

**CITY OF OAKLAND
AGENDA REPORT**

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OFFICE OF THE CITY CLERK
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TO: Office of the City Manager
ATTN: Deborah Edgerly
FROM: Community and Economic Development Agency
DATE: December 9, 2003
RE: **A JOB TRAINING PERFORMANCE STANDARDS REPORT FOR THE
PERIOD ENDING JUNE 30, 2003**

SUMMARY

This Job Training Performance Standards (JTPS) Report covers the period through June 30, 2003, including the recently concluded 2002-03 program year as well as continuing performance results from the previous two program years. This report includes performance data which shows a continuing trend of improved job placement results for Adult and Youth clients over the past six months. Staff of the City's Workforce Development unit believe that the Oakland system has made significant strides in the three years of operation under the auspices of the federal Workforce Investment Act.

FISCAL IMPACT

This is an informational report only.

BACKGROUND

The Job Training Performance Standards 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 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.

The JTPS report for the second quarter of the 2002-03 fiscal year included data which suggested that some areas of the system were in need of immediate improvement. Subsequent mandates of the Oakland Workforce Investment Board (WIB) and its committees, and the City Council, laid the groundwork for actions which staff now believe have had a strong positive effect on the performance of program providers in the Oakland Workforce Investment Area. The Oakland system is well positioned to again post strong performance results in its next annual assessment by the California Employment Development Department (EDD).

KEY ISSUES AND IMPACTS

- **Services to Employers:** As part of the state's requirement to conduct the survey of employers for the customer satisfaction measure, services to employers need to be recorded in the state's Job Training Automation (JTA) system. The state then commissions a

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customer satisfaction phone survey of these employers, which needs to successfully query at least 70% of registered employers to be able to glean statistically valid results. A total of 23 businesses were entered into JTA from Oakland this quarter: 13 served by Ultimate Staffing, the WIB's Business Services vendor, and 10 by the Oakland Private Industry Council (PIC), the WIB's One-Stop System Administrator and Career Center Operator. Services were mainly in the area of recruitment, with the exception of the employers listed below under the Rapid Response activities.

- Through its recruitment services for business clients this quarter, Ultimate Staffing reported the placement of 17 clients from the One-Stop Universal Services pool (those accessing only self-directed Career Center resources), and three WIA-enrolled Intensive Services clients. These placements were in the following occupations: Security Guard, Forklift Operator, Bookkeeper, Warehouse Worker, Customer Service Representative, Executive Assistant, and Golf Course Attendant.
- **Rapid Response:** These activities are tailored to meet the needs of specific companies and workers facing layoffs. Activities can include orientations to assist participants in the use of the One Stop Career Centers, job fairs, job clubs, skills assessments, and workshops.

Presentations to managers and/or workers who have received or will potentially receive lay-off notices during the quarter were given as follows:

<u>Company Name</u>	<u>Total</u>	<u>WARN Notice</u>
AC Transit	33	No
City of Oakland	67	No
BART	29	No
United Airlines	946	Yes
Providian	252	Yes
	<u>1,327</u>	

United Airlines closed its Oakland Maintenance facility, resulting in a loss of 946 jobs. Some union members with seniority were able to "bump" other union members with less seniority at the SFO facility and others throughout the country. Of the total layoffs in Oakland, 186 were non-union members for whom there were no "bumping" rights. United was trying to place those staff in other facilities.

Providian outsourced much of its Technology Department in the Oakland office on Broadway. The new vendor in that office space hired most of the impacted workers.

The U.S. Department of Energy will not relocate its Oakland Operations Office until September 2004, but they have asked for Rapid Response assistance prior to this date. They are anticipating that many of the 200 affected employees will not wish to relocate to Albuquerque, N.M. in September 2004.

- **Economic Outlook for Oakland:** The unemployment rate for Oakland ended this quarter above 11%, the highest since July 2002. The City's rate has remained above 10% since January 2002. During that 18 month period nearly 5,000 more Oakland residents actually held jobs; however, the increase of the overall City labor pool outpaced the more modest employment level increase, leading to a heightened unemployment rate. Individuals are remaining unemployed longer, and many have stopped looking for work altogether. Oakland's historical pattern of better employment conditions in the fall and winter holds some hope for increasing job opportunities over the next six months. These and other economic issues are addressed in greater detail in Attachment F, an economic analysis of the East Bay prepared for this report by Dr. David Fike of Holy Names College.

PROGRAM PERFORMANCE ANALYSIS

The following summarizes the attachments that contain detailed performance data, and program and other relevant information:

- Attachment A:** A summary spreadsheet of all of the programs managed and operated by the Oakland Private Industry Council.
- Attachment B:** Profiles on each of the programs managed and operated by the Oakland Private Industry Council.
- Attachment C:** A summary spreadsheet of the programs managed and operated by City agencies.
- Attachment D:** Profiles of each of the programs managed and operated by City of Oakland agencies.
- Attachment E:** A report from the Port of Oakland's Employment Resources Development Program (ERDP), detailing all employment services provided by ERDP to Port tenants, job seekers, the local community and the Project Labor Agreement during the 2002-03 Program Year.
- Attachment F:** Economic Outlook for the East Bay Area, August 2003, a report for the Oakland Workforce Investment Area by economist David Fike.

OAKLAND PIC ADMINISTERED PROGRAMS

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

WIA PERFORMANCE RESULTS

The table below represents preliminary performance data through June 2003, as released by EDD. All of the wage-based performance measures are taken from WIA clients exited from services

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between October 1, 2001 and September 30, 2002, which allows nine months of post-exit data collection from EDD's Base Wage Record.

TABLE 1: PRELIMINARY RESULTS FOR CURRENT PERFORMANCE PERIOD

	PY 02-03 goals	PY 02-03 actual	Success Rate
Adults			
Entered Employment	62.0%	71.2%	114.8%
Retention	73.0%	79.3%	108.7%
Earnings Change (by end of 3 rd quarter after exit)	\$3,500	\$5,520	157.7%
Employment & Credential	60.0%	57.0%	94.9%
Dislocated Workers			
Entered Employment	69.0%	81.5%	118.1%
Retention	84.0%	90.5%	107.8%
Earnings Replacement (% of previous wage average)	86.0%	94.8%	110.2%
Employment & Credential	45.0%	44.6%	99.1%
Older Youth (19-21)			
Entered Employment	52.0%	67.2%	129.3%
Retention (employment or training)	72.0%	85.7%	119.0%
Earnings Change (by end of 3 rd quarter after exit)	\$2,600	\$2,684	103.2%
Credential	30.0%	27.9%	92.8%
Younger Youth			
Skill Attainment	74.0%	84.2%	113.7%
Diploma Rate (of those who don't go back to school)	45.0%	21.6%	48.0%
Retention	42.0%	36.2%	86.3%

STAFF ANALYSIS AND COMMENTS ON PRELIMINARY STATE PERFORMANCE ASSESSMENT:

1. The preliminary performance assessment data in Table 1 shows that the Oakland area has made substantial progress since it was assessed negatively for the 2001-02 Program Year. Though the data is not yet final, it appears to demonstrate that the corrective actions taken

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after last year's poor marks had a positive, timely effect on current performance. These corrective actions fell into two primary areas. First, across all WIA activities, the Oakland area pursued immediate technical assistance strategies to ensure all contractors fully understood and implemented the WIA client service and exit protocols designed to maximize performance. This most prominently featured tactics to re-engage enrolled clients from previous program periods in addition to the current year, to make certain Oakland was offering the full range of Intensive Services available to all clients interested in finding work. Active client engagement, starting with WIA case managers, took the place of more passive strategies which depended more on individual client initiative. As a result, the past six months saw greatly improved job placement results for all clients, including many who had enrolled up to three years ago. The second major focus of corrective action took place with subcontractors whose results continued to lag behind the rest of Oakland's system. A number of contracts were terminated or modified, and several subcontractors were placed on notice of the need to immediately improve results. Service agencies with good track records were given additional resources to serve additional clients who had not been prospering under other agencies' auspices. The end result was more clients served by the strongest performing providers in the Oakland One-Stop and Youth Service systems. Greater detail on the specific corrective action steps taken by the Oakland WIB was included in the JTPS report from the previous quarter.

2. Of the 15 measures identified in Table 1, 11 are considered the primary ones for certification of success (EDD has to date not enforced attainment of diploma/credential measures on local areas; more on that subject appears below). EDD expects local areas to attain at least 80% of the negotiated performance goal in order to be deemed passing each measure. Of the primary 11 measures, Oakland has posted over 100% of the goal in 10, and has a passing grade of 86% on the eleventh. These are strong results by any measure. There is every reason to expect this will remain true when the preliminary figures are made final this fall. If that is the case, Oakland will have made a remarkable performance turnaround from 2001-02, and should be taken off of state probation from the poor marks of last year.
3. The Oakland area is currently below the 80% passing grade standard in only one measure, the Younger Youth Diploma Rate. This measure includes all youth between 14 and 18 years of age who entered the program without a High School Diploma, and who were not remaining in school at exit. This is a particularly difficult measure for many local areas, in that the definition excludes youth who are exited from WIA with the code "Returned to School", which is by far the most common exit status for Oakland's Younger Youth clients. In establishing the criteria this way, the federal Department of Labor (DOL) has in many ways created something more akin to a retention measure. DOL wants areas to continue serving these enrolled Younger Youth clients until they either decide to go back to school, or until they obtain a diploma or GED on their own while receiving WIA services. Under this measure it is not enough to help the Younger Youth get and keep a job, or to teach the skills with which clients can leave the program job ready. The only outcome which affects this measure positively, per DOL, is to have clients get diplomas or GEDs prior to or immediately after exit from WIA. Staff of the Oakland PIC are currently working with contracted youth service providers to manage the way Younger Youth clients are retained in the service delivery system, to avoid exit timing which negatively affects the diploma measure. In particular, Oakland needs to establish contract and exit protocols which do not

encourage providers to exit Younger Youth at the end of contract periods, if the clients can still be retained in regular service delivery.

4. In the first three years under WIA to date, EDD has not enforced performance standards on the four diploma/credential measures (one each for Adults, Dislocated Workers, and Older and Younger Youth). Though reports have been issued, it is only results on the other 11 measures shown in Table 1 which are used as the basis for state grades of local areas' performance. EDD has to date been unable to reconcile the substantial variation between local areas in definition of and standards for credential attainment. WIA encourages local areas to develop and certify their own credential requirements, in addition to established ones, and the performance assessment system verifies attainment of these local credentials nine months after client exits. The statewide aggregate success rate on these measures is evaluated by DOL, but only for California's performance as a whole, and not for individual local areas. At its meeting in September, following recommendations of the Quality Assurance and Executive Committees, the WIB conferred credential status on several programs which have been operated by local service providers for several years. This action will have the effect of increasing Oakland's performance in all credential measures above, since it recognized levels of attainment already reached by a number of Oakland clients. Despite the fact that EDD does not hold Oakland to credential standards in the same way it does other measures, the Oakland WIB holds itself accountable to its system performance on credentials and diplomas for clients.

WIA ADULT PROGRAMS

UNIVERSAL SERVICES THROUGH THE ONE-STOP SYSTEM:

During the 2002-03 Program Year there were over 10,000 new Universal Services registrants with the local One-Stop system. Those services include the use of equipment for job search activities (such as computers with Internet access, fax, copiers, and telephones), job search workshops, customized workshops, typing certification, Steps to Success, and basic skills assessment. These and other services are offered in conjunction with a number of partners, including the Oakland EDD offices, the Department of Rehabilitation, the City of Oakland's ASSETS Senior Employment Program, the Oakland and Berkeley Adult Schools, the Peralta Community College District, the Alameda County Department of Social Services, Job Corps, and the Crisis Support Center.

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

TABLE 2: UNIVERSAL SERVICES THROUGH ONE-STOPS, PROGRAM YEAR 2002-03, TO DATE

One-Stop Site	Program Information			Universal Services Information			
	Program Period	Budget Amount*	Cash Used To Date	Annual Planned New Users	YTD Planned New Users	YTD Actual New Users	Actual % Of YTD Goal
Downtown	7/02-6/03	\$3,737,716	3,737,716	6,000	6,000	3,027	139%
East Oakland	7/02-6/03					5,297	
Affiliate One-Stop Sites							
The English Center	7/02-6/03	\$ 50,000	\$ 50,000	n/a	n/a	155	n/a
Lao Family	7/02-6/03	\$ 50,000	\$ 50,000			324	
Unity Council	7/02-6/03	\$ 50,000	\$ 44,733			760	
Merritt College	7/02-6/03	n/a	n/a			437	
TOTALS		\$3,887,716	\$3,882,449	6,000	6,000	10,258	171%

*Budgeted amount includes funds for services to those enrolled in WIA Adult and Dislocated Workers programs, and in Rapid Response activities.

The Downtown One-Stop has tallied 30% of total new registrants, the Oakland East One-Stop has generated 52%, with the remaining clients from the Affiliate sites. 75% of the new registrants at all One-Stops were Oakland residents.

Other characteristics of the new registrants:

- **Age:** 8% age 21 or younger
 - : 30% between the ages of 22 and 30
 - : 26% between 31 and 40, and
 - : 39% above 40 years of age

- **Income:** 24% stated annual household incomes below \$8,860
 - : 13% between \$8,861 and \$14,040
 - : 17% between \$14,041 and \$31,000
 - : 15% between \$31,001 and \$50,000
 - : 7% over \$50,000
 - : 24% declined to answer

- **Education:** 17% reported no High School diploma
 - : 40% reported a High School diploma or GED
 - : 15% reported an AA degree or some college
 - : 12% reported having a Bachelor's degree
 - : 3% reported Masters' degrees
 - : 55 clients reported having PhDs
 - : 12% declined to answer

- **Ethnicity:** 18% reported themselves as being of Asian descent
 - : 38% African American
 - : 17% Hispanic
 - : 14% White
 - : 1% Native American
 - : 10% declined to answer or answered "other"

- **Gender:** 50% Male; 47% Female; and 3% unreported.

The breakdown of the Universal population served by the local One-Stop system serves to illustrate the array of services needed. Oakland has worked to create system portals which are spread geographically throughout the city, and which include capacity to serve the needs of an educationally, ethnically and linguistically diverse populace.

STAFF ANALYSIS AND COMMENTS ON CURRENT PROGRAM YEAR 2002-03 UNIVERSAL SERVICES:

1. The One-Stop system continues to show unprecedented use levels through all access portals. Well over 10,000 individuals accessed the system during the 2002-03 Program Year. By contrast, the One-Stop system saw just over 6,100 unique individuals during the previous year. Worsening employment market conditions over the past 12 months played some role in the increase, as more people found themselves in need of job search services. However, Workforce staff believe the primary reason for the 68% increase in access levels is due to the expanded scope of Oakland's One-Stop system. Between the Downtown, East Oakland, and four affiliate site locations, the Oakland One-Stop Career Center network now offers more resources, at more locations, than ever before.
2. The East Oakland site in particular has seen very high levels of access, accounting for over half of the entire system volume. The co-location at EDD's site may account for this, as individuals accessing unemployment benefits and services utilize the One-Stop services at the same location. The benefits of this sort of service co-location are now being further explored as part of EDD's search for a new East Oakland location within the next two years. Other Oakland agencies are being approached about the possibility of joining EDD in a new facility, allowing same site delivery of a variety of services to clients.
3. The most recent figures for Oakland show over 23,000 unemployed individuals. By comparison, the 10,258 unique users of Universal Services during the 2002-03 program year represent nearly 45% of the unemployed residents of Oakland. Going back further, the Oakland One-Stop system has provided Universal Services to 16,406 individuals in the past two program years, a figure which equates to nearly two-thirds of all unemployed Oakland residents. Though not a perfect statistical comparison, the data indicates that the One-Stop system in Oakland is serving as the primary resource for job search needs to the preponderance of local job seekers.
4. The four Affiliate One-Stop locations continue to show strong use levels, collectively providing Universal career services to 1,934 people, around 20% of all system clients. As the average Universal Services client made 7 Career Center visits last year, this means affiliate sites hosted nearly 14,000 job search visits. It is important to note that the Affiliate model was created to serve people who would likely otherwise not be able to access services at all. These sites provide services to parts of the city which are geographically distant from

the “flagship” One-Stop sites, and also add substantial capacity to the entire system’s ability to serve clients with limited English speaking skills. Staff believe the Affiliate model is adding substantial value to the system in this regard.

ADULT AND DISLOCATED WORKER INTENSIVE SERVICES:

Once Universal clients are determined to need additional assistance beyond self-help services, they can be enrolled in WIA Adult or Dislocated Workers services, or in other WIA-funded Programs. Among the intensive services available are pre-vocational training, job development, job retention and follow-up services. Once individuals are enrolled in more intensive services they can also access, if approved, supportive services such as childcare, transportation, and occupational training.

CURRENT PROGRAM YEAR 2002-2003

TABLE 3: CUMULATIVE ENROLLMENT DATA THROUGH JUNE 30, 2003:

Intensive and Support Services, Program Year 2002-03							
WIA Enrolled		Annual Plan	Enrolled YTD	% of Annual Plan Enrolled to date	Enrolled In Training	ITAs Issued	Total Encumbered Training Amount
Downtown & E. Oakland	Adult	142	66	46%	34	0	\$ 85,682
	Disl Wkr	200	72	36%	1	0	0
Affiliate Sites and other WIA Adult and/or Dislocated Workers Contracts							
The English Center	Adult	Up To 20	15	100%	1	0	0
	Disl Wkr		5		0	0	0
The English Center – VESL	Adult	Up To 5 *	1	100%	0	0	0
	Disl Wkr		4		0	0	0
Lao Family Commu. Devt	Adult	Up To 20	16	105%	3	3	\$ 11,135
	Disl Wkr		5		1	1	\$ 4,959
City of Oakland DHS	Adult	38	34	89%	5	0	0
	Disl Wkr		0		n/a	n/a	n/a
Unity Council	Adult	Up To 20	9	85%	5	5	\$ 16,469
	Disl Wkr		8		4	4	\$ 19,128
TOTALS		380	235	62%	54	13	\$137,373
Adults		180	141	78%	48	8	\$113,286
Dislocated Workers		200	94	47%	6	5	\$ 24,087

Notes: Affiliate enrollment plan is included in Downtown and East totals; actual enrollments and ITAs are not. Encumbered Training Amount includes customized and on-the-job training.

* The English Center's VESL contract crossed over two program years. The "up to five" goal shown here reflects the remaining balance of enrollments remaining on their multi-year agreement after those shown in the 2001-02 Program Year.

TABLE 4: CUMULATIVE PLACEMENT DATA THROUGH JUNE 30, 2003:

INTENSIVE AND SUPPORT SERVICES, PROGRAM YEAR 2002-03									
WIA ENROLLED			EXITS	ANNUAL PLACE-MENT GOAL	PLACED YTD	PLACE-MENT % OF GOAL	AVG. WAGE AT PLACE-MENT	JOBS W/ BENE -FITS	EXITS W/O PLACE-MENT
DOWN-TOWN & EAST	ADULT	66	25	41	31	76%	\$10.53	25	0
	DISL WKR	72	1	50	4	8%	\$14.94	3	0
THE ENGLISH CENTER	ADULT	15	0	9	2	22%	\$ 7.50	0	0
	DISL WKR	5	1	3	3	100%	\$ 8.67	3	0
THE ENGLISH CENTER VESL	ADULT	1	1	1	1	100%	\$ 6.75	0	0
	DISL WKR	4	2	3	2	67%	\$ 8.00	1	0
LAO FAMILY COMMU. DEVT	ADULT	16	9	10	9	90%	\$11.58	8	0
	DISL WKR	5	3	3	3	100%	\$12.40	3	0
CITY OF OAKLAND DHS	ADULT	34	23	21	28	133%	\$ 9.73	5	0
	DISL WKR	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
UNITY COUNCIL	ADULT	9	0	6	1	17%	\$11.00	0	0
	DISL WKR	8	0	6	2	33%	\$11.32	1	0
TOTALS		235	66	153	86	56%	\$10.44	49	0
SUBTOTALS	ADULT	141	58	88	72	82%	\$10.22	38	0
	DISL WKR	94	7	65	14	22%	\$11.54	11	0

STAFF ANALYSIS AND COMMENTS ON CURRENT PROGRAM YEAR 2002-03 INTENSIVE SERVICES:

1. Enrollment of clients into Intensive Services activities during the 2002-03 Program Year fell short of the Oakland WIB's self-imposed expectations, as seen in Table 3. This was particularly true of clients under the Dislocated Workers funding stream, where just under half of the enrollment goal was met. Adult enrollments were better, at 78% of the goal. Staff note two major reasons for lagging enrollment numbers. First, with the Dislocated Worker population, a primary recruitment mechanism for these clients has been Rapid Response

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- funding. These discretionary funds from the Governor's office are designed to help local areas quickly work with employees at firms who are facing impending layoffs. Rapid Response funds were delayed and reduced substantially this year, with the first installment not arriving until March of 2003. Accordingly, 80% of the Dislocated Worker clients enrolled in this program period signed on in the last four months.
2. The other major factor holding down new enrollments in 2002-03 was the size of the client base remaining from previous program years. One of the emerging tenets of WIA services is that placement success often takes much longer than a single program year. At the end of the 2001-02 Program Year, for example, only 70 of the 470 enrolled Intensive Services clients had been placed into work, and over 350 remained actively engaged in WIA services. Case management resources are required for all such clients, and as such each program year is not really a new slate of funds, enrollments and services, but rather a continuation and expansion of services from all cumulative program periods. Between all three WIA program years to date, around 500 clients are currently being case managed for job placement.
 3. The dynamic of a "rollover" client base from year to year is a natural consequence of the WIA performance measurement system, where only client exit dates are relevant to assessing program success. Areas which perform best under WIA are ones which avoid exiting clients until either job placement and retention are assured, or until all service options for clients have been exhausted, and the clients themselves stop seeking work. As Oakland has learned the performance protocols under WIA, with the catalyst of a poor assessment from EDD for the 2001-02 Program Year, the area has retained clients in the service delivery system for longer periods of time. This places restrictions on the volume of new enrollments for subsequent program periods. Staff at the Oakland PIC estimate that there are currently case management resources with which to enroll up to another 100 Intensive Services clients in the new 2003-04 Program Year. As clients from previous periods get placed into work, or otherwise exit the program, more capacity for enrollment of new clients will be created.
 4. Placement rates for this client group increased during the fourth quarter, as seen in Table 4, with 40 new Adult and Dislocated Worker clients finding work. For the Adult clients, this brought the placement-to-goal ratio to 82%, above the 80% rule of thumb for a passing mark in the state performance rating system. This success is particularly noteworthy in comparison to the previous year, where the fourth quarter figures at the time showed a ratio closer to 25%. Given that placement activity often tallies the greatest gains in the 6th, 7th and 8th quarters of a program year, it is likely that Oakland will ultimately exceed 100% of its placement goal for Adult clients in the 2002-03 Program Year. Placement rates for Dislocated Worker clients show less immediate success, with 22% of the goal having been reached to date. However, as noted above, the large majority of these clients did not enroll into the program until March and later. As those clients have more time in which to avail themselves of WIA services, placement rates should improve significantly. Staff feel that Dislocated Worker placement rates for the 2002-03 Program Year will ultimately reach acceptable levels over the next twelve months.
 5. Wage rates of new placements showed progress. The 40 new placements this quarter garnered an average hourly wage of \$10.67, which was 45 cents per hour above the previous average for this client group. Clients served at the Lao Family Community Development and Unity Council affiliate sites posted particularly strong wage levels, well above \$11.00 per hour in both cases. Clients served by staff of the Oakland PIC also showed good wage rates.

6. Another positive figure in Table 4 is the total of zero client exits without job placement. This essentially means that Oakland as now mastered the WIA performance protocols which proved difficult in previous years. Clients are now not being enrolled into Intensive Services without a demonstrated commitment to seeking work, which was a shortcoming of previous periods. And clients are being retained in the service delivery system for as long as it takes to reach a successful outcome to their job search. As detailed at length in the last JTPS report, case management staff at the Oakland PIC deserve a great deal of credit for this turnaround. Their successful client re-engagement strategies, put into place immediately after the poor state assessment in December, have paid strong dividends with clients from the current year, as well as with clients from previous years.
7. Of the five affiliate programs, three are now showing good placement rates through the fourth quarter. The English Center's VESL program, the Lao Family program, and the City's ASSETS Senior Employment program under the Department of Human Services are all showing placement rates at or near 100% of contracted goals. The City program showed particularly strong results, placing 28 clients, 133% of its goal. This marks the second consecutive program year in which ASSETS has significantly exceeded 100% of its placement target. The other two affiliate programs, operated by the English Center and the Unity Council, remain below 50% of placement goals. However, with all enrolled clients remaining engaged, staff feel placement rates will ultimately approach the strong results posted by these programs in previous program years.
8. Finally, it should be acknowledged that improved placement success at all levels is taking place despite continuing weakness in the overall job market. Oakland's unemployment rate remains above 11% in the most recently released statistics for July. This rate is higher than all but one month over the past ten years. Poor employment conditions are certainly a factor making job placement more difficult for clients and case managers at all of Oakland's One-Stop Career Centers. However, the continuing client engagement and creative approaches to job searching at these venues are showing that it is possible to see some placement success in the toughest of economic environments. Staff believe this also indicates that Oakland's system is well positioned to post even more impressive placement rates when the job market improves.

PROGRAM YEAR 2001-2002

TABLE 5: CUMULATIVE PLACEMENT DATA THROUGH JUNE 30, 2003:

INTENSIVE AND SUPPORTIVE SERVICES, PROGRAM YEAR 2001-02									
WIA ENROLLED		EXITS	ANNUAL PLACE- MENT GOAL	PLACED YTD	PLACE- MENT % OF GOAL	AVG. WAGE AT PLACE- MENT	JOBS W/ BENE- FITS	EXITED W/O PLACE- MENT	
DOWN- TOWN & EAST	ADULT	171	133	106	102	96%	\$11.27	82	38
	DISL WKR	226	120	156	117	75%	\$10.81	84	13
THE ENGLISH CENTER	ADULT	7	3	4	3	75%	\$11.57	2	0
	DISL WKR	3	1	2	2	100%	\$21.00	0	0
THE ENGLISH CENTER VESL	ADULT	20	12	12	11	92%	\$9.11	6	1
	DISL WKR	4	2	3	2	67%	\$8.75	1	0
LAO FAMILY COMMU. DEVT.	ADULT	11	1	7	1	14%	\$11.00	1	0
	DISL WKR	9	3	6	3	50%	\$11.72	3	0
CITY OF OAKLAND DHS	ADULT	27	27	17	27	159%	\$10.89	13	0
	DISL WKR	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
UNITY COUNCIL	ADULT	17	11	11	12	109%	\$9.42	4	1
	DISL WKR	4	1	3	1	33%	\$9.00	1	0
TOTALS		499	314	327	281	86%	\$10.93	197	53
SUB- TOTALS	ADULT	253	187	157	156	99%	\$10.91	108	40
	DISL WKR	246	127	170	125	74%	\$10.95	89	13

TABLE 6: CUMULATIVE FOLLOW-UP DATA THROUGH JUNE 30, 2003 PER EDD'S BASE WAGE:

INTENSIVE AND SUPPORTIVE SERVICES, PROGRAM YEAR: 2001-2002									
WIA ENROLLED		PLACED YTD	EMPLOY -ED BY 1 ST QTR	1 ST QTR RETENTION %	EMPLOY -ED BY 2 ND QTR	2 ND QTR RETENTION %	EMPLOY -ED BY 3 RD QTR	3 RD QTR RETENTION %	AVG CUMM EARND AT 6MO.
DOWNTOWN & EAST OAK.	ADULT	102	72 OF 92	78%	51 OF 89	57%	30 OF 75	40%	\$3,837
	DW	117	73 OF 90	81%	42 OF 77	55%	18 OF 45	40%	\$6,640
THE ENGLISH CENTER	ADULT	3	2 OF 2	100%	2 OF 2	100%	0 OF 2	0%	\$3,887
	DW	2	0 OF 0	0%	0 OF 0	0%	0 OF 0	0%	N/A
THE ENGLISH CTR VESL	ADULT	11	2 OF 4	50%	0 OF 3	0%	0 OF 0	0%	N/A
	DW	2	0 OF 1	0%	0 OF 0	0%	0 OF 0	0%	N/A
LAO FAMILY COMMU DEV	ADULT	1	0 OF 1	0%	0 OF 0	0%	0 OF 0	0%	N/A
	DW	3	1 OF 3	33%	1 OF 1	100%	0 OF 1	0%	\$6,291
CITY OF OAKLAND DHS	ADULT	27	19 OF 27	70%	20 OF 27	74%	13 OF 27	48%	\$2,765
	DW	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
UNITY COUNCIL	ADULT	12	2 OF 5	40%	2 OF 4	50%	0 OF 3	0%	\$5,583
	DW	1	1 OF 1	100%	1 OF 1	100%	0 OF 1	0%	\$4,465
TOTALS		281	172 OF 226	76%	119 OF 204	58%	61 OF 154	40%	\$4,359

This table reflects the number of participants who were enrolled during the program year 2001-2002, and who were placed up to June 30, 2003. Each Quarter's column reflects those who were found with wages in the EDD's Base Wage Record out of the total exited three, six, or nine months before this reporting quarter. The earnings column reflects the cumulative average earnings during the second quarter after exit.

STAFF ANALYSIS AND COMMENTS ON PROGRAM YEAR 2001-02 INTENSIVE SERVICES:

1. Clients enrolled in the 2001-02 Program Year garnered an additional 33 job placements during this quarter, as seen in Table 5. Eleven of these were for Adult clients at the flagship Downtown and East Oakland Career Centers, bringing that group to 96% of its contracted placement goal. Fourteen placements were for Dislocated Workers at these sites, bringing that figure to 75% of its goal. In the latter case, over 100 clients continue to receive services, making it likely that the Dislocated Workers placement-to-goal ratio for this group will ultimately exceed an 80% passing grade.
2. Four of the five affiliate sites from this program period now show reasonable job placement rates. The English Center's main program has placed five of its goal of six clients to date, and its VESL program shows an aggregate 87% placement rate. The Unity Council site posted a strong 93% placement-to-goal ratio. In those three cases, programs still retain significant numbers of clients in their service delivery systems, meaning even better placement success may yet be reached. The City of Oakland's ASSETS program, run through the Department of Human Services, reached 159% of its contracted goal, placing 27 clients. The fifth program, operated by Lao Family Community Development, continues to fall short of placement expectations, with an aggregate 31% rate for its Adult and Dislocated Worker clients. Sixteen clients remain engaged in services, allowing for possible improvements in this rate over the next several quarters. However, when compared with

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strong placement rates by other Lao Family programs in this report, including more recent Intensive Services clients as well as the group's youth services subcontracts, data suggests Lao Family may be focusing resources on more recent clients who are better positioned to avail themselves of the help of case management staff. This sort of selective focus is encouraged in Oakland's system when choices need to be made in an atmosphere of limited resources. Lao Family has overall shown strong improvement in placement rates when all its WIA activities are viewed together.

3. Wages for placements in this quarter also improved relative to other clients enrolled in the 2001-02 Program Year. The 33 placed clients garnered an average starting wage of \$12.06 per hour, over \$1.25 per hour better than other clients in this group. Clients placed by the English Center and Lao Family programs posted particularly strong wage rates.
4. Table 6 shows the results of PIC staff's ongoing efforts to refine retention data. In the past, retention information presented has primarily come from post-placement telephone surveys of clients. That data proved to be substantially divergent from later state retention and wage results, to the point where staff had lost confidence in retention information previously presented in this report. PIC staff are now presenting retention data using mechanisms more closely related to the system used by EDD when assessing local area performance. Using the Base Wage file, PIC staff can now query wage information on placed clients one, two and three quarters after placement. This is not an exact match with EDD's methodology, as this JTPS system still tracks clients by enrollment class, rather than the exit date-based method used by EDD. Data in Table 6 show mixed retention results. The 76% retention rate one quarter after placement is strong relative to analogous past data, and 58% after two quarters is in line with similar past results. The 40% retention rate at the three quarter post-placement mark is of concern, however. Two factors mitigate some of this shortcoming. First, Base Wage file releases are notably slow in capturing some wage information. Though nine months after placement is a rule of thumb, in some cases wages for as many as half of placed clients don't post into EDD's system until 12 to 15 months after placement. EDD builds a delay into the official performance assessment use of the Base Wage file to account for this lag. A second factor is the WIA model: when clients are identified as having not retained their placement within a year of exit, WIA obligates programs to bring these clients back into the service delivery system. In many cases, this results in another placement opportunity for the clients, with positive performance and retention results accordingly.

PROGRAM YEAR 2000-2001

TABLE 7: CUMULATIVE PLACEMENT DATA THROUGH JUNE 30, 2003:

INTENSIVE AND SUPPORT SERVICES, PROGRAM YEAR 2000-01									
WIA ENROLLED			EXITS	PLACE- MENT GOAL	PLACED YTD	PLACE- MENT % OF GOAL	AVG. WAGE AT PLACE- MENT	JOBS W/ BENEFITS	EXITS W/O PLACE- MENT
DOWNTOWN AND EAST OAK.	ADULT	202	171	122	89	73%	\$12.90	68	88
	DW	276	246	186	169	91%	\$14.09	134	80
TOTALS:		478	417	308	258	84%	\$13.68	202	168

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TABLE 8: CUMULATIVE FOLLOW-UP DATA THROUGH JUNE 30, 2003 PER EDD'S BASE WAGE:

INTENSIVE AND SUPPORTIVE SERVICES, PROGRAM YEAR: 2000-2001									
WIA ENROLLED		PLACED YTD	EMPLOY-ED BY 1 ST QTR	1 ST QTR RETEN-TION %	EMPLO YED BY 2 ND QTR	2 ND QTR RETEN-TION %	EMPL OYED BY 3 RD QTR	3 RD QTR RETEN-TION %	AVG CUMM EARND AT 6MO.
DOWNTOWN AND EAST	ADULT	89	64 OF 79	81%	50 OF 74	68%	37 OF 60	62%	\$6,866
	DW	169	137 OF 161	85%	125 OF 159	79%	121 OF 148	82%	\$7,247
TOTALS		258	201 OF 240	84%	175 OF 233	75%	158 OF 208	76%	\$7,138

STAFF ANALYSIS AND COMMENTS ON PROGRAM YEAR 2000-01 INTENSIVE SERVICES:

1. Clients enrolled during the 2000-01 Program Year continue to land jobs, with 29 new placements tallied in this quarter, as seen in Table 7. This is largely due to strong case management by PIC staff at the Downtown and East Oakland One-Stop Centers, as mentioned above. Clients enrolled in this group have now been served by the Oakland system for up to twelve quarters; the fact that significant numbers continue to find work is testament to the WIA model of ongoing client engagement.
2. Retention data in Table 8, using the new methodology described above, show ratios which are near or above official EDD performance measurements for the retention of Adult and Dislocated Worker clients. The Oakland area has historically performed well on retention measures under WIA, even during periods of other performance shortcomings, and success with retention of the more recently placed clients in this group will help Oakland's grade in the client exit-based assessment for the 2002-03 Program Year.

OTHER WIA-FUNDED GRANTS UNDER SPECIAL PROJECTS

WIB-PORT OF OAKLAND COLLABORATIVE APPRENTICESHIP PROJECT:

The Oakland WIA has entered into a new program in conjunction with the Port of Oakland, aimed at filling apprenticeship opportunities in the construction trades on Port projects with local residents. This effort was presented in detail in the previous JTPS report. In brief, the WIB and the Port agreed to equally fund the costs of an Apprenticeship Recruitment Coordinator position, which began in December, 2002. The Coordinator works with the Port of Oakland, the Oakland One-Stop Career Center, and the City of Oakland Local Construction Employment Referral Program, with the goal of maximizing the number of local residents who get opportunities to become indentured union trade apprentices on Port and other East Bay public construction projects.

The following table summarizes data generated since the program's outset in December, 2002, through June 30, 2003:

TABLE 9: PORT-WIB COLLABORATIVE ACTIVITY THROUGH JUNE 30, 2003

	EXPRESSING INTEREST IN PROGRAM ("RECRUITS")	REFERRED TO CBOs FOR SERVICES	READY FOR PROGRAM ORIENTATION ("ENROLLED")	QUALIFIED FOR TRADE REGISTRATION (PRE-PLACED)	PLACED INTO EMPLOYMENT
TOTAL	780	309	98	30	2

STAFF ANALYSIS AND COMMENTS ON PORT-WIB COLLABORATIVE APPRENTICESHIP PROJECT:

1. This collaborative project has now been in operation for seven months through June 30. In addition to the resources provided by the Port of Oakland and the Oakland WIB, this collaborative directs clients to the construction industry placement programs of the Bay Area Construction Sector Intervention Collaborative (BACSIC) and the Youth Employment Partnership (YEP). The process of client assessment and training, required before clients can be registered into trades as apprentices, is by definition time consuming. Like most other WIA adult programs, staff do not expect to see substantial placement success until 12 to 24 months after enrollment.
2. Final outcomes are not fully known yet for the 309 clients classified in Table 9 as having been referred to CBOs for services. Staff are awaiting updated results from BACSIC in particular. When that data becomes available prior to next quarter's JTPS report, it is believed that numbers of clients ready for orientation and qualified for trade registration will increase significantly.
3. Work on construction placement opportunities encounters challenges unique to the industry. In some ways, the goal of the Port-WIB collaborative is not direct placement per se. Rather, the program works to get clients indentured into the union construction trades. At that point, well established, seniority-based union placement protocols take precedence. Clients who succeed in obtaining required skills and certification, therefore, may not immediately get placed into work, but will almost certainly derive benefit from their union apprenticeship in the long run. The placement element depends more on overall improvements in the construction climate in the East Bay. Staff feel that upcoming work opportunities on the Bay Bridge replacement project and the Port's own Airport Expansion project will significantly boost placements for these clients.
4. To date, the collaborative has not sought placements for clients outside of the union hiring halls. More immediate work opportunities are sometimes available with non-union contractors, generally on smaller construction projects. Thus far the Port-WIB Collaborative has opted to work through the established union systems. From the perspective of the Oakland WIB, the priority is to enable clients to achieve self-sufficiency, which does not limit referrals to union apprenticeship opportunities only. Staff is preparing a recommendation that the Oakland WIB, through its share of supporting the Construction Trades outreach function, allow referrals to non-union opportunities when union opportunities do not exist.
5. For a more detailed account of all employment activities taking place under the auspices of the Port of Oakland's Employment Resources Development Program, please refer to their annual report for the 2002-03 Program Year, included here as Attachment E.

OTHER SPECIAL PROJECTS:

TABLE 10: CUMULATIVE DATA THROUGH JUNE 30, 2003

PROJECT NAME	PERIOD	BUDGET AMOUNT	CASH USED TO DATE	ENROLLMENT GOAL	ACTUAL ENROLLMENT	PLACE-MENT GOAL	PLACED TO DATE	% OF PLACE-MENT GOAL
AIRPORT PROJECT	7/02 – 6/04	\$460,000	\$ 30,886	53	27	40	0	0%
CAREGIVERS TRNG. INIT.	3/02 – 12/02	\$284,841	\$284,841	22	35	21	16	76%
EBW TECH TO TEACHERS	4/01 - 6/04	\$400,000	\$112,408	50	19	15	4	27%
REGIONAL RE-TEC	7/01 – 3/04	\$249,480	\$ 64,000	38	38	19	2	10%
TOTALS		\$1,394,321	\$492,135	163	119	95	22	23%

- Airport Industry Dislocated Worker Project:** This project is in conjunction with the WIBs of San Mateo county, San Francisco county, and San Jose. It is intended to serve all those workers dislocated from the transportation industry, including BART and other mass transit employees in addition to airline industry workers. The contract for this project was executed in February 2003, with enrollment efforts just now getting under way. Placement activity is likely to occur during the extended grant period in early 2004.
- Caregivers Training Initiative:** This statewide initiative, funded through the Governor’s 15% discretionary reserve for Adult services, was designed to train workers for careers in the nursing field and related occupations. This grant is now completed, though some clients remain active.
- Tech to Teachers:** This EASTBAY Works project addresses the employment needs of laid-off technology workers while attempting to increase the number of qualified math and science teachers in urban areas of Alameda and Contra Costa counties. The idea is to tap into the knowledge base of laid-off workers from the technology sector who would consider teaching as a viable career. Funds for Tech to Teachers come from the Governor’s 25% discretionary fund for dislocated workers. In addition to EASTBAY Works, project partners include Holy Names College. Oakland is the administrator of this grant on behalf of all partners.
- Regional Technology Training Consortium (RE-TEC):** This regional employment and training program is designed to address the current high technology industry downsizing and economic downturn of the greater Bay Area. The goal is to recruit laid-off high technology workers and train them for transition into related fields or new industries. Funds for RE-TEC come from the 25% discretionary reserve for dislocated workers. The contracts under this regional collaborative were not executed until early 2003, and placement activities are not expected to reach culmination until well into the 2003-04 fiscal year.

WIA YOUTH PROGRAMS

WIA regulations stipulate that services to youth be offered through eligible youth providers. There are currently four youth providers contracted by the Oakland PIC to deliver services to Oakland youth on behalf of the City of Oakland. These services include tutoring, work experience, occupational skills training, adult mentoring, leadership development opportunities, and follow-up services. Supportive services including counseling and childcare can also be provided.

For Performance Measures purposes the state divides youth into two basic categories:

Younger Youth (14-18 years of age). Measures to gauge the results of working with younger youth are:

- **Attainment of a credential or diploma**, where all Younger Youth enrolled without a diploma or GED are counted. Younger Youth exited with a “return to school” outcome are excluded from this measure.
- **Skill Attainment Rate**, where goals in three areas of skill attainment (Basic Skills, Occupational Skills, and Work Readiness Skills) are set during the youth’s participation in the program. The tables below reflect the total number of these skills attained as an aggregate of each of the skills areas.

Older Youth (19-21 years of age). Measures to gauge the results of working with older youth are:

- **Entered Employment Rate**, which counts the number of Older Youth who appeared with wages in the EDD Base Wage Record file during the first quarter after exit, against all exits during a given period of time. Older Youth who entered college or advanced training are excluded from this measure.
- **Retention Rate**, which counts the number of Older Youth who appeared in the Base Wage Record file during the third quarter after exit, against those who appeared during the first quarter after exit. Older Youth who entered college or advanced training are excluded from this measure, hence the need for follow-up.
- **Credential Rate**, which measures the attainment of any nationally or industry recognized credential such as First Aid, Fork Lift, GED, A+, etc., or any WIB-approved credential by the third quarter after exit.
- **Earnings Change**, which measures the earnings during quarters two and three from the date of exit against the earnings during quarters two and three prior to participation in a WIA-funded program. Older Youth in college or advanced training in the third quarter after exit are excluded.

CURRENT PROGRAM YEAR 2002-2003

TABLE 11: CUMULATIVE ENROLLMENT DATA THROUGH JUNE 30, 2003:

WIA YOUTH PROGRAMS Contract Period 7/02-6/04 *	CONTRACT AMOUNT	CASH USED TO DATE	ENROLLMENT INFORMATION				
			OLDER/ YOUNGER	ANNUAL PLAN	ACTUAL TO DATE	% OF GOAL	OUT OF SCHOOL
AMERICAN VIET LEAGUE	\$ 86,856	\$ 30,971	O	24	12	50%	12
			Y	6	13	217%	10
LAO FAMILY COMM. DEV. CENTER	\$ 78,568	\$ 66,715	O	0	5	n/a	5
			Y	22	25	114%	0
SCOTLAN YOUTH DEV. CENTER	\$ 95,233	\$ 78,999	O	5	5	100%	5
			Y	20	22	110%	22
SPANISH SPEAKING CITIZENS FOUND.	\$ 82,830	\$ 77,291	O	0	1	n/a	1
			Y	30	24	80%	2
YOUTH EMPL. PARTNERSHIP	\$291,390	\$278,926	O	50	45	90%	45
			Y	100	180	180%	25
TOTALS	\$634,877	\$532,902		257	332	129%	127
			O	79	68	86%	68
			Y	178	264	148%	59

* Includes 10% follow-up

TABLE 12: CUMULATIVE OUTCOMES DATA THROUGH JUNE 30, 2003:

WIA YOUTH PROGRAMS CONTRACT PERIOD 7/02 - 6/04	O/ Y	ENRL	PLACEMENT INFORMATION					SKILLS ATTAINED				RTRN TO SCH. OR COLL
			YTD EXITS	GOALS	PLACE-MENTS TO DATE	% OF PLACE-MENT GOAL	AVG. WAGE	BS	OS	WS	DIPLO/ CRDTL	
AMERICAN VIET LEAGUE	O	12	11	6	4	67%	\$ 7.12	9	0	15	1	5
	Y	13	12		2		\$ 6.87	10	0	4	0	9
LAO FAMILY	O	5	3	3	3	100%	\$ 9.73	0	0	0	0	0
	Y	25	0		0		n/a	24	0	25	0	0
SCOTLAN YOUTH DEVT CTR	O	5	3	3	2	67%	\$ 6.75	4	0	4	3	2
	Y	22	19		2		\$ 8.43	25	0	13	6	16
SPANISH SPEAKING CITIZENS FOUNDA.	O	1	1	1	1	100%	\$10.50	1	0	2	1	0
	Y	24	5		0		n/a	19	0	16	1	2
YOUTH EMPLOY. PRTRNSHP	O	45	31	23	26	113%	\$ 9.46	36	33	16	10	16
	Y	180	18		9		\$ 8.86	92	16	52	5	16
TOTALS		332	103	36	49		\$ 8.94	220	49	147	27	66
	O	68	49	36	36	100%	\$9.10	50	33	37	15	23
	Y	264	54		13		\$8.49	170	16	110	12	43

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

STAFF ANALYSIS AND COMMENTS ON CURRENT PROGRAM YEAR 2002-03 YOUTH SERVICES:

1. Providers collectively tallied 20 new Older Youth job placements during the fourth quarter. Of these, 15 placements were generated among Older Youth clients of the Youth Employment Partnership. YEP now stands at 113% of its placement goal in this area for the current program year, a very strong performance record. YEP is responsible for nearly three-fourths of all placements with this population in the current year, and in fact since the outset of WIA activities in Oakland.
2. Clients enrolled with the now-dissolved American Viet League (AVL) garnered four new placements this quarter, bringing placements in that contract up to 67% of goal. The JTPS system tracks clients by the program through which they enrolled. These youth, therefore, continue to be tracked as AVL clients, although the actual case management responsibilities currently are being handled by YEP and Lao Family Community Development. The four new placements here were primarily due to work by YEP.
3. Each of the five providers of placement services for Older Youth now stand at 67% or better of their placement-to-goal ratio. Given the normal WIA dynamic of placement success beyond the close of the program year, it is likely that all providers will ultimately reach at least an 80% passing mark, and in most cases substantially better. In addition to YEP, other providers who showed particular success with Older Youth clients include Lao Family and the Spanish Speaking Citizen's Foundation.
4. Wage rates at placement also improved in this quarter. The 20 placed clients this quarter got an average starting wage of \$9.38 per hour, 63 cents better than previously placed clients from this group. YEP has a placement relationship with UPS, through which youth are trained for known employment opportunities. Following YEP's training program, qualified youth can be hired on with UPS. Though historically the starting wage for those jobs has been \$8.85 per hour, in this quarter some youth were judged qualified for employment at a higher wage rate, with greater responsibilities. That increased hiring wage raised the average for the group as a whole, as did a relatively higher wage placement generated by the Spanish Speaking Citizen's Foundation.
5. Program enrollment ended the year near goals for Older Youth clients. Providers have collectively enrolled 86% of this goal, with the small shortcoming due to AVL's under enrollment. In discussions about performance problems around the second quarter JTPS report, the Oakland WIB's Quality Assurance Committee directed staff to focus resources on providers who had shown success placing Older Youth, and away from others. AVL's enrollment halt was a result of that decision, and the collective 100% placement-to-goal ratio for Older Youth speaks to the results of that direction.
6. Providers also collectively enrolled 148% of the goal for Younger Youth. As these providers have uniformly shown success with this population, Workforce staff advised the providers that exceeding enrollment targets was permitted for the 2002-03 Program Year. Performance with Younger Youth has continued Oakland's traditional strength with this population. Additionally, 38% of all youth enrolled are out-of-school, which exceeds the 30% expenditure requirement for serving this sub-group.
7. Not appearing in this section of the report, but highly relevant to the Oakland youth service system, is the continuing progress of the Mayor's Summer Jobs Program (MSJP). All four current WIA youth provider agencies are involved in the program, which is using several unique job placement approaches designed to grow into full time aspects of Oakland's youth

job training and placement work. MSJP activities include job skill development workshops for hundreds of youth this summer, leading to certifiable skill levels and the matching of youth to Oakland employers. The workshops and screening process have the effect of identifying youth who are not currently job ready, but who are strong candidates for future intensive services. WIA funds will help identify these clients, who will then become the first group to go through Oakland's new Youth One-Stop system, in the 2003-04 Program Year. This collaborative effort of City and WIA funds and agencies carries strong potential to build capacity of the overall youth service system. Improvements have already included new on-line job tracking and matching systems, accessible to youth throughout the city. The capacity of individual provider agencies is also being enhanced; anecdotal evidence suggests a substantial improvement in provider energy and collaboration, precisely the sort of improvement required for the Youth One-Stop system. Please refer to the City-funded youth programs section later in this report for more detailed analysis of current MSJP efforts.

PROGRAM YEAR 2001-2002

TABLE 13: CUMULATIVE OUTCOMES DATA THROUGH JUNE 30, 2003:

WIA YOUTH PROGRAMS CONTRACT PERIOD 7/01 - 6/03	O/Y	ENRL	PLACEMENT INFORMATION					SKILLS ATTAINED				RTRN SCH. OR COLL
			YTD EXITS	GOALS	PLACEMENTS TO DATE	% OF PLACEMENT GOAL	AVG. WAGE	BS	OS	WS	DIPL/CRDT L	
AMERICAN VIET LEAGUE	O	13	13	7	4	57%	\$ 7.56	2	0	8	1	6
	Y	6	6		0		n/a	2	0	2	0	2
LAO FAMILY	O	0		0	0	N/A	n/a				0	0
	Y	23	23		2		\$ 7.00	20	20	11	0	17
OUSD EXCEPTIONAL CHILDREN	O	1	1	1	0	0%	n/a	2	0	0	1	0
	Y	39	39		1		\$ 7.00	46	0	0	14	23
SCOTLAN YOUTH DEVT CTR	O	11	11	6	3	50%	\$ 9.25	8	0	6	0	1
	Y	24	22		2		\$ 9.75	20	0	7	1	2
SPANISH SPEAKING CITIZENS FOUNDA.	O	4	4	2	2	100%	\$ 7.75	3	2	4	0	0
	Y	34	34		0		n/a	33	1	51	2	29
YOUTH EMPLOY. PRTRNSHP	O	55	37	28	25	89%	\$ 8.85	51	34	28	19	8
	Y	114	86		22		\$ 8.37	98	76	76	24	70
TOTALS		324	276	44	61		\$ 8.51	285	133	193	62	158
	O	84	66	44	34	77%	\$ 8.67	66	36	46	21	15
	Y	240	210		27		\$ 8.32	219	97	147	41	143

STAFF ANALYSIS AND COMMENTS ON YOUTH SERVICES FROM PREVIOUS PROGRAM YEARS:

1. No new job placements were generated this quarter for clients enrolled in the 2001-02 Program Year. The Older Youth placement-to-goal ratio now stands at 77%, near the 80% general standard for a passing placement grade. Of all enrolled Older Youth, 18 remain actively engaged in service delivery, all under the auspices of YEP. Given that agency's strong placement track record, staff feel the placement rate for this class will ultimately exceed the passing threshold. When placements from this class which took place during the 2002-03 calendar year are added to those from current program activities, Oakland's next performance assessment on Older Youth placement activity is likely to be quite strong. Preliminary data in Table 1 support that conclusion.
2. Data from the 2000-01 Program Year, the first under WIA, are now complete for youth services. All enrolled clients have been exited, and as such all activity is complete, and tables for that year no longer appear in this report.

WELFARE-TO-WORK (WTW) PROGRAMS

PROGRAM INFORMATION AND ENROLLMENTS:

This program has begun the closeout process due to depletion of grant funding. The emphasis for continuing clients will be on employment and retention. Particular attention will be paid to non-custodial parents and clients who have "aged out" of foster care. A greater emphasis will be placed on self-directed services through the One-Stop Career Centers.

TABLE 14: CUMULATIVE THROUGH JUNE 30, 2003 FOR THE ENTIRE GRANT PERIOD:

WTW STATE FORMULA	PROGRAM INFORMATION			ENROLLMENTS		
	CONTRACT PERIOD	CONTRACT/GRANT AMOUNT	CASH PAID TO DATE	TOTAL PLAN	ENROLLED TO DATE	% OF TOTAL
ASIAN NEIGHBORHOOD DESIGN	9/00 – 6/02	\$ 204,000	\$138,938	40	38	95%
CATHOLIC CHARITIES OF THE EAST BAY	9/00 – 12/02	\$ 333,000	\$ 240,210	40	50	125%
LAO FAMILY COMM. DEVELOPMENT	9/00 – 12/02	\$ 300,000	\$ 250,641	60	59	98%
SHIRLEY WARE EDUC. CENTER	9/00 – 12/02	\$ 270,000	\$ 264,041	45	41	91%
CITY OF OAKLAND COMM ACTION AGCY	4/02 – 7/03	\$ 132,000	\$ 132,000	44	42	95%
OAKLAND PIC – STATE FORMULA	6/98 – 6/04	\$4,726,317	\$4,726,317	771	607	109%
OAKLAND PIC PAROLEE PROJECT					233	
TOTALS		\$5,965,317	\$5,920,747	1,000	1,070	107%

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The placement numbers in the table below reflect individuals placed at least once. Individuals are occasionally placed multiple times, as they continue to seek lasting, sustainable employment. Federal regulations encourage such services. In terms of actual placements, this Welfare-to-Work effort has generated 483 jobs to date.

The state assesses success of Welfare-to-Work programs differently than it does WIA activities. The performance goal is 40% of enrolled clients placed into employment. Current data shows 39% of enrolled clients having been placed into jobs, very close to the goal set by the state.

TABLE 15: CUMULATIVE WTW PLACEMENTS THROUGH JUNE 30, 2003:

WTW STATE FORMULA	PLACE- MENT GOAL	PLACED TO DATE	% OF GOAL	AVG. WAGE	JOBS W/ BENEFITS
ASIAN NEIGHBORHOOD DESIGN	16	3	19%	\$13.33	1
CATHOLIC CHARITIES OF EAST BAY	24	18	75%	\$ 9.01	14
LAO FAMILY COMMU. DEVT	24	27	113%	\$ 9.48	14
SHIRLEY WARE EDUC. CTR.	18	28	156%	\$ 9.11	24
CITY OF OAKLAND CAA	18	10	56%	\$ 8.81	0
OAKLAND PIC – STATE FORMULA	328	216	101%	\$ 9.71	69
OAKLAND PIC – PAROLEE PROJ.		114		\$10.53	20
TOTALS	428	416	97%	\$ 9.85	142

TABLE 16: CUMULATIVE WTW FOLLOW UP THROUGH JUNE 30, 2003:

WTW STATE FORMULA	RETAIN 1 ST QTR	90 DAY %	RETAIN 2 ND QTR	SIX MO. %	RETAIN 3 RD QTR	NINE MO. %	AVG QTR 2 EARNINGS
AGGREGATE RETENTION RESULTS	257	62%	233	56%	197	47%	\$3,545

STAFF ANALYSIS AND COMMENTS ON WELFARE-TO-WORK ACTIVITIES:

1. Program activities under the Welfare-to-Work grant, and its subcontracts, have largely reached completion. Though the performance period for this grant was extended to June, 2004, funds are now nearly depleted for operations. Future JTPS reports will capture data in these tables aggregately, without distinction among providers, since enrollment numbers are closed, and placement numbers near so. Accordingly, Workforce staff are using this opportunity to offer some closing analysis of individual subcontracts and results.
2. Contracts with Asian Neighborhood Design (AND) and Catholic Charities of the East Bay were terminated prior to scheduled completion, due to performance difficulties. In the case of AND, placement results were markedly below contracted goals, with little evidence to suggest impending improvements, so the agreement was terminated early, and clients rolled

- into the PIC's operation. The AND agreement ultimately placed only 19% of its contracted goal. In the case of Catholic Charities, performance was low but potentially redeemable. At the December 2002 close of the contract period, PIC staff offered Catholic Charities the opportunity for a no-cost extension in which performance benchmarks and incentives could be reached. Catholic Charities declined, and opted to discontinue WtW participation. This agreement ultimately reached 75% of its contracted placement goal.
3. The WtW subcontracts held by Lao Family Community Development and the Shirley Ware Education Center were strong performers, both placing over 100% of contracted client goals. The Shirley Ware program was particularly successful, placing 28 clients into work, contrasted with a goal of 18. Additionally, 86% of placed clients got jobs with benefits, which are often difficult to find for the WtW population. Both of these subcontracts ended by the end of 2002, leaving performance improvements for the aggregate grant to the remaining two contractors.
 4. The City of Oakland's Community Action Agency (CAA) subcontract was originally designed to place 77 clients, for a total contract amount of \$300,000. This would have placed the CAA effort at the very lowest end of the cost-per-client scale, relative to other subcontracts included here. That original design was predicated on the assumption that WtW regulations allowed clients previously enrolled under the City's own, separate WtW grant to "roll in" to the other, PIC-administered grant shown here. That design element was subsequently disallowed, meaning CAA would have to operate at a cost-per-client level closer to that of other sub grantees. The contract was modified down to \$132,000 total amount, over 15 months, with a goal of 18 placed clients. The need for rapid program redesign also slowed the effort down considerably beyond the projected April, 2002 start date. CAA's effort has thus far posted 10 placements, 56% of the contracted goal. Though a small number of additional placements may yet occur, the bulk of the work is now completed, with disappointing placement results.
 5. The Oakland PIC itself was the operator for activities representing roughly 80% of the grant amount, and of the enrollment and placement goals. In addition, the PIC took over operations for contracts terminated before completion, though placements continue to be shown under the original contractor per normal JTPS enrollment-based reporting procedures. In sum, the PIC therefore bears the primary responsibility as the major operator as well as the administrator of this Welfare-to-Work grant. The PIC's direct placement record was fairly strong, exceeding 100% of the goal of 328 placed clients. Additionally, the PIC's wage-at-placement results were stronger than most other subcontractors. With the aggregate total now at 97% of the placement goal, and with ancillary placement activity likely to bring that figure above 100% by the end of the grant, the PIC operation deserves credit for meeting expectations.
 6. A subset of the PIC's operation was the "Parole to Payroll" program operated with the Allen Temple Baptist Church. This effort focused on non-custodial parents coming out of prison, with the intent of helping ex-offenders find lasting work and avoid returning to custody, which happens to roughly two-thirds of parolees. At the request of the WIB, data in the second quarter JTPS report analyzed the effect of the program on keeping clients out of prison. This analysis found that the Parole to Payroll program had a tangible effect on the frequency of returns to custody. Parolees participating in this program were roughly 30% less likely to return to prison after one year than the parolee population as a whole. In addition, clients of this program were placed at a higher rate than other WtW clients reported

here, and at better wage levels. Results from this effort are encouraging for future work focused on employment as a method for helping parolees make a permanent transition back to legitimate work.

7. Welfare-to-Work performance is monitored differently than the other WIA activities captured in this report. The state looks for a 40% placement rate among all enrolled clients as the "pass/fail" standard. Oakland's rate now stands at 39%, with essentially 12 more months in which to place the 12 additional clients needed to make the state's grade. That is likely to be reached; however, this situation points to the primary critique of PIC performance under this grant. In 2000, the grant's performance period was extended, from June, 2002 to June, 2004. At that time, the planned pace of grant spending appears to have not been adjusted at all. As a result, the PIC left itself and its subcontractors time in which to meet performance goals, but no funds with which to do so. In the view of Workforce staff, the failure to pace grant spending better put the program in a difficult position. Beyond having to place clients without available funds, this poor pacing left little ability for the PIC to direct resources to contractors who performed well, including its own Parolee program. The PIC did do quite a bit of work to obtain or divert funds to the Parolee effort, allowing more activity than would have otherwise been the case. And in the PIC's defense as grant administrator, it is not altogether uncommon to extend performance periods without fundamentally changing the pace of spending. However, an experienced grant administrator like the PIC should have known better, and anticipated the effect of depleted revenues long before that effect was felt directly. Events suggest that effect was not planned for in advance, with the result of substantial staff dislocation within the PIC, exacerbating the service impacts described above.
8. As with other retention tables in the report, the data in Table 15 are based on the most recent EDD release of the Base Wage file, providing more accurate retention information than the JTPS report has contained previously. Retention rates of 62% through one quarter, 56% through two quarters and 47% through three quarters are above expectations for Welfare-to-Work clients generally.

CITY OF OAKLAND ADMINISTERED PROGRAMS

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

Please refer to **Attachment C** for a detailed summary of performance data for programs administered by City departments, and to **Attachment D** for profiles of each program.

CITY ADULT PROGRAMS

TABLE 19: CURRENT OAKLAND ADULT PROGRAM ENROLLMENT

Adult Programs	Program Information		Enrollments		
	Contract Period	Contract/ Grant Amount	Total Plan	Enrolled To Date	% of Total
CENTRAL AMERICAN REFUGEE COMMITTEE	7/02 – 6/03	\$34,000	60	44	73%
INDEPENDENT WAY: OAKLAND MUSEUM	7/02 – 6/03	\$60,960	5	5	100%
INT’L INST OF THE EAST BAY: CAREGIVERS PROGRAM	7/02 – 6/03	\$32,000	30	39	130%
JOBS FOR THE HOMELESS CONSORTIUM: HELP PROGRAM	7/02 – 6/03	\$75,000	75	151	201%
LEA/DHS: ASSETS SENIOR EMPLOYMENT PROGRAM	7/02 – 6/03	\$990,901	203	204	100%
OAKLAND PIC: CYPRESS MANDELA/WIST	5/01 – 9/02	\$177,510	150	201	134%
UNITED INDIAN NATIONS	1/02 – 6/03	\$160,544	100	172	172%
TOTALS:		\$1,530,915	623	816	131%

TABLE 20: CURRENT OAKLAND ADULT PROGRAM PLACEMENT AND RETENTION

ADULT PROGRAMS	Individual Placements and Retention						
	Total Plan	Placed to Date	Per- centage	Avg. Wage	Jobs w/ Benefits	Retain Three Mo.	Retain Six Mo.
CENTRAL AMERICAN REFUGEE COMMITTEE	60	24	40%	\$11.28	0	8	2
INDEPENDENT WAY: OAKLAND MUSEUM	5	5	100%	\$6.75	0	5	5
INT’L INST OF THE EAST BAY: CAREGIVERS PROGRAM	15	32	213%	\$8.95	6	21	13
JOBS FOR THE HOMELESS CONSORTIUM: HELP PROGRAM	22	40	182%	\$8.93	0	20	5
LEA/DHS: ASSETS SENIOR EMPLOYMENT PROGRAM	41	42	102%	\$10.83	11	23	19
OAKLAND PIC: CYPRESS MANDELA/WIST	102	65	64%	\$14.52	65	55	n/a
UNITED INDIAN NATIONS	65	67	103%	\$10.00	14	35	18
TOTALS:	310	275	89%	\$10.97	96	167	62

The Cypress/Mandela-WIST program tracks retention data only through three months.

TABLE 21: VOLUNTEERS OF AMERICA DAY LABOR PROGRAM

CONTRACT INFORMATION			TOTAL DAILY CLIENT VISITS	PLACEMENT ACTIVITY			
VOLUNTEERS OF AMERICA, BAY AREA DAY LABOR PROGRAM	PERIOD	AMOUNT		ALL PLACEMENTS	EXTENDED	TEMPORARY	AVG. WAGE
	JULY 1999 TO JUNE 2003	\$375,512	42,021	9,475	2,842	6,633	\$11.00

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

STAFF ANALYSIS AND COMMENTS ON CITY OF OAKLAND ADULT PROGRAMS:

With this report, the 2002-03 Program Year concludes for City funded programs. The analysis which follows speaks to some of the trends and lessons learned over the entire contract period for these programs, as subsequent reports will track new contracts, goals and outcomes.

1. The East Bay Central American Refugee Center (CRECE) fell short of contracted enrollment and placement goals. At the end of the period, the program had enrolled 44 clients, and had secured job placements for only 24 of those individuals, 40% of the contracted goal. The placement rate is somewhat misleading; due to the shorter-term nature of work in the housekeeping, landscaping and construction industries which the program targets, many clients get placed multiple times. The 24 placed individuals actually garnered a total of 51 jobs during the 2002-03 period. Additionally, the average wage rate of \$11.28 per hour is good for work in these industries. Workforce Development staff suggest that future agreements specify goals for numbers of placed individuals and overall jobs, allowing for analysis of both measures. Additionally, it is worth considering whether the ratio of contract dollars to placement expectations was overly high, especially given that the contract contains other, non-employment objectives to be reached with the same funds.
2. The Independent Way's (TIW) program at the Oakland Museum concluded another successful year, though increases in operations costs, particularly Worker's Compensation, ultimately forced a reduction in scope to four clients, down from five. TIW hires developmentally disabled adults to work full-time on the Museum's grounds maintenance staff. In addition to work duties, clients receive life skills training to help them build self-worth and social skills. The intensive nature of working with clients with multiple barriers to employment is costly, but ultimately worthwhile as clients gain self-sufficiency.
3. The Caregivers program of the International Institute of the East Bay (IIEB) again finished its program cycle strongly, more than doubling the contracted placement goal, with 32 clients garnering jobs in the child care field. The program's client base is primarily recent women immigrants, who go through an intensive training program which can last up to six months. Placement activity focuses in the second half of the year, a model borne out in the placement success seen in this report. IIEB placed 14 clients in the fourth quarter, and 17 in the third

quarter, after placing only one client in the first half of the year. Workforce staff believe that the strong placement record is largely due to the comprehensive nature of the training which preceded it. IIEB's decision to invest the time into training before placements seems to resonate with the employers who ultimately hire these clients.

4. As it has done in previous program years, the Jobs for the Homeless Consortium once again posted impressive numbers with its HELP program in the 2002-03 Program Year. The program enrolled twice as many clients as contracted, and placed 40 into work, 182% of the placement goal. This is a strong record by any measure; when the multiple barriers its clients face are factored in, the HELP program's success is that much more noteworthy. One area which could use additional attention may be the retention rate, on which less than a third of the clients placed six or more months ago retained work for that length of time. It may be worth diverting some of the resources from exceeding program enrollment goals into retention services to clients after placement.
5. The City's ASSETS Senior Employment Program, run by the Life Enrichment Agency's Department of Human Services, finished the program year strongly, exceeding its placement goal by helping 42 clients find jobs. Eighteen of these jobs were found in the fourth quarter alone, as program staff moved full emphasis away from enrollment and training and into placement activities. Additionally, nearly 80% of clients placed over six months ago retained their jobs for that duration, showing the success of the program's job retention training component.
6. Workforce staff continue to list the Oakland PIC's Cypress-Mandela/Women in Skilled Trades program in this report, despite the contract having expired last fall. The reason for this relates to the nature of union jobs in the construction industry. The program gives pre-apprenticeship training to Oakland residents interested in securing slots in various construction trades. Upon attainment of apprenticeship status, program graduates then get the right to be hired on to union construction jobs, following established seniority protocols. This dynamic, coupled with the ongoing slowdown in the industry, means that the PIC program will ultimately generate placements far beyond the close date of the contract. During the fourth quarter the program garnered an additional 15 placements, and now stands at 64% of its contracted goal. The overall average wage of \$14.52, and 100% benefit rate, stands far in excess of any other job placement program funded through the City.
7. The employment program of the United Indian Nations (UIN) concluded its first year of activity at just over 100% of its placement goal, having helped 67 clients find work over its 18 month contract period. That success made UIN the single largest source of adult job placements in City-funded programs, though variations of contract duration, and client and activity focus make that an inexact comparison. The program's emphasis on developing individualized action plans with each client to overcome their particular barriers to employment, and the case management resources of a specialist in overcoming those barriers, appears to be a successful model in finding work for its clients.
8. The Oakland Day Labor Program, operated by Volunteers of America (VOA) Bay Area, makes its first appearance in this report. The data presented here summarize activity from the program's inception in July 1999 through the end of the most recent contract period, in June 2003. The Day Labor Program is the City's primary effort to help the seekers of casual labor do so while also fostering the City's public safety goals, by reducing the street corner congregation and addressing the neighborhood concerns which accompany it. As a program which works with laborers to develop their skills and to find work, it clearly falls under the

auspices of the JTPS system. However, the nature of the casual laborer population, and the types and duration of work sought, tend to make statistical analysis more challenging. Workforce Development staff have worked in concert with VOA program staff to develop data gathering and reporting mechanisms which will capture outcomes, and still reflect the unique nature of the program and its clients. Accordingly, data are expressed in a separate table from other City-funded adult programs.

9. Results of the VOA activity are mixed. Over the four year period captured here, approximately 25% of daily clients at the hiring hall have obtained work. Not reflected here, but captured in other data reported to Council previously, is the trend seen at the program towards markedly increasing client volume. The VOA hall tallied an average of about 1,100 daily client visits during the past six months, a sharp increase over previous periods. During that time approximately 35% of the clients found work, and in recent months the placement trend has been towards extended jobs rather than short-term ones. Largely the result of new partnerships with community agencies and labor organizations, this trend holds out great promise for the ability of the program to make more permanent improvements in the lives of its clients.
10. Looking forward, VOA was awarded a new contract to administer Oakland's Day Labor program for the 2003-04 fiscal year. Future JTPS reports will continue to report data from this effort, with an added emphasis on capturing the breadth of job training and permanent job placements, in addition to the temporary jobs more typical of day labor programs.

CITY YOUTH PROGRAMS

TABLE 22: CURRENT OAKLAND YOUTH PROGRAM ENROLLMENT

YOUTH PROGRAMS	Program Information		Enrollments		
	Contract Period	Contract Amount	Annual Plan	Actual to Date	% of Total
ALAMEDA COUNTY HEALTH CARE FOUNDATION: MODEL NEIGHBORHOOD PROGRAM	10/02 – 6/03	\$47,071	24	22	92%
EBCC: RECYCLING SERVICES	8/02 – 7/03	\$80,000	17	29	171%
OAKLAND LIBRARY: PASS PROGRAM	7/02- 6/03	\$175,000	34	38	112%
TIDES CENTER: YOUNG WOMEN UNITED FOR OAKLAND	7/02 – 6/03	\$70,000	7	5	71%
YOUTH EMPLOYMENT PARTNERSHIP – CAREER TRYOUT	9/02 – 6/03	\$174,000	83	84	101%
TOTALS:		\$546,071	165	178	108%

TABLE 23: CURRENT OAKLAND YOUTH PROGRAM PLACEMENT AND SKILL ATTAINMENT

YOUTH PROGRAMS	Placement Information				Skill Attainment		
	Goals	Actual	Percentage	Avg. Wage	Skills	Diploma	Credential
ALAMEDA COUNTY HEALTH CARE FOUNDATION-MODEL NEIGHBORHOOD PROGRAM	24	22	92%	\$5.75	72		
EBCC: RECYCLING SERVICES	17	29	171%	\$8.50	29	29	29
OAKLAND LIBRARY: PASS PROGRAM	34	34	100%	\$7.50	17	10	
TIDES CENTER: YOUNG WOMEN UNITED FOR OAKLAND	7	5	71%	\$11.00	5		
YOUTH EMPLOYMENT PARTNERSHIP – CAREER TRYOUT	83	83	100%	\$6.75	83	9	10
TOTALS:	165	173	105%	\$7.19	206	48	39

STAFF ANALYSIS AND COMMENTS ON CITY OF OAKLAND YOUTH PROGRAMS:

1. A characteristic of the programs included here, but not of Youth programs in the WIA section of this report, is that the City-funded youth efforts tend to hire the clients themselves, directly. These endeavors generally seek to advance the employment skills of their clients, and in many cases others with whom their clients work, by hiring the youth into shorter term employment. By doing so, these programs give work experience to youth who might not otherwise get it, and in turn have those youth perform valuable services in accordance with other goals of the agency's contracts. This kind of direct hiring is not allowed by the WIA programs included earlier in this report. Both models have value, especially when considered as part of a larger Workforce Development strategy, but it bears noting that a strong actual-to-goal ratio for these programs is not comparable to a similar ratio in WIA programs.
2. The Model Neighborhood program operated by the Alameda County Health Care Foundation tallied eight new placements in the fourth quarter, bringing their annual total up to 22, which is 92% of the contracted goal. This program gives in-school youth an opportunity to observe careers in medical fields over the course of a six week, part-time internship. Accordingly, placement levels are primarily weighted towards the latter half of the school year, as was seen in the 2002-03 period.
3. The Recycling Services program at the East Bay Conservation Corps (EBCC) exceeded its planned scope, with 29 clients hired to work with both EBCC's internal recycling center and collections operation, as well as in internships with external non-profit and governmental agencies. This 171% placement-to-goal ratio speaks well of the program's ability to leverage City funding with other sources to build a more broad recycling and youth development effort. Additionally, EBCC's program hires its full complement of youth early in the contract period, allowing clients to gain almost a full year of employment experience. As part of the model, all 29 clients made progress towards attaining GEDs, technical credentials and work readiness skills.

4. The Oakland Library's PASS program, which hires High School youth as mentors and homework tutors for younger children, is also a program which hires its full complement of clients early in the contract period. As a result, most of the 34 placed individuals worked for nearly the entire school year delivering these services, and building their child development skills for possible future career pursuits. In addition to the work experience, skill development and diploma progress made by the mentors, an average of roughly 200 younger children were served by these mentors each school day. Workforce staff believe the PASS program is a good example of a model which uses youth employment as a tool towards meeting a number of youth development objectives.
5. The Young Women United for Oakland (YWUFO) program, operated under the auspices of the Tides Center, fell short of hiring expectations this year. Goals called for the hiring of at least seven young women as peer educators and advocates, tasked with reaching out to other disenfranchised, low-income women supporting themselves in the Oakland street economy. YWUFO actually hired five such organizers during the 2002-03 period, 71% of the contracted expectation. This was disappointing in light of the fact that funding had been increased 10% over the 2001-02 year, and hiring goals decreased 12% to reflect increased costs of these positions. Though YWUFO's five mentors did effective outreach work with targeted groups, the scope of that outreach was diminished by the two unfilled slots.
6. Goals were revised downward 25% prior to actual hiring by the Career Tryout program of the Youth Employment Partnership (YEP). Accordingly, at the April outset of placement period YEP operated with a target of 83 internships and program assistant positions to fill. Career Tryout places 14 and 15 year old, in-school youth into paid internships which match their career objectives, affording them the opportunity to "try out" those areas. Additionally, the program hires up to 13 youth leaders, aged 16 to 18, to assist in program development and implementation, and to serve as leaders to the younger interns. YEP filled all 83 of the planned positions at the end of the 2002-03 Program Year.

OAKLAND MAYOR'S SUMMER JOBS PROGRAM:

The Oakland Mayor's Summer Jobs Program (MSJP) has undergone substantial design revisions since last year. MSJP is now a joint venture between the City of Oakland and the Oakland Workforce Investment Board (WIB), and has returned to a model of seeking the active support of local businesses to help fund the program, and to directly employ Oakland youth. In order to more fully capture the program's unique outcomes, Workforce staff present the MSJP data separately from other City and WIA funded youth programs.

The support of the WIB and its business sector leadership, the City itself, and local businesses allows the MSJP model to work towards a broader array of outcomes than in previous summers. First, the program seeks to put 1,000 youth through an intensive series of job readiness workshops. In 10 hours of classroom work, prospective MSJP employees learn job application and interviewing techniques, get career path planning assistance, and build job readiness skills to make them better candidates for job opportunities. Only after successful completion of the workshop cycle are the youth eligible for job placement through MSJP. The program aims to place 650 youth into jobs during the summer of 2003, some of which are placements subsidized by contributions from the Oakland business community. Most of these placements will take place during July and August. In

addition, youth who begin but do not complete the workshop cycle, or who require additional skill development before they are job ready, become a pre-screened client base for the new Youth One-Stop system in the fall of 2003, under the auspices of the Oakland WIB.

Four youth service provider agencies, with strong placement and training track records through their work under WIA, were selected as MSJP partners for the summer of 2003. Each group provides the readiness workshops and placement opportunities to youth enrolled under their auspices. These agencies are Lao Family Community Development, the Scotlan Youth and Family Center, the Spanish Speaking Citizen's Foundation, and the Youth Employment Partnership.

TABLE 24: OAKLAND MAYOR'S SUMMER JOBS PROGRAM

Ten Hour Job Readiness Workshop Cycle				Job Placement Activity			
Applied to begin program	Cycle Completion Plan	Completed Cycle to date	% of Plan to date	Plan	Placed to date	% of Plan to date	Avg. Wage
2,750	1,000	898	90%	650	82	13%	\$ 7.61/hr.

STAFF ANALYSIS AND COMMENTS ON THE OAKLAND MAYOR'S SUMMER JOBS PROGRAM:

1. Through June 30, the MSJP program has reached 90% of its goal of 1,000 youth completing the job readiness workshop cycle, with 898 youth having successfully completed the sessions as delivered at the four provider agencies. Agencies had high demand for these opportunities among their clients, as youth seeking summer work in the difficult current employment climate discovered that their best chance might be through MSJP providers. Accordingly, providers had to limit enrollment to numbers which they could manage once the placement focus begins in July. In a more conducive job market, agencies could serve perhaps three times as many youth clients in the workshop phase, provided funds were available to sustain that level of work.
2. Job placement success in the new MSJP model is weighted towards the back half of the summer, from mid July into August. In recent years many youth seeking summer jobs have also looked to continue that employment on a part-time basis after the return of the school year. Accordingly, youth derive benefits from placements which begin as late as the end of August. Because the preponderance of placements are planned later, staff are not alarmed that only 13% of the target goal has been met by the close of this reporting period. However, it is of some concern that the 2002 effort had over 150 placements tallied through June 30, compared with 82 placements to the same point this year.
3. National indications are that youth summer employment is on pace for even worse numbers than the summer of 2002, which was labeled the worst summer employment market since 1965. Oakland's MSJP effort placed 576 youth into summer employment in that difficult climate, and seeks to better that record with a goal of 650 placements from the current program. That may prove a difficult goal to meet in the current climate. A more complete analysis of the 2003 summer youth employment market will be included in the next quarterly report.

OAKLAND UNIFIED SCHOOL DISTRICT CAREER ACADEMIES PROGRAM

During the City's 2003-05 budget process, and through discussions of the joint Education Partnership Committee of the City Council and School Board, Workforce Development staff gained a more detailed knowledge of the Career Academies program run by the Oakland Unified School District (OUSD). It became clear to staff that the specific job readiness and placement goals rose to the level at which programs are required to report through the JTPS system. Additionally, upon receipt of a copy of OUSD's agreement with the City to operate the program, staff found clear reference to the obligation to comply with JTPS reporting requirements.

The Career Academies program was once again approved for funding for the 2003-05 fiscal cycle, and will begin reporting quarterly through the JTPS system as required. In an effort to provide summary information from the now concluded 2001-03 program, Workforce staff present here data provided by OUSD, to serve as a baseline assessment of the employment goals contained in the program's scope of work. Staff do not attempt here to make any evaluation of the Career Academies program's other educational goals, but simply the job training, preparation and placement activities which qualify for tracking under JTPS guidelines.

TABLE 25: PROGRAM PARTICIPATION RATES

SCHOOL YEAR	GENERAL ENROLLMENT, 10-12 GRADERS		CAREER ACADEMIES PLACEMENT ACTIVITY			
	OUSD TOTAL	CAREER ACADEMIES (estimate)	PLACEMENT GOAL	ACTUAL PLACEMENTS	PLACEMENT % OF GOAL	AVG. WAGE
2002-03	7,990	3,000	Data furnished by OUSD does not distinguish these categories by school year			
2001-02	7,405	3,000				
TOTAL*	15,395	6,000	400	649	162%	\$7.00/hour

*Totals include some overlap, as 10th graders in 01-02 become 11th graders in 02-03, for example, while continuing to participate in the Career Academies program.

TABLE 26: POST-PARTICIPATION EMPLOYMENT RATES

SCHOOL YEAR	EMPLOYMENT GOAL	% OF GRADS ELIGIBLE FOR EMPLOYMENT	% OF ALL GRADS EMPLOYED	% OF ELIGIBLE GRADS EMPLOYED	% OF GOAL ATTAINED
2002-03	50% employment of grads who are not in military or post-secondary education or training	47%	13%	28%	56%
2001-02			20%	42%	84%
TOTAL		47%	17%	35%	70%

Data for this table comes from OUSD's phone survey of Career Academy participants, six months after graduation. Some data were reported by school year, while other data covered the 2001-03 contract period as a whole. As a result, some of the comparisons above make the assumption of equal numbers of graduates in each of the two school years.

STAFF ANALYSIS AND COMMENTS ON THE OAKLAND UNIFIED SCHOOL DISTRICT'S CAREER ACADEMIES PROGRAM:

1. The career development objectives contained in OUSD's contract are clearly relevant to those interested in tracking City job training and placement efforts. However, the unique nature of the Career Academies program, and the specific objectives tracked therein, do not fit well with other City-funded youth employment efforts. Workforce staff therefore present this data separately from other youth programs, and will continue to do so for the 2003-05 budget cycle.
2. Coming to the JTPS system at the very end of its contract period, OUSD faced the challenge of gathering data to meet established JTPS reporting protocols from a program which had largely concluded. It is much easier to gather good performance data when those systems are established at the onset of a program. Accordingly, some of the ways in which the data above are presented do not fit well with staff's preferred methods of individual program year tracking. It is felt that those data shortcomings will be largely eliminated in reporting under the new contract.
3. For the 2001-03 period, the program placed students into 649 career exploration internships, well above the contracted goal of 400 placements. This strong placement rate speaks well to the program's ability to meet the primary objective funded by the City, that of getting in-school Oakland youth experience in the working world, bettering the skills of the future workforce. The program's budget for 2001-03 is based entirely on the per-intern costs of placements, a clear indication that the City places high importance on this outcome.
4. The second contracted outcome relates to the employment rates of participating students after their graduation from high school. Six months after graduation, the program goal is that 50% of the students who do not go on to higher education, training or military service will be employed when contacted in a post-program phone survey. The implication is that experience in a Career Academy internship heightens the employment opportunities for a student after graduation. Data in Table 26 shows mixed results in attaining that level of success. Over the two year contract period, 35% of students eligible for tracking in this measure were working at the time of the survey, versus the goal of 50%. Of concern is the fact that numbers declined substantially in this measure from the first to the second program year, with only 28% of eligible students reported as employed following the 2002-03 school year.
5. Additional data is required to make any conclusions about the efficacy of the Career Academies program in fostering its graduates' employment prospects. First, a baseline comparison of the overall post-graduation rate of District students who did not participate in the Academies would provide a helpful comparison. Second, a better breakdown of results per school year, with assurances that surveys focused only on Academy participants, would make for more useable data for evaluation purposes. And finally, some acknowledgement needs to be made that the employment measure excludes those graduates bound for higher education, and as such may be discounting many participants who derive the greatest benefit from the Academies program.

CITY WELFARE-TO-WORK PROGRAMS

TABLE 27: OAKLAND WELFARE-TO-WORK ENROLLMENT

WELFARE-TO-WORK PROGRAMS	Program Information		Enrollments		
	Contract Period	Contract/Grant Amount	Total Plan	Enrolled to Date	% of Total
LEA/DHS: CAA	7/98 – 6/03	\$2,280,000	380	627	165%

TABLE 28: OAKLAND WELFARE-TO-WORK PLACEMENT AND RETENTION

WELFARE-TO-WORK PROGRAMS	Individual Placements				Retention			
	Total Plan	Placed to Date	Percentage	Avg. Wage	Jobs w/ Benefits	Retain Three Mo.	Retain Six Mo.	Retain One Year
LEA/DHS: CAA	213	296	139%	\$10.50	114	172	171	156

Additionally, 85 placed clients have been retained for two years or more.

STAFF ANALYSIS AND COMMENTS ON THE CITY WELFARE-TO-WORK PROGRAM:

1. This report marks the conclusion of the Welfare-to-Work (WtW) grant administered by the City of Oakland, and data on this program will not appear in subsequent JTPS reports. At this writing there are no federal Department of Labor funds pending to extend WtW activities beyond the current grant cycle. Nationwide, recipients of welfare who begin to run into lifetime benefit caps will no longer have programs like WtW to help them transition into gainful employment.
2. Oakland's Community Action Agency (CAA), under the auspices of the Department of Human Services, was the program operator for the City's five year grant which ended in June, 2003. During that period, the program performed well on all common WtW measurements. Enrollments exceeded expectations, with 165% of the planned number of clients signed on to the program. The number of clients placed into work also substantially exceeded goals, with almost 300 individuals finding work through the program. The number of clients placed equates to 47% of all enrolled clients, which comfortably surpassed the state's 40% benchmark for a successful program.
3. Program retention figures also showed success by the common standards of WtW efforts. Of clients placed into work six or more months ago, 62% retained those jobs for at least a half year. Of clients placed over a year ago, 60% retained those jobs for at least a full year. And though retention tracking beyond one year is not required under WtW guidelines, CAA reports that 85 clients retained work for over two years. Wage levels were also strong by WtW standards, at an average hourly rate of \$10.50. Additionally, 114 placed clients found jobs with benefits, a particularly noteworthy achievement in this field. Together, these data suggest that Oakland's program succeeded in helping a great number of former welfare recipients make the transition to self-sufficiency.

SUSTAINABLE DEVELOPMENT

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

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

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

DISABILITY AND SENIOR CITIZEN ACCESS

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

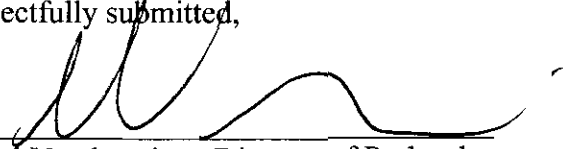
RECOMMENDATION(S) AND RATIONALE

Staff recommends that the City Council accept this informational report.

ACTION REQUESTED OF THE CITY COUNCIL

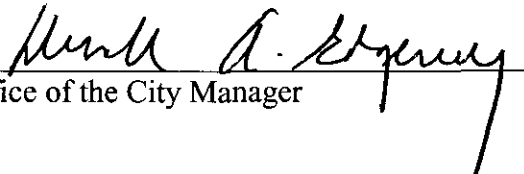
Staff recommends that the City Council accept this report.

Respectfully submitted,



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

APPROVED AND FORWARDED TO THE
COMMUNITY AND ECONOMIC DEVELOPMENT COMMITTEE


Office of the City Manager

Prepared by: Al Auletta
Manager, Workforce Development Unit
CEDA

**Oakland Private Industry Council
WIA Adult and Dislocated Worker Services
As of June 30, 2003**

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/03	Annual Enrollment Plan	Enrollment YTD	Enrollment % of Plan	Exited w/out Placement	YTD Placement Plan	Placement YTD	Placement % Plan	Average Wage	Benefits	Retention - 3 Month	Retention - 6 Month	Retention - 1 Year
PROGRAM YEAR 2002-03																
PIC: WIA One Stop Downtown/East Oakland	Core	7/02 - 6/04			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%	0	41	31	76%	\$ 10.53	25			
PIC One Stop Downtown/East Oakland	DW	7/02 - 6/04			200	72	36%	0	50	4	8%	\$ 14.94	3			
Eng. Center: WIA One Stop Affiliate	Adult/DW	7/02 - 6/04	\$ 50,000	\$ 50,000	20	20	100%	0	12	5	42%	\$ 8.20	3			
Eng. Center: VESL contract	Adult/DW	*	*	*	5	5	100%	0	4	3	75%	\$ 7.58	1			
Lao Family Comm. Dev.: WIA One Stop Affiliate	Adult/DW	7/02 - 6/04	\$ 50,000	\$ 50,000	20	21	105%	0	13	12	92%	\$ 11.79	11			
Unity Council: WIA One Stop Affiliate	Adult/DW	7/02 - 6/04	\$ 50,000	\$ 44,733	20	17	85%	0	12	3	25%	\$ 11.21	1			
City of Oakland DHS	Adult/DW	7/02 - 6/04	n/a	n/a	38	34	89%	0	21	28	133%	\$ 9.73	5			
PY 02-03 Adult/DW TOTALS:			\$ 3,887,716	\$ 3,882,449	380	235	62%	0	153	86	56%	\$ 10.44	49			
Adult subtotal:					180	141	78%	0	88	72	82%	\$ 10.22	38			
Dislocated Worker subtotal:					200	94	47%	0	65	14	22%	\$ 11.54	11			

Eng. Center's VESL contract bridges 2 program years, and is funded outside the One-Stop allocation, so budget figures are not included in this table.

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Oakland Private Industry Council
WIA Adult and Dislocated Worker Services
As of June 30, 2003

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 6/30/03	Annual Enrollment Plan	Enrollment YTD	Enrollment % of Plan	Exited w/out Placement	XTD Placement Plan	Placement YTD	Placement % Plan	Average Wage	Benefits	Retention - 3 Month	Retention - 6 Month	Retention - 1 Year
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PGC: WIA One Stop Downtown/East Oakland	Core	7/01 - 6/03		4,650	5,940	128%										
PGC One Stop Downtown/East Oakland	Adult	7/01 - 6/03	\$ 3,936,203	202	171	85%	38	106	102	96%	\$ 11.27	82	72/92	51/89	30/75	18/45
PGC One Stop Downtown/East Oakland	DW	7/01 - 6/03		270	226	84%	13	156	117	75%	\$ 10.81	84	73/90	42/77		
Eng. Center: WIA One Stop Affiliates	Adult/D	1/02 - 6/03	\$ 50,000	20	10	50%	0	6	5	83%	\$ 15.34	2	2/2	2/2	0/2	0/2
Eng. Center: VESL contract	Adult/D	W	*	23	24	104%	1	15	13	87%	\$ 9.05	7	2/5	0/3	0/0	0/0
Lao Family Comm. Dev.: WIA One Stop Affiliates	Adult/D	1/02 - 6/03	\$ 50,000	20	20	100%	0	13	4	31%	\$ 11.54	4	1/4	1/1	0/1	0/1
Unity Council: WIA One Stop Affiliates	Adult/D	1/02 - 6/03	\$ 50,000	20	21	105%	1	14	13	93%	\$ 9.39	5	3/6	3/5	0/4	0/4
City of Oakland DHS	Adult/D	7/01 - 6/03	\$ 150,000	38	27	71%	0	17	27	159%	\$ 10.89	13	19/27	20/27	13/27	13/27
PY 01-02 Adult/DW TOTALS:			\$ 4,236,203	570	499	88%	53	327	281	86%	\$ 10.93	197	172/226	119/204	61/154	61/154
Adult subtotal:			300	253	84%	40	157	156	99%	\$ 10.91	108	97/131	75/125	43/107	43/107	43/107
Dislocated Worker subtotal:			270	246	91%	13	170	125	74%	\$ 10.95	89	75/95	44/79	18/47	18/47	18/47

* The English Center's VESL contract bridges 2 program years, and is funded outside the One-Stop allocation, so budget figures are not included in this table.

Oakland Private Industry Council
WIA Youth Services
As of June 30, 2003

Agency and Program	Enrollees	Contract Period	Contract Amount	Annual Enrollment Plan	Enrollment YTD	Enrollment % of Plan	Placement Goal	Placements	Placement Rate	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	7/02 -	\$ 86,856	24	12	50%	6	4	67%	\$ 7.12	9		15	1	5
	Younger Youth	6/04		6	13	217%		2		\$ 6.87	10		4		
Lao Family Community Dev.	Older Youth	7/02 -	\$ 78,568	0	5	n/a	3	3	100%	\$ 9.73					
	Younger Youth	6/04		22	25	114%					24		25		
Scotlan Youth Development Center	Older Youth	7/02 -	\$ 95,233	5	5	100%	3	2	67%	\$ 6.75	4		4	3	2
	Younger Youth	6/04		20	22	110%		2		\$ 8.43	25		13	6	16
Spanish Speaking Citizens Foundation	Older Youth	7/02 -	\$ 82,830	0	1	n/a	1	1	100%	\$ 10.50	1		2	1	
	Younger Youth	6/04		30	24	80%					19		16	1	2
Youth Employment Partnership	Older Youth	7/02 -	\$ 291,390	50	45	90%	23	26	113%	\$ 9.46	36	33	16	10	16
	Younger Youth	6/04		100	180	180%		9		\$ 8.86	92	16	52	5	16
PY 02-03 Youth TOTALS:			\$ 634,877	257	332	129%	36	49		\$ 8.94	220	49	147	27	66
Older Youth subtotal:				79	68	86%	36	36	100%	\$ 9.10	50	33	37	15	23
Younger Youth subtotal:				178	264	148%		13		\$ 8.49	170	16	110	12	43

**Oakland Private Industry Council
WIA Youth Services
As of June 30, 2003**

Agency and Program	Enrollees	Contract Period	Contract Amount	Annual Enrollment Plan	Enrollment YTD	Enrollment % of Plan	Placement Goal	Placements	Placement Rate	Average Wage	Basic Skills	Occupational Skills	Work Readiness Skills	Diplomas and Credentials	Return to School or College
Program Year 2001-02															
American Viet League	Older Youth	7/01 -	\$79,200	16	13	81%	7	4	57%	\$ 7.56	2		8	1	6
	Younger Youth	6/03		4	6	150%		0				2		2	
Lao Family Community Dev.	Older Youth	7/01 -	\$66,000	0	0	n/a	0	0	n/a						
	Younger Youth	6/03		20	23	115%		2		\$ 7.00	20	20	11		
Oakland Unified Exceptional Children Program	Older Youth	7/01 -	\$88,000	0	1	n/a	1	0	0%		2			1	
	Younger Youth	6/03		40	39	98%		1		\$ 7.00	46			14	23
Scotlan Youth Development Center	Older Youth	7/01 -	\$111,115	13	11	85%	6	3	50%	\$ 9.25	8		6		1
	Younger Youth	6/03		22	24	109%		2		\$ 9.75	20		7	1	2
Spanish Speaking Citizens Foundation	Older Youth	7/01 -	\$107,435	5	4	80%	2	2	100%	\$ 7.75	3	2	4		
	Younger Youth	6/03		35	34	97%		0			33	1	51	2	29
Youth Employment Partnership	Older Youth	7/01 -	\$218,884	50	55	110%	28	25	89%	\$ 8.85	51	34	28	19	8
	Younger Youth	6/03		100	114	114%		22		\$ 8.37	98	76	76	24	70
PY 01-02 Youth TOTALS:			\$670,634	305	324	106%	44	61	\$ 8.51	285	133	193	62	158	
Older Youth subtotal:				84	84	100%	44	34	77%	\$ 8.67	66	36	46	21	15
Younger Youth subtotal:				221	240	109%		27		\$ 8.32	219	97	147	41	143

**Oakland Private Industry Council
Welfare-to-Work Programs
As of June 30, 2003**

Agency and Program	Enrollees	Contract Period	Contract Amount	Enrollment Plan	Enrollment YTD	Enrollment % of Plan	Placement Plan	Placement YTD	Placement % of Plan	Average Wage	Benefits
Asian Neighborhood Design	Adult	9/00-6/02	\$ 204,000	40	38	95%	16	3	19%	\$ 13.33	1
Catholic Charities of the East Bay	Adult	9/00 - 12/02	\$ 333,000	40	50	125%	24	18	75%	\$ 9.01	14
Lao Family Community Dev.	Adult	9/00 - 12/02	\$ 300,000	60	59	98%	24	27	113%	\$ 9.48	14
Shirley Ware Education Center, Local 250	Adult	9/00 - 12/02	\$ 270,000	45	41	91%	18	28	156%	\$ 9.11	24
City of Oakland/CAA	Adult	4/02 - 7/03	\$132,000	44	42	95%	18	10	56%	\$ 8.81	0
Oakland PIC WTW	Adult	6/98-6/04	\$ 4,726,317	771	607	109%	328	216	101%	\$ 9.71	69
Oakland PIC Parolee Project					233			114			
TOTALS:			\$ 5,965,317	1,000	1,070	107%	428	416	97%	\$ 9.85	142

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

AGENCY DESCRIPTION:

Established in 1978, the Oakland Private Industry Council, Inc., is a non-profit corporation dedicated to providing no-fee workforce development services to the Oakland community. Towards this end, the Oakland PIC operates programs at many locations throughout the City.

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

- Providing comprehensive and effective career and training services with a goal of high customer satisfaction
- Working collaboratively with other organizations in the community
- Promoting our programs and partners in the business community

LOCATIONS:

1212 Broadway, Suite 100, Oakland, CA 94612	Oakland-EASTBAY Works Career Center
1212 Broadway, Suite 200, Oakland, CA 94612	WIA Adult Programs and Welfare to Work
934 Chester Street, Oakland, CA 94607	West Oakland Youth Opportunity Project
651 20 th Street, Oakland, CA 94607	West Oakland Youth Opportunity Project
2229 Poplar Street, Oakland, CA 94607	Cypress-Mandela/Women in Skilled Trades
8715 International Blvd., #2, Oakland, CA 94621	Welfare to Work Parolee Project

PROGRAMS UNDER THE PURVIEW OF THE WIB:

One-Stop Career Center
 Workforce Investment Act Adult and Dislocated Worker Programs
 Workforce Investment Act Youth Programs (contracted to CBOs)
 Welfare to Work State Formula grant
 West Oakland Youth Opportunity Project

Non-WIB PROGRAMS:

Cypress-Mandela/WIST
 (Women in Skilled Trades)
 Cedillo Project (AB926)
 WtW Federal comp. grant

WORKFORCE INVESTMENT ACT:

The Oakland PIC operates the One-Stop Career Center system in Oakland, which is comprised of two linked One-Stop Career Centers: one in downtown and one in East Oakland. Each center provides Workforce Investment Act services to job/education/training seekers and employers. These Career Centers are also part of a larger consortium named EASTBAY *Works* that provides services to individuals throughout Alameda and Contra Costa counties. The Oakland PIC was instrumental in the creation of EASTBAY *Works*, which encompasses all WIA-mandated partners such as the Department of Rehabilitation, the Department on Aging, Community Colleges, JobCorps, etc.

3

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

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Services to Job Seekers: Each center also provides Workforce Investment Act services to both the general public and enrolled WIA participants. Services available to the general public are self-directed

and include labor market and job opening information, resume preparation assistance, and use of computers, phones, and faxes to facilitate job search. Based on needs-assessment and eligibility criteria, individuals may be “registered” into the Adult or Dislocated Workers program where they will receive more intensive one-on-one job search assistance and/or occupational training. All training is contracted to eligible training providers through an individual training account system, with an emphasis on informed customer choice.

WIA Youth Services: Services are provided through subcontractors who have a direct link to the Career Centers. Older Youth WIA measures: Entered employment, retention, earnings change and credential rate. Younger Youth WIA measures: Skill attainment rate, retention rate, diploma rate.

WELFARE TO WORK:

The Oakland PIC’s Welfare to Work Program operates under two grants distributed by formula to Oakland based on a locally approved plan. One thousand participants are targeted for services under this program. The performance periods of the grants were extended through 2003 and 2004. The combined amount of the two grants is \$5.8 million. During the final, wrap-up phases of the grants, services will emphasize placement and retention, documentation thereof, and referring clients to services available through other venues.

Primary clients include long-term welfare recipients, non-custodial parents of children on welfare, and young adults who have “aged out” of foster care. In addition, a program operated in conjunction with Allen Temple Baptist Church focuses on providing services to state parolees who are non-custodial parents. Seven community agencies also contracted with PIC to provide Welfare to Work services with emphasis on recruiting the hardest-to-serve population. Training or other support services are contracted out to eligible vendors on an individual basis.

Welfare to Work clients receive case management services and an individually determined combination of support services that may include assistance with childcare, transportation, clothing, and counseling. In addition, clients may receive occupational training as appropriate. One of the components of the Welfare to Work program is that clients continue to receive services and support while they make their way from initial employment to eventual self-sufficiency. Individuals are not “terminated” from the program until such time as they are no longer in need of public assistance. The overall placement and retention goal is at or above 50%.

Lao Family Community Development – Subcontractor Welfare to Work Program

AGENCY DESCRIPTION: Lao Family Community Development (LFCD) is a nonprofit community-based Mutual Assistance Association. Established in 1980 to serve as a one-stop center to provide free services to refugees, immigrants and low-income clients in Alameda and Contra Costa counties, its mission is to inspire individuals to set goals, utilize their imagination and to believe in themselves. Current services include employment assistance, ESL and VESL instruction, family literacy, citizenship assistance, crime victim assistance, youth services, translation, and counseling referrals.

LOCATION: 1551 – 23rd Avenue
Oakland, CA 94606

CONTRACTED SERVICES: LFCD offers 60 clients at least 32 hours per week of activities, including supervised job searches, job club workshops, case management meetings, and assistance seeking unsubsidized employment. LFCD also uses its resources at the Alameda County’s In-Home Supportive Services component to target hard-to-reach, sanctioned clients and offers job placement and retention services.

PRIMARY CLIENTS: Limited-English-speaking immigrants and refugee clients including long-term CalWORKS/TANF recipients (30 months or more), non-custodial parents of children on CalWORK, and those individuals at risk of “timing out” of CalWORKs benefit eligibility, due to the federally imposed lifetime limits for receiving aid.

Please refer to pages 23-26 of the Main Agenda Report for performance data for this agency.

Shirley Ware Education Center, Local 250 – Subcontractor Welfare to Work Program

AGENCY DESCRIPTION: Shirley Ware Education Center (SWEC) is a non-profit organization associated with the Health Care Workers Union, SEIU Local 250. It provides employment training and support services to new entrants to the health care workforce, as well as career upgrade training to incumbent health care workers. All employment training offered is paid, on-the-job training with a full-time, benefited job guaranteed to those who successfully complete the program. Health and safety training is included in all training programs. Training is supported by grants from the Caregivers Training Initiative, the California Employment Development Department, the U.S. Department of Occupational Health and Safety, the H1B fund, and the Allied Health Workforce Career Mapping Project.

LOCATION: 560-20th Street
Oakland, CA 94612

CONTRACTED SERVICES: SWEC offers participants 105 hours of classroom training in Job Readiness, plus 320 hours of classroom and clinical occupational training. Participants are trained to work as Certified Nurse Assistants in nursing facilities. SWEC also offers support and job retention services to participants. Once participants complete the job readiness training, they enter into eight weeks of on-the-job-training, which leads to Nurse Assistant certification. After certification, participants are placed in a full time, benefited position at a union facility. SWEC also provides a uniform and equipment to each participant, and pays for assessment, testing, certification and union initiation fees.

PRIMARY CLIENTS: Participants are targeted for services under this program. Primary clients include long-term welfare recipients, non-custodial parents of children on welfare, and young adults who have “aged out” of foster care.

Please refer to pages 23-26 of the Main Agenda Report for performance data for this agency.

**City of Oakland, Life Enrichment Agency
Department of Human Services, Community Action Agency – Subcontractor
Welfare to Work Program**

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

LOCATION: 150 Frank H. Ogawa Plaza, Suite 4340
Oakland, CA 94612-2093

CONTRACTED SERVICES: The City of Oakland’s Welfare to Work (WtW) Program provides intake services to 44 individuals, determines the skills and interest of each participant through an assessment process, and provides soft skills training to eligible participants. In addition, the City’s WtW program makes referrals to educational/skills training agencies if appropriate for the participants. Twenty-two participants are placed in work experience activities in a demand occupation, at a wage of \$7.00/hr, 20 hours per week, for eight weeks. The goal of the program is to help participants obtain permanent employment and become self-sufficient.

PRIMARY CLIENTS: Participants meet the 70% Criteria set by the Department of Labor’s Welfare to Work program. That is, the individual is a recipient of CalWORKS benefits or a former recipient of CalWORKS/TANF benefits who has exhausted their receipt due to time limits, and is a non-custodial parent.

Please refer to pages 23-26 of the Main Agenda Report for performance data for this agency.

**Oakland Private Industry Council
Parole-to-Payroll Project
Welfare to Work Program**

AGENCY DESCRIPTION: Established in 1978, the Oakland Private Industry Council, Inc., is a non-profit dedicated to providing no-fee workforce development services to the Oakland community. Towards this end, the Oakland PIC operates programs at many locations throughout the city.

LOCATION: 1212 Broadway, Suite 200
Oakland, CA 94612

CONTRACTED SERVICES: The Parolee Project originated as a Welfare-to-Work (WtW) pilot project that targeted a special population (parolees). The program offers job placement and retention services to ex-offenders of all ages.

In addition to job placement and retention goals, the project offers other services to clients, including anger management, substance abuse counseling, family counseling, and help with preparation for obtaining GEDs, or enrolling in vocational or other academic training. The program also offers access to resources for transportation, child care, clothing and other basic needs.

The project is a venture that works with the faith-based community, and has successfully collaborated with Allen Temple Baptist Church to provide some of these services. This strategy is compatible with the holistic approach that the Parolee Project employs to help parolees find and keep jobs.

PRIMARY CLIENTS: To qualify for the Parolee project, a participant must be a non-custodial parent with child/children under the age of 18 and meet all criteria under the federal WtW guidelines. The Alameda County Social Services Department and the Alameda County Family Support Division verify the applicant's parentage before enrollment into the program.

Please refer to pages 23-26 of the Main Agenda Report for performance data for this agency.

LAO FAMILY COMMUNITY DEVELOPMENT WIA Program – Youth Subcontractor

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

LOCATION: 1551 23rd Avenue
Oakland, CA 94606

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

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

Skill Objectives:

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

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

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

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

Please refer to pages 20-22 of the Main Agenda Report for performance data for this agency.

GEORGE P. SCOTLAN YOUTH AND FAMILY CENTER
WIA Program – Youth Subcontractor

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

LOCATION: 1651 Adeline Street
 Oakland, CA 94607

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

Skill Objectives:

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

Occupational Skills include hands-on computer and clerical training.

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

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

Please refer to pages 20-22 of the Main Agenda Report for performance data for this agency.

SPANISH SPEAKING CITIZENS' FOUNDATION
WIA Program – Youth Subcontractor

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

LOCATION: 1470 Fruitvale Avenue
 Oakland, CA 94601

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

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

Skill Objectives:

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

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

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

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

Please refer to pages 20-22 of the Main Agenda Report for performance data for this agency.

YOUTH EMPLOYMENT PARTNERSHIP WIA Program – Youth Subcontractor

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

LOCATION: 1411 Fruitvale Avenue
Oakland, CA 94601

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

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

Skill Objectives:

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

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

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

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

Please refer to pages 20-23 of the Main Agenda Report for performance data for this agency.

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

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

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

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

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

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

Please refer to pages 7-15 of the Main Agenda Report for performance data for this agency.

Lao Family Community Development–Subcontractor WIA Affiliate One-Stop

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

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

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

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

Please refer to pages 7-15 of the Main Agenda Report for performance data for this agency.

Unity Council/CIRCLES—Subcontractor WIA Affiliate One-Stop

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

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

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

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

Please refer to pages 7-15 of the Main Agenda Report for performance data for this agency.

Port of Oakland Employment Resources Development Program

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

LOCATION: 530 Water St.
Oakland, CA 94607

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

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

Please refer to pages 16-17 of the Main Agenda Report for performance data for this agency.

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**City of Oakland
Adult Programs
As of June 30, 2003**

Attachment C - 1

Agency and Program	Enrollees	Contract Period	Contract Amount	Cost Draw Downs as of 6/30/03	Annual Enrollment Plan	Enrollment YTD	Enrollment % of Plan	Exited w/out Placement	Avg. Weeks in Program until Placement	Annual Placement Plan	Placement YTD	Placement % Plan	Average Wage	Jobs w/Benefits	Retention - 3 Month	Retention - 6 Month
Central American Refugee Committee	Adult	7/02 - 6/03	\$ 34,000	\$ 34,000	60	44	73%	0	9	60	24	40.0%	\$ 11.28	0	8	2
Independent Way: Oakland Museum	Adult	7/02 - 6/03	\$ 60,960	\$ 60,960	5	5	100%	0	n/a	5	5	100.0%	\$ 6.75	0	5	5
Int'l Inst of the East Bay: Caregivers Program	Adult	7/02 - 6/03	\$ 32,000	\$ 32,000	30	39	130%	5	32	15	32	213.3%	\$ 8.95	6	21	13
Jobs Consortium: HELP Program	Adult	7/02 - 6/03	\$ 75,000	\$ 75,000	75	151	201%	0	13	22	40	181.8%	\$ 8.93	0	20	5
LEA/DHS: ASSETS Senior Employment Program	Adult	7/02 - 6/03	\$ 990,901	\$ 990,901	203	204	100%	n/a	n/a	41	42	102.4%	\$ 10.83	11	23	19
Oakland PIC: Cypress Mandela/WIST	Adult	5/01 - 9/02	\$ 177,510	\$ 171,593	150	201	134%	n/a	14	102	65	63.7%	\$ 14.52	65	55	n/a
United Indian Nations	Adult	1/02 - 6/03	\$ 160,544	\$ 160,544	100	172	172%	22	3	65	67	103.1%	\$ 10.00	14	35	18
Totals:			\$ 1,530,915	\$ 1,524,998	623	816	131%	27	12	310	275	88.7%	\$ 10.97	96	167	62

City of Oakland
Day Labor Program
As of June 30, 2003

Agency and Program	Enrollees	Contract Period	Contract Amount	Cost Draw Downs as of 6/30/03	Total Daily Client Intake Plan	Total Daily Client Intake, Contract-to-date	Enrollment % of Plan	Total Placement Plan	Total Placements, Contract-to-date	Placement % Plan	Average Wage	Of all placements, number of extended duration	Of all placements, number of short-term duration
Volunteers of America, Bay Area: Oakland Day Labor Program	Adult	7/99 - 6/03	\$ 375,512	\$ 375,512		42,021			9,475		\$ 11.00	2,842	6,633

City of Oakland
Youth Programs
As of June 30, 2003

Agency and Program	Enrollees	Contract Period	Contract Amount	Cost Draw Downs as of 6/30/03	Annual Enrollment Plan	Enrollment YTD	Enrollment % of Plan	Exited w/out Placement	Avg. Weeks in Prgm till Placement	Annual Placement Plan	Placements YTD	Placement % of Plan	Average Wage/Stipend	Youth Skills Attained	Youth Diplomas Earned	Youth Credentials Awarded
Alameda County Health Care Foundation: Model Neighborhood Program	Youth	10/02 - 6/03	\$ 47,071	\$ 47,071	24	22	92%	2	6	24	22	92%	\$ 5.75	72	29	29
East Bay Conservation Corps: Recycling Services Team	Youth	8/02 - 7/03	\$ 80,000	\$ 44,292	17	29	171%	6	n/a	17	29	171%	\$ 8.50	29	29	29
Oakland Library: PASS Program	Youth	7/02 - 6/03	\$ 175,000	\$ 175,000	34	38	112%	0	n/a	34	34	100%	\$ 7.50	17	10	10
The Tides Center: Young Women United for Oakland	Youth	7/02 - 6/03	\$ 70,000	\$ 61,135	7	5	71%	0	n/a	7	5	71%	\$ 11.00	5	9	10
Youth Employment Partnership: Career Tryout	Youth	9/02 - 6/03	\$ 174,000	\$ 172,839	83	84	101%	1	n/a	83	83	100%	\$ 6.75	83	9	10
Totals:			\$ 546,071	\$ 500,337	165	178	108%	9		165	173	105%	\$ 7.19	206	48	39

**City of Oakland
Other Youth Programs
As of June 30, 2003**

Contract Duration	Contract Amount	Applied to begin Orientation*	Orientation* Completion Plan	Completed Orientation*	Orientation* Completion % of Plan	Placement Plan	Placements YTD	Placement % of Plan	Average Wage/Stipend	Retained for duration of summer
4/03 - 9/03	\$ 40,000	2,750	1,000	898	90%	650	82	13%	\$ 7.61	n/a

* Orientation involves a mandatory 10 hour cycle of job readiness workshops, which is a prerequisite to seeking MSJP placement.

Contract Duration	Contract Amount	Total Academics Enrollment	Placement Plan	Total Actual Placements	Placement % of Plan	Post-program Employment Goal*	Portion of eligible graduates employed*	Post-program employment % of Plan*
7/01 - 6/03	\$ 600,000	6,000	400	649	162%	50%	35%	70%

* Post-program employment figures are of those graduates not continuing in higher education or training, or enlisted in military.

**City of Oakland
Welfare-to-Work Program
As of June 30, 2003**

Agency and Program	LEA/DHS: CAA	WAW	7/98 - 6/03	Contract Period	Contract Amount	2,280,000 \$	Cost Draw Downs as of 6/30/03	380	Annual Enrollment Plan	Enrollment YTD	627	165%	75	Exited w/out Placement	Avg. Weeks in Prgm till Placement	20	213	Annual Placement Plan	Placement YTD	296	139%	\$ 10.50	114	Jobs w/Benefits	Retention - 3 Month	172	Retention - 6 Month	171	Retention - 1 Year	156	Retention - 2 Year	85
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**East Bay Central American Refugee Committee (CRECE)
Employment Program**

AGENCY DESCRIPTION: The mission of the East Bay Central American Refugee Committee (CRECE) is to organize and empower low income refugees and immigrants from Latin America to address the problems faced by their community. CRECE relies on many dedicated volunteers, and leverages funds to maximize effectiveness through networking and the in-kind support of many other organizations and individuals. The group has a twelve year history of supplying nutritious food, providing jobs to the unemployed, organizing constructive and fun programs for youth, and helping people find healthcare, counseling, ESL classes, immigration advice and other types of assistance.

LOCATION: 4335 Virginia Ave.
Oakland, CA 94619

CONTRACTED SERVICES: CRECE circulates word of the availability of workers willing to do gardening, housecleaning, and construction work, through local media and other outlets. The group then receives calls from prospective employers, and refers workers with the necessary skills for particular job placements. The goal of the employment program is to place at least 60 unemployed, low-income workers into part-time and full-time jobs over the duration of the contract.

PRIMARY CLIENTS: Low-income immigrants from Latin America.

Please refer to pages 27-28 of the Main Agenda report for more detailed performance data on this agency.

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Independent Way Oakland Museum Program

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

LOCATION: 575 Independent Road
Oakland, CA 94621

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

Skill Objectives:

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

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

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

Please refer to pages 27-28 of the Main Agenda report for more detailed performance data on this agency.

**Int'l Institute of the East Bay
Caregivers Job Training and Placement Program**

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

LOCATION: 297 Lee Street
Oakland, CA 94610

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

Skill Objectives:

Basic Skills include vocational ESL.

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

Work Readiness Skills include interviewing.

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

Please refer to pages 27-29 of the Main Agenda report for more detailed performance data on this agency.

Jobs for the Homeless Consortium HELP Program

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

LOCATION: 1915 Broadway
Oakland, CA 94612

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

Skill Objectives:

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

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

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

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

Please refer to pages 27-29 of the Main Agenda report for more detailed performance data on this agency.

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

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

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

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

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

Skill Objectives:

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

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

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

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

Please refer to pages 27-29 of the Main Agenda report for more detailed performance data on this agency.

**Oakland Private Industry Council, Inc.
Cypress Mandela/WIST—Pre-Apprenticeship Program**

AGENCY DESCRIPTION: The Cypress Mandela/Women in Skilled Trades (WIST) Pre-Apprenticeship Program is endorsed by the Alameda County Building Trades Council, and works in concert with the City of Oakland, the California Department of Transportation (Caltrans) and the Peralta Community College District in the conduct of the training program.

The goal of the program is to provide pre-apprentice training to maximize employment opportunities for Oakland residents on highway projects and other East Bay general building projects. The program trains clients for such jobs as carpenter, cement mason, electrician, ironworker, laborer, operating engineer, and pile driver, and for certification in lead abatement, asbestos abatement, and hazardous materials removal.

LOCATION: 2229 Poplar Street
Oakland, CA 94607

CONTRACTED SERVICES: The Cypress Mandela/WIST Training Center provides a 14 week pre-apprenticeship training program for various types of skilled trades relevant to today's construction industry. Both hands-on and classroom training are emphasized, and include 32 hours each of Lead Remediation and Asbestos Abatement training, as well as a 40 hour Hazardous Materials Handling course. Students receive four (4) credits in carpentry through Laney College.

Skill Objectives:

Basic Skills include applied math for construction purposes.

Occupational Skills include an introduction to structural steel and ironwork, framing, form and foundation work, and cement work; construction of scaffolding; hazardous waste, lead paint, and asbestos abatement.

Work Readiness Skills include orientation to the construction industry and the apprentice structure, job safety, and tool and material identification.

PRIMARY CLIENTS: Oakland residents.

Please refer to pages 27-29 of the Main Agenda report for more detailed performance data on this agency.

**United Indian Nations, Inc.
Employment Program**

AGENCY DESCRIPTION: United Indian Nations, Inc. (UIN) is a non-profit economic and community development organization serving Native Americans and others in the Bay Area. UIN places particular emphasis on education, employment and training services to its clients.

LOCATION: 1320 Webster St.
Oakland, CA 94612

CONTRACTED SERVICES: The program provides services that address employment barriers, and enhance the ability of Oakland residents to attain basic education, vocational/trades training and job readiness skills. Following skill development and assessment activities, the program seeks job placements to help clients obtain lasting, meaningful employment.

Skill Objectives:

Basic Skills include reading, writing, math, basic education.

Occupational Skills include computer literacy, vocational/trade training.

Work Readiness Skills include resume writing, cover letters, completing applications.

PRIMARY CLIENTS: Persons who need educational and vocational training to overcome barriers to employment, from low-income households.

Please refer to pages 27-29 of the Main Agenda Report for performance data for this agency.

Volunteers of America Bay Area Oakland Day Labor Program

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

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

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

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

Skill Objectives:

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

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

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

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

Please refer to pages 28-30 of the Main Agenda report for more detailed performance data on this agency.

City of Oakland
Life Enrichment Agency, Department of Human Services
Community Action Agency --Welfare-to-Work Program

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

The Community Action Agency's (CAA) Welfare-to-Work Program (WtW) is able to provide participants with various training through enrollment, assessment, and referral to the contracted training agency. The program provides job training, job placement, and assistance in getting an education, and other support services necessary to achieve self-sufficiency. Individuals enrolled in the program are provided with childcare so that they can remain employed and self-sufficient.

LOCATION: 150 Frank H. Ogawa Plaza, Suite 4340
Oakland, CA 94612

CONTRACTED SERVICES: CAA provides job search assistance, soft skills training, job development, and job placement assistance. Participants may also receive training to enhance basic skills at local community colleges and the Oakland Unified School District. Areas of training include computer training, business accounting and communications, web site development, Certified Nurses Assistant, and GED preparation. CAA holds a weekly job club for participants to enhance soft skills, and offers various workshops and events to motivate participants.

Skill Objectives:

Basic Skills include personal budgeting and finance, health awareness, parental stress, mentoring, GED preparation, information on continuing education, obtaining a bachelor's degree and guidance/support for transitioning from welfare to self-sufficiency.

Occupational Skills include training for work as a Certified Nurse's Assistant, paralegal, hair stylist, construction worker, cosmetologist, computer operator, child care worker and graphic artist.

Work Readiness Skills include career exploration, job search/referral, placement, and retention assistance; resume writing and completing job applications; interpersonal and interviewing skills training; attendance, punctuality, attitude, appearance, and employee rights.

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

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

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

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

LOCATION: 1411 East 31st Street
Oakland, CA 94602

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

Skill Objectives:

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

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

Health Career Training includes health career options and job shadowing.

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

Please refer to pages 30-31 of the Main Agenda report for more detailed performance data on this agency.

East Bay Conservation Corps Recycling Services Team

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

LOCATION: 2014 Market Street
Oakland, CA 94607

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

Skill Objectives:

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

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

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

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

Please refer to pages 30-31 of the Main Agenda report for more detailed performance data on this agency.

Oakland Library PASS Program

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

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

CONTRACTED SERVICES: PASS hires up to 34 teen homework mentors to work with grade school children after school, helping with homework as well as providing recreational and youth development activities. PASS works to retain teen mentors in the program to build long-term tutoring skills, develops and assesses mentors' problem solving and crisis management abilities, and tracks numbers of mentors moving on to post-secondary education.

Skill Objectives:

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

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

Work Readiness Skills include college and vocational preparatory activities.

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

Please refer to pages 30-32 of the Main Agenda report for more detailed performance data on this agency.

**The Tides Center
Young Women United for Oakland**

AGENCY DESCRIPTION: Young Women United for Oakland (YWUO) works with young women who are supporting themselves on the street economy, and/or living in poor communities. The program provides street outreach, health and wellness information, peer education support and referrals to potential clients, and empowers them to seek self-sufficiency. This is accomplished by providing employment and leadership opportunities within the agency at a living wage. YWUO strives to creatively instigate new economic, educational, spiritual and leadership opportunities by and for young women living in poor and working-class communities.

LOCATION: 710 Campbell Street
Oakland, CA 94607

CONTRACTED SERVICES: YWUO employs and trains six to ten young women who support themselves to work in their communities. The women use and build on their street smarts as outreach workers, peer educators, and community advocates. Each receives 200 hours of training per year, and one-on-one coaching to set personal goals and address barriers to success. The women, in turn, provide peer education/outreach to 1,200 young women on the streets of Oakland, four times each week.

Each client receives a living wage and benefits, including housing assistance and educational support. The housing assistance policy is a half loan/half grant that enables marginally housed or homeless young women to find permanent housing. The educational policy consists of up to \$3,000 per year, for advanced training or continuing education.

Skill Objectives:

Personal Skills include personal budgeting, community history, critical thinking, and stress prevention.

Outreach/Peer Education includes outreach, peer education, HIV and STD's awareness and prevention, health awareness, public speaking, and community advocacy.

Work Readiness Skills include attendance, punctuality, attitude, filling out applications, phone etiquette, resume writing, interpersonal and interviewing skills, time management, career exploration, and employee rights.

PRIMARY CLIENTS: Young women up to age 21 who are supporting themselves, who may have been in jail, or may have been homeless and alienated from formal schooling.

Please refer to pages 30-32 of the Main Agenda report for more detailed performance data on this agency.

Youth Employment Partnership, Inc. Career Tryout Program

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

LOCATION: 2300 International Blvd.
Oakland, CA 94601

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

Skill Objectives:

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

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

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

Please refer to pages 30-32 of the Main Agenda report for more detailed performance data on this agency.

Oakland Mayor's Summer Jobs Program

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

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

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

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

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

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

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

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

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

B) Career Exploration / Finding a Job

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

MSJP, Page 2

C) Keeping a Job

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

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

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

Please refer to pages 32-33 of the Main Agenda report for more detailed performance data on this program.

Oakland Unified School District Career Academies Program

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

LOCATION: Portable 14
1025 Second Avenue
Oakland, CA 94606

CONTRACTED SERVICES: The Oakland Unified School District receives funds totaling up to \$600,000 for the 2001-03 fiscal period, to support funding of at least 400 high school academy internships for eligible students enrolled in the Career Academies Program. The program has a goal of at least 50% of its participants being employed after graduation, among those students not continuing on to higher education or military service.

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

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

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

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

PRIMARY CLIENTS: High school juniors and seniors.

Please refer to pages 34-35 of the Main Agenda report for more detailed performance data on this agency.

**Port of Oakland
Employment Resources Development Program
Division of Social Responsibility
Fiscal Year – July 1, 2002 – June 30, 2003**

ERDP provides employment services for Port tenants, job seekers, community and the Project Labor Agreement. During the period from July 1, 2002 – June 30, 2003, ERDP provided these services in the following areas:

- **Placements - 249**
- **Recruitment of applicants for Port tenants and non Port tenants - 3038**
- **Targeted Port tenant and employers group orientations – 39**
- **Individualized job interviews – 1168**
- **Referrals to employers – 1511**
- **Tenant Activity/Job Openings - 1879**
- **Presentations/Workshops to Community Based Organizations – 17**
- **Committee/Advisory Boards – 9**
- **Community affairs events/participation – 26**
- **Job Fairs – 22**
- **Port Activities – 14**
- **Community collaborations – 8**
- **East and West Oakland Information Center Visits – 3771**
- **Construction Recruitment – 780**

A more detailed analysis follows.

ERDP PLACEMENTS – 249

AVERAGE HOURLY WAGE

Full Time (185) - \$12.56/hr
Part Time (64) - \$9.24/hr

TOTAL ESTIMATED WAGES FROM PLACEMENTS – 7/1/02 – 6/30/03

\$3,578,026

The Oakland Airport and its supporting services make up approximately 50% of ERDP job listings and placements. Recruitment and pre-screening for placement into these positions are particularly challenging due to the security requirements beyond regular employment. However, Airport opportunities have continued to provide on-going openings while other industries have declined.

Airport	120
Commercial Real Estate	61
Maritime	5

Full Time	185
Part Time	64

3
**COMMUNITY & ECONOMIC
DEVELOPMENT CMTE**

DEC 9 2003

Non-tenant Placements - 63

The ERDP provides services for Port tenants and job seekers. In serving job seekers, it is advantageous for Job Researchers to be aware of many job opportunities. The ability to assist job seekers into gainful employment is increased by including non-Port tenant employment opportunities.

PERFORMANCE STATISTICS - RECRUITMENT**Total number of applicants - 3038**

Recruitment of applicants for both Port tenant and Construction Apprenticeship Programs was conducted at four sites, the Port, East and West Oakland Information Centers, the Oakland One-Stop Career Center and through various activities. ERDP tenant activity and the Construction Apprenticeship Programs data are maintained and reported separately.

The following are recruitment locations and activities:

- Port of Oakland – JLS Offices
- East and West Oakland Information Centers
- Oakland Private Industry Council One Stop Career Center
- Port of Oakland Website
- Job Fairs
- Community Events
- Community Collaborations
- Referrals from Community Based Organizations

Monthly job listings of openings and the ERDP application are available on the Port's website and copies are available in the Port lobby, Information Centers and the Oakland One Stop. Copies are also mailed monthly to CBO's who do not have Internet access as well as anyone requesting copies. The monthly job listings are also available at all community events and job fairs. ERDP distributes between 800 – 2000 copies each month through its recruitment activities.

Targeted Recruitments – 39

ERDP conducts targeted group recruitments for tenants and other employers if there are a number of positions and/or continuous openings. The following targeted tenant recruitments were conducted from 7/1/02 – 6/30/03:

Port Tenant	Sessions	Referrals
ABC Security	4	22
Amtrak	3	44
Evergreen Eagle Cargo	12	304
Federal Express	10	62
Landside Operations – Airport Custodian	8	147
On-Point Personnel	1	7
Pinkerton	1	18

Interviews - 1168

ERDP Job Researchers perform individual interviews to pre-screen applicants who meet the qualifications for current open positions.

Referrals – 1511

ERDP Job Researchers facilitate the referral(s) to the tenant or employer. Because they must be cognizant of open positions that may be time sensitive or be able to provide quick turn around, they cannot provide job development services for those seeking employment that is outside the scope of

current ERDP openings. They must also be able to provide information and possible referral to support resources to further assist applicants who may be in need of additional services.

OTHER STATISTICS:

The following are breakdowns of service delivery areas by residency, ethnicity, gender and other data that reflects the composition of job seekers in ERDP.

* **Please note:** Group recruitments do not require individualized interviews. Residency, ethnicity, gender and other data are not maintained.

Residency

Residency is determined by zip code. "Other" is other parts of Oakland. Non Oakland (N.O.) refers to residents within the Local Impact Area (Emeryville, Alameda, San Leandro) or Local Business Area (Alameda or Contra Costa County).

RESIDENCY

RESIDENCY	Interviews	Referrals	Placements
W.O.	130 12%	105 12%	18 10%
E.O.	467 43%	387 43%	86 43%
Other	94 9%	80 9%	24 12%
N.O.	399 37%	335 37%	70 35%
Sub Total=	1090	907	198
Group Recruitments*	78	604	51
TOTAL=	1168	1511	249

ETHNICITY/GENDER

GENDER	Interviews	Referrals	Placements
M	721 66%	601 66%	125 63%
F	369 34%	306 34%	73 37%
TOTAL=	1090	907	198

ETHNICITY/ GENDER	Interviews	Referrals	Placements
AA/M	548 50%	451 50%	96 48%
AA/F	284 26%	228 25%	47 24%
H/M	63 6%	48 5%	9 5%
H/F	34 3%	28 3%	12 6%
A/M	54 5%	52 6%	12 6%
A/F	24 2%	24 3%	13 7%
W/M	39 4%	29 3%	7 4%
W/F	23 2%	22 2%	1 1%
Others	21 2%	25 3%	1 1%

Sub Total = 1090 907 198

Group Recruitments = 78 604 51

TOTAL = 1168 1511 249

HS DIPLOMA/GED

w/o HS or GED	Interviews		Referrals		Placements	
W.O.	3	9%	2	8%	0	
E.O.	10	29%	7	29%	0	
Other	3	9%	2	8%	0	
N.O.	18	53%	13	54%	2	100%

TOTAL= 34 24 2

SERVICES FOR EX OFFENDERS

FELONIES	Interviews		Referrals		Placements	
W.O.	23	17%	21	20%	0	0%
E.O.	55	41%	43	41%	3	30%
Other	11	8%	8	8%	2	20%
N.O.	44	33%	33	31%	5	50%

TOTAL= 133 105 10

TENANT ACTIVITY**Tenant and other Job openings - 1879**

Full Time	1404
Part Time	475
Permanent	1712
Temporary	167

COMMUNITY INVOLVEMENT

Community involvement is another important aspect of ERDP services. Through participation at events such as job fairs and community activities ERDP represents the Port and Port tenants. ERDP also maintains an active role on committees, advisory boards, makes presentations to various community groups, and provides assistance as needed in planning and support to workforce development collaborations.

Presentations - 17

- Allen Temple Pre-Apprenticeship Training Program (3)
- Breakfast of Champions
- City of Oakland – Welfare to Work
- City/Port Liaison Committee – Special Presentation on Workforce Development in the Construction Industry
- Department of Probation
- Fremont One Stop Career Center/Eastbay Works
- Golden Gate Academy
- Hayward Employment Development Department – One Stop Center (2)
- McClymonds High School
- Oakland Career Center
- Regional Technical Training Center (3)
- Treasure Island Job Corp

Committees/Advisory Boards – 9

- Allen Temple Computer Office Automation Training Program Advisory Committee
- Berkeley Adult School Advisory Board
- California Partners In Education State Consortium *
- Mayor’s Summer Jobs Planning Committee
- Merritt College Equal Opportunity Program Services Advisory Board *
- Oakland Unified School District Construction, Engineering and Manufacturing Career Cluster Committee *
- Regional Technical Training Center Urban Assistance Clearinghouse Roundtable Committee *
- School to Career Committee *
- Workforce Investment Board – One Stop Committee *

* On-going participation

Community Affairs Participation – 26

- Allen Temple Pre-Apprenticeship Program Graduation (2)
- ASSETS Senior Employment Program Graduation

- Bay Area Construction Sector Intervention Collaborative Orientation
- Black Expo
- Breakfast of Champions Charity Event
- Cannan Church Project Outreach
- City of Oakland Dept of Human Services – “Celebrating Aging – Making Oakland a Place to Grow Old” event
- Community Probation Open House
- Cypress Mandela/WIST Graduation
- Cypress Technology Center Opening
- ERDP Roundtable for Community – “Employment Resources for Ex-Offenders”
- Forum on Older Workers
- Interview with Columbia University Graduate Student – Project Labor Agreements
- Jewish Family Vocational Services, San Francisco – Utilizing ERDP in client services.
- Mayor’s Summer Jobs Program Awards Ceremony
- Mayor’s Summer Jobs Program Dialing for Jobs
- Mega Project Seminar – Bay Bridge and SF Federal Building
- Parks Chapel AME Church Planning Committee and Job Fair
- Peralta Community College – “Budget Impacts on Employment” Panel
- Praise Fellowship Christian Church Community Block Party
- Regional Technical Training Center – Urban Clearinghouse Roundtable
- Regional Technical Training Center Graduation
- Target Stores Open House
- Treasure Island Job Corp – Request for Funding Videotape
- Waste Management Diversity Conference

Job Fairs - 22

- Alameda College One Stop Career Center Job Fair (2)
- Alameda County Network Job Fair
- Bay Area Urban League (co-sponsor)
- Berkeley Adult School
- Cities of Oakland and San Leandro Adult & Youth Job Fair
- College of Alameda
- Community Action Fair – Alameda County
- East Oakland Youth Development Center – Youth Against Violence Spring Job Fair
- East Oakland Youth Development Job Fair - Fall
- Eastmont Self Sufficiency Center
- Eastmont Town Center Job Fair
- Jobs Consortium – Spring 2003 Prosperity Knocks Job Fair (2)
- Laney College Career Expo
- Mayor’s Summer Job Fair
- Merritt College Holiday Jobs Jamboree
- Pacific Sun Industries Job Fair
- Parks Chapel AME Church
- Transportation Security Administration Job Fair
- Veteran’s Job Fair
- Youth Job Fair and Career Forum

Port Activities Participation – 14

- 2002 Summer Interns – Airport, Crane and Harbor Tours and Farewell Luncheon
- 2003 Summer Intern Program recruitment and placement of 24 interns
- American Cancer Society – Making Strides Against Breast Cancer
- Business/Social Event – Contract Compliance
- Castlemont High School – Job Shadow
- Conflict Resolution Training
- Equal Employment – Public/Private Employer Roundtable
- Giving Campaign
- Management Seminar
- Outreach Meeting – Contract Compliance
- Port Fest
- Port Scholarship Committee
- Safety Training
- Scholarship/Golf Tournament Committee

Community Collaborations – 8

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

- “Transitions” ERDP employment services for ex-offenders. Referrals are selected and referred by the Superior Court Prop 36 Drug Court based on type of conviction and their motivation to seek employment. Through this collaboration with the Superior Courts, Probation and community-based organizations, ERDP continues to provide workshops and assistance towards employment for ex-offenders.
- ERDP worked closely with Filipinos for Affirmative Action with the support of Airport staff to address needs of screeners who were laid off due to the federalization of these positions. ERDP with Community Relations continues to work with this group to provide support and resources as needed to this group.
- Bay Area Urban League (BAUL) - ERDP was instrumental in assisting BAUL with their annual Job Fair as a fund-raiser.
- ERDP Roundtable Meeting with community on May 23, 2003. The topic was employment resources for ex-offenders. Three panels of presenters from the areas of legal, employment and community presented information and held discussions on existing services and need for services. This is a topic of great interest in the community and over 90 people attended this meeting. The outcome was to continue the discussions and develop sub committees and/or task groups to address some of the more pressing issues.
- Collaboration with Allen Temple, Employment Development Department, Oakland Private Industry Council and the City of Oakland – Ex Offenders Provider’s Forum. This collaborative forum addresses four areas: resources, funding, education and job placement to assistance in the area of employment of ex-offenders. This group combined with the ERDP Roundtable meeting group is beginning to develop into a more extensive and focused task groups.
- ERDP continues to be a Host Training Site for the City of Oakland’s ASSETS Senior Employment Program. As a Host Agency Training Site, ERDP has been able to provide training to 3 Senior Aides who work part-time performing receptionist and clerical duties.

- ERDP is working with the County of Alameda Superior Court, Alameda County Probation Department, Allen Temple Baptist Church and Wardrobe for Opportunity to help establish clothing resources for men and support existing services for women.
- Youth Employment Partnership, Inc.(YEP) Career Try-Out Internship Program – through its partnership with YEP, ERDP assists with placement of their interns within the Port. Through a federally funded Workforce Investment Act grant, YEP is able to subsidize internships of students to work at the Port.

EAST AND WEST INFORMATION CENTERS

In addition to serving the community at the Port’s Jack London Square offices, ERDP also has staffed the East and West Oakland Information Centers.

Total Requests for ERDP assistance at Information Centers – 3771

East Oakland Information Center – 3660

The East Oakland Information Center remains to be extremely viable serving an average of 300 people per month based on ERDP’s presence 3 days per week.

West Oakland Information Center – 111

Walk in requests West Oakland Information Center diminished so significantly that it was felt that ERDP presence was no longer warranted. As of April 30, 2003 ERDP no longer provided staffing at West Oakland. All West Oakland clients are served at the Jack London Square office.

INTERNSHIP PROGRAM - 24

The 2003 Port of Oakland Summer Intern Program for Oakland’s high school and college students is currently hosting 24 interns working in various departments of the Port such as Audit, Airport Construction, Engineering Services, MIS and Legal. Over 20 departments are supervising and training interns who work full time from June 23 – August 30. Interns work a total of 300 hours and receive in-service training and participate in opportunities to learn about the Port.

Applications Received	300
Interviews	170
Placed interns	21
Additional interns sponsored by departments	3

CONSTRUCTION RECRUITMENT AND ACTIVITIES

In December 2002 a partnership and federal funding from the Workforce Investment Board (WIB) and the Port of Oakland resulted in an Apprenticeship Recruitment Coordinator position that helps provide these services at the Port of Oakland, Oakland Private Industry Council One Stop Career Center and with various community organizations. This productive partnership has enabled many individuals and agencies in obtaining information and direction for application into the trades. It also helps in the coordinated effort to promote, develop and support services and resources with community, labor and management

In addressing the workforce requirements of the Port’s Project Labor Agreement and the building trades, the primary focus of ERDP has been to:

- Recruit individuals interested in the construction trades.
- Assist individuals with registration for trade unions.
- Conduct outreach, help promote the building trades as career opportunities and provide information on the trades and community services related to construction.

- Work with community based organizations that provide pre apprenticeship training.
- Provide access for the community through the Oakland Career Center and the Port of Oakland’s ERDP office.
- Assist with workforce development in construction with the Social Justice committee and the community at large.
- Maintain database of recruitment activity.

Statistics

ERDP provides customer service to all inquires and provides information and application for those who would like to pursue application into the trades.

Cumulative statistics from January 1, 2003 – June 30, 2003

Total number of inquiries	780
Applications received	490
Referrals to community based organizations:	
▪ Bay Area Construction Sector Intervention Collaborative (BACSIC)	256
▪ Youth Employment Partnership, Inc.	30
▪ City of Oakland Local Employment Construction Program	23
Applicants registered with construction trade unions of their choice for apprenticeship:	30

Residency of Applicants:

62% of applicants are Oakland residents and 38% are from other LIA/LBA areas.

Number of applications received - **490**

Alameda	7
East Oakland	201
North Oakland	32
West Oakland	71
San Leandro	18
Other LIA/LBA	161

ERDP/Workforce Investment Board (WIB) Apprenticeship Activities:

- Maintain database of construction related activities generated by ERDP
- Referral from the Oakland Career Center to the City of Oakland’s Local Construction Employment Program for Oakland residents.
- Recruitment services and information at the Oakland Career Center One-Stop and Port of Oakland ERDP office.
- Social Justice Committee monthly meetings.
- Coordinated referrals to Bay Area Construction Sector Intervention Collaborative (BACSIC) and other pre-apprenticeship programs.
- Port’s bi-weekly PLA Progress meetings.
- On-going recruitment at various locations and through community activities.
- Presentations to groups and organizations.
- Phone, mail and in person customer service to all inquiries.

- Management of Federal Mediation Conciliation Services Grant of \$49,500 for the Social Justice Committee.

As ERDP continues to recruit for the construction industry, the more difficult obstacles for individuals to become ready for construction employment remain:

- Lack of a valid driver's license
- Lack of a High School Diploma or GED and Literacy
- Lack of reliable transportation
- Financial – unable to pay for union initiation dues, tools or equipment
- Need for immediate income – many are not able to wait for trade opening dates and/or they must have a source of income while they are waiting.

Knowledge of and available services has also been critical in areas such as affordable housing and childcare for some individuals. While ERDP does not provide case management services, staff may provide information and referral assistance to those needing help and refer to the collaborative partners that provide these services such as the Bay Area Construction Sector Intervention Collaborative.

Timing and projection of work is also critical for employment in construction. Job seekers must be aware of trade opening dates/times for application and depending on the trade, unions must be able to move people in the hiring hall or contactors who can sponsor or hire apprentices. ERDP and the Apprenticeship Recruitment Coordinator work closely with the Port's Contract Compliance department, Parsons, and Davillier-Sloan, Inc., consultants to the PLA, to gain knowledge of projects and contractor needs. ERDP can also be a resource to Turner Construction to assist with workforce needs.

Another deepening concern is the retention of current apprentices during the slow economy. Although there are upcoming major construction projects, there are many apprentices and applicants who have immediate needs for employment and income.

Economic Outlook for the East Bay Area

August 2003

Report to:

Al Auletta, Executive Director, Oakland Workforce Investment Board

From:

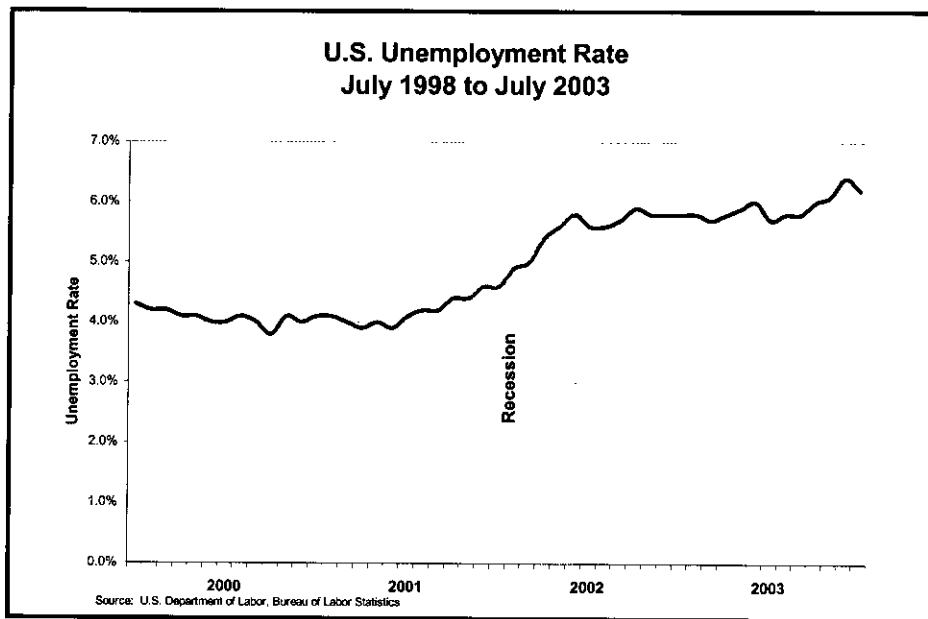
Developing Alternatives David J. Fike, Principal

August 21, 2003

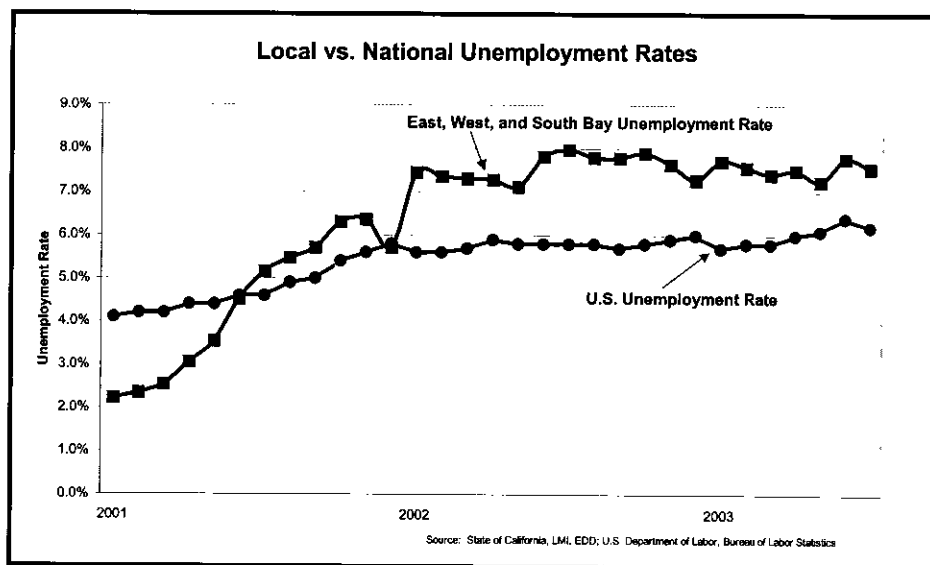
To: Al Auletta, Executive Director, Oakland Workforce Investment Board
 From: *Developing Alternatives*
 David J. Fike, Principal

National Employment Trends—Sluggish at Best

Although a national economy has experienced positive growth rates since the end of the last recession over a year and a half ago¹, the national unemployment rate has increased from 5.6% at the end of 2001 to 6.2% in July 2003. This pattern is unusual for an economic recovery, where a return to positive rates of output growth is typically accompanied by increased employment opportunities and declining unemployment rates. This unusual pattern stems from the fact that rates of growth in output has been very low in the present economic recovery (less than 2.5% in 2001, 2002, and the first half of 2003) while rates of growth in labor productivity—the amount of output produced by an average worker—have remained high (5.4% last year and 5.7% last quarter).



The recession and anemic pace of recovery has negatively impacted the Bay Area particularly hard, with unemployment rates here exceeding the national average. For the last year, national unemployment rates have been between 5.7% and 6.4% while the East, West, and South Bay Area² unemployment rate has been between 7.2% and 8.0%.



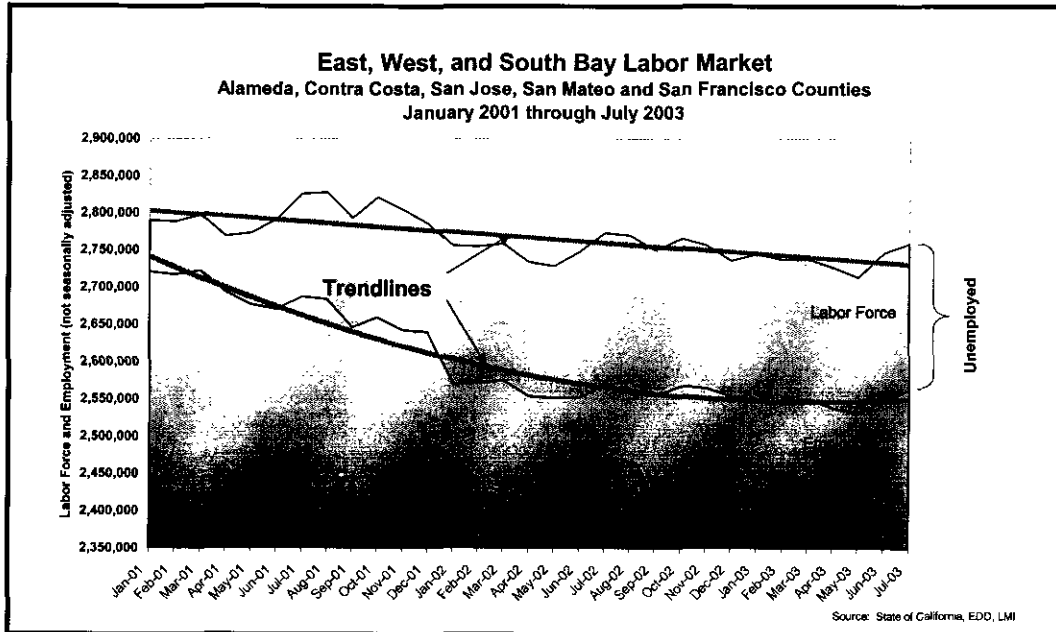
¹ The last recession—defined as two consecutive quarters of negative growth rates—officially ended in November 2001.

² The East Bay area is defined as Alameda and Contra Costa counties. The West and South Bay Area is defined as San Francisco, San Mateo, and San Jose/Silicon Valley counties.

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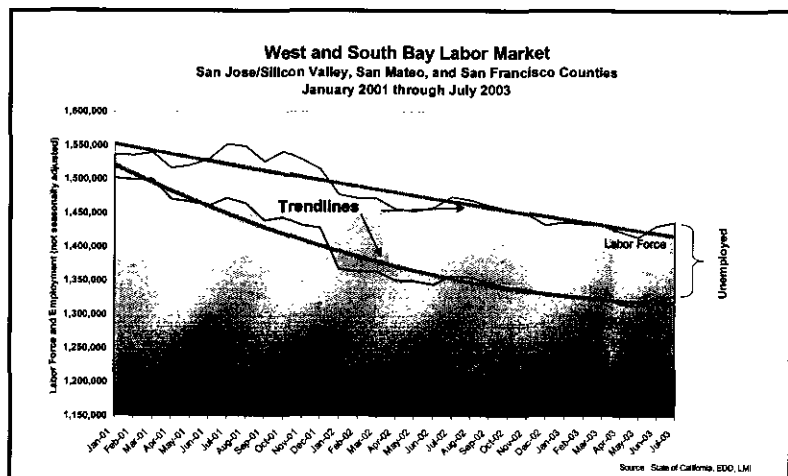
Local Unemployment Trends—Different Pictures for the Same Story

Unemployment rates measure the percentage of the labor force (individuals who are either employed or actively seeking employment) that is unemployed. Therefore, the unemployment rate can change if there are changes in the labor force³ or with changes in the number of employed persons. While the labor force in the East, West, and South Bay Area has declined by an estimated 26,300 in the last 18 months, there has been a loss of 76,000 jobs in this same period.



West and South Bay—A Shrinking Labor Force

The labor market dynamics within different regions in the Bay Area present very different pictures. For example, the West and South Bay has seen employment plummet by nearly 100,000 jobs since the end of 2001 and a decline in the labor force of nearly 78,000. The net loss of 22,000 jobs has caused the unemployment rate for this region to increase by 1.8% to 7.6%. The hardest hit area within the three-county region is San Jose/Silicon Valley where the unemployment rate now stands at 9.2%.

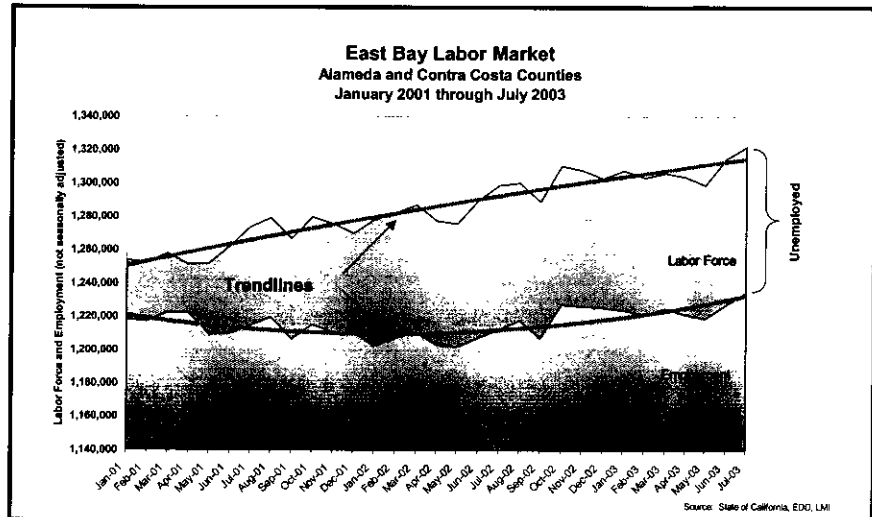


³ The labor force increases with young adults entering the workforce for the first time, as well as with non-working persons reactivating a search for employment and persons relocating to the area.

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East Bay Area—An Expanding Labor Force

The East Bay Area, on the other hand, has seen employment increase by 23,900 in the last year and a half, but this has not been sufficient to employ all of the 51,600 persons who have entered the labor force over the same period. The net increase of 27,700 unemployed persons has increased the unemployment rate in the East Bay by 1.9% to 6.6%. The hardest hit areas in this region are Oakland and Richmond with estimated unemployment rates of 11.0% and 10.9% respectively.



Labor Force and Employment Details

The following table provides details on labor force and employment statistics for the sub-regions (Local Workforce Investment Areas) within the East, West, and South Bay Area.

Labor Market Statistics for Selected Workforce Investment Areas in the Bay Area		Change between End of Recession (December 2001) and Present (July 2003)		
		Dec-01	July-03	
Alameda County (not incl. Oakland)	Labor Force	553,000	575,300	22,300
	Employment	529,300	542,600	13,300
	Unemployment	23,700	32,700	9,000
	Unemployment Rate	4.2	5.7	1.5
City of Oakland	Labor Force	200,500	209,400	8,900
	Employment	183,700	186,300	2,600
	Unemployment	16,800	23,100	6,300
	Unemployment Rate	8.4	11.0	2.6
Contra Costa (not incl. Richmond)	Labor Force	460,000	482,800	22,800
	Employment	444,800	457,500	12,700
	Unemployment	15,200	25,300	10,100
	Unemployment Rate	3.3	5.2	1.9
Richmond	Labor Force	50,600	54,200	3,600
	Employment	47,000	48,300	1,300
	Unemployment	3,600	5,900	2,300
	Unemployment Rate	7.0	10.9	3.9

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Labor Market Statistics for Selected Workforce Investment Areas In the Bay Area		Dec-01	July-03	Change between End of Recession (December 2001) and Present (July 2003)
				(July 2003)
San Francisco	Labor Force	438,400	420,900	(17,500)
	Employment	407,900	390,900	(17,000)
	Unemployment	25,500	30,000	4,500
	Unemployment Rate	5.9	7.1	1.2
San Jose/Silicon Valley	Labor Force	677,500	634,200	(43,300)
	Employment	630,800	575,800	(55,000)
	Unemployment	46,700	58,400	11,700
	Unemployment Rate	6.9	9.2	2.3
San Mateo County	Labor Force	404,800	382,700	(22,100)
	Employment	390,300	632,400	242,100
	Unemployment	14,500	20,300	5,800
	Unemployment Rate	3.6	5.3	1.7

When Will Labor Markets Improve?

With labor productivity rates remaining at high levels, economists generally agree that economic growth must reach an annualized rate of 3.5% or higher before unemployment rates will begin to decline. Moreover, there is general consensus that the local Bay Area economy will not resume normal patterns of economic recovery (growth accompanied by declining unemployment) until the national economy picks up steam. In the second quarter of 2003, the national economy grew at an annualized rate of 2.4%, an acceleration from the 1.4% annualized growth rate measured in each of the previous two quarters but still short of the rate required to create a net increase in jobs.

Economic indicators remain mixed; however, the last three months have seen more positive news than was seen in the previous six months, primarily related to some positive movement in the critically important area of business investment.

Business Investment

The key to achieving higher rates of economic growth remains a resumption of more robust business investment. Investment has continued to lag longer than usual in this recovery period due to persistently weak corporate profits and low capacity utilization rates. However, in June, factory orders surged 1.7% following a 0.3% increase in May. The biggest factor in the increase was the 2.6% increase in durable goods orders. Even more significantly, the second quarter saw the largest increase in fixed investment (6.6% annualized) since the second quarter of 2000. Also, expenditures for equipment and software grew for the first time since the fourth quarter of 2000.

Personal Consumption

With the rise in interest rates, most economists expect that household consumption will slow in coming months, primarily because mortgage refinancing will slow and the cost of consumer debt will cut

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deeper into household budgets. However, for faster economic growth to materialize, it is generally felt that personal consumption must maintain enough upward momentum to “bridge” the gap until business investment increases to rates sufficient to become a more significant driver in the recovery. While consumer confidence dipped slightly in July, as measured by the University of Michigan’s index on consumer sentiment, personal consumption expenditures were 3.3% higher in the second quarter of the year compared to the first quarter and domestic demand was up 4.6%, the largest increase since the first quarter of 2000. The bulk of the increases came from durable goods purchases which increased 22.6% on an annualized basis. This trend is encouraging. However, the pressure on consumer spending to maintain sufficient upward momentum is exacerbated by the situation with fiscal policy and the international sector.

Government Spending

The federal government is running very large budget deficits. The deficit in the first ten months of this fiscal year totaled \$320.4 billion, more than twice what it was in the same period in the previous fiscal year. While some theories specify that deficit spending can stimulate economic activity, there is concern among many economists that the nature of the current government fiscal policy will have a very limited stimulus affect. This concern arises from the following factors: 1) higher federal deficits will place upward pressure on interest rates which will act to further dampen consumer expenditures. This “crowding out” effect is commonly pointed to by economists who, nonetheless, may advocate deficit spending because the short-term stimulus effect will outweigh this negative interest rate consequence and help get the economy moving on a faster track; the concern is that the current character of fiscal policy will not have a very large short-term stimulus effect because 2) state and local government budget crises are generating significant expenditure cuts and tax increases that may entirely offset the stimulus affect of the federal deficits; 3) the federal tax cuts are skewed disproportionately in favor of upper incomes, which generally have a much smaller propensity to spend the additional disposable income on consumption; and 4) a heavy portion of the increased government spending is defense related⁴ which may not leverage the type of higher consumption rates that other targeted expenditures might.

International Sector

The struggle to find greater demand for U.S. goods and services is not likely to find significant help from the international sector. The Japanese economy continues to battle deflation and economic growth rates have continued to run less than 1% or negative. Europe also continues to experience very low growth rates, at or near zero, and France just announced that their economy shrunk in the second quarter of this year—an unexpected decrease and the first time they have had a non-positive year-to-year performance measure in that country since 1993. Not surprisingly, given this international environment, the largest negative impact on the second quarter U.S. GDP was the trade deficit: U.S. exports were 3.1% (annualized rate) lower than the first quarter while imports increased by 9.2% (annualized rate).

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⁴ Federal defense spending soared by 44.1% (annualized rate) in the second quarter of the year, while federal spending on non-defense items were actually lower than the previous quarter. At present, defense spending is consuming 18.4% of the federal budget, a significant increase from the 15.9% of the previous year.

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