

CITY OF OAKLAND 2008 SEP 11 PM 5:57
AGENDA REPORT

To: Office of the City Administrator
Attn: Daniel Lindheim
From: Community Economic Development Agency / Workforce Development Department
Date: September 23, 2008

Re: A 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, for Program Year 2007-08

SUMMARY

This report on Workforce Development programs in Oakland covers client-related activities from July 2007 through June 30, 2008.

The format of this report differs from the format for reports of prior years. It presents information related to client enrollments, employment, exits, etc. in a single chart that incorporates those clients carried over from previous years, as opposed to presenting the information on a year-by-year basis. The new format is open for input and modification once a Program Oversight committee is in place.

The new format also approximates Oakland's reporting metrics to the way the State calculates performance measures (i.e., based on the date of exit, regardless of date of enrollment). The proposed format looks at those participants who were active as of July 1, 2007 or enrolled since, and tracks their outcomes per each agency.

FISCAL IMPACT

This is an informational report only; as such, it does not include fiscal impacts.

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.

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KEY ISSUES AND IMPACTS

Data on outcomes of particular interest in this report include:

- First half of Program Year (PY) 2007-08 State WIA performance ratings for Oakland showed a positive set of results, especially in light of today's economic climate. The overall "entered employment" success rates for WIA-enrolled adult and dislocated workers (calculated against the State goals, on the Base Wage Record, for first half PY 2007-08) are already above 100%, and are expected to grow within the remainder of this PY. Although measures of worker "retention" and "average earnings" have not yet reached this year's State goals, numbers are above 60% of goals, and are on target to hit or exceed 100%. The results of Adult and Dislocated Worker Common Measures are reflected in Tables 1 and 2.
- Last PY's (2006-07) WIA performance goals for Oakland were met or exceeded when combining all categories. Of particular note on the youth side, this year saw the first time that the diploma rate for in-school youth appears to be higher than the given goal of 50% (although no youth goals have been released by the State because the performance period and the performance definitions are changing). These results have continued into the first half of the current PY, reflected in Table 3. PY 2006-07 achievements are reflected in Tables 10 and 11.
- The State of California obtained a waiver to implement the federally mandated "Common Measures" for WIA program performance, retroactively to July 1, 2007. A discussion of Common Measures implementation begins on Page 5 (Staff Analysis and Comments on WIA Performance Assessments #1).
- WIA's Rapid Response funding stream has provided valuable services to local businesses and their employees. Downtown Oakland's One-Stop facility hosted a series of worker recruitment events, resulting in 67 known hires at ten (10) companies in the first half of PY 2007-08. Also of note was a customized training contract, developed with Kaiser Permanente and Career Advancement Systems, under Rapid Response, which allowed the records departments of Oakland and Richmond hospitals to avoid the layoff of 48 employees. More details on Rapid Response services to local businesses are discussed beginning on Page 6 (Rapid Response Activities).
- During the first half of the 2007-08 Program Year, approximately 1,461 individuals enrolled with Oakland's One-Stop Career Centers, or affiliate sites. Oakland's newest Career Center, the Comprehensive One-Stop at the Alameda County Social Services Agency site, 2000 San Pablo Ave., has served 3,531 clients since its opening in Spring 2007 (the third greatest number of clients served among the eight in the network). An overview discussion of the Oakland One-Stop network begins on Page 8 (WIA Adult Programs).

- Jobs secured by clients of the WIA's PIC program posted an average hourly wage rate of just over \$17 per hour, continuing the historical pattern of PIC clients finding some of the best paying jobs in Oakland's system. See Table 8.
- Although overall enrollment rates for WIA-funded youth programs are on target, the YEP facility has not yet reached goal enrollment for In-School youth in the current reporting period. YEP services may be more focused on assisting youth in the attainment of skills credentials or school degrees, as they are the only facility to have met State goals in this area. In second half of PY 2007-08, and in coming PYs, YEP should focus on increasing youth job placements and education to exit, as discussed beginning on Page 21 (Staff Analysis and Comments on Current and Previous Years' Youth Services).

PROGRAM PERFORMANCE ANALYSIS

The following attachments contain detailed performance data, program contact, 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.
- Attachment B:** A summary spreadsheet of the other job training programs operated or overseen by City of Oakland agencies.
- Attachment C:** Detailed information on the costs-per-outcome produced by Oakland's contracted providers of services to Adults and Dislocated Workers.

WORKFORCE INVESTMENT ACT PROGRAMS

As the contracted System Administrator to the Oakland Workforce Investment Board, the Oakland Private Industry Council 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). As articulated in the federal legislation, performance is assessed on 15 specific measures regarding services to four populations: Adults, Dislocated Workers, Older Youth (ages 19 to 21) and Younger Youth (ages 14 to 18). Different performance measures are gauged by the State over different time periods, to reflect the availability of reliable information.

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TABLE 1: Preliminary Performance For PY 2007-08 – Enter Employment Rate

Adult and Dislocated Workers		Employment Rate						
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%

TABLE 2: Preliminary Performance For PY 2007-08 – Retention And Average Earnings

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

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Note: 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.

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

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%

Note: 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 PERFORMANCE ASSESSMENTS:

1. The State of California obtained a waiver to implement the federally mandated “Common Measures” for WIA program performance, starting retroactively to July 1, 2007. This concept, put forth in the President's management agenda of 2001, seeks to use common performance assessment terms and methods for a variety of federal programs, including those in the housing, human services, and education areas as well as Department of Labor programs like WIA. When enforced, these measures aspire to simplify assessment processes by condensing the Adult and Dislocated Worker populations, to prioritize job-based outcomes for all Youth, over the current skill and certificate measures, and to add emphasis on results from the Universal Services clients, for whom outcomes are not currently captured. The Common Measures also adopt standards for Literacy and Numeracy Gains among youth clients assessed as deficient in basic skills at enrollment.

The most fundamental changes seen by adoption of the Common Measures affect youth. A Common Measures training for youth by the State’s Capacity Building Unit took place May 13, 2008. Thus far the State has only released performance goals for Adults and

Dislocated Workers, with a promise to release the goals for Youth soon. The Common Measures are: 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 one for basic skills deficient out-of-school youth only).

2. Early results on performance from exit data and the Base Wage Record indicate that during the performance period for the Program Year 2007-08 (October 1, 2006 to September 30, 2007) the Entered Employment Rate for Adult and Dislocated Workers will be met at 100% or exceeded. The overall success rate against the State goals, calculated on the Base Wage Record (Unemployment Insurance reports) released July 10, 2008 was at 102.4% for Adults and 103.2% for Dislocated Workers. Since earnings reports gathered in the Base Wage Record take up to nine months to be collected, the success rate for measure will very likely increase. (See Table 1 above).

The Entered Employment Rate measure is a good indicator that the other two measures, Average Earnings and Retention, on the second and third quarter after exit, will be met or exceeded by the time the final calculations are performed by the State (sometime in October). Table 2 above represents a preliminary calculation of those measures.

Table 3 represents the calculated results for the Youth Entered Employment or Education performance measure. No goals have been released by the State, so the 67% is an approximation to the percentage used as goal for the Older Youth Enter Employment in Program Year 06-07.

NOTE: 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.

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 the first half of PY 2007-08:

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TABLE 4: Rapid Response Services During Program Year 2007-08

<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.

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

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. The most common service to local businesses is in the area of recruitment assistance. Services in this area include the use of the One-Stop for recruitment 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, with number of participants at the events, plus the number of hires from those events, as reported by the employers.

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. 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.

WIA ADULT PROGRAMS

UNIVERSAL SERVICES/SERVICES TO JOB SEEKERS THROUGH THE ONE-STOP SYSTEM:

There are several types of services available to job seekers depending on the intensity of staff assistance (i.e., the nature of the service). The majority of individuals served receive limited

staff assistance as they use the available self-help services offered through the One-Stop system.

During the first half of PY 2007-08, approximately 1,461 individuals enrolled with Oakland's One-Stop Career Centers, or affiliate sites, making approximately 8,327 visits (note: this number includes repeat visits by the same individual). WIA-enrolled "Annual Actual New Users" of One-Stop facilities and affiliates numbered 411 in six months, more than the annual goal for new users. Services available at Oakland's 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 the Crisis Support Center.

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 are determined to need additional assistance beyond self-help services to achieve their employment goals. These individuals are the 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.

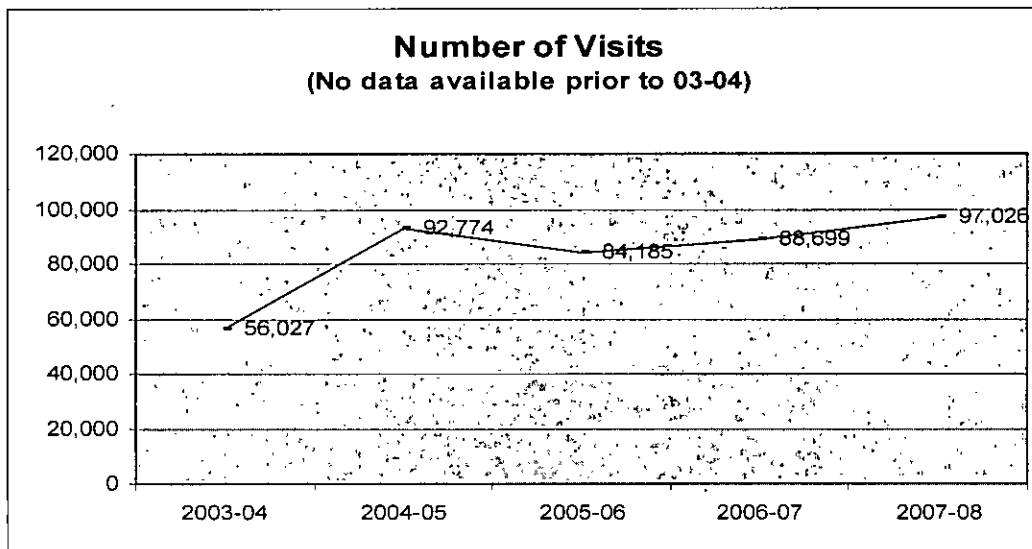
Table 6 provides a summary of the number of new individuals registered or enrolled during the current program year; the number of visits to the One-Stop system, and the number of individuals who visited, regardless of when or where they registered (an EASTBAY Works card containing a bar code is given 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 those individuals enrolled in "intensive" services (or WIA-Enrolled Clients), which forms the group upon which the State's performance measures are calculated.

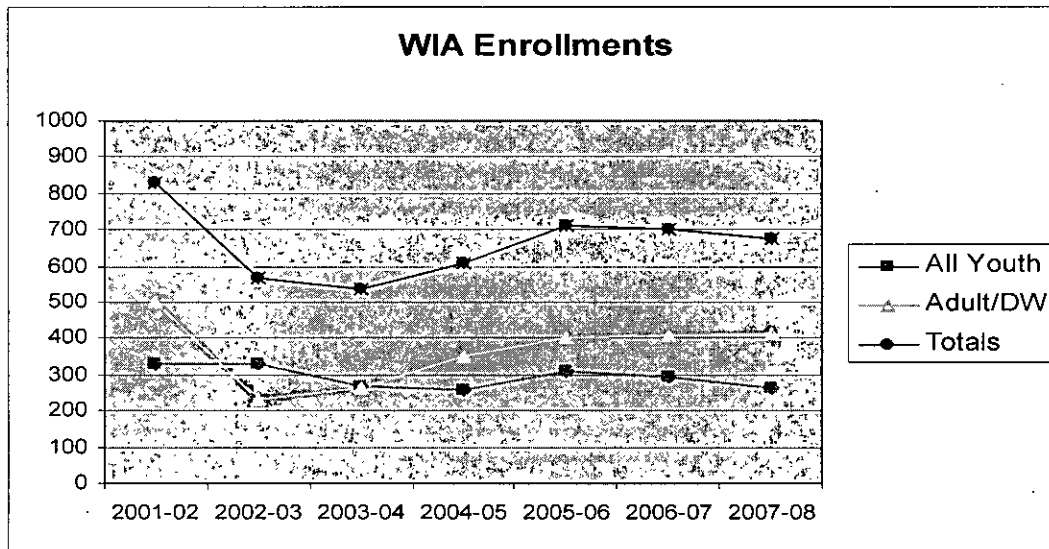
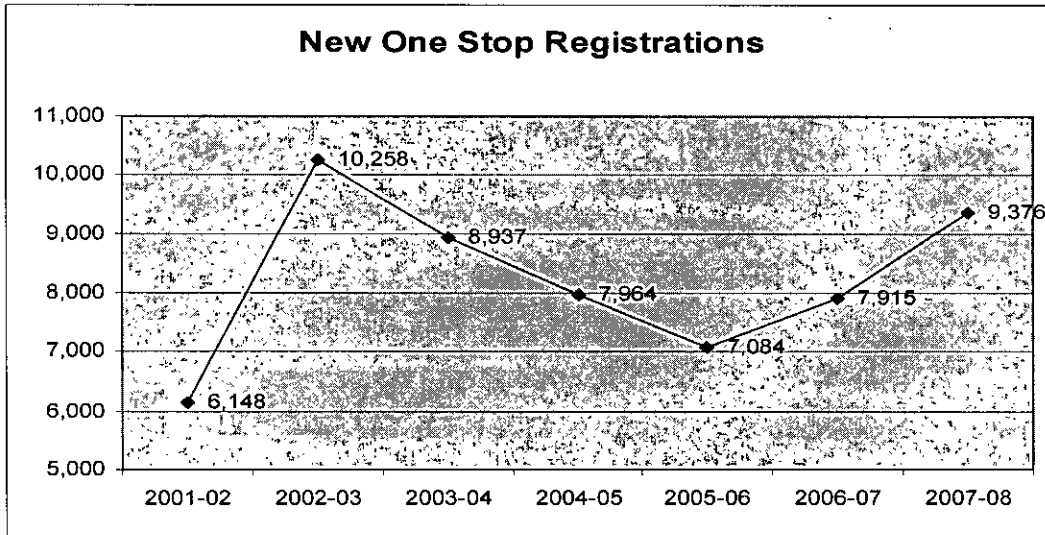
TABLE 6: Universal Services/Services To Job Seekers Through One-Stop System, Program Year 2007-08

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%

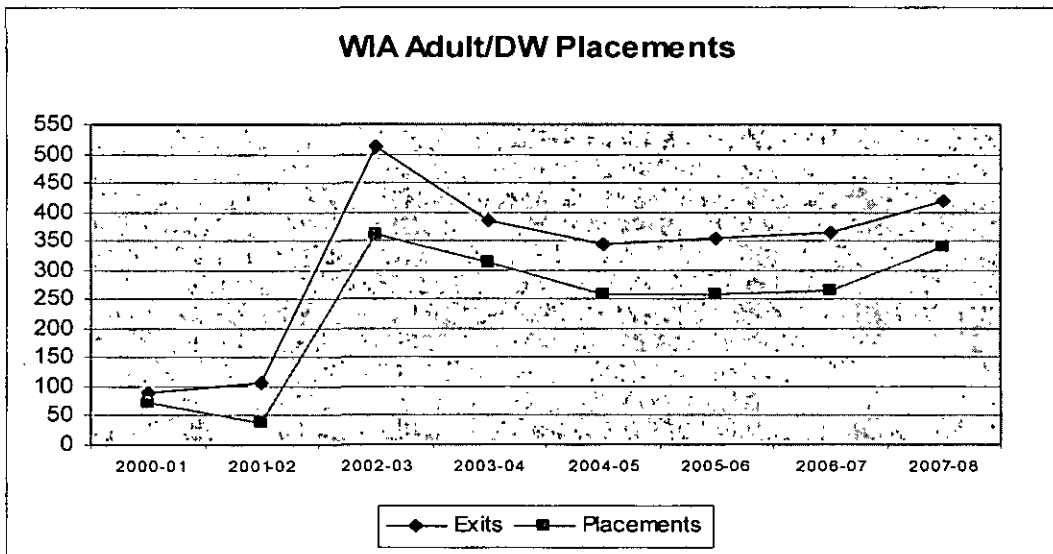
- A breakdown of enrollments in relation to goals shows adults at 112.61% of goal and Dislocated Workers at 89.94% of the goal with the great majority of Dislocated Workers enrolled by the Oakland PIC. For employment results see Table 9.

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





The graph below shows the history of placements in relation to exits. Program Year 2007-08 was the second best year in terms of exits and placements, and the second best year in terms of enrollments for adult and dislocated workers.



PARTICIPANT CHARACTERISTICS

Table 7 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).

TABLE 7: 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%

TABLE 8: Services To Job Seekers Through One-Stop System – WIA Enrolled Clients – Details (2007-08 Intensive Services)

Participants in WIA Programs Active as of July 1, 2007, or enrolled since. Final Report Through June 30, 2008													
A	B	C	D	E	F	G	H	I	J	K	L	M	N
Service Provider	Category	Carried Over From Previous Years	Enrolled this Program Year	Enrlmt Goal this Program Year	% of Enrlmt Goal	Overall Results						Wage at Exit	
						Total Active or Enrolled this PY	Total Exited this PY	Placed this PY	% of Plmmts to Exits	State Goals	Success Rate	Avg. Hourly Wage	Median Hourly Wage
PIC	Adult	117	117	108	108.33%	234	120	94	78.33%	73.00%	107.31%	\$17.44	\$14.01
	DWs	169	127	136	93.38%	296	153	124	81.05%	79.00%	102.59%	\$17.63	\$15.78
English Center	Adult	33	35	30	116.67%	68	20	18	90.00%	73.00%	123.29%	\$13.49	\$11.00
	DWs	4	5	10	50.00%	9	5	4	80.00%	79.00%	101.27%	\$12.37	\$11.50
Lao Family	Adult	36	32	27	118.52%	68	42	36	85.71%	73.00%	117.42%	\$10.39	\$9.75
	DWs	5	5	5	100.00%	10	7	5	71.43%	79.00%	90.42%	\$9.42	\$9.50
Unity Council	Adult	32	51	40	127.50%	83	41	34	82.93%	73.00%	113.60%	\$12.05	\$11.95
	DWs	4	6	8	75.00%	10	4	4	100.00%	79.00%	126.58%	\$11.28	\$10.75
ASSETS	Adult	15	33	33	100.00%	48	29	21	72.41%	73.00%	99.20%	\$13.92	\$12.00
	DWs	0	0	0	0.00%	0	0	0	0.00%	0.00%	0.00%		
Totals		415	411	397	103.53%	826	421	340	80.76%	77.00%	106.26%	\$15.55	\$11.50
Adults		233	268	238	112.61%	501	252	203	80.56%	73.00%	110.35%	\$14.57	
Dislocated Workers		182	143	159	89.94%	325	169	137	81.07%	79.00%	102.61%	\$16.99	

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Table 8 (and Tables 10 and 11), represent the most significant change in relation to prior years reports as they provide a comprehensive overview of the number of clients carried over from previous years plus those enrolled since July 1 combined into one group. Columns G, H and I show the total active participants and their outcomes thus far. Columns J, K and L present the percentages used by the State to calculate the "Entered Employment Rate" and columns M and N show information on wages at the point of employment. Column K uses the proposed State performance goals for the current year. "Very good" results on this table are good indicators of the State's calculation using a different performance period (October to September as opposed to July-June).

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

1. During the last WIA program reporting period, Oakland's network of Career Centers added a new venue, with the opening of a Comprehensive One-Stop site at Alameda County's new Social Services Agency (ACSSA) building, 2000 San Pablo Avenue. At the time, the Oakland PIC received a \$400,000 grant to create and staff this site during the 2006-07 program year. As currently designed, the ACSSA One-Stop serves walk-in clients with Universal Services, but is not yet enrolling Intensive Services clients. The primary client base served at this site is individuals already receiving other services at the County building for who a co-located Career Center can offer convenient employment resources. Within its first year of operation (as measured in the first half of PY 2007-08), the ACSSA One-Stop served 1,351 first time Universal clients, as shown in Table 6.
2. As a whole, Oakland's system served 9,376 first time clients at its Career Centers during the first half of PY 2007-08, showing a steady increase in new universal clients measured from PY 2005-06. Numbers indicate that Oakland residents are taking advantage of the One-Stop network, and the ACSSA location accounts for nearly 15% of new users. In the previous WIA reporting period, there appeared to have been a tradeoff between the ACSSA facility and the nearby Downtown Oakland One-Stop, which saw the lowest new client quarter total in three years. During the first half of the current PY, however, Downtown Oakland has already reached its WIA-enrolled new user's goal, and it seems that the ACSSA venue has started to bring in universal clients of its own. New user numbers (for both universal and WIA-enrolled clients) are expected to continue to increase during the second half of PY 2007-08, although at a slower rate, as the holiday season traditionally sees a decline in enrollees. Staff will continue to track client access data to report on the effects of the additional Comprehensive One-Stop in Oakland's system. In addition, staff continues to request data from the PIC on the numbers of unique individuals being served at sites, both new and returning clients, to provide a more complete scope of who uses Oakland's Universal Services resources.
3. Client enrollment numbers in Table 8 have improved from the past program reporting period, and Adult enrollment at five service providers has overall exceeded 100% of goal. Dislocated Worker enrollments continue to be of minor concern; on average, enrollment

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was at approximately 90% of goal. However, this is a significant increase from the last reporting period, in which Dislocated Worker enrollment averaged at only 33% of goal. Also, the goal numbers for the English Center and the Unity Council, with the lowest enrollment numbers of 50% and 75%, respectively, are relatively low (at 10 and 8 people, respectively), and percentages might seem to skew the statistics. Staff continues to suggest that Oakland's proportion of Adults to Dislocated Worker enrollment goals, historically a 60-40 split, do not reflect well the reality that the potential client base of Oakland jobseekers is far more heavily weighted towards Adults. The State does not require Oakland to aspire to any particular level or proportion of enrollments of the respective client groups.

4. Overall, enrollment numbers for both Adults and Dislocated Workers are on target for meeting goals by the end of PY 2007-08, which has been of concern in past program years.

In the last reporting period, staff proposed several solutions to the problem of low enrollment rates. One major suggestion for WIB consideration was the adoption of an informal recommendation that programs aspire to enroll a third of their annual client base in each of the first three quarters of the year. Numbers from the current PY reflect a majority of clients being enrolled in the first half year, allowing a placement focus in the second half year, while still preserving agency flexibility in program design, and keeping some service slots available for clients in need.

5. A total of 340 clients landed job placements in the first half of PY 2007-08 (203 Adults, 137 Displaced Workers). This number is about three times the last reported half-year average of 126 placements, and may be attributed in part to greater enrollment rates earlier in the year, leaving more time for job placement. WIA Program exit-to-job placement rates have exceeded State goals for both Adults and Displaced Workers.

The jobs secured by clients of the PIC posted an average hourly wage rate of just over \$17 per hour, continuing the historical pattern of PIC clients finding some of the best paying jobs in Oakland's system (hourly wages for clients of other service providers averaged at \$12.00).

6. A "Monthly Activity Report" is tailored for each contractor each month. The Report shows the status of clients exited and still active in service relative to outcomes already achieved. 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 lists individuals served by each agency who are in danger of falling out of active client status, making it easier for contractors to prevent the sort of negative forced exits which have caused performance difficulties in the past. Staff believe this new technique for performance management will pay dividends.

COSTS PER WIA ADULT SERVICE OUTCOME:

The Oakland WIB periodically assesses the costs of contracted service providers compared to the outcomes produced as one tool for gauging the relative efficiencies of these agencies. In the fall of 2006, the WIB directed staff to continue and refine these assessments into what is now called a Cost-Per-Outcome (CPO) analysis of WIA services to Adult clients in Oakland. Working in conjunction with System Administrator staff from the Oakland PIC, City staff honed the CPO methodology to produce the data summarized below and presented more completely in Attachment C, which also contains comments from service providers.

Revisions to the CPO calculation framework included revisiting the allocations considered, which now include funds spent directly on clients support services and individualized training. The process by which direct provider allocations for Intensive Services are separated from other allocations was reviewed and revised, based on budget source materials, developed by the Oakland PIC, of budgeted direct services funds. Allowances were incorporated to reflect already employed clients in customized training programs for whom job placement is not an outcome. Adjustments were also made in how specific client barriers to employment were reported, as derived from data also maintained by the Oakland PIC.

In addition to the estimated cost-per-placement of each agency, this tool now includes information on wage and retention rates, and profiles of the relative degrees of barriers to employment faced by each agency's client base. The report to the WIB (Attachment C) also includes narratives by each contractor about their perspectives concerning CPO data.

During the preparation of this report, staff was asked by the Chair of the Council's Community and Economic Development Committee to offer the Oakland PIC this opportunity to state any concerns it may continue to have about the CPO methodology or related issues. The PIC declined to submit any new information for inclusion with this report, and instead referenced concerns it had raised in earlier discussions of the Oakland WIB and its Committees, prior to the CPO revision process in the fall of 2006. The PIC's earlier concerns included the following:

- Since CPO analyses are no longer used as a performance measure by the federal government, they should not be included in local discussions.
- Oakland's CPO approach does not consider differences in goals between the PIC's Comprehensive Career Centers and the Affiliate venues operated by other agencies.
- The downtown Oakland venue is intrinsically more costly than other locations.
- The process of separating costs of Intensive (enrolled) and Universal (walk-in) Services is not valid.
- More time should be allowed to elapse before job placement numbers are captured for use in CPO calculations.

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- Discussion of these issues should be the purview of the WIB and its Committees, given the WIB's unique role under the Workforce Investment Act, and given that as such discussions require a detailed background and context which only the WIB possesses.

As mentioned above, the presentation of the latest CPO data to the WIB, beginning with its Quality Assurance Committee in November 2006, offered service providers the opportunity to furnish a narrative analysis of CPO numbers and methods for inclusion with the report to the WIB, unedited by City staff.

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.

Part of a series of waivers to existing legislation requested by the State of California includes the possibility of using Individual Training Accounts (ITAs) to send youth to occupational skills training provided by schools that are part of the Eligible Training Provider List (ETPL). ETPL is online at <http://etpl.edd.ca.gov/wiaetplind.htm> and anyone can access information on the schools and courses listed.

Table 9 provides a breakdown, similar to that of Table 7, reflecting participant characteristics in Oakland WIA youth programs:

TABLE 9: 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

TABLE 10: 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 11: 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%	

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

1. Oakland's WIA Youth programs have exceeded PY 2007-08 goals for Out-of-School youth, but are not quite at goal level for In-School participants (the YEP program is the only WIA-funded program for In-School youth that has not reached 100%, reducing the total enrollment average; enrollment efforts should focus at this site). Although there is room for improvement, youth program enrollment rates have fallen back in line with the historical pattern of WIA in Oakland, in which it is common for agencies to fill between 80% and 100% of their service goals in the year's first half.

Oakland youth agencies have a contracted obligation to reach 100% of enrollment goals by March 31 (an imperative not imposed on contractors serving Adult clients), reiterating the importance of focusing on YEP program enrollment goals. If other WIB aspirations toward a longer overall duration of services to some clients are met, this should result in greater numbers of clients "carried forward" into the 2008-09 program year, particularly In-School Youth who have yet to complete high school. Staff is not concerned about performance implications of the enrollment pattern at this stage.

In the previous reporting period, the Scotlan Center was the agency with the lowest proportion of service slots for In-School Youth unfilled as of December 31. At the time, Scotlan expressed optimism that its new relationship with staff at McClymonds High School in West Oakland would result in enhanced quantity and quality of services in coming quarters. As shown in Tables 10 and 11, Scotlan has already attained its enrollment goals for both In- and Out-of-School Youth in the first half of PY 2007-08.

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; however, it is important to remember that these goals are relative, based on previous program performance and not set by the State.

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, YEP is the only program to meet their goals.

3. In the past, YEP has reached 100% or better of its youth placement goals in consecutive years. In PY 2007-08, however, YEP has had the lowest percentage of placements / education to exits, 13% for Out-of-School Youth and 12% for In-School Youth. In addition to enrollment, other factors affecting job placements / education for youth serviced by the YEP facility need to be examined and addressed.

SUSTAINABLE OPPORTUNITIES

Economic:

Job training efforts funded by the City of Oakland are intended to improve a client's employability through education, training and support services. 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 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 a client's 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.

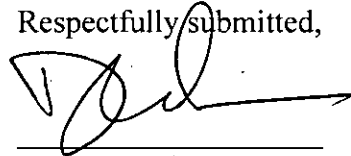
RECOMMENDATION AND RATIONALE

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,

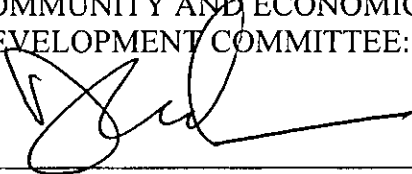


Dan Lindheim
Interim Director
Community and Economic
Development Agency

Prepared by: Earl Johnson
Office of the Mayor

Attachments

APPROVED AND FORWARDED TO THE
COMMUNITY AND ECONOMIC
DEVELOPMENT COMMITTEE:



Office of the City Administrator

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Attachment A

Outcomes of Programs Managed and Operated Under the Workforce Investment Act

**WIA Adult and Dislocated Worker Services
As of December 31, 2007**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/08	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 2007-08																	
Universal Client services through all One-Stop Centers	Core	7/07 - 6/08			7,500	9,376	125%										
PIC One Stop Downtown/East Oakland	Adult	7/07 - 6/09	\$ 1,686,623	\$ 1,686,623	108	117	108%	6	85	31	36%	\$ 20.15	22				
PIC One Stop Downtown/East Oakland	DW	7/07 - 6/09			136	127	93%	1	100	54	54%	\$ 19.31	48				
Eng. Center: WIA One Stop Affiliate	Adult/DW	7/07 - 6/09	\$ 200,000	\$ 200,000	40	40	100%	0	30	8	27%	\$ 13.92	5				
Lao Family Comm. Dev.: WIA One Stop Affiliate	Adult/DW	7/07 - 6/09	\$ 200,000	\$ 200,000	32	37	116%	0	28	28	100%	\$ 10.21	22				
Unity Council: WIA One Stop Affiliate	Adult/DW	7/07 - 6/09	\$ 300,000	\$ 300,000	48	57	119%	0	43	30	70%	\$ 12.32	6				
City of Oakland DHS	Adult/DW	7/07 - 6/09	\$ 140,000	\$ 140,000	33	33	100%	1	24	21	88%	\$ 13.90	4				
PY 07-08 Adult/DW TOTALS:					397	411	104%	8	310	172	55%	\$ 15.86	107				
Adult subtotal:					238	268	113%	7	198	111	56%	\$ 14.53	59				
Dislocated Worker subtotal:					159	143	90%	1	112	61	54%	\$ 18.28	48				

**WIA Adult and Dislocated Worker Services
As of December 31, 2007**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/08	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 2006-07																
Universal Client services through all One-Stop Centers	Core	7/06 - 6/07			7,500	7,915	106%									
PIC One Stop Downtown/East Oakland	Adult	7/06 - 6/08	\$ 1,775,948	\$ 1,775,948	108	118	109%	15	85	81	95%	\$ 16.32	35	59%	44%	31%
PIC One Stop Downtown/East Oakland	DW	7/06 - 6/08			136	117	86%	8	92	79	86%	\$ 16.81	44			
Eng. Center: WIA One Stop Affiliate	Adult/DW	7/06 - 6/08	\$ 200,000	\$ 200,000	40	41	103%	2	30	27	90%	\$ 11.92	7			
Lao Family Comm. Dev.: WIA One Stop Affiliate	Adult/DW	7/06 - 6/08	\$ 200,000	\$ 200,000	32	52	163%	2	38	34	89%	\$ 10.48	21			
Unity Council: WIA One Stop Affiliate	Adult/DW	7/06 - 6/08	\$ 300,000	\$ 300,000	48	48	100%	4	36	37	103%	\$ 13.05	9			
City of Oakland DHS	Adult/DW	7/06 - 6/08	\$ 140,000	\$ 140,000	33	33	100%	4	25	22	88%	\$ 13.14	5			
PY 06-07 Adult/DW TOTALS:			\$ 2,615,948	\$ 2,615,948	397	409	103%	35	306	280	92%	\$ 11.24	121			
	Adult subtotal:				273	273	100%	25	197	186	95%	\$ 13.68	72			
	Dislocated Worker subtotal:				137	136	99%	9	106	94	89%	\$ 15.87	49			

**WIA Adult and Dislocated Worker Services
As of December 31, 2007**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/08	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 2005-06																
Universal Client services through all One-Stop Centers	Core	7/05 - 6/06			8,000	7,084	89%									
PIC One Stop Downtown/East Oakland	Adult	7/05 - 6/07	\$ 1,900,000	\$ 1,900,000	87	91	105%	8	66	79	120%	\$ 14.92	21			
PIC One Stop Downtown/East Oakland	DW	7/05 - 6/07			138	142	103%	18	111	109	98%	\$ 16.98	64			
Eng. Center: WIA One Stop Affiliate	Adult/DW	7/05 - 6/07	\$ 150,000	\$ 150,000	40	46	115%	3	33	38	115%	\$ 11.07	10			
Lao Family Comm. Dev.: WIA One Stop Affiliate	Adult/DW	7/05 - 6/07	\$ 200,000	\$ 200,000	32	40	125%	9	29	30	103%	\$ 9.67	20			
Unity Council: WIA One Stop Affiliate	Adult/DW	7/05 - 6/07	\$ 300,000	\$ 300,000	48	50	104%	8	37	32	86%	\$ 12.80	13			
City of Oakland DHS	Adult/DW	7/05 - 6/07	\$ 150,000	\$ 150,000	35	35	100%	6	27	29	107%	\$ 12.13	5			
PY 05-06 Adult/DW TOTALS:					\$ 2,700,000	\$ 2,700,000	380	404	106%	52	303	317	105%	\$ 12.13	133	
Adult subtotal:					216	251	116%	32	183	199	109%	\$ 12.84	66			
Dislocated Worker subtotal:					164	153	93%	20	120	118	98%	\$ 16.50	67			

**WIA Adult and Dislocated Worker Services
As of December 31, 2007**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/08	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				NOT COMPLETE													
Universal Client services through all One-Stop Centers	Through 12/31/04 Core	7/04 - 6/05			7,500	3,961	53%										
PIC One Stop Downtown/East Oakland	Adult	7/04 - 6/06	\$ 2,323,978	\$ 1,111,917	90	111	123%	0	78	4	9%	\$11.91	2				
PIC One Stop Downtown/East Oakland	DW	7/04 - 6/06			115	94	82%	1	72	7	10%	\$13.97	2				
Eng. Center: WIA One Stop Affiliate	Adult/DW	7/04 - 6/06	\$ 75,000	\$ 46,887	20	30	150%	0	22	6	27%	\$ 8.26	4				
Lao Family Comm. Dev.: WIA One Stop Affiliate	Adult/DW	7/04 - 6/06	\$ 75,000	\$ 33,585	20	23	115%	0	17	13	76%	\$ 9.81	9				
Unity Council: WIA One Stop Affiliate	Adult/DW	7/04 - 6/06	\$ 75,000	\$ 24,615	20	25	125%	0	17	12	71%	\$12.50	6				
City of Oakland DHS	Adult/DW	7/04 - 6/06	\$ 150,000	\$ 71,706	35	37	106%	0	26	3	12%	\$12.64	0				
PY 04-05 Adult/DW TOTALS:				\$ 2,698,978	\$ 1,288,710	300	320	107%	1	232	45	19%	\$11.24	23			
Adult subtotal:					170	122	72%	0	147	33	22%	\$10.77	18				
Dislocated Worker subtotal:					130	78	60%	1	85	12	14%	\$13.51	5				

**WIA Adult and Dislocated Worker Services
As of December 31, 2007**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/08	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	44	86%	\$ 12.57	22	45%	47%	25%	
PIC One Stop Downtown/East Oakland	DW	7/03 - 6/05			125	93	74%	2	71	38	53%	\$ 15.74	14	63%	37%	29%	
English Center: WIA One Stop Affiliate	Adult/DW	7/03 - 6/05	\$ 60,000	\$ 60,000	20	20	100%	0	14	10	71%	\$ 7.76	8	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	22	110%	\$ 10.13	15	65%	56%	31%	
Unity Council: WIA One Stop Affiliate	Adult/DW	7/03 - 6/05	\$ 60,000	\$ 60,000	20	17	85%	0	13	13	100%	\$ 9.66	2	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%	10	192	144	75%	\$ 12.37	65	59%	43%	25%
Adult subtotal:					125	154	123%	8	107	91	85%	\$ 11.38	44	54%	48%	43%	
Dislocated Worker subtotal:					125	111	89%	2	85	53	62%	\$ 14.00	21	68%	33%	17%	

**WIA Adult and Dislocated Worker Services
As of December 31, 2007**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/08	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, 2007**

Agency and Program PROGRAM YEARS 2000-02, aggregate	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/08	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	
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:					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, 2007

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/08	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 2007-08																
Alameda County Healthcare Found. Project Model Neighb. Dev.	In-School	7/07	\$ 30,860	\$ 26,231	13	15	115%	10		0%	\$ 10.00					
	Out-of-School	6/09					n/a									
Lao Family Community Dev.	In-School	7/07	\$ 137,500	\$ 95,057	35	35		23								
	Out-of-School	6/09			10	10		7								
Pivotal Point Youth Services, Inc.	In-School	7/07	\$ 86,060	\$ 65,171	18	18	100%	12								
	Out-of-School	6/09			18	18	100%	12								
Scottlan Youth Development Center	In-School	7/07	\$ 177,800	\$ 164,052	17	17	100%	11		0%	\$ 9.25					
	Out-of-School	6/09			40	41	103%	27								
Youth Employment Partnership	In-School	7/07	\$ 367,780	\$ 173,082	50	52	104%	35		0%	\$ 7.50					
	Out-of-School	6/09			75	76	101%	51								
PY 07 - 08 Youth TOTALS:					\$ 800,000	\$ 523,593	258	264	102%	17	0	0	#DIV/0!			
					In-School Youth subtotal:		115	119	103%	17	0	0%	\$			
					Out-of-School Youth subtotal:		143	145	101%	0	0	\$				

WIA Youth Services
As of December 31, 2007

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/08	Annual Enrollment Plan		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
					Actual Enrollment	Enrollment % of Plan										
Program Year 2006-07																
Alameda County Healthcare Found. Project Model Neighb.	In-School	7/06	\$ 120,000	\$ 31,590	8	10	125%	7	2	30%	\$10.00					
	Out-of-School	6/08			32	34	106%	23	0		\$					
Lao Family Community Dev.	In-School	7/06						0								
	Out-of-School	6/08						0								
Pivotal Point Youth Services, Inc.	In-School	7/06	\$ 130,000	\$ 59,975	15	15	100%	10	3	30%	\$ 7.42					
	Out-of-School	6/08			22	22	100%	15	0		\$					
Scottian Youth Development Center	In-School	7/06	\$ 75,000	\$ 61,335	3	3	100%	2	1	50%	\$ 9.25					
	Out-of-School	6/08			24	24	100%	16	0		\$					
Youth Employment Partnership	In-School	7/06	\$ 475,000	\$ 103,570	40	6	15%	4	1	25%	\$ 7.50					
	Out-of-School	6/08			110	98	89%	66	0		\$					
PY 06 - 07 Youth TOTALS:			\$ 800,000	\$ 256,470	254	212	83%	17	7	0	\$ 8.43					
			In-School Youth subtotal:		66	29	44%	17	0	0%	\$					
			Out-of-School Youth subtotal:		188	159	85%	0	0		\$					

**WIA Youth Services
As of December 31, 2007**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/08	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 2005-06																
Alameda County Healthcare Found. Project Model Neighb.	In-School	7/05	\$ 120,000	\$ 31,590	8	10	125%	7	2	30%	\$10.00					
	Out-of-School	6/07			32	34	106%	23	0		\$					
Lao Family Community Dev.	In-School	7/05						0	0							
	Out-of-School	6/07						0								
Pivotal Point Youth Services, Inc.	In-School	7/05	\$ 130,000	\$ 59,975	15	15	100%	10	3	30%	\$ 7.42					
	Out-of-School	6/07			22	22	100%	15	0		\$					
Scottian Youth Development Center	In-School	7/05	\$ 75,000	\$ 61,335	3	3	100%	2	1	50%	\$ 9.25					
	Out-of-School	6/07			24	24	100%	16	0		\$					
Youth Employment Partnership	In-School	7/05	\$ 475,000	\$ 103,570	40	6	15%	4	1	25%	\$ 7.50					
	Out-of-School	6/07			110	98	89%	66	0		\$					
PY 05 - 06 Youth TOTALS:			\$ 800,000	\$ 256,470	254	212	83%	17	7	0	\$ 8.43					
	In-School Youth subtotal:				66	29	44%	17	0	0%	\$					
	Out-of-School Youth subtotal:				188	159	85%	0	0		\$					

**WIA Youth Services
As of December 31, 2007**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/08	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 6	12 13	50% 217%	6	4 2	67%	\$ 7.12 \$ 6.87	9 10		15 4	1 4	6 9
Lao Family Community Dev.	Older Youth Younger Youth	7/02 6/04	\$ 78,568	\$ 78,568	0 22	5 25	n/a 114%	3	2 1	67%	\$10.84 \$ 7.35	5 25	1	2 56	2	22
Scottian Youth Development Center	Older Youth Younger Youth	7/02 6/04	\$ 95,233	\$ 95,233	5 20	5 22	100% 110%	3	2 3	67%	\$ 6.75 \$ 8.28	5 27	5	5 15	4 9	3 15
Spanish Speaking Citizens Foundation	Older Youth Younger Youth	7/02 6/04	\$ 82,830	\$ 82,830	0 30	1 24	n/a 80%	1	1 0	100%	\$10.50	1	19	2	1 33	1 19
Youth Employment Partnership	Older Youth Younger Youth	7/02 6/04	\$ 291,390	\$ 291,390	50 100	46 179	92% 179%	23	29 12	126%	\$ 9.52 \$ 8.86	39 138	38 16	38 213	14 17	16 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		\$ 8.46	219	17	321	27	159

Attachment B

Other Job Training Programs
Operated or Overseen by
City of Oakland Agencies

**NO ATTACHMENT RECEIVED
BY THE CLERK'S OFFICE**

Attachment C

Costs Per Outcome Produced by Oakland's
Contracted Providers Of Services
to Adults and Dislocated Workers

**NO ATTACHMENT RECEIVED
BY THE CLERK'S OFFICE**