

**CITY OF OAKLAND**  
**AGENDA REPORT**

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

2008 SEP 18 PM 4:52

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

**Re: A Supplemental Report on the Report and Possible Action 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**

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Enclosed is Attachment C, an update on "Detailed Information on the Costs-Per-Outcome Produced by Oakland's Contracted Providers of Services to Adults and Dislocated Workers," for the 2007-08 program year, to the above-titled Agenda Report, scheduled for the September 23, 2008 Community and Economic Development Committee as Item 3 (Legistar No. 07-1176).

Attachment B, "A Summary Spreadsheet of the Other Job Training Programs Operated or Overseen by City of Oakland Agencies," is forthcoming.

Respectfully submitted,



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Dan Lindheim, Interim  
Director  
Community & Economic  
Development Agency

APPROVED AND FORWARDED TO  
COMMUNITY AND ECONOMIC  
DEVELOPMENT COMMITTEE:



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Office of the City Administrator

Item:   3    
CED Committee  
September 23, 2008

## Analysis of the “Cost per Placement” for Adult programs in Oakland

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.”

The attached table (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 G through K 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 L 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 K). 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.<sup>1</sup> 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 J) is larger than the actual new enrollments (column H). Not included in this table, but available in other tables in the report provided by the Oakland PIC, is the number of individuals per one-stop who were enrolled in previous years but remained active participants at the start of the 2007-08 program year. This “carried over” number (415) combined with those enrolled during the year constitutes the cohort used in the calculation of the performance measures.

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<sup>1</sup> Included for the purposes of this report, although not a federally-mandated outcome measure, is column F, reflecting “Cost per Client” (“Budget Amount” divided by “Number of Clients Visiting”). Column F is included for comparison to column L, to give a broader picture of the scope of individuals served (including non-WIA-enrolled clients) through the Oakland One-Stop network.

## Oakland One-Stop System summary table for program year 2007-08

A	B	C	D	E	F	G	H	I	J	K	L
One-Stop/Affiliate Site	Budget Amount	One Stop Universal Services				WIA-Enrolled Clients					
		New Universal Clients	Number of Visits	Number of Clients Visiting	Cost per Client	Annual Planned Enrollments	Annual Actual New Enrollments	Actual % Of Enrlment Goal	Exits this Program Year	Exited and Placed	"Cost Per" (Budget Amt/ Placed)
PIC, Downtown	\$1,686,623	2,007	49,234	7,668	\$219.96	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	\$544.96	40	40	100.00%	25	22	\$ 9,090.91
Lao Family	\$ 200,000	898	2,034	915	\$218.58	32	37	115.63%	49	41	\$ 4,878.05
Unity Council	\$ 300,000	448	2,853	745	\$402.68	48	57	118.75%	45	38	\$ 7,894.74
ASSETS	\$ 140,000	n/a			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		
<b>TOTALS</b>	<b>\$2,526,623</b>	<b>9,376</b>	<b>97,026</b>	<b>21,288</b>	<b>\$118.69</b>	<b>397</b>	<b>411</b>	<b>103.53%</b>	<b>421</b>	<b>340</b>	<b>\$ 7,431.24</b>