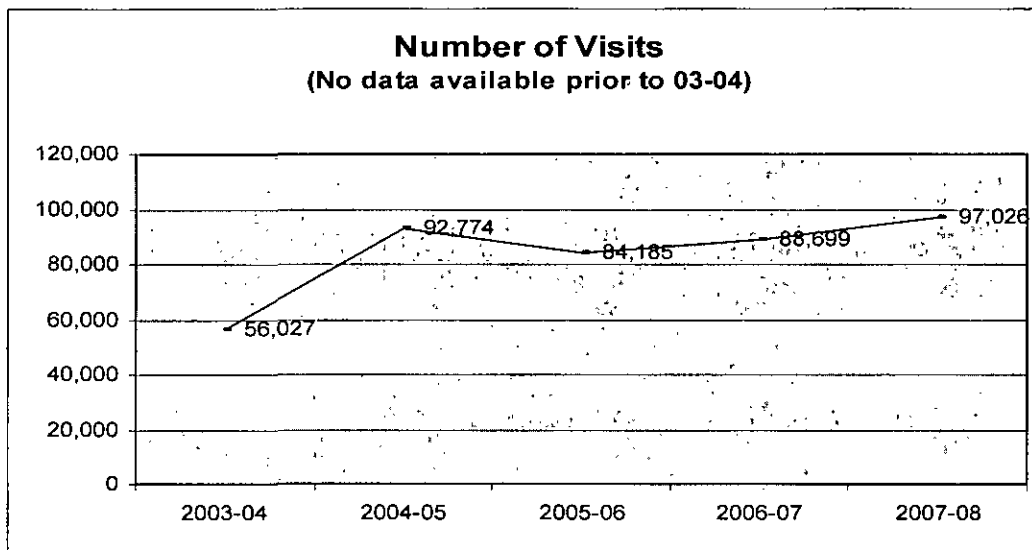
A more significant level of staff-assisted services, named “intensive,” are offered to individuals who may need additional assistance beyond self-help services to achieve their employment goals. These individuals are enrolled in WIA Adult or Dislocated Workers services. Among the Intensive Services available are one-on-one case management, pre-vocational training, job development, job retention, and follow-up services. Enrolled clients may also qualify for additional supportive services such as childcare and transportation subsidies, and for occupational training programs.

Table 6 provides a summary of the number of new individuals registered or enrolled during PY 2007-08; the number of visits to the One-Stop system, and the number of individuals who visited, regardless of when or where they registered (an EASTBAY Works card containing a bar code is given to each individual at any of the One Stops in Alameda and Contra Costa counties. That card is scanned for every visit at any of the One Stops). The summary also includes the number of individuals who enrolled in “intensive” services (or WIA-Enrolled Clients), the group on which the State's performance measures are calculated.

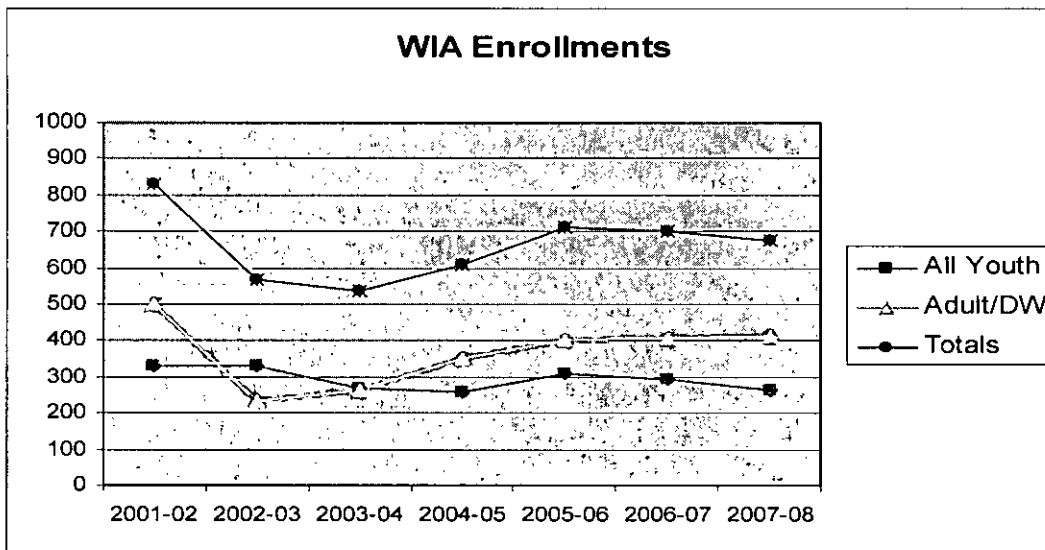
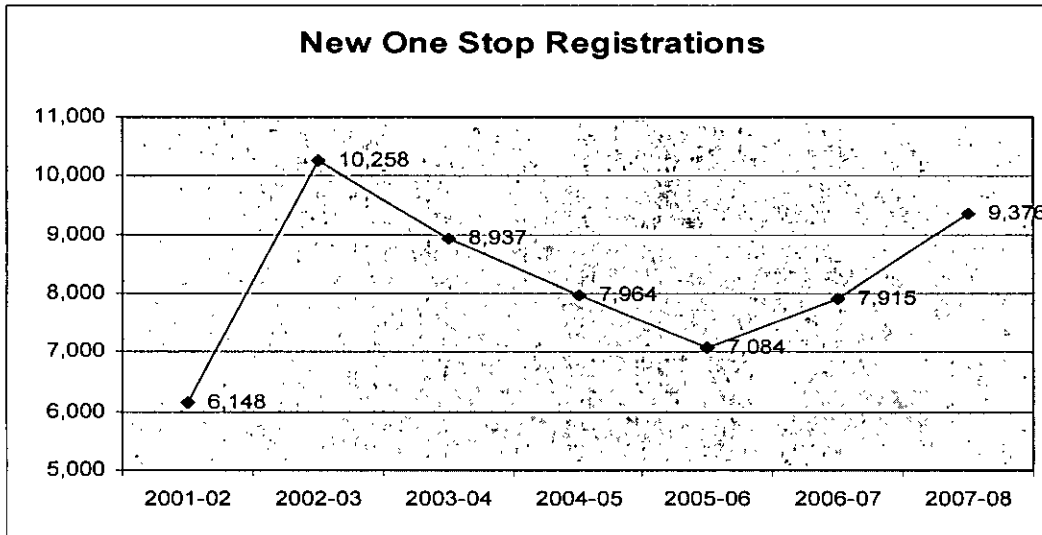
TABLE 6: Universal Services/Services to Job Seekers through One-Stop System, Program Year 2007-08⁵

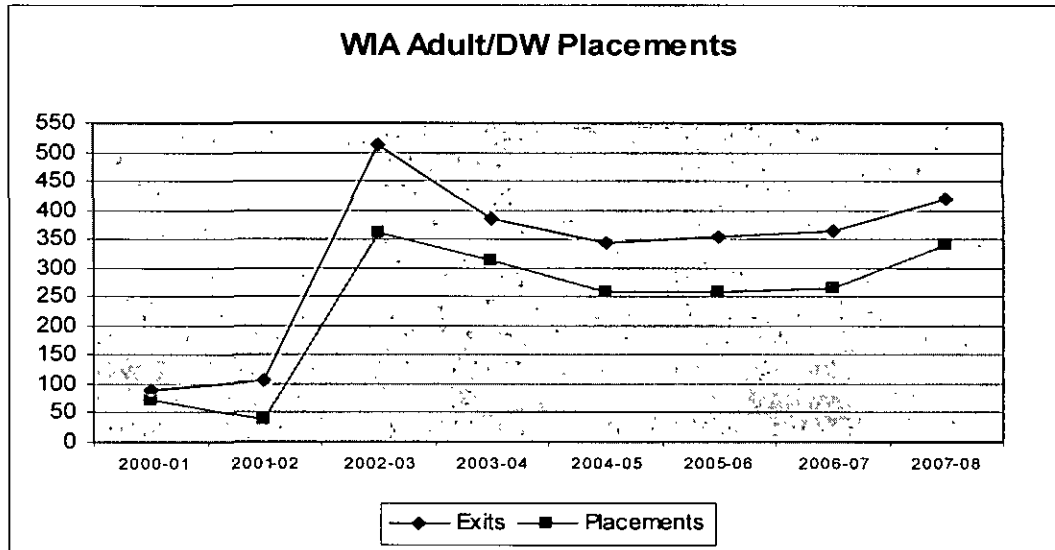
One-Stop/Affiliate Site	Budget Amount	One Stop Universal Services			WIA-Enrolled Clients		
		New Universal Clients	Number of Visits	Number of Clients Visiting	Annual Planned New Users	Annual Actual New Users	Actual % Of Goal
PIC, Downtown	\$1,686,623	2,007	49,234	7,668	244	244	100.0%
EDD, East Oakland	n/a	4,439	24,237	8,018	n/a		
The English Center	\$200,000	203	4,682	367	40	40	100.0%
Lao Family	\$200,000	898	2,034	915	32	37	115.6%
Unity Council	\$300,000	448	2,853	745	48	57	118.8%
ASSETS	\$140,000	n/a			33	33	100.0%
Merritt College	n/a	30	59	44	n/a		
San Pablo	n/a	1,351	13,927	3,531	n/a		
TOTALS	2,526,623	9,376	97,026	21,288	397	411	103.5%

The following are graphic representations of the number of individuals served by Oakland providers throughout the years.



⁵ A breakdown of enrollments in relation to goals shows adults at 112.61% of goal and Dislocated Workers at 89.94% of the goal with the great majority of Dislocated Workers enrolled by the Oakland PIC. For employment results see Table 8 below.





STAFF ANALYSIS AND COMMENTS ON ONE-STOP SERVICES TO JOB-SEEKERS:

1. PY 2007-08 saw the greatest number of visits in a single year since the One-Stop tracking system was implemented, and the second highest number of new registrants in Oakland's One-Stop system, perhaps indicating the greater need for services under the current economic conditions.

WIA YOUTH PROGRAMS

There are five youth providers currently contracted to deliver services to youth on behalf of Oakland WIB: Alameda County Healthcare Foundation (ACHCF) for in-school participants; Lao Family Community Development, Pivotal Point Youth Services (for out-of-school youth); also the Scotlan Center for Family and Youth and the Youth Employment Partnership (YEP). Services to youth include tutoring, work experience, occupational skills training, adult mentoring, leadership development opportunities, summer employment opportunities, and follow-up services. Supportive services including transportation, counseling and childcare can also be provided.

Tables 7 and 8 show outcomes for all WIA Youth programs:

TABLE 7: Detail of Outcomes for Out-Of-School Participants Enrolled In WIA-Funded Youth Programs

A	B	C	D	E	F	G	H	I	J	K	L	M	N
Service Provider	Carried Over From Previous Years	Enrolled this Program Year	Enrlmt Goal this Program Year	% of This PY Enrlmnt Goal	Total Active or Enrolled this PY	Total Exited this PY	Emplmt or PostSec this PY	% of Plmnts /PostSec to Exits	Emp or PostSec State Goals	Degree or Crdntials this PY	% Degree or Crdntials this PY	Degree or Crdntials State Goal	Avg. Hourly Wage
Lao Family	1	10	10	100.00%	11	9	8	88.89%	67.00%	0	0.00%	50.00%	\$10.93
Pivotal Point	9	18	18	100.00%	27	14	9	64.29%	67.00%	3	21.43%	50.00%	\$8.66
Scotlan Center	16	41	40	102.50%	57	35	22	62.86%	67.00%	13	37.14%	50.00%	\$8.54
YEP	38	52	40	130.00%	90	16	2	12.50%	67.00%	12	75.00%	50.00%	\$10.75
Totals	64	121	108	112.04%	185	74	41	55.41%	67.00%	28	37.84%	50.00%	

TABLE 8: Detail of Outcomes for In-School Participants Enrolled In WIA-Funded Programs

A	B	C	D	E	F	G	H	I	J	K	L	M	N
Service Provider	Carried Over From Previous Years	Enrolled this Program Year	Enrlmt Goal this Program Year	% of this PY Enrlmnt Goal	Total Active or Enrolled this PY	Total Exited this PY	Emplmt or PostSec this PY	% of Plmnts/ PostSec to Exits	Emp or PostSec State Goals	Degree or Diploma	% Degree or Crdntials this PY	Degree or Crdntials State Goal	Avg. Hourly Wage
AICo Health	11	15	13	115.38%	26	1	1	100.00%	67.00%	1	100.00%	50.00%	\$0.00
Lao Family	2	35	35	100.00%	37	25	23	92.00%	67.00%	22	88.00%	50.00%	\$8.00
Scotlan Center	7	17	17	100.00%	24	16	4	25.00%	67.00%	15	93.75%	50.00%	\$8.80
YEP	128	76	92	82.61%	204	34	4	11.76%	67.00%	24	70.59%	50.00%	\$8.10
Totals	148	143	157	91.08%	291	76	32	42.11%	67.00%	62	81.58%	50.00%	

STAFF ANALYSIS AND COMMENTS ON YOUTH SERVICES FOR CURRENT AND PREVIOUS YEARS:

1. Oakland's WIA Youth programs have exceeded PY 2007-08 enrollment goals for Out-of-School youth, but are not quite at goal level for In-School participants. Although YEP did not reach enrollment goals for in-school youth, they were allowed a "trade off" to enroll more out-of-school youth under an arrangement with the System Administrator (PIC). The new Common Measures appear to emphasize services to the out-of-school population so it may be advantageous to increase this number but, with finite resources, this might result in a lower number of in-school youth enrollment.

In past years, service providers were allowed to exit In-School Youth with a "return to school" code at the end of their participation, even though they simply continued in school. Under the Common Measures that exit code option is no longer available. Therefore, younger in-school youth might stay as active participants in the program until they graduate from High School. That is the case with the Alameda County Healthcare Foundation which has a long-term participation project to see youth through High School graduation and enrollment into post-secondary education.

Tables 7 and 8 show that the combined outcome for the Attainment of a Degree is approximately 60% of those exited. This is higher than the projected State goal of 50% and shows the emphasis that the youth service providers are placing on the educational achievement of their youth.

2. The ratio of job placements/post-secondary education enrollment to WIA youth program exits was less than promising for the first half of PY 2007-08 (approximately 56% for Out-of-School youth, and 43% for In-School youth). Neither In-School nor Out-of-School youth have yet reached given goals for employment or education. Staff is concerned that the combined Placement in Employment or Education goal of 67% is not being met (it reached only 48.7% for PY 2007-08).

In-School youth have fared much better than Out-of-School Youth in their attainment of a degree or diploma, as is expected. Out-of-School Youth programs have a way to go in order to reach State goals. At this point, Lao Family is the only program to meet their placement in employment or education goals in both categories.

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CITY OF OAKLAND ADMINISTERED PROGRAMS

Programs 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, are required to comply with established Job Training Performance Standards (JTSPS) reporting procedures. Examples of activities which fall under JTSPS auspices include (but are not limited to) the following: job readiness training, On-the-Job training, vocational skills training and education, subsidized work experience, unsubsidized job placement, and job 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 a job training or placement activity. Workforce Development staff make a final determination of JTSPS inclusion, and work with staff of each funded program to manage the semi-annual data reporting protocols. The following section includes all currently funded program activities deemed relevant to the City’s JTSPS system.

CITY ADULT PROGRAMS

TABLE 9: ADULT PROGRAM ENROLLMENT, 2007-08 PROGRAM YEAR

Adult Programs:	Program Information		Enrollments to Date		
	Contract Duration	2007-08 Contract Amount	Annual Goal	Enrolled through 06/30/08	% of Goal
ATHEDCO: Dr. J. Alfred Smith Sr. Training Academy – Measure Y Program	7/07 – 6/08	\$280,000	74	203	274%
DHS: America Works (Workfirst) – Measure Y Program	7/07 – 6/08	\$390,000	101	103	102%
DHS: ASSETS Senior Employment Program - CSBG Program	7/07 – 6/08	\$1,294,896	239	239	100%
DHS: Oakland Community Action Partnership, Oakland Army Base Workforce Development Collaborative – CSBG Program	7/07 – 6/08	\$46,000	62	62	100%
TIW: Oakland Museum Project	7/07 – 6/08	\$60,960	4	4	100%
VOA: Crew Based Sheltered Employment Program – Measure Y Program	7/07 – 6/08	\$273,742	16	10	62.50%

Parent agencies for these programs are the Allen Temple Housing and Economic Development Corporation (ATHEDCO), the City of Oakland’s Department of Human Services (DHS), Senior Service America (SSA), and Volunteers of America, Bay Area (VOA).

TABLE 10: ADULT PROGRAM PLACEMENT DATA, 2007-08 PROGRAM YEAR

Adult Programs:	Annual Placement Goal	Placed through 6/30/08	Percentage of Goal to Date	Avg. Wage	Jobs w/Benefits
ATHEDCO: Dr. J. Alfred Smith Sr. Training Academy (DJASSTA) – Measure Y Program	36	42	117%	*	*
DHS: America Works (Workfirst) – Measure Y Program	101	103	102%	*	n/a ⁶
DHS: ASSETS Senior Employment Program - CSBG Program	44	44	100%	\$12.84	17
DHS: Oakland Community Action Partnership, Oakland Army Base Workforce Development Collaborative – CSBG Program	62	27	44%	\$11.00	16
TIW: Oakland Museum Project	4	4	100%	\$8.00	0
VOA: Measure Y Crew-based Program	16	0	0%	n/a	n/a

* Average wage data for DJASSTA and America Works, and benefits data for DJASSTA were not available at the time of Report submission.

Volunteers of America Bay Area Day Labor Program

The Volunteers of America Bay Area’s Day Labor Program has served as the City of Oakland’s primary effort to help casual laborers secure employment (permanent and temporary) since 1999. The Day Labor Program also offers social services referrals to laborers and their families, and works to foster the City’s public safety goals and priorities. The unique nature of the Program’s contracted goals and population served have traditionally led Workforce staff to present data separately from other City Adult programs, as follows:

TABLE 11: VOA DAY LABOR PROGRAM TRAFFIC, 2007-08 PROGRAM YEAR

Contract Period	2007-08 Contract Amount	Annual Client Visit Goal	Actual Client Visits through 06/30/08	Percentage of Annual Goal to date
7/07 – 6/08	\$194,000	*	*	*

TABLE 12: VOA DAY LABOR PROGRAM PLACEMENT DATA, 2007-08 PROGRAM YEAR

	Annual Placement Goal	Actual Placements through 06/30/08	Percentage of Annual Goal to date
Temporary Jobs	2,400	*	*
Extended Jobs	2,400	*	*
TOTALS	4,800	*	*

* The City of Oakland had extended Volunteers of America Bay Area’s Day Labor Program contract for PY 2007-08; program information for this PY was not available at the time of Report submission, however.

⁶ To date “Jobs with Benefits” has not been a requested program evaluation measure for America Works/Workfirst. As such, this number has not been tracked for the PY 2007-08.

The Day Labor Program considers placements lasting three or fewer days as temporary and longer placements as extended. Day labor placements are typically of short duration, as employers often consider three days the threshold beyond which they need to seek I-9 verification of legal work status. Since Oakland's day laborer population has a high proportion of undocumented workers, temporary placements tend to be more prevalent, absent other ways of overcoming documentation obstacles. Even so, however, the Day Labor Program aims to place at least 200 men in permanent jobs each month, and to secure temporary placements for 200 others.

STAFF ANALYSIS AND COMMENTS ON CITY OF OAKLAND ADULT PROGRAMS:

1. The Dr. J. Alfred Smith, Sr. Training Academy (DJASSTA), operated by the Allen Temple Housing and Economic Development Corporation, continued funding from Oakland's Measure Y Violence Prevention Initiative during PY 2007-08. DJASSTA's core focus is on providing formerly incarcerated individuals with the skills and support they need to re-enter society and achieve self-sufficiency; all Alameda County residents on probation or parole are eligible for employment training, job placement, GED classes, and related services.

DJASSTA's Measure Y administration continued to excel with program performance, despite a number of obstacles faced, mainly due to changing staff. This PY, DJASSTA brought on a new case manager, who also instructs the program's computer literacy and software sufficiency (CLASS) project, and added a math component to its curriculum called Mastering Arithmetic Together Happens Here (MATHH). Also, as in previous PY's, program outcomes have exceeded 2007-08 expectations as contracted, having enrolled almost three times the goal number of work experience and job skills/vocational training clients, and having placed 42 individuals in employment. DJASSTA's placed clients also surpassed 90 and 180 day retention benchmarks.

2. America Works works with young adults (under the age of 35) on parole and probation, providing direct job placement with follow-up services to guarantee a 60% retention rate after 180 days. The program met its benchmark this PY of employing 101 clients. America Works' success is due in part to its set case management system: client intake is continued five days a week, in which clients complete registration, receive orientation, and are scheduled for a two-week job readiness training program to prepare them for referral to local employers. If a client needs special services, America Works has an on-going partnership with several community-based organizations to provide comprehensive wraparound support. Once clients are identified as job-ready, they begin working with a representative for rapid deployment into jobs, after which a retention specialist is assigned for follow-up tracking.

Retention at 30, 90, and 180 days is just as important an America Works objective as is initial job placement. In addition to comprehensive monitoring of employee attendance and performance, incentives are provided, including a refurbished computer at the 90-day benchmark and the provision of professional interview clothing.

3. The ASSETS Senior Employment Opportunities Program is part of the Senior Community Services Employment Program (SCSEP), a national employment and training initiative funded by the U.S. Department of Labor's Older Americans Act. Senior Service America, Inc. (SSAI) is the national sponsor of the Oakland program. SCSEP's purpose is to provide useful part-time subsidized community service assignments for low-income people 55 years or older with poor employment prospects, while promoting transition to unsubsidized employment in the public and private sectors. ASSETS prepares program participants for access into the competitive job market by offering vocational classes, training in areas such as computer literacy, general office skills, customer service, conflict resolution, and early childhood education. Enrollees also receive career counseling, job placement assistance, work experience, and other support services. ASSETS is the only Federal program in Oakland to specifically address the unique training needs of older low-income workers.

In PY 2006-07 delays in Federal reauthorization of the Older Americans Act resulted in a three month funding shift for ASSETS (after legislation was passed, programs were funded for only a nine month PY). As ASSETS received 25 percent less funding, there was a corresponding 25 percent decline in the programs expected and actual levels of client service. During the current PY, Federal support has been awarded in full, and client numbers are back up (from 171 goal enrolled in PY 2006-07 to 239 goal enrolled in PY 2007-08).

4. The Oakland Community Action Partnership's (OCAP) partnership with the Oakland Army Base Workforce Collaborative is funded by a Federal Community Services Block Grant (CSBG), and aims to expand The Workforce Collaborative (TWC) Bridges Program and placement services to low-income residents of Oakland. Beneficiaries receive individualized self-sufficiency/career planning assistance, soft skills and professional development, access to basic education services, and job placement and retention services. The Collaborative met its enrollment goal this PY; however, 15 clients exited the program without placement, and overall less than 50% of initially enrolled clients were placed in jobs. On average, clients were enrolled with the Collaborative for ten weeks before being placed. This two-and-one-half month waiting period might account for the rate of client exit before placement. Overall, clients who did obtain jobs seem to have been placed successfully – 16 of 17 clients had jobs with benefits. Retention rates were not monitored for the Collaborative this PY, and this is recommended for following years.
5. PY 2007-08 was a period of transition for the Oakland Museum Project. In August 2007, longtime project supervisor Cecilia Whiteside left to begin a new Museum Project in

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Union City. Ms. Whiteside was succeeded by Michael Mashburn, who provided counseling, training, and coordination of the work of the current Project's four disabled employees. Also, as of January 1, 2008, "The Independent Way" officially returned to its previous name, "The Arc of Alameda County," to show its alignment with the State and National organization.

The Oakland Museum's Landscape Supervisor oversaw the work of Project staff, and worked closely with The Arc crew to keep the Museum's extensive grounds safe, trimmed, and attractive to visitors. In January 2008, Project employees received a fifty cent pay raise (from \$7.50/hour to \$8.00/hour) due to an increase the State of California Minimum Wage. This raise did not disqualify employees from their Social Security and Medi Cal benefits, which they rely on as supplements to their salaries. The Arc is unable to afford employee benefits at this time.

6. The Volunteers of America Bay Area (VOA) Crew Based Sheltered Employment Program is funded through Oakland's Measure Y Violence Prevention initiative and annually serves 16 formerly incarcerated clients through a structured, crew-based six-month employment program. This intensive reintegration effort combines a supportive housing environment, including behavior modification and drug awareness and treatment resources, with job-training, support, and education to assist participants in successfully securing unsubsidized employment after program graduation. At the close of PY 2007-08, VOA showed improvement from past PYs, increasing its percentage of enrollment goal from 50 percent to 63 percent. Of the ten clients enrolled this PY, all graduated, nine with perfect attendance, reflecting well on the Program's requirement that hirees be "highly motivated individuals [committed] to making a change in their personal lifestyles and habits." Although the Program has not yet placed a client from this PY in post-graduation employment, it has been developing its relationship with City Departments to focus on placing individuals in sustainable jobs at \$15.00 plus per hour.

CITY YOUTH PROGRAMS

TABLE 13: YOUTH PROGRAM ENROLLMENT, 2007-08 PROGRAM YEAR⁷

Youth Programs:	Program Information		Enrollments to Date		
	Contract Duration	2007-08 Contract Amount	Annual Goal	Enrolled through 06/30/08	% of Goal
ACHCF: Model Neighborhood Program	7/07 – 6/08	\$100,000	114	154	135%
YEP: Intensive Re-entry Program	7/07 – 6/08	\$280,000	25	32	128%
YEP: Team Oakland	Summer 2007	\$249,000	100	135	135%
Youth Radio: Community Action Program	7/07 – 6/08	\$152,250	37	21	57%

Parent agencies for these programs are the Alameda County Health Care Foundation (ACHCF), Scotlan Center, Youth Employment Partnership (YEP), Youth Radio, and Youth Uprising.

TABLE 14: YOUTH PROGRAM OUTCOMES, 2007-08 PROGRAM YEAR

Youth Programs:	Placement Information				Skill Attainment		
	Goal	Actual	%	Avg. Wage	Skill Hours	Diplo ma	Credential
ACHCF: Model Neighborhood Program (MNP)	114	154	135%	n/a ⁸	n/a ⁹	2	n/a
YEP: Intensive Re-entry Program	25	32	128%	*	*	*	*
YEP: Team Oakland	100	135	135%	*	12,319 ¹⁰	*	*
Youth Radio Community Action Program (CAP)	3	0	0%	n/a ¹¹	1,039	n/a	n/a

* Average Wage and Skill Attainment Data were not available in full from YEP at the time of Report submission.

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 OUSD 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.

⁷ Evaluation numbers for YEP programs were not all yet available at the time of this Report’s submission.

⁸ MNP clients do not earn payment through their placements, but through a set \$200 stipend.

⁹ MNP clients went through an extensive training program; actual program hours, however, were not available at the time of this report’s submission.

¹⁰ Total Skill Hours breakdown as follows: approximately 12,243 hours working/collecting trash, 32 hours participating in employment readiness workshops, 24 hours participating in Environmental Education workshops presented by graduate students in the UC Berkeley Department of Natural Resources, and 20 hours exploring additional environmental issues with Team Oakland staff.

¹¹ Although no Youth Radio CAP clients were placed in jobs this PY, youth received a stipend of \$250 for their participation.

TABLE 15: OUSD CAREER ACADEMIES PROGRAM PARTICIPATION RATES, 2007-08 PROGRAM YEAR

Placement Goal	Actual Placements to Date	Placement % of Goal	Avg. Hourly Wage	Post-Grad Employment Goal	Actual Post-Grad Employment %
299	*	*	*	50%	*

* PY 2007-08 numbers were not available at the time of this report’s submission – DHS is currently following up with the contractee for updated data.

Goals for the Career Academies also include the enhancement of program participants’ post-graduation employment prospects. The benchmark for success on this measure is at least a 50% employment rate for participants six months after graduation (excluding students going on to post-secondary education, training, or the military).

STAFF ANALYSIS AND COMMENTS ON CITY OF OAKLAND YOUTH PROGRAMS:

1. The Alameda County Health Care Foundation’s (ACHCF) Model Neighborhood Program (MNP) seeks to reduce health inequities by providing youth transitioning to adulthood an experience exposing them to careers in the healthcare field. Students receive training in a number of skills including the following: application completion, Power Point and oral presentation preparation, computer data entry and filing, and budget management. Students also work on their writing and time management skills, and learn about standard healthcare terminology and concepts, such as Universal Precautions and the Health Insurance Portability and Accountability Act of 1996 (HIPAA). MNP received funding from the Oakland Fund for Children and Youth (OFCY) in addition to WIA support in FY 2007-08.

MNP placements are all “career exploration” positions at the Alameda County Medical Center (ACMC), not actual jobs (student stipends are provided through WIA funds). MNP exceeded its targeted goals for this fiscal year, and performed excellently from the perspectives of both WIA and City grantors. Both grants were renewed for FY 2008-09.

2. YEP’s Intensive Re-entry Training and Employment Services’ 2007-08 program year marked completion of the effort’s first year of adding Measure Y workforce development programming, under which the program was able to increase its number of clients served from previous periods. The Intensive Re-entry program aims to serve 25 young people under the age of 25 who are on probation or parole through an intensive, subsidized on-the-job training program in the construction industry. With this year’s additional funding, YEP was able to offer 32 young adults four to six months of construction training and educational support (in comparison to the last three years, in which YEP only had funding to serve 48 percent of youth and adult program applicants).¹² In the second half of the funding period, through a pay-per-performance agreement, YEP

¹² Taken from YEP’s PY 2007-08 Program Report narrative; total number of youth and adult program applicants unclear at time of Report submission.

assisted clients in finding unsubsidized, market-rate employment, and providing follow-up support to clients toward a goal of at least a 70% job retention rate after six months (180 days).

In this program year, Measure Y funding allowed YEP to serve almost 30% above its enrollment goal of 25 clients (walk-ins and referrals), restricting the services to referrals with the most risk factors for violent behavior – almost 69 percent of teens and young adults applying to the Intensive Re-entry program received services. Finally, YEP was able to leverage its base \$280,013 Intensive Re-entry grant to successfully compete for the California Department of Corrections and Rehabilitation Challenge Grant, receiving an addition \$950,000 to double the number of Intensive Re-entry clients to fifty and add support services for the next two years.

3. Another Measure Y program offering employment services is the Youth Radio Community Action Program (CAP), which aims to serve 22 high-risk youth through hands-on media production workshops. Designed as a six-month introductory program with an option for employment as peer educators for future client groups, CAP students are trained in radio broadcasting, music production, journalism, and graphic arts, as well as in more relevant lifeskills issues, such as dating violence. Although no students went on to become peer educators this PY, youth completed a total of 1,039 comprehensive training hours.
4. YEP's Team Oakland program showed successful participation numbers this PY, at 135% of enrollment and placement goals. Although enrollees worked at litter collection during the bulk of program hours, they also participated in a series of workshops (e.g. career exploration, applying for and keeping a job, money management, environmental issues, etc.) to round out the program experience. Youth participants expressed an overall positive response to their summer positions with Team Oakland: of youth surveyed at the close of PY 2007-08, 93% said that Team Oakland "prepared them to search for and find a job," and 88% reported that the Team Oakland trainings "helped them decide to go to college."

Team Oakland marked several accomplishments during summer 2007. Both the Oakland Tribune and the San Francisco Chronicle recognized 22 program members from Council District 7 for their work to clean up International Boulevard in July. At the close of the PY 2007-08 Team Oakland program, 118 of 135 original youth remained enrolled. This number was still over 100% of the enrollment goal (100 youth).

5. The Career Academies Program (CAP) is funded through a two-year grant agreement with the City of Oakland, from July 1, 2007 through June 30, 2009 (amount awarded was \$600,000, divided evenly between both PYs). The outcome goals of the Program, in line with those of Oakland Unified School District (OUSD) and the City, are as follows:

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- Between July 1, 2007 and June 30, 2009, eligible academy juniors and seniors will participate in 598 internships. At least 80% of the students will complete at least 120 hours per internship.
- By December 31, 2008 and December 31, 2009, at least 50% of the graduated seniors who participated in internships, but who are not enrolled in higher education or in the military, will be employed.
- At least 85% of the summer interns will complete projects that demonstrate application of skills and knowledge attained or enhanced, including the completion of a self-assessment plan.
- At least 80% of the students who complete internship projects will receive evaluations from their work-site supervisors and work-site coordinators with ratings of satisfactory or above in areas identified on the work-site learning plan.

Oakland DHS is currently following up with OUSD for actual PY 2007-08 program outcomes.

SUSTAINABLE OPPORTUNITIES

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 also promotes 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 several programs of the Youth Employment Partnership. Projects include recycling, neighborhood beautification, fire fuel reduction and materials re-use through building deconstruction.

Social Equity: These programs promote social equity by improving client 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 aged 55 and older.

The Oakland Museum Project, managed by The Arc of Alameda County, has facilitated the work of disabled employees at the Oakland Museum since 1993; its City contract has recently been extended into PY 2008-09.

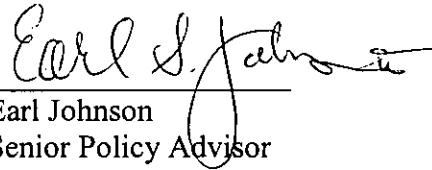
RECOMMENDATION AND RATIONALE

Staff recommends that the City Council accept this report

ACTION REQUESTED OF THE CITY COUNCIL

Staff requests the City Council accept this report.

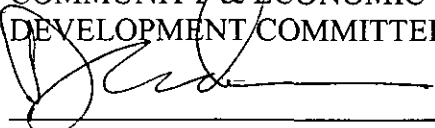
Respectfully submitted,



Earl Johnson
Senior Policy Advisor
Office of the Mayor

Nora Gilligan
Policy Analyst
Office of the Mayor

FORWARDED TO THE
COMMUNITY & ECONOMIC
DEVELOPMENT COMMITTEE:



Office of the City Administrator

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WIA PROGRAM OUTCOMES SUMMARY

The following pages provide a summary spreadsheet of outcomes from all programs managed and operated under the federal Workforce Investment Act, per Program Year (2003-04 through 2007-08). The format of the 2007-08 chart differs from that of past PYs, in line with new State Common Measures,¹³ incorporating clients “carried-over” from previous years into information related to client enrollments, employment, and exits, as opposed to presenting information on a year-to-year basis.

Major changes in the current PY’s outcomes chart include the following:

- “Amount drawn down through current period” not reported for all WIA programs.
- New State “Common Measures” goals account for the ratio of total placements to total exits, including program clients from past PYs. Program measure categories changed accordingly.
- No measure of placements with benefits was available this PY.
- For Adults and Dislocated Workers, retention rates were also measured differently this PY, at the end of the program period versus at three, six, and nine month interims. This is in line also with State measures/goals.
- For youth programs, measures of basic skills, occupational skills, and work readiness skills were not broken down. Rather, rates of degree or credentials attainment were compared to State goals.¹⁴

Overall, the new outcomes format intends to approximate Oakland’s reporting to the way the State calculates performance measures (i.e. based on date of exit, regardless of date of enrollment), tracking the outcomes of program clients who were *active* as of July 1, 2007, or enrolled since.

¹³ The State of California obtained a waiver to implement “Common Measures” dating retroactively to July 1, 2007 (start of PY 2007-08). The most fundamental changes with this new system affect youth. A Common Measures training for youth by the State’s Capacity Building Unit took place last May 13, 2008. Thus far the State has only released performance goals for Adults and Dislocated Workers; new goals for youth are slated to release soon. The Common Measures are as follows: for Adult and Dislocated Workers – Enter Employment, Average Earnings, and Retention Rate; for Youth – Placement in Employment or Education, Attainment of a Degree or Certificate, and Numeracy/Literacy Gains (this for basic skills deficient out-of-school youth only).

¹⁴ Until Youth goals for Placement/Education and Degree/Credentials are released by the State, “State goals” are an approximation to the percentages used in PY 2006-07.

**WIA Adult and Dislocated Worker Services
As of June 30, 2008**

Agency and Program Name	Enrollees	Contract Period	Contract Amount	Amount drawn down through current period	Total Enrollment Plan	Actual Enrollment	Total Active/Enrolled this PY (including carried over)	Exited this PY	Placements this PY	% Placements to Exits	State Placement Goals (Placements to Exits)	Success Rate	Average Wage (hourly)	Benefits	% Retention (PY)	State Retention Goal	Retention Success Rate
PROGRAM YEAR 2007-08																	
PIC One Stop Downtown/East Oakland	Adult	7/07 - 6/08	\$1,686,623		108	117	234	120	94	78.33%	73.00%	107.31%	\$17.44		69%	75%	92%
	DW				136	127	296	153	124	81.05%	79.00%	102.59%	\$17.63	63%	85%	74%	
Eng. Center: WIA One-Stop Affiliate	Adult	7/07 - 6/08	\$200,000		30	35	68	20	18	90.00%	73.00%	123.29%	\$13.49		78%	75%	104%
	DW				10	5	9	5	4	80.00%	79.00%	101.27%	\$12.37	34%	85%	40%	
Lao Family Comm. Dev.: WIA One-Stop Affiliate	Adult	7/07 - 6/08	\$200,000		27	32	68	42	36	85.71%	73.00%	117.42%	\$10.39		52%	75%	70%
	DW				5	5	10	7	5	71.43%	79.00%	90.42%	\$9.42	75%	85%	89%	
Unity Council: WIA One-Stop Affiliate	Adult	7/07 - 6/08	\$300,000		40	51	83	41	34	82.93%	73.00%	113.60%	\$12.05		63%	75%	84%
	DW				8	6	10	4	4	100.00%	79.00%	126.58%	\$11.28	80%	85%	95%	
ASSETS	Adult	7/07 - 6/08	\$140,000		33	33	48	29	21	72.41%	73.00%	99.20%	\$13.92		58%	75%	78%
PY 2007-08 Adult/DW TOTALS:				\$2,526,623	397	411	826	421	340	80.76%	77.00%	106.26%	\$15.55		65%	80%	82%
Adult subtotal					238	268	501	252	203	80.56%	73.00%	110.35%	\$14.57		66%	75%	88%
Dislocated Worker subtotal					159	143	325	169	137	81.07%	79.00%	102.61%	\$16.99		64%	85%	75%

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**WIA Adult and Dislocated Worker Services
As of December 31, 2006**

Agency and Program Name	Enrollees	Contract Period	Contract Amount	Expenditures as of 12/31/06	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Exited w/o Placement	Annual Placement Plan	Placements to Date	Placement % of Goal	Average Wage (hourly)	Benefits	Retention - 3 Month	Retention - 6 Month	Retention - 9 Month
PROGRAM YEAR 2006-07																
Universal Client services through all One-Stop Centers	Core	7/06 - 6/07	-	-	7,050	3,450	49%									
PIC One Stop Downtown/East Oakland	Adult	7/06 - 6/08	\$1,775,947	\$869,996	111	55	50%	0	39	1	3%	\$18.50	1			
	DW				133	43	32%	0	33	2	6%	\$12.00	-			
Eng. Center: WIA One-Stop Affiliate	Adult/DW	7/06 - 6/08	\$100,000	\$71,534	40	19	48%	0	14	3	21%	\$16.67	1			
Lao Family Comm. Dev.: WIA One-Stop Affiliate	Adult/DW	7/06 - 6/08	\$200,000	\$73,075	32	23	72%	0	16	0	0%	-	-			
Unity Council: WIA One-Stop Affiliate	Adult/DW	7/06 - 6/08	\$300,000	\$146,608	48	20	42%	0	14	6	43%	\$10.65	2			
Allen Temple: WIA Satellite	Adult/DW	7/06 - 6/08	\$25,000	\$10,080	n/a											
City of Oakland DHS	Adult/DW	7/06 - 6/08	\$140,000	\$70,000	33	33	100%	0	23	0	0%	-	-			
PY 2007-08 Adult/DW TOTALS:			\$2,540,947	\$1,241,293	397	193	49%	0	139	12	9%	\$13.03	4			
Adult subtotal					241	142	59%	0	100	9	9%	\$13.63	4			
Dislocated Worker subtotal					156	51	33%	0	39	3	8%	\$11.25	0			

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**WIA Adult and Dislocated Worker Services
As of December 31, 2006**

Agency and Program Name	Enrollees	Contract Period	Contract Amount	Expenditures as of 12/31/06	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Exited w/o Placement	Annual Placement Plan	Placements to Date	Placement % of Goal	Average Wage (hourly)	Benefits	Retention - 3 Month	Retention - 6 Month	Retention - 9 Month
PROGRAM YEAR 2005-06																
Universal Client services through all One-Stop Centers	Core	7/05 - 6/06	-	-	8,000	7,115	89%									
PIC One Stop Downtown/East Oakland	Adult	7/05 - 6/06	\$1,900,000	\$1,838,113	87	91	105%	4	42	29	69%	\$13.20	10	71%	54%	40%
	DW				138	142	103%	1	110	46	42%	\$16.80	24	63%	47%	33%
Eng. Center: WIA One-Stop Affiliate	Adult/DW	7/05 - 6/06	\$100,000	\$100,000	40	46	115%	1	33	25	76%	\$10.23	6	70%	37%	38%
Lao Family Comm. Dev.: WIA One-Stop Affiliate	Adult/DW	7/05 - 6/06	\$200,000	\$200,000	32	40	125%	3	29	21	72%	\$9.41	15	70%	33%	40%
Unity Council: WIA One-Stop Affiliate	Adult/DW	7/05 - 6/06	\$300,000	\$300,000	48	50	104%	0	36	18	50%	\$11.96	7	55%	44%	50%
Regional Technical Training Center: WIA Satellite		7/05 - 6/06	\$25,000	\$25,000	n/a											
Allen Temple: WIA Satellite	Adult/DW	7/05 - 6/06	\$25,000	\$11,564	n/a											
City of Oakland DHS	Adult/DW	7/05 - 6/06	\$150,000	\$150,000	35	35	100%	4	25	26	104%	\$11.50	5	78%	26%	9%
PY 2007-08 Adult/DW TOTALS:			\$2,700,000	\$2,624,677	380	404	106%	13	275	165	60%	\$12.87	67	69%	40%	34%
Adult subtotal					216	251	116%	11	156	112	72%	\$11.42	41	70%	40%	34%
Dislocated Worker subtotal					164	153	93%	2	119	53	45%	\$15.92	26	65%	40%	33%

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**WIA Adult and Dislocated Worker Services
As of December 31, 2006**

Agency and Program Name	Enrollees	Contract Period	Contract Amount	Expenditures as of 12/31/06	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Exited w/o Placement	Annual Placement Plan	Placements to Date	Placement % of Goal	Average Wage (hourly)	Benefits	Retention - 3 Month	Retention - 6 Month	Retention - 9 Month
PROGRAM YEAR 2004-05																
Universal Client services through all One-Stop Centers	Core	7/04 - 6/05	-	-	7,500	7,964	106%									
PIC One Stop Downtown/East Oakland	Adult	7/04 - 6/05	\$2,323,978	\$2,323,978	90	115	128%	16	58	54	93%	\$15.97	20	80%	75%	69%
	DW				115	114	99%	14	87	78	90%	\$17.01	37	85%	78%	75%
Eng. Center: WIA One-Stop Affiliate	Adult/DW	7/04 - 6/05	\$75,000	\$75,000	20	30	150%	5	22	22	100%	\$10.24	10	67%	63%	59%
Lao Family Comm. Dev.: WIA One-Stop Affiliate	Adult/DW	7/04 - 6/05	\$75,000	\$75,000	20	24	120%	2	17	22	129%	\$9.85	16	92%	88%	88%
Unity Council: WIA One-Stop Affiliate	Adult/DW	7/04 - 6/05	\$75,000	\$75,000	20	30	150%	8	21	18	86%	\$12.51	7	64%	64%	76%
City of Oakland DHS	Adult/DW	7/04 - 6/05	\$150,000	\$150,000	35	36	103%	7	25	26	104%	\$12.76	4	57%	50%	48%
PY 2007-08 Adult/DW TOTALS:			\$2,698,978	\$2,698,978	380	349	116%	52	230	220	96%	\$14.49	94	78%	72%	70%
Adult subtotal					216	218	128%	36	130	128	98%	\$13.35	50	75%	70%	67%
Dislocated Worker subtotal					164	131	101%	16	100	92	92%	\$16.08	44	82%	77%	75%

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**WIA Adult and Dislocated Worker Services
As of December 31, 2006**

Agency and Program Name	Enrollees	Contract Period	Contract Amount	Expenditures as of 12/31/06	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Exited w/o Placement	Annual Placement Plan	Placements to Date	Placement % of Goal	Average Wage (hourly)	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 DW	7/03 - 6/04	\$2,020,231	\$2,020,231	87 125	73 93	84% 74%	16 19	51 71	55 71	108% 100%	\$14.01 \$15.85	30 20	87% 79%	85% 74%	70% 75%
Eng. Center: WIA One-Stop Affiliate	Adult/DW	7/03 - 6/04	\$60,000	\$60,000	20	20	100%	2	14	14	100%	\$8.40	6	76%	76%	75%
Lao Family Comm. Dev.: WIA One-Stop Affiliate	Adult/DW	7/03 - 6/04	\$60,000	\$60,000	20	29	145%	5	20	24	120%	\$11.12	13	55%	55%	54%
Unity Council: WIA One-Stop Affiliate	Adult/DW	7/03 - 6/04	\$60,000	\$60,000	20	17	85%	3	13	14	108%	\$8.71	2	82%	94%	94%
City of Oakland DHS	Adult/DW	7/03 - 6/04	\$135,000	\$135,000	38	33	87%	7	23	26	113%	\$11.69	5	73%	64%	61%
PY 2007-08 Adult/DW TOTALS:			\$2,335,231	\$2,335,231	250	265	106%	52	192	204	106%	\$13.27	76	78%	75%	71%
Adult subtotal					125	154	123%	32	107	117	109%	\$12.27	49	77%	74%	66%
Dislocated Worker subtotal					125	111	89%	20	85	87	102%	\$14.49	27	80%	77%	78%

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**WIA Youth Services
As of June 30, 2008**

Agency and Program Name	Enrollees	Contract Period	Contract Amount	Expenditures as of 12/31/06	Annual Enrollment Plan	Actual Enrollment	Total Active/Enrolled this PY (including carried over)	Enrollment % of Plan	Exited this PY	Placements this PY (employment or postsecondary ed.)	% Placements/PostSec to Exits	State Placement Goal (placements to exits)	Average Wage (hourly)	Degree or Credentials this PY	% Degree or Credentials this PY	Degree or Credentials State Goal
PROGRAM YEAR 2007-08																
Alameda County Health Care Foundation	In School	7/07 - 6/08	\$30,860		13	15	26	116%	1	1	100%	67%	n/a	1	100%	50%
Lao Family Community Dev.	Out of School	7/07 - 6/08	\$137,500		10	10	11	100%	9	8	89%	67%	\$10.93	0	0%	50%
	In School				35	35	37	100%	25	23	92%	67%	\$8.00	22	88%	50%
Pivotal Point	Out of School	7/07 - 6/08	\$86,060		18	18	27	100%	14	9	65%	67%	\$8.66	3	22%	50%
Scotlan Youth Development Center	Out of School	7/07 - 6/08	\$177,800		40	41	57	100%	35	22	63%	67%	\$8.54	13	38%	50%
	In School				17	17	24	100%	16	4	25%	67%	\$8.80	15	94%	50%
Youth Employment Partnership	Out of School	7/07 - 6/08	\$367,780		40	52	90	130%	16	2	13%	67%	\$10.75	12	75%	50%
	In School				92	76	204	83%	34	4	12%	67%	\$8.10	24	71%	50%
PY 2007-08 Youth TOTALS			\$800,000		265	264	476	103%	150	73	50%	67%	\$9.01	90	60%	50%
Out of School Youth subtotal:					108	121	185	113%	74	41	56%	67%	\$9.72	28	38%	50%
In School Youth subtotal:					157	143	291	92%	76	32	43%	67%	\$8.30	62	82%	50%

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**WIA Youth Services
As of December 31, 2006**

Agency and Program Name	Enrollees	Contract Period	Contract Amount	Expenditures as of 12/31/06	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Placement Goal	Placements to Date	Placement % of Goal	Average Wage	Basic Skills	Occupation Skills	Work Readiness Skills	Diplomas and Credentials	Return to School or College
PROGRAM YEAR 2006-07																
Alameda County Health Care Foundation	In School	7/06 - 6/08	\$30,860	\$2,967	13	6	46%		0		n/a	-			-	-
Lao Family Community Dev.	Out of School	7/06 - 6/08	\$137,500	\$66,906	10	10	100%	7	4	57%	\$10.13	20	-	9	-	-
	In School				35	31	89%		0		28	-	32	-	-	
Pivotal Point	Out of School	7/06 - 6/08	\$86,060	\$18,335	18	13	72%	9	0	0%	n/a	n/a	-	5	-	-
Scotlan Youth Development Center	Out of School	7/06 - 6/08	\$177,800	\$78,372	40	24	60%	16	8	50%	\$8.27	66	-	44	-	1
	In School				17	2	12%		0		4	-	2	-	-	
Youth Employment Partnership	Out of School	7/06 - 6/08	\$367,780	\$97,413	40	30	75%	18	0	0%	n/a	8	-	24	-	-
	In School				92	69	75%		0		56	-	41	-	-	
PY 2006-07 Youth TOTALS			\$800,000	\$263,993	265	185	70%	50	12		\$8.89	182	0	157	0	1
Out of School Youth subtotal:					108	77	71%	50	12	24%	-	94	-	82	-	1
In School Youth subtotal:					157	108	69%		0		-	88	-	75	-	-

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**WIA Youth Services
As of December 31, 2006**

Agency and Program Name	Enrollees	Contract Period	Contract Amount	Expenditures as of 12/31/06	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Placement Goal	Placements to Date	Placement % of Goal	Average Wage	Basic Skills	Occupation Skills	Work Readiness Skills	Diplomas and Credentials	Return to School or College
PROGRAM YEAR 2005-06																
Lao Family Community Dev.	Older Youth	7/05 - 6/07	\$120,000	\$120,000	8	9	113%	6	5	83%	\$10.53	20	-	28	1	-
	Younger youth				32	32	100%		0		-	81	-	139	3	29
Scotlan Youth Development Center	Older Youth	7/05 - 6/07	\$130,000	\$130,000	15	17	113%	11	8	73%	\$9.38	33	-	18	6	1
	Younger youth				22	25	114%		2		\$7.38	48	-	24	2	21
Spanish Speaking Citizens Foundation	Older Youth	7/05 - 6/07	\$75,000	\$75,000	3	3	100%	2	3	150%	\$10.92	4	-	6	3	3
	Younger youth				24	24	100%		0		-	45	-	39	2	23
Youth Employment Partnership	Older Youth	7/05 - 6/07	\$475,000	\$473,750	40	45	113%	29	29	100%	\$9.61	37	-	85	19	3
	Younger youth				110	122	111%		9		\$7.70	110	1	211	4	86
PY 2005-06 Youth TOTALS			\$800,000	\$798,750	254	277	109%	48	56	94%	\$9.34	378	1	550	40	165
Older Youth subtotal:					66	74	112%	48	45	94%	\$9.76	94	-	137	29	6
Younger Youth subtotal:					188	203	108%		11		\$7.64	284	1	413	11	159

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**WIA Youth Services
As of December 31, 2006**

Agency and Program Name	Enrollees	Contract Period	Contract Amount	Expenditures as of 12/31/06	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Placement Goal	Placements to Date	Placement % of Goal	Average Wage	Basic Skills	Occupation Skills	Work Readiness Skills	Diplomas and Credentials	Return to School or College
PROGRAM YEAR 2004-05																
Lao Family Community Dev.	Older Youth	7/04 - 6/06	\$120,000	\$118,240	8	10	125%	6	9	150%	\$9.68	13	-	20	-	1
	Younger youth				32	34	106%		0		-	76	-	96	3	33
Scotlan Youth Development Center	Older Youth	7/04 - 6/06	\$130,000	\$130,000	15	15	100%	9	10	111%	\$7.51	22	-	18	8	-
	Younger youth				22	22	100%		10		\$6.75	40	-	22	12	10
Spanish Speaking Citizens Foundation	Older Youth	7/04 - 6/06	\$75,000	\$75,000	3	3	100%	2	2	100%	\$8.88	2	-	3	2	2
	Younger youth				24	24	100%		3		\$7.50	24	-	46	1	24
Youth Employment Partnership	Older Youth	7/04 - 6/06	\$475,000	\$475,000	30	33	110%	20	23	115%	\$9.17	17	1	37	2	1
	Younger youth				150	157	105%		18		\$7.47	133	13	206	-	140
PY 2004-05 Youth TOTALS			\$800,000	\$798,240	284	298	105%	37	75	119%	\$8.20	327	14	448	28	211
Older Youth subtotal:					56	61	109%	37	44	119%	\$8.88	54	1	78	12	4
Younger Youth subtotal:					228	237	104%		31		\$7.24	273	13	370	16	207

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CITY PROGRAM OUTCOMES SUMMARY

The following pages provide a summary spreadsheet of outcomes from all programs managed and operated under the City of Oakland, per Program Year (including the current PY and last PY, 2006-07).

All City Agency and Department Heads were contacted in October 2008, with a request for a list their respective workforce development contracts. The following pages include programs from which responses were received.

As noted with the PY 2007-08 WIA outcomes chart in Attachment A, "amount drawn down through current period" was not reported for City programs (also as noted, however, measures were taken at the end of the current PY as opposed to halfway through as in past PYs. It is assumed that most if not all of the contract amount has been used by each program.

**City of Oakland
Adult Programs
Through June 30, 2008**

Agency and Program Name	Enrollees	Contract Period	2007-08 Contract Amount	Cost Draw Downs as of 6/30/08	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Annual Placement Goal	Actual Placements	Placement % of Goal	Average Wage	Job w/Benefits
ATHEDCO: Dr. J. Alfred Smith Sr. Training Academy - Measure Y Program	Adult	7/07 - 6/08	\$280,000	*	74	203	274%	36	42	117%	*	*
DHS: America Works (Workfirst) - Measure Y Program	Adult	7/07 - 6/08	\$390,000	*	101	103	102%	101	103	102%	*	n/a
DHS: ASSETS Senior Employment Program	Adult	7/07 - 6/08	\$1,294,896	*	239	239	100%	44	44	100%	\$12.84	17
DHS: Oakland Community Action Partnership, Oakland Army Base Workforce Development Collaborative - CSBG Program	Adult	7/07 - 6/08	\$46,000	*	62	62	100%	62	27	44%	\$11.00	16
TIW: Oakland Museum Project	Adult	7/07 - 6/08	\$60,960	*	4	4	100%	4	4	100%	\$8.00	0
VOA: Crew Based Sheltered Employment Program - Measure Y program	Adult	7/07 - 6/08	\$273,742	*	16	10	62.50%	16	0	0%	n/a	n/a
VOA: Day Labor Program	Adult	7/07 - 6/08	\$194,000	Data not yet available at time of report								
Totals:			\$2,539,598	*	497	617	128%	259	216	73%	\$11.92	33

* Data not yet available at time of Report submission.

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**City of Oakland
Adult Programs
Through December 31, 2006**

Agency and Program Name	Enrollees	Contract Period	2006-07 Contract Amount	Cost Draw Downs as of 12/31/06	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Annual Placement Goal	Actual Placements	Placement % of Goal	Average Wage	Job w/Benefits
ATHEDCO: Dr. J. Alfred Smith Sr. Training Academy - Measure Y Program	Adult	1/06 - 6/07	\$25,000	\$4,250	40	165	206%	15	74	164%	\$10.35	23
ATHEDCO: Dr. J. Alfred Smith Sr. Training Academy - Measure Y Program	Adult	7/06 - 6/07	\$833,738		40			30				
DHS: ASSETS Senior Employment Program	Adult	10/06 - 6/07	\$802,660	\$267,552	171	152	89%	35	18	51%	\$12.43	8
Int'l Inst. For the East Bay: New Immigrants Employment Proj.	Adult	7/06 - 6/07	\$13,775	\$7,210	15	4	27%	8	0	0%	-	-
TIW: Oakland Museum Project	Adult	7/06 - 6/07	\$60,960	\$30,480	4	4	100%	4	4	100%	\$6.75	0
Volunteers of America, Bay Area: Crew Based Sheltered Employment Program - Measure Y program	Adult	7/06 - 6/07	\$273,742	\$109,497	16	8	50%	16	1	6%	\$15.00	1
Volunteers of America, Bay Area: Carpentry Job Dev't Project	Adult	7/06 - 6/07	\$30,420	\$22,776	15	15	100%	15	10	67%	\$12.00	0
Totals:			\$2,040,295	\$441,765	301	348	116%	123	107	87%	\$10.76	32

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**City of Oakland
Adult Programs
Through December 31, 2006**

Agency and Program Name	Enrollees	Contract Period	2006-07 Contract Amount	Cost Draw Downs as of 12/31/06	Annual/Day Client Visit Plan	Total Day Client Visits (YTD, Actual)	Actual % of Annual Visit Goal	Total Placement Goal	Total Actual Placements	Placement % of Goal	Average Wage	Of all Placements, # of Extended Duration	Of all placements, # of Short Term Duration
Volunteers of America, Bay Area: Oakland Day Labor Program	Adult	7/05 - 6/07	\$194,000	\$84,474	19,200	29,670	155%	3,360	3,923	117%	\$12.50	1,916	2,007

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**City of Oakland
Youth Programs
Through June 30, 2008**

Agency and Program Name	Enrollees	Contract Period	2007-08 Contract Amount	Cost Draw/Downs as of 6/30/08	Annual Enrollment Plan	Actual Enrollments	Enrollment % of Plan	Annual Placement Goal	Actual Placements	Placement % of Goal	Average Wage
ACHCF: Model Neighborhood Program	Youth	7/07 - 6/08	\$100,000	*	114	154	135%	114	154	135%	n/a
YEP: Career Tryout, After-School Jobs Program	Youth	7/07 - 6/08	\$190,000	*	*	*	*	*	140	*	*
YEP: Re-entry Program	Youth	7/07 - 6/08	\$280,000	*	25	32	128%	25	32	128%	*
YEP: Team Oakland	Youth	Summer 2007	\$249,000	*	100	142	142%	100	142	142%	*
Youth Radio: Community Action Program	Youth	7/07 - 6/08	\$152,250	*	37	21	57%	3	0	0%	n/a
Youth Uprising: Corners Café Employment and Training Program	Youth	7/07 - 6/08	PY 2007-08 data not yet available at time of report								
OUSD Career Academies Program	Youth	7/07 - 6/08	PY 2007-08 data not yet available at time of report								

* Data not available at time of Report submission.

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**City of Oakland
Youth Programs
Through December 31, 2006**

Agency and Program Name	Enrollees	Contract Period	2006-07 Contract Amount	Cost Draw Downs as of 12/31/06	Annual Enrollment Plan	Actual Enrollments	Enrollment % of Plan	Annual Placement Goal	Actual Placements	Placement % of Goal	Average Wage
Alameda County Health Care Foundation: Model Neighborhood Program	Youth	7/06 - 6/07	\$100,000	\$49,200	114	68	60%	114	68	60%	n/a
EBCC: Recycling Program	Youth	8/03 - 7/07	\$170,000	\$85,000	22	21	95%	22	21	95%	\$9.00
EBCC/OCCUR: Burbank School Community Garden Project	Youth	10/05 - 6/07	\$27,000	-	5	5	100%	5	5	100%	\$7.51
Global Education Partnership: Corners Café Employment and Training Program	Youth	10/05 - 6/07	\$50,000	\$22,990	10	10	100%	10	10	100%	\$8.00
Global Education Partnership: Entrepreneurship and Employment Training	Youth	7/06 - 6/07	\$150,000	\$57,750	46	31	67%	46	31	67%	\$7.00
Youth Employment Partnership: Anti-Litter	Youth	7/06 - 6/07	\$235,000	\$29,253	25	35	140%	25	35	140%	\$8.00
Youth Employment Partnership: Team Oakland	Youth	7/06 - 6/07	\$249,000	\$249,000	100	104	104%	100	104	104%	\$7.00
Youth Employment Partnership: Career Tryout (OFCY, Summer 2006)	Youth	7/06 - 6/07	\$174,919	\$153,001	147	143	97%	147	143	97%	\$7.00
Youth Employment Partnership: Career Tryout (Measure Y, After School)	Youth	7/06 - 6/07	\$395,848	\$37,600	100	61	61%	100	61	61%	\$7.00
Youth Employment Partnership: Re-entry Program	Youth	7/06 - 6/07	\$430,000	\$56,400	25	25	100%	50	27	54%	\$10.00
Youth Radio	Youth	7/06 - 6/07	\$75,000	\$37,500	22	11	50%	22	11	50%	n/a
Youth Sounds	Youth	7/06 - 6/07	\$75,000	\$18,026	30	16	53%	n/a	n/a	n/a	n/a
Totals:			\$2,131,767	\$795,720	646	530	82%	641	516	80%	\$7.39

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**City of Oakland
Youth Programs
Through December 31, 2006**

Program Name	Contract Duration	Contract Amount	Cost Draw Downs as of 12/31/06	School Year	Placement Goal	Total Placements	Placement % of Goal	Post Program Employment Goal	Portion of Eligible Youth Employed	Post Program Employment % of Goal
OUSD Career Academy	7/05 - 6/07	\$600,000	\$498,607	2005 - 06	320	330	103%	50%	54%	108%
				2006 - 07	320	211	66%			

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PARTICIPANT CHARACTERISTICS

The below table provides information on some characteristics of the newly enrolled clients for Program Year 2007-08 served at the One-Stop (mostly self-help services), and the WIA-enrolled clients. In attempting to keep the table to a single page, percentages were used for all adults.

In comparing the clients registered for services at the One Stops with the clients selected for enrollment in WIA (i.e., intensive services), it appears that more females than males are receiving intensive services than the percentage who registered for One-Stop services. It also appears that the percentage of those without a High School diploma registering with the One-Stop is much higher than those enrolled for intensive services.

The Oakland PIC enrolled the greatest number of formerly incarcerated individuals in the WIA program; more than double the percentage of individuals who self-reported "offender" status in the application for One Stop services.

In terms of ethnicity, there seems to be an over-representation of Asians enrolled to receive WIA intensive services as compared to those who registered with the One Stop system, and an under-representation of Hispanics. The same appears to be true when considering the breakdown of ethnicity estimates for 2006 as reported in quickfacts at www.census.gov (Asian 15.2%; African American 35.7%, Hispanic 21.9% and White 31.3% -these estimates add to more than 100%, perhaps due to the Census' data gathering that allows for more than one group).

Breakdown of Selected Participant Characteristics - Adults

	PIC		English Center		Lao Family		Unity Council		ASSETS	EDD	San Pablo
	One Stop	WIA Enrl	One Stop	WIA Enrl	One Stop	WIA Enrl	One Stop	WIA Enrl	WIA Enrl	One Stop	One Stop
Total #	2,007	244	203	40	898	37	448	57	33	4,439	1,351
Male	54%	42%	40%	32%	45%	29%	50%	26%	30%	49%	44%
Female	46%	58%	60%	68%	55%	71%	50%	74%	70%	51%	56%
No HS Diploma	21%	16%	39%	5%	30%	0%	33%	26%	0%	12%	19%
Offender	4%	11%	0%	2%	2%	2%	2%	0%	3%	4%	7%
Low Income	52%	49%	41%	58%	30%	71%	33%	79%	91%	17%	100%
Limited English	15%	22%	68%	100%	46%	56%	43%	16%	0%	6%	1%

Ethnicity

Native American	1%	0%	0%		0%	0%	1%	3%	0%	1%	2%
Asian	27%	32%	22%	30%	49%	79%	8%	47%	9%	11%	6%
African American	48%	48%	3%	2%	12%	6%	13%	16%	76%	47%	71%
Hispanic	9%	9%	48%	48%	26%	15%	73%	32%	3%	15%	4%
White	11%	11%	8%	20%	1%	0%	1%	2%	12%	21%	9%
Other/NA	4%	0%	17%	0%	12%	0%	5%	0%	0%	5%	8%

Breakdown of Selected Participant Characteristics - Youth

	AICo Healthcare Foundation		Lao Family		Pivotal Point		Scotlan		YEP		Totals
	In-Sch	Out-Sch	In-Sch	Out-Sch	In-Sch	Out-Sch	In-Sch	Out-Sch	In-Sch	Out-Sch	
Total #	15	n/a	35	10	n/a	18	17	40	76	52	264
Male	2		18	5		15	11	20	21	19	111
Female	13		17	5		3	6	21	55	33	153
No HS Diploma	15		35	4		8	17	39	76	19	213
Offender	0		0	0		1	0	1	2	0	4
Low Income	15		32	9		17	16	38	71	52	250
Limited English	0		0	0		3	0	0	0	1	4

Ethnicity

Native American	0		0	0		0	0	0	0	0	0
Asian	2		33	10		0	2	9	13	3	72
African American	11		2	0		18	13	26	59	47	176
Hispanic	2		0	0		0	2	5	4	2	15
White	0		0	0		0	0	1	0	0	1
Other/NA	0		0	0		0	0	0	0	0	0

COSTS PER WIA ADULT SERVICE OUTCOME

Section 121 of the Workforce Investment Act of 1998 (WIA) describes the establishment of the One Stop delivery system for all local areas with emphasis on services by partner agencies such as the Employment Development Department, Adult Education, Social Services Agency, and others. The one-stops must be open to all individuals seeking employment assistance and to provide reasonable access to individuals with disabilities.

This open model of services is one of the tenets of WIA that has caused a good deal of confusion when attempting to calculate the cost of those services, particularly because the federally-imposed performance measures only look at the results of a very small fraction of all those individuals served through the One-Stop system. In fact, this has been documented by David Campbell and others in an evaluation of California's Workforce Development System published by UC Davis titled "**WIA Implementation in California: Findings and Recommendations**" (November 2006):

"When comparing WIA with the Job Training Partnership Act (JTPA), stakeholders are grateful for the universal eligibility provision that allows them to serve any adult who walks in the door of a One-Stop, but lament that federal performance measures do not reflect their intense universal services efforts and the very high number of customers they serve."

Column B shows the budgeted amounts received by all the Adult service providers in Oakland during the program year July 1, 2007 to June 30, 2008. Columns C, D and E show the traffic for the "universal" services (services to anyone who sought services at any of the one-stops in Oakland) provided to a total of 21,288 individuals (bottom of column E). Columns F through J show the very small fraction of "WIA-Enrolled" clients used to calculate the performance of the entire system.

Following the same rationale of looking only at that small fraction of individuals served, column K shows the "Cost Per Placement" calculated as the division of the budgeted amount (column B) by the number of individuals who were employed at the time of leaving the program (column J). It is important to note that the federally mandated performance outcomes only look at the results at the time a participant completes the employment plan developed in conjunction with his/her career counselor or employment advisor and/or leaves the program for other reasons. It is also important to note that Oakland has exceeded the state-mandated "Entered Employment Rate" performance measure for adult programs since 2003.

The employment plan might include training, internships, support services, etc., and it may last more than one year. That is the reason why the number of exits (column I) is larger than the actual new enrollments (column G). Not included in this table, but available in Table 8, column C of the Agenda Report (page 13), is the number of individuals per one-stop who were enrolled in previous years but remained active participants at the start of PY 2007-08. This "carried over" number (415) combined with those enrolled during the year constitutes the cohort used by the State in the calculation of the performance measures.

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Oakland One-Stop System summary table & Cost-per-Outcome for program year 2007-08

A	B	C	D	E	F	G	H	I	J	K
One-Stop/Affiliate Site	Budget Amount	One Stop Universal Services			WIA-Enrolled Clients					
		New Universal Clients	Number of Visits	Number of Clients Visiting	Annual Planned Enrollments	Annual Actual New Enrollments	Actual % Of Enrollment Goal	Exits this Program Year	Exited and Placed	"Cost Per" (Budget Amt/Placed)
PIC, Downtown	\$1,686,623	2,007	49,234	7,668	244	244	100.00%	273	218	\$7,736.80
EDD, East Oakland	n/a	4,439	24,237	8,018	n/a	*	*	n/a	*	*
The English Center	\$200,000	203	4,682	367	40	40	100.00%	25	22	\$9,090.91
Lao Family	\$200,000	898	2,034	915	32	37	115.63%	49	41	\$4,878.05
Unity Council	\$300,000	448	2,853	745	48	57	118.75%	45	38	\$7,894.74
ASSETS	\$140,000	n/a	*	*	33	33	100.00%	29	21	\$6,666.67
Merritt College	n/a	30	59	44	n/a	*	*	n/a	*	*
San Pablo	n/a	1,351	13,927	3,531	n/a	*	*	n/a	*	*
TOTALS	\$2,526,623	9,376	97,026	21,288	397	411	103.53%	421	340	\$7,431.24

* Data not available at time of Report submission.

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