

CITY OF OAKLAND

AGENDA REPORT

OFFICE OF THE CITY ADMINISTRATOR
2007 APR 26 11:10:27

TO: Office of the City Administrator
ATTN: Deborah A. Edgerly
FROM: Community and Economic Development Agency
DATE: May 8, 2007

RE: **A Report and Possible Action on the Job Training Performance Standards of City-Funded Workforce Development Programs and the Costs-Per-Outcome of Adult Services funded under the Workforce Investment Act**

SUMMARY

This Performance Report on Workforce Development programs covers the period through December 31, 2006, including data from the first half of the 2006-07 program year as well as continuing performance results with clients enrolled in previous years.

FISCAL IMPACT

This is an informational report only; as such, it does not have a fiscal impact.

BACKGROUND

The Job Training Performance Standards (JTPS) system is Oakland's established mechanism for *determining the relative effectiveness of job training programs funded by the City*. Programs vying for City funding must demonstrate their capacity to meet contracted performance measures. The JTPS system also monitors performance of programs under the Workforce Investment Act (WIA) and provides data which allow for assessment and correction to maximize Oakland's performance, in the eyes of both State monitors and local oversight bodies.

KEY ISSUES AND IMPACTS

Data on outcomes of particular interest in this report include:

- The final 2005-06 State WIA performance ratings for Oakland showed the area passing 13 of the 15 measures assessed, including exceeding 100% of goals for all Adult and Dislocated Worker measures. Early results of selected measures in the 2006-07 period show reasonable outcomes. Discussion of State performance issues begins on Page 3.
- Oakland added a new Career Center to its network this quarter, with the opening of the Comprehensive One-Stop at the Alameda County Social Services Agency site at 2000 San Pablo Ave, in the Uptown area. This site is managed by the Oakland Private Industry Council (PIC) under a grant from the County. The results of walk-in client access to Oakland's network appear on Page 7.

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- The enrollment of new Intensive Services adult clients stands just under 50% of the annual service level goal as of December 31, a lower proportion than has been Oakland's historical pattern. Data and analysis of outcomes with adult clients enrolled in the current and previous program years begins on Page 8.
- The Oakland Workforce Investment Board (WIB) asked staff to refine the evaluation tool used to measure the costs-per-outcome of contracted providers of Adult WIA services. The latest presentation of these measures begins on Page 15.
- Oakland's youth services system had a strong second quarter enrolling new clients, securing early job placements for some. In addition, a significant number of previous years' clients remain active in service delivery, a positive development in performance terms. Discussion of youth services and outcomes begins on Page 18.
- The new 2006-07 program year saw a number of new job training efforts funded by the City of Oakland through sources beyond WIA. An introduction to those programs begins on Page 25.

PROGRAM PERFORMANCE ANALYSIS

The following attachment contains detailed performance data, and program contact and other relevant information:

- Attachment A:** A summary spreadsheet of outcomes from all of the programs managed and operated under the federal Workforce Investment Act.
- Attachment B:** A summary spreadsheet of the other job training programs operated or overseen by City of Oakland agencies.
- Attachment C:** Detailed information on the costs-per-outcome produced by Oakland's contracted providers of services to Adults and Dislocated Workers.

WORKFORCE INVESTMENT ACT PROGRAMS

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

WIA PERFORMANCE RESULTS

The performance of local Workforce Investment Areas in California is monitored by the State's Employment Development Department (EDD). As articulated in the federal legislation, performance is assessed on 15 specific measures regarding services to four populations: Adults, Dislocated Workers, Older Youth (ages 19 to 21) and Younger Youth (ages 14 to 18).

Different performance measures are gauged by the State over different time periods, to reflect the availability of reliable information. The performance period below was based on clients exited between October 1, 2004 to September 30, 2005 for Adults, Dislocated Workers and Older Youth, and from April 1, 2004 to March 31, 2005 for Younger Youth. These final 2005-06 assessments were released by the state on January 5, 2007.

TABLE 1: FINAL 2005-06 OAKLAND WIA PERFORMANCE

MEASURE	GOAL	RESULTS	SUCCESS RATE (% of Goal attained)
Entered Employment Rate			
Adults	70.7%	81.0%	115%
Dislocated Workers	77.6%	86.1%	111%
Older Youth	65.4%	71.4%	109%
Retention Rate			
Adults	73.1%	85.7%	117%
Dislocated Workers	84.7%	85.5%	101%
Older Youth	72.5%	70.3%	97%
Younger Youth	50.0%	41.7%	83%
Earnings Change			
Adults	\$3,570	\$6,387	179%
Dislocated Workers	-\$3,000	\$4,966	366%
Older Youth	\$3,000	\$2,718	91%
Credential/Diploma Rate (non-core measures)			
Adults	56.0%	74.6%	133%
Dislocated Workers	66.0%	68.6%	104%
Older Youth	38.0%	28.8%	76%
Younger Youth	66.0%	25.0%	38%
Skill Attainment Rate			
Younger Youth	77.7%	88.3%	114%

Note: EDD considers a success rate of at least 80% of goals reached to be a passing grade.

TABLE 2: PRELIMINARY ESTIMATES OF 2006-07 ENTERED EMPLOYMENT RATE

WIA Enrolled		Clients exited	Clients with wages 1Q post-exit	Placement % per wages	Goal (per state)	Interim Success Rate
Oakland PIC	Adult	60	37	61.7%	70.7%	87.2%
	DW	85	54	63.5%	77.6%	81.9%
The English Center	Adult	26	13	50.0%	70.7%	70.7%
	DW	7	4	57.1%	77.6%	73.6%
Lao Family	Adult	19	13	68.4%	70.7%	96.8%
	DW	2	1	50.0%	77.6%	64.4%
Unity Council	Adult	21	12	57.1%	70.7%	80.8%
	DW	1	0	0.0%	77.6%	0.0%
DHS/Assets	Adult	44	29	65.9%	70.7%	93.2%
	DW					
TOTALS	Adult	170	104	61.2%	70.7%	86.5%
	DW	95	59	62.1%	77.6%	80.0%
	OY	68	45	66.2%	65.4%	101.2%

STAFF ANALYSIS AND COMMENTS ON WIA PERFORMANCE ASSESSMENTS:

1. The State's assessments of Oakland's performance for the 2005-06 program year showed a mixed set of results. On each of the eight measures regarding Adult and Dislocated Worker clients, the area posted outcomes exceeding 100% of goals, a strong result not previously attained by Oakland. The youth measures were less positive, with Oakland again failing the credential and/or diploma rate assessments for both the Older and Younger Youth client bases. That measure has now been missed in four of the six years of WIA for Older Youth, and in five of the six years for Younger Youth.

Oakland's system design places the onus for performance success on the contractors who deliver the services themselves, as well as on the System Administrator, the Oakland PIC, which is charged with promoting good performance practices and correcting deficiencies among the service provider agencies. The Youth performance section of this report describes in some detail a few of the performance management challenges which have fed some of the substandard marks on measures seen over multiple years. One key lesson from the first five years of WIA ratings has been the primary importance of documentation. An effective system, with a strong sense of client progress towards objectives and the paperwork to support that progress, can skillfully manage an area's performance to paint it in the best possible light within the State's rules.

2. On balance, the 2005-06 results in Table 1 are roughly comparable to those Oakland received from the 2004-05 period, in which two measures were also failed. The latest ratings are better than those from the 2003-04 period, in which three measures were failed including two core measures, but are not as good as results from 2002-03, Oakland's best performance year, in which only one measure was failed.

It is important to also note that success or failure under the federally mandated performance measures is not the only standard for program effectiveness. The measures enforced by EDD do not assess levels of service, cost effectiveness of allocations, or the degree to which an area seeks out clients in greatest need of assistance, to cite a few examples. In addition, the EDD measures are considered by many workforce areas as minimum expectations, to be surpassed by substantial amounts in order to be deemed strong performance. Any complete picture of Oakland's WIA system results over time would require analysis of these and other issues which are crucial to Oakland's job seekers, but which are not incorporated into the current EDD assessments.

3. Stakeholders in Oakland's WIA system are tracking progress at the federal and state levels toward adoption of the "Common Measures" for program performance. This concept, put forth in the President's management agenda of 2001, seeks to use common performance assessment terms and methods for a variety of federal programs, including those in the housing, human services, and education areas as well as Department of Labor programs like WIA. When enforced, these measures aspire to simplify the assessment processes by condensing the Adult and Dislocated Worker populations, to prioritize job-based outcomes for all Youth over current skill and certificate measures, and to add emphasis on results from the Universal Services clients for whom outcomes are not currently captured. The Common Measures also adopt standards for Literacy and Numeracy Gains among youth clients assessed as deficient in basic skills at enrollment.

Though federal and state oversight entities have begun the process of converting performance assessments to the new Common Measures system, and have begun training local areas on some of the program design and practical implications, the Common Measures will have no legal standing within WIA programs until the federal legislation is amended in the reauthorization process, which may take several years. Once adopted, however, enforcement will be immediate and will be based on clients already enrolled under previous program designs, even if they do not fit particularly well with the new system. In short, areas have been advised by EDD to begin considering the program design implications now, particularly as they relate to youth clients, so as to be well positioned for success when new measures take formal effect.

4. Early in the 2006-07 performance period, one measure which can be estimated with some reliability is the Entered Employment Rate measure for Adults, Dislocated Workers, and Older Youth. While other measures such as retention and wage gain require more elapsed time, Entered Employment Rate gauges the proportion of exited clients (regardless of date of enrollment) who subsequently were reported by employers as having earned wages in the first quarter after their exit dates. Table 2 above shows that

between 61% and 66% of the three client groups were counted as employed in this rubric. Since wages as reported by EDD via employer information often lag three or four quarters, these proportions tend to improve as additional time elapses, auguring well for Oakland's final ratings on these measures. However, those positive results could be tempered by further client exits in the remaining months of the performance period.

RAPID RESPONSE ACTIVITIES

Services under WIA's Rapid Response funding stream are tailored to meet the needs of specific companies and workers facing potential layoffs. Services delivered by the Oakland One-Stop system can include orientations to the use of the One Stop Career Centers, job fairs, job clubs, skills assessments, and workshops. Staff from the local Employment Development Department (EDD) office, an active partner of the Oakland Workforce Investment Board (WIB), participates in each Rapid Response visit, conveying information to workers about unemployment benefits and job search resources available through EDD.

During the first quarter, the Rapid Response team made six visits to the Alameda County Medical Center; two visits to Albertson's; two visits to Niman Ranch; and one visit to the State Workers Compensation Fund. During the second quarter, the Rapid Response team made four visits to Niman Ranch to conduct orientations and workshops; two visits to Clorox to deliver materials and meet with the Human Resources staff; one orientation to World Heart; two visits to Friendly Transportation; and one visit to the State Workers Compensation Fund.

The total numbers of affected employees whose companies received presentations based on potential layoffs during the first half of the 2006-07 program year were as follows:

TABLE 3: RAPID RESPONSE SERVICES DURING PROGRAM YEAR 2006-07

COMPANY NAME	WARN* Notice	Qtr 1	Qtr 2	Totals
Alameda County Medical Center	No	120		120
Albertson's Stores	Yes	51		51
ATA Airlines	Yes	35		35
Clorox	Yes		230	230
Friendly Transportation	No		48	48
Niman Ranch	No	50		50
State Workers Compensation Fund	No	100	100	200
World Heart	No		100	100
TOTALS		356	478	834

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

WIA ADULT PROGRAMS

UNIVERSAL SERVICES THROUGH THE ONE-STOP SYSTEM:

During the first half of the 2006-07 program year, 3,424 individuals made initial visits to one of Oakland's One-Stop Career Centers, including the new Alameda County Social Services Agency site at 2000 San Pablo Avenue. Services available at Oakland's centers include the use of equipment for job search activities, job search workshops, customized workshops, typing certification, Steps to Success, basic computer classes and basic skills assessment. These and other services are offered in conjunction with a number of partners, including the Oakland offices of EDD, the Department of Rehabilitation, the City of Oakland's ASSETS Senior Employment Program, the Berkeley Adult Schools, the Peralta Community College District, the Alameda County Social Services Agency, Oakland Adult and Career Education, Job Corps, and the Crisis Support Center.

Assistance in accessing services is also provided in many languages, at either the Comprehensive One-Stop Centers, or at the Affiliate One-Stop sites. The three comprehensive sites (PIC Downtown, EDD East Oakland, and ACSSA Uptown) also offer a series of specialized equipment for people with disabilities.

TABLE 4: UNIVERSAL SERVICES THROUGH ONE-STOPS, PROGRAM YEAR 2006-07

One-Stop Site	Program Information			Universal Services Information		
	Program Period	Budget Amount	Cash Used To Date	Annual Planned New Users	Annual Actual New Users	Actual % Of Goal
PIC, Downtown	7/06-6/07	\$ 1,775,948	\$ 869,996	2,550	1,107	43%
EDD, East Oakland	7/06-6/07			2,500	1,211	48%
Affiliate One-Stop Sites and Satellites						
The English Center	7/06-6/07	\$ 150,000	\$ 71,534	200	77	39%
Lao Family	7/06-6/07	\$ 200,000	\$ 73,075	400	521	130%
Unity Council	7/06-6/07	\$ 300,000	\$ 146,608	750	245	33%
Merritt College	7/06-6/07	n/a	n/a	150	78	52%
Alameda County SSA	7/06-6/07	n/a	n/a	400	109	27%
ATHEDCO	7/06-6/07	\$ 25,000	\$ 10,080	100	102	102%
TOTALS		\$ 2,475,948	\$ 1,171,293	7,050	3,450	49%

Budget amount includes only WIA funds allocated for One-Stop Center Operations and Intensive Services through the Comprehensive and Affiliate Career Centers. These amounts do not include additional support service and training funds available to enrolled clients.

2006-07 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 one-on-one case management, pre-vocational training, job development, job retention, and follow-up services. Enrolled clients may also qualify for additional supportive services such as childcare and transportation subsidies, and for occupational training programs.

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TABLE 5: CUMULATIVE ENROLLMENT DATA THROUGH DECEMBER 31, 2006:

Intensive and Support Services, Program Year 2006-07							
2006-07 WIA Adult Programs		Goal	Enrolled	% Goal Enrolled	Enrolled In Training	ITAs /OJTs/CT Issued	Training funds reserved
PIC, Downtown & EDD East Oakland	Adult	111	55	50%	5	5	\$ 18,100
	Cust. Trng.		0		n/a	n/a	n/a
	DW	133	43	32%	9	8	\$ 16,993
Affiliate Sites and Older Workers Contracts							
The English Center	Adult	30	18	60%	8	0	\$ 0
	DW	10	1	10%	1	0	\$ 0
Lao Family	Adult	27	20	74%	4	4	\$ 12,220
	DW	5	3	60%	0	0	\$ 0
Unity Council	Adult	40	16	40%	1	1	\$ 2,649
	DW	8	4	50%	1	1	\$ 2,649
City of Oakland DHS	Adult	33	33	100%	8	0	\$ 0
	DW	0	0	n/a	n/a	n/a	n/a
TOTALS		397	193	49%	37	19	\$ 52,611
Adults		241	142	59%	26	10	\$ 32,969
Dislocated Workers		156	51	33%	11	9	\$ 19,642

TABLE 6: CUMULATIVE OUTCOME DATA THROUGH DECEMBER 31, 2006:

Intensive and Support Services Clients Enrolled During Program Year 2006-07									
2006-07 WIA Adult Programs		Exits	Placement Goal to date	Placed YTD	Placement % of Goal	Avg. Wage at Placement	Jobs w/ Benefits	Exits w/o Placement	
PIC, Downtown & East Oakland	Adult	55	1	39	1	3%	\$18.50	1	
	Cust. Trng	0	n/a	n/a	n/a	n/a			
	DW	43	2	33	2	6%	\$12.00	0	
The English Center	Adult	18	3	13	3	23%	\$16.67	1	
	DW	1	0	1	0	0%			
Lao Family	Adult	20	0	14	0	0%			
	DW	3	0	2	0	0%			
Unity Council	Adult	16	5	11	5	45%	\$10.83	2	
	DW	4	1	3	1	33%	\$ 9.75	0	
City of Oakland DHS	Adult	33	0	23	0	0%			
	DW	0	n/a	n/a	n/a	n/a	n/a	n/a	
TOTALS		193	12	139	12	9%	\$13.03	4	0
Adult		142	9	100	9	9%	\$13.63	4	0
Dislocated Worker		51	3	39	3	8%	\$11.25	0	0

CONTINUING RESULTS FROM PREVIOUS PROGRAM PERIODS:

TABLE 7: CUMULATIVE OUTCOME DATA THROUGH DECEMBER 31, 2006:

Intensive and Support Services Clients Enrolled During Program Year 2005-06									
2005-06 WIA Adult Programs		Exits	Placement Goal to date	Placed YTD	Placement % of Goal	Avg. Wage at Placement	Jobs w/ Benefits	Exits w/o Placement	
PIC, Downtown & East Oakland	Adult	59	33	42	29	69%	\$13.20	10	4
	Adult (GSB Training)	32	1	n/a	0	n/a	n/a	n/a	n/a
	DW	142	47	110	46	42%	\$16.80	24	1
The English Center	Adult	42	22	30	21	70%	\$10.27	5	1
	DW	4	4	3	4	133%	\$10.05	1	0
Lao Family	Adult	35	21	25	19	76%	\$ 9.35	14	2
	DW	5	2	4	2	50%	\$10.00	1	0
Unity Council	Adult	48	18	34	17	50%	\$12.02	7	1
	DW	2	1	2	1	50%	\$11.00	0	0
City of Oakland DHS	Adult	35	30	25	26	104%	\$11.50	5	4
	DW	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		404	179	275	165	60%	\$12.87	67	13
Adult		251	125	156	112	72%	\$11.42	41	12
Dislocated Worker		153	54	119	53	45%	\$15.92	26	1

TABLE 8: CUMULATIVE FOLLOW-UP DATA THROUGH DECEMBER 31, 2006:

Intensive and Support Services Clients Enrolled During Program Year 2005-2006									
2005-06 WIA Adult Programs		Exited YTD	Employed by 1 st Qtr	1 st Qtr Retention %	Employed by 2 nd Qtr	2 nd Qtr Retention %	Employed by 3 rd Qtr	3 rd Qtr Retention %	Avg. earned at 6 mo.
PIC, Downtown & East Oakland	Adult	34	22 of 31	71%	13 of 24	54%	6 of 15	40%	\$4,468
	DW	47	26 of 41	63%	14 of 30	47%	5 of 15	33%	\$8,078
The English Center	Adult	22	13 of 20	65%	7 of 16	44%	3 of 8	38%	\$4,416
	DW	4	3 of 3	100%	0 of 3	0%	0 of 0	0%	\$0
Lao Family	Adult	21	15 of 21	71%	7 of 19	37%	4 of 10	40%	\$3,287
	DW	2	1 of 2	50%	0 of 2	0%	0 of 0	0%	\$0
Unity Council	Adult	18	6 of 11	55%	4 of 9	44%	3 of 6	50%	\$4,086
	DW	1	0 of 0	0%	0 of 0	0%	0 of 0	0%	\$0
City of Oakland DHS	Adult	30	21 of 27	78%	7 of 27	26%	1 of 11	9%	\$4,497
	DW	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		179	107 of 156	69%	52 of 130	22%	22 of 65	34%	\$5,248

TABLE 9: CUMULATIVE PLACEMENT DATA THROUGH DECEMBER 31, 2006:

Intensive and Support Services Clients Enrolled During Program Year 2004-05									
2004-05 WIA Adult Programs		Exits	Annual Placement Goal	Placed YTD	Placement % of Goal	Avg. Wage at Placement	Jobs w/ Benefits	Exits w/o Placement	
PIC, Downtown & East Oakland	Adult	83	70	58	54	93%	\$15.97	20	16
	Adult: UC Training*	32	32	n/a	n/a	n/a	\$11.36	n/a	n/a
	DW	114	92	87	78	90%	\$17.01	37	14
The English Center	Adult	21	19	15	15	100%	\$ 9.82	8	4
	DW	9	8	7	7	100%	\$11.13	2	1
Lao Family	Adult	19	19	13	17	131%	\$10.38	13	2
	DW	5	5	4	5	125%	\$ 8.05	3	0
Unity Council	Adult	27	23	19	16	84%	\$11.94	5	7
	DW	3	3	2	2	100%	\$17.04	2	1
City of Oakland DHS	Adult	36	33	25	26	104%	\$12.76	4	7
	DW	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		349	304	230	220	96%	\$14.07	94	52
Adult		218	196	130	128	98%	\$12.92	50	36
Dislocated Worker		131	108	100	92	92%	\$16.08	44	16

* Clients served through the customized training agreement with the University of California were employed at the time of enrollment; as such, job placement outcomes are not included in performance calculations, but job retention and wage gain outcomes are included.

TABLE 10: CUMULATIVE FOLLOW-UP DATA THROUGH DECEMBER 31, 2006:

Intensive and Support Services Clients Enrolled During Program Year 2004-2005									
2004-05 WIA Adult Programs		Exited YTD	Employed by 1 st Qtr	1 st Qtr Retention %	Employed by 2 nd Qtr	2 nd Qtr Retention %	Employed by 3 rd Qtr	3 rd Qtr Retention %	Avg. earned at 6 mo.
PIC, Downtown & East Oakland	Adult	102	82 of 102	80%	77 of 102	75%	70 of 102	69%	\$6,294
	DW	92	77 of 91	85%	69 of 89	78%	67 of 89	75%	\$8,477
The English Center	Adult	19	13 of 19	68%	12 of 19	63%	12 of 19	63%	\$7,315
	DW	8	5 of 8	63%	5 of 8	63%	4 of 8	50%	\$7,200
Lao Family	Adult	19	17 of 19	89%	16 of 19	84%	16 of 19	84%	\$4,946
	DW	5	5 of 5	100%	5 of 5	100%	5 of 5	100%	\$4,284
Unity Council	Adult	23	14 of 22	64%	14 of 22	64%	16 of 22	73%	\$5,208
	DW	3	2 of 3	67%	2 of 3	67%	3 of 3	100%	\$8,981
City of Oakland DHS	Adult	33	17 of 30	57%	15 of 30	50%	14 of 29	48%	\$3,206
	DW	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		304	232 of 299	78%	215 of 297	72%	207 of 296	70%	\$6,664

TABLE 11: CUMULATIVE PLACEMENT DATA THROUGH DECEMBER 31, 2006:

Intensive and Support Services Clients Enrolled During Program Year 2003-04									
2003-04 WIA Adult Programs			Exits	Annual Placement Goal	Placed YTD	Placement % of Goal	Avg. Wage at Placement	Jobs w/ Benefits	Exits w/o Placement
PIC, Downtown & East Oakland	Adult	73	71	51	55	108%	\$14.01	30	16
	DW	93	90	72	71	99%	\$15.85	20	19
The English Center	Adult	15	12	10	10	100%	\$ 8.66	4	2
	DW	5	5	4	4	100%	\$ 7.75	2	0
Lao Family	Adult	22	22	15	18	120%	\$11.49	9	4
	DW	7	7	5	6	120%	\$ 9.99	4	1
Unity Council	Adult	11	11	8	8	100%	\$ 8.38	1	3
	DW	6	6	5	6	120%	\$ 9.16	1	0
City of Oakland DHS	Adult	33	33	23	26	113%	\$11.69	5	7
	DW	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		265	257	193	204	106%	\$13.27	76	52
Adult		154	149	107	117	109%	\$12.27	49	32
Dislocated Worker		111	108	86	87	101%	\$14.61	27	20

TABLE 12: CUMULATIVE FOLLOW-UP DATA THROUGH DECEMBER 31, 2006:

Intensive and Support Services Clients Enrolled During Program Year 2003-2004									
2003-04 WIA Adult Programs		Exited YTD	Employed by 1 st Qtr	1 st Qtr Retention %	Employed by 2 nd Qtr	2 nd Qtr Retention %	Employed by 3 rd Qtr	3 rd Qtr Retention %	Avg. earned at 6 mo.
PIC, Downtown & East Oakland	Adult	71	62 of 71	87%	60 of 71	85%	50 of 71	70%	\$7,263
	DW	90	71 of 90	79%	67 of 90	74%	67 of 89	75%	\$7,832
The English Center	Adult	12	10 of 12	83%	9 of 12	75%	8 of 11	73%	\$4,328
	DW	5	3 of 5	60%	4 of 5	80%	4 of 5	80%	\$4,128
Lao Family	Adult	22	10 of 22	45%	10 of 22	45%	9 of 21	43%	\$4,436
	DW	7	6 of 7	86%	6 of 7	86%	6 of 7	86%	\$6,504
Unity Council	Adult	11	8 of 11	73%	9 of 10	90%	9 of 10	90%	\$2,777
	DW	6	6 of 6	100%	6 of 6	100%	6 of 6	100%	\$5,415
City of Oakland DHS	Adult	33	24 of 33	73%	21 of 33	64%	20 of 33	61%	\$3,588
	DW	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTALS		257	200 of 257	78%	192 of 256	75%	179 of 253	71%	\$6,418

STAFF ANALYSIS AND COMMENTS ON CURRENT AND PREVIOUS YEARS' ADULT SERVICES:

1. Oakland's network of Career Centers added a new venue this quarter, with the opening of a Comprehensive One-Stop site at Alameda County's new Social Services Agency building at 2000 San Pablo Avenue, in the Uptown neighborhood. The Oakland PIC received a \$400,000 grant to create and staff this site during the 2006-07 program year. As currently designed, the ACSSA One-Stop will serve walk-in clients with Universal Services, but is not expected to enroll Intensive Services clients at this point. The primary client base this site is meant to serve are individuals already receiving other services at the County building for whom a co-located Career Center can offer convenient employment resources. During its first quarter of operation the ACSSA One-Stop served 109 first time Universal clients, as shown in Table 4 above.
2. As a whole, Oakland's system served 1,556 first time clients at any of its Career Centers during the second quarter, nearly 20% fewer new users than in the first quarter. Part of this can be attributed to the holiday season, as the second quarter of the previous year saw a similar decline. However, the addition of the new ACSSA venue did not result in an immediate up tick in total system traffic. Rather, there appears to have been a tradeoff between that new site and the nearby Downtown Oakland site, which saw 400 new clients, the lowest quarter total in three years. Staff will continue to track client access data to report on the effects of the additional Comprehensive One-Stop in Oakland's system. In addition, staff continue to request from the PIC data on the numbers of unique individuals being served at sites, both new and returning clients, to provide a more complete scope of who uses Oakland's Universal Services resources.
3. Client enrollment numbers in Table 5 are modest, with just under 50% of the annual service level goal met. The second quarter saw 127 new clients enrolled, which represents progress over a very slow first quarter but which remains aggregately below the levels Oakland has typically seen at this stage of previous program years. Of particular concern are the Dislocated Worker enrollments, at only 33% of goals despite three consecutive active quarters of Rapid Response services, delivered to nearly 1,200 individuals at risk of layoffs. Staff continue to suggest that Oakland's proportion of Adults to Dislocated Worker enrollment goals, historically a 60-40 split, do not reflect well the reality that the potential client base of Oakland jobseekers is far more heavily weighted towards Adults. The State does not require Oakland to aspire to any particular level or proportion of enrollments of the respective client groups.
4. While Table 5 shows that providers made progress enrolling Intensive Services clients this quarter after a slow start to the year, staff remain concerned about the larger trend in client enrollment. Prior to the 2005-06 year, agencies had tended to enroll most of their clients by the year's midpoint, allowing for a more concerted placement emphasis in the last two quarters. For the past 18 months, however, the opposite has been true, with fewer than half of the service slots filled with clients by December 31.

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A study of enrollment and placement patterns over the past five years suggests that there is not a performance concern with this new trend per se; both agencies which enrolled early and those which enrolled later have tended to reach acceptable placement levels over eight to ten quarters after enrollment. The problems appear to be more subtle. The first lies in the difference between acceptable and outstanding performance in placing clients. While all agencies regardless of enrollment timing reached acceptable levels, it was the agencies which enrolled most clients early which were most likely to exceed 100% of placement goals. Clients who remain in service for longer than eight quarters tend to have much lower placement rates than those served for a year or so. And agencies which enroll clients late tend to carry forward a larger client load for a longer time. It is staff's opinion that the recent late enrollment dynamic can be an obstacle to reaching exceptional performance outcomes.

The second problem of growing late enrollments involves resources. One reason for slow enrollments in the current year, particularly with the two largest Adult service agencies, the Oakland PIC and the Unity Council, was their preponderance of late enrollees from the previous year. Nearly 200 enrolled 05-06 clients were carried into the 06-07 period. Some of that carryover is desirable, as clients pursue training courses which require more time to reach positive outcomes. However, the sheer magnitude of the carryover client base in effect means that much of the new year's allocations are spent serving clients enrolled late in the previous year. This can create a kind of "rolling debt" effect with both funding and case management resources, which will tend to worsen over time if left uncorrected.

Staff believe there are several solutions to this dynamic. One approach being practiced by the Unity Council this year is to enroll as new 06-07 clients individuals already identified during the end of the 05-06 year, but for whom service slots were not available at the time. In effect, in this manner the Unity Council's client recruitment efforts in the latter half of the 05-06 year were leveraged to meet enrollment goals in two different program years (with different clients, but from the same recruitment pool). A second solution staff suggest for WIB consideration is to adopt an informal recommendation that programs aspire to enroll a third of their annual client base in each of the first three quarters of the year. This would lead to the majority of clients being enrolled in the first half year, allowing a placement focus in the second half year, while still preserving agency flexibility in program design, and to keep some service slots available for clients in need.

5. Clients from the current and all previous program years collectively landed 52 job placements during the second quarter. That total represents an improvement over the 41 jobs from the first quarter, but remains below the three year quarterly average of 63 placements. Staff are concerned that Oakland's strong improvement in service levels since the 2004-05 year are not being reflected in proportionally improved job placement numbers, and suggest that this dichotomy may also be related to the rolling slow enrollment and resource tradeoff effects described above. On the other hand, the 52 jobs this quarter derived from 68 clients exited from services in the same period, a 76.5% proportion which is slightly above 100% of the state's employment goal for Oakland.

Of note among the job placements were 34 new jobs for 2005-06 clients, including 19 placed PIC clients and eight for Unity Council clients, shown in Table 7. Those two agencies enrolled many of their 2005-06 clients late in the program year, and while each still remains at or slightly below a 50% placement-to-goal ratio, the progress this quarter is encouraging. The jobs secured by clients of the PIC posted a wage rate of just over \$15 per hour, continuing the historical pattern of PIC clients finding some of the best paying jobs in Oakland's system. Also of note were 12 job placements already in the early stages of clients enrolled in the 2006-07 program year, in Table 6. While that figure is modest, it is not dramatically out of step with previous years at the same point. The 12 jobs include six secured by Unity Council clients and three by English Center clients. The Unity Council suggests that the jobs this quarter landed by both current and 05-06 clients are products of its medical assistant sector training effort, which it believes will produce even more placements in the near future. Unity Council staff believe that this sectoral alignment approach is very productive, aligning clients with good self-sufficiency ladder jobs that clients desire, within industries known to have strong current and future growth potential.

The Assets Senior Employment program also had a strong quarter, with two placements for clients in each of the 05-06 and 04-05 program years bringing the Assets success ratio above 100% for each of those periods. It's worth noting that these positive placement outcomes were accrued in the same quarter when the program also met its full enrollment goal for the current year.

Finally, regarding current placement results, the totals in Table 9 show that in the last two quarters clients enrolled in the 2004-05 year have secured 15 job placements, while another 15 of their number were exited from services without placement. This 50% proportion is typical of outcomes with clients beyond two years of services; such results with a greater number of longer term clients could pose performance difficulties in the state system in the future.

6. Staff from the Oakland PIC's System Administrator branch state there are no customized training agreements on the immediate horizon, in part because businesses are reluctant about the extensive follow-up paperwork obligations expected after the training is complete. Such post-training activity is essential in order to track the wage gain performance results with customized training clients. City staff observe that the WIB's customized training allocations have been substantially underspent in the previous three years, during which time the WIB has made such employer partnerships a primary focus of its training budgets.
7. PIC System Administrator staff also shared with City staff a tool they have developed to maximize performance outcomes with Adult and Youth contractors. A "Monthly Activity Report" is tailored for each contractor each month, showing the status of clients exited and still active in service relative to outcomes already achieved. This enables contractors to know exactly what level of outcomes they need to accrue to reach acceptable and exceptional performance status. In addition, the tool lists individuals served by each agency who are in danger of falling out of active client status, making it easier for contractors to prevent the sort

of negative forced exits which have caused performance difficulties in the past. City staff believe this is a strong new technique for performance management.

COSTS PER WIA ADULT SERVICE OUTCOME:

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

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

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

TABLE 13: COSTS PER WIA ADULT SERVICE OUTCOME FROM THE 2004-05 PROGRAM YEAR

Agency	Estimated WIA Dollars for Enrolled Services	Clients Enrolled	% clients w/2+ barriers	Clients Placed	Cost per placement	Wage at hire	Retention rate (9 months)
PIC	\$1,297,258	229	41%	121	\$10,721	\$16.63	62%
English Center	\$77,491	30	94%	22	\$3,522	\$10.95	48%
Lao Family	\$56,080	24	79%	22	\$2,549	\$9.85	83%
Unity Council	\$65,800	30	83%	16	\$4,113	\$11.72	58%
Assets	\$135,000	36	46%	24	\$5,625	\$13.35	41%
SYSTEM TOTAL	\$1,631,629	349	52%	205	\$8,355	\$14.53	60%

TABLE 14: COSTS PER WIA ADULT SERVICE OUTCOME FROM THE 2003-04 PROGRAM YEAR

Agency	Estimated WIA Dollars for Enrolled Services	Clients Enrolled	% clients w/2+ barriers	Clients Placed	Cost per placement	Wage at hire	Retention rate (9 months)
PIC	\$1,260,721	166	37%	101	\$12,482	\$14.27	77%
English Center	\$35,830	20	75%	12	\$2,986	\$8.36	71%
Lao Family	\$30,000	29	100%	24	\$1,250	\$11.12	56%
Unity Council	\$37,071	17	76%	15	\$2,471	\$8.71	100%
Assets	\$121,500	33	56%	21	\$5,786	\$11.30	61%
SYSTEM TOTAL	\$1,485,122	265	52%	173	\$8,667	\$12.61	74%

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

- Since CPO analyses are no longer used as a performance measure by the federal government, they should not be included in local discussions.
- Oakland’s CPO approach does not consider differences in goals between the PIC’s Comprehensive Career Centers and the Affiliate venues operated by other agencies.
- The downtown Oakland venue is intrinsically more costly than other locations.
- The process of separating costs of Intensive (enrolled) and Universal (walk-in) Services is not valid.
- More time should be allowed to elapse before job placement numbers are captured for use in CPO calculations.
- Discussion of these issues should be the purview of the WIB and its Committees, given the WIB’s unique role under the Workforce Investment Act, and given that as such discussions require a detailed background and context which only the WIB possesses.

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

STAFF RECOMMENDATIONS ON COSTS-PER-OUTCOME OF WIA ADULT SERVICES:

1. The WIB's discussions on the content and use of Costs-Per-Outcome data in the fall of 2006 resulted in direction to staff to continue gauging this information, through a refined metric designed to include a greater scope of outcomes and factors. The Board made clear that it considers CPO data as one tool among many for program evaluation.

A great value to any evaluative tool is the ability to adopt a consistent methodology, and to then use it to compare progress over time. Staff recommend that the Council and WIB direct staff to prepare and present annual Cost-Per-Outcome reports on Oakland's Adult Intensive Services under WIA, using the methodology adopted for the last such report to the WIB. Such reports should continue to include outcomes such as wage rate and job retention in addition to job placements, and should afford service providers the opportunity to submit narratives for inclusion in the reports to add context. If so directed, the next such report, covering outcomes through June 2007, would include CPO analyses of three consecutive program periods, allowing a more informed look at trends and improvements in Oakland's performance on this metric.

2. Staff further recommend that the Council and WIB direct and support efforts to economize service operations wherever possible, to best extend the value of Oakland's WIA funding. Examples could include support for efforts to secure additional non-WIA funds, support for plans to co-locate services among agencies for maximum efficiency where practical, and encouragement of efforts to align with the resources of large institutional partners in particular, such as the local Employment Development Department offices, the Alameda County Social Services Agency, the Peralta Community College District, and the Office of Adult and Career Education of the Oakland Unified School District. These current partners already contribute to Oakland's system; a more comprehensive approach to such leveraging could more efficiently deliver services to clients while simultaneously shouldering some One-Stop system costs which are currently borne by Oakland's WIA allocations.

OTHER WIA-FUNDED GRANTS UNDER SPECIAL PROJECTS

Federal funds under the Workforce Investment Act are awarded to states in two methods. The first, constituting 85% of all funds, are in turn passed on to local WIBs through established formulas based on demographic and employment statistics. The remaining funds, commonly referred to as "15% grants," are awarded through mechanisms at the discretion of the Governor. These funds can be awarded through competitive or sole source processes, and to local WIBs, regional collaboratives or non-profit organizations. The programs listed in the section below are ones to which the Oakland WIB is either the direct recipient or a member of the relevant collaborative. There are other "15%" programs operating in Oakland to which neither the City of Oakland nor the Oakland WIB is a designated recipient; such programs are not tracked in this report.

The grants shown below have now completed all activities and expected outcomes as of December 31, 2006, and will not appear in future editions of this report.

TABLE 15: CUMULATIVE SPECIAL PROJECTS DATA THROUGH DECEMBER 31, 2006:

Project Name	Period	Budget Amount	Cash Used to Date	Enrollment Goal	Actual Enrollment	Placement Goal	Placed To Date	% of Placement Goal	Avg. Hourly Wage
Tech to Teachers	4/01 – 6/06	\$352,000	\$352,000	50	49	34	39	115%	\$27.65
Public Sector Grant	7/04 – 6/06	\$138,517	\$ 95,913	33	44	35	33	94%	\$20.31
TOTALS		\$490,517	\$447,913	83	93	69	72	104%	\$24.29

- Tech to Teachers:** This EASTBAY *Works* project addressed the employment needs of laid-off technology workers while attempting to increase the number of qualified math and science teachers in urban areas of Alameda and Contra Costa counties. The program model sought to leverage the skills of laid-off technology workers into new careers in education. Funds for Tech to Teachers came from the Governor’s discretionary fund for dislocated workers. In addition to EASTBAY *Works*, project partners included Holy Names College. Oakland was the administrator of this grant on behalf of all partners.
- Public Sector Grant:** The Public Employees Displacement Project provided universal and core services for all who seek them, and intensive services (including computer literacy training) and specialized and targeted training for 193 dislocated workers. The clients included those from government agencies, educational institutions, and public medical centers, among others. They did not include community-based organizations. This grant was administered by Alameda County WIB. Oakland’s goal was to enroll 33 individuals and to place 80% of them, with an earnings replacement rate of 85%. Oakland’s share of the project reached 94% the placement goal, while the earning replacement rate results have yet to be assessed, pending EDD wage data which takes up to four quarters to report. This project was a contract between the Oakland PIC and Alameda County, which received the rest of the budget funds in Table 15.

WIA YOUTH PROGRAMS

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

TABLE 16: CUMULATIVE ENROLLMENT DATA THROUGH DECEMBER 31, 2006:

2006-07 WIA Youth Programs	Contract Amount	Cash Used to Date	Enrollment Information			
			In/Out of School	Annual Plan	Actual to Date	% of Goal
ACHCF	\$ 30,860	\$ 2,967	Out	0		
			In	13	6	46%
Lao Family	\$ 137,500	\$ 66,906	Out	10	10	100%
			In	35	31	89%
Pivotal Point	\$ 86,060	\$ 18,335	Out	18	13	72%
			In	0		
Scotlan Center	\$ 177,800	\$ 78,372	Out	40	24	60%
			In	17	2	12%
YEP	\$ 367,780	\$ 97,413	Out	40	30	75%
			In	92	69	75%
TOTALS	\$800,000	\$263,993		265	185	70%
			Out-Of-School	108	77	71%
			In-School	157	108	69%

TABLE 17: CUMULATIVE OUTCOME DATA THROUGH DECEMBER 31, 2006:

2006-07 WIA Youth Programs	Out/In Sch	Enrl	Placement Information					Skills Attained				Rtrn to Sch. or Coll
			YTD Exits	Goals	Placements To Date	% of Placement Goal	Avg. Wage	BS	OS	WS	Diplo/ Crdtl	
ACHCF	Out	0										
	In	6	0				n/a					
Lao Family	Out	10	4	7	4	57%	\$10.13	20		9		
	In	31					n/a	28		32		
Pivotal Point	Out	13		9	0	0%	n/a			5		
	In				0							
Scotlan Center	Out	24	9	16	8	50%	\$ 8.27	66		44		1
	In	2	0		0		n/a	4		2		
YEP	Out	30	0	18	0	0%	n/a	8		24		
	In	69	0		0		n/a	56		41		
TOTALS		185	13	50	12		\$ 8.89	182	0	157	0	1
	Out	77	9	50	12	24%	\$ 8.89	94	0	82	0	1
	Y	108	0		0		n/a	88	0	75	0	0

The skill attainment abbreviations represent Basic Skills, Occupational Skills, and Work Readiness Skills.

CONTINUING YOUTH SERVICES RESULTS FROM PREVIOUS PROGRAM PERIODS:

TABLE 18: CUMULATIVE OUTCOME DATA THROUGH DECEMBER 31, 2006:

2005-06 WIA Youth Programs	O/ Y	Enrl	Placement Information					Skills Attained				Rtrn to Sch. or Coll
			YTD Exits	Goals	Place- ments To Date	% of Placement Goal	Avg. Wage	BS	OS	WS	Diplo/ Crdtl	
Lao Family	O	9	7	6	5	83%	\$10.53	20	0	28	1	0
	Y	32	30		0		\$ 0.00	81	0	139	3	29
Scotlan Center	O	17	17	11	8	73%	\$ 9.38	33	0	18	6	0
	Y	25	25		2		\$ 7.38	48	0	24	2	21
SSCF	O	3	3	2	3	150%	\$10.92	4	0	6	3	3
	Y	24	24		0		\$ 0.00	45	0	39	2	23
YEP	O	45	38	29	29	100%	\$ 9.61	37	0	85	19	3
	Y	122	89		9		\$ 7.70	110	1	211	4	86
TOTALS		277	233	48	56		\$ 9.34	378	1	550	41	165
	O	74	65	48	45	94%	\$ 9.76	94	0	137	30	6
	Y	203	168		11		\$ 7.65	284	1	413	11	159

The skill attainment abbreviations represent Basic Skills, Occupational Skills, and Work Readiness Skills.

TABLE 19: CUMULATIVE OUTCOME DATA THROUGH DECEMBER 31, 2006:

2004-05 WIA Youth Programs	O/ Y	Enrl	Placement Information					Skills Attained				Rtrn to Sch. or Coll
			YTD Exits	Goals	Place- ments To Date	% of Placement Goal	Avg. Wage	BS	OS	WS	Diplo/ Crdtl	
Lao Family	O	10	10	6	9	150%	\$ 9.68	13	0	20	0	1
	Y	34	34		0			76	0	96	3	33
Scotlan Center	O	15	15	9	10	111%	\$ 7.51	22	0	18	8	0
	Y	22	22		10		\$ 6.75	40	0	22	12	10
SSCF	O	3	3	2	2	100%	\$ 8.88	2	0	3	2	2
	Y	24	24		3		\$ 7.50	24	0	46	1	24
YEP	O	33	32	20	23	115%	\$ 9.17	17	1	37	7	1
	Y	157	151		18		\$ 7.47	133	13	206	3	140
TOTALS		298	291	37	75		\$ 8.20	327	14	448	36	211
	O	61	60	37	44	119%	\$ 8.88	54	1	78	17	4
	Y	237	231		31		\$ 7.24	273	13	370	19	207

The skill attainment abbreviations represent Basic Skills, Occupational Skills, and Work Readiness Skills.

TABLE 20: OLDER YOUTH RETENTION DATA THROUGH DECEMBER 31, 2006:

Youth Clients Enrolled During Program Year 2005-2006								
2005-06 WIA Youth Programs	Exited YTD	Employed by 1 st Qtr	1 st Qtr Retention %	Employed by 2 nd Qtr	2 nd Qtr Retention %	Employed by 3 rd Qtr	3 rd Qtr Retention %	Avg. earned at 6 mo.
Lao Family	7	5 of 7	71%	1 of 7	14%	0 of 3	0%	\$5,617
Scotlan Center	17	11 of 17	65%	1 of 15	7%	0 of 4	0%	\$7,379
SSCF	3	3 of 3	100%	1 of 3	33%	0 of 3	0%	\$1,876
YEP	38	24 of 38	63%	8 of 34	24%	3 of 9	33%	\$1,938
TOTALS	65	43 of 65	66%	11 of 59	19%	3 of 19	16%	\$1,836

TABLE 21: OLDER YOUTH RETENTION DATA THROUGH DECEMBER 31, 2006:

Youth Clients Enrolled During Program Year 2004-2005								
2004-05 WIA Youth Programs	Exited YTD	Employed by 1 st Qtr	1 st Qtr Retention %	Employed by 2 nd Qtr	2 nd Qtr Retention %	Employed by 3 rd Qtr	3 rd Qtr Retention %	Avg. earned at 6 mo.
Lao Family	10	8 of 10	80%	6 of 10	60%	7 of 10	70%	\$4,059
Scotlan Center	15	12 of 15	80%	9 of 15	60%	11 of 15	73%	\$2,797
SSCF	3	2 of 3	67%	2 of 3	67%	2 of 3	67%	\$3,257
YEP	32	26 of 32	81%	19 of 32	59%	23 of 32	72%	\$1,410
TOTALS	60	48 of 60	80%	36 of 60	60%	43 of 60	72%	\$2,163

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

1. Oakland's WIA Youth service contractors made progress with enrollment goals in the second quarter, adding 129 new clients after a slow first quarter. As shown in Table 16, the service levels of both the Out-Of-School and In-School populations stand at around 70% of goals through two quarters of activity. While this represents progress, that proportion still trails the historical pattern of WIA in Oakland, where it was once common for agencies to fill between 80% and 100% of their service goals in the year's first half. Given youth agencies' contracted obligation to reach 100% of enrollment goals by March 31 (an imperative not imposed on contractors serving adult clients), staff feel certain that service level goals ultimately will be reached. If other WIB aspirations towards a longer overall duration of services to some clients are met, this should result in greater numbers of clients "carried forward" into the 2007-08 program year, particularly In-School youth who have yet to complete high school. Staff are not concerned about performance implications of the enrollment pattern at this stage.

Staff from the Scotlan Center, the agency with the lowest proportion of service slots for In-School youth unfilled as of December 31, relate that its community subcontractor

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charged with In-School youth recruitment was slow to ramp up in this quarter, but that it feels those difficulties have been overcome. Further, Scotlan expresses optimism that its strong new relationship with staff at McClymonds High School in West Oakland will result in enhanced quantity and quality of services in the coming quarters.

Staff from YEP offer that some of their enrollment success this quarter is attributable to their new partnership with Youth UpRising, an East Oakland service agency. YEP believes this group will be a particularly valuable recruitment tool during the winter months, when potential clients would be otherwise hesitant to leave their Eastside neighborhoods to receive services extending beyond sunset.

2. Outcomes in the early stages with 2006-07 youth were strong, as detailed in Table 17. The 12 jobs already secured by Out-Of-School youth in just two quarters of activity is the largest such total in at least three years. More typically, job placements are garnered by this client group after four quarters or more of services. The Scotlan Center, one of the two agencies charged with serving the largest number of Out-Of-School clients in Oakland this year, accounted for eight of the placements, while Lao Family clients secured the other four jobs this quarter. In the latter case, the wage rate above \$10 per hour was particularly strong. There is a potential concern about particularly early exits of clients with jobs, however. Should these placements fall through, clients who have already been exited are limited to only follow-up WIA services for up to one year. *Another approach which some agencies choose to take is to not exit the client until several quarters have elapsed, during which the job placement continues to be secure, thus providing a better WIA service safety net for the client should the job not work out.* That said, though, the placements in Table 15 are a very strong early outcome.

Also, Lao Family, Scotlan, and YEP have each posted strong skill attainment outcomes with In-School clients through two quarters. In addition to successful services, staff credit certain improved client outcome tracking mechanisms introduced by the Oakland PIC/System Administrator for helping capture these results on a more expedient timeline than in the past.

3. Another client enrolled by YEP in the 2005-06 year secured a job placement this quarter, bringing YEP's placement-to-goal ratio to 100% for this program year, seen in Table 18. This is the fourth consecutive program year in which YEP has reach 100% or better of its Older Youth placement goal. The system as a whole stands at a 94% success ratio with the 05-06 class, an acceptable but unremarkable level. The Scotlan Center exited its final remaining active clients this quarter without a positive outcome, making it likely that Scotlan will close the books on its 2005-06 clients short of the 80% minimally acceptable placement expectation. Scotlan staff explain that it lost contact with its final two Older Youth clients, which is not uncommon when serving clients who face particularly challenging barriers to employment. An addition of even one more placement would have brought Scotlan's results above the 80% threshold. This serves as a reminder that the difference between passing and failing State performance standards with Older or Out-Of-School Youth can often come down to a very small number of clients.

4. Also of note in Table 18 is the number of 2005-06 clients remaining active in services, with nine of the Older Youth and 35 Younger Youth still engaged (12% and 17% of the total service levels, respectively). Staff have pointed to the tendency to routinely exit nearly all clients at the end of each program year as a performance shortcoming; in essence, WIA wants areas to keep clients enrolled for as long as the clients can derive benefit from the services rendered. The practice of regular year-end exits of most clients has been a major factor in failed youth performance ratings over six years of Oakland WIA services. This is especially true of Younger Youth, and will be even more true when federal legislation implements the common performance measures in the future. Those measures will no longer recognize the exit of a client with a "returned to school" code as a positive outcome, unless the youth actually obtains a diploma at the same time. The number of remaining clients represents a small but important step by YEP and Lao Family toward adapting service models to accommodate coming changes in expectations. It does however raise a potential resource challenge, forcing agencies to become more adept at managing allocations across program years to support the continuing clients. This may be particularly important regarding the use of client wage and support services funds.

5. Finally, staff wish to draw attention to the data in Table 21, which track job retention rates among Older Youth clients from the 2004-05 program year. The proportions shown there, with 80% of clients retaining jobs in the first quarter after program exit, and 72% after the third quarter, are not only well ahead of state performance expectations, but are comparable to and in some cases better than the retention rates with adult clients from the same period. Staff credit the strong relationships with employers which many service agencies cultivate, allowing them to continue to support their clients' career development well beyond their exit from WIA services.

YOUTH SELF-SUFFICIENCY GRANT

The U.S. Department of Labor (DOL) awarded \$1,020,811 to the City of Oakland's Workforce Investment Board to support a program to provide comprehensive employment training, support services and financial literacy training to severely at-risk youth, ages 16 to 24. The aim of this project was to assist youth recently released from the criminal justice system and youth in or emancipated from the Foster Care system with gaining and retaining permanent unsubsidized employment. All planned activities were completed as of December 31, 2006.

TABLE 22: CUMULATIVE ENROLLMENT DATA THROUGH DECEMBER 31, 2006

10/04 – 09/06							
Youth Self-Sufficiency Project	Older/Younger	Enrolled	Characteristics/Outcomes				
			Offender	Paid in Wages	Enter Unsubsid. Emplmt.	HS Dip or GED	Obtained Certificate
Scotlan Center	17+	29	29	\$32,495	12	0	10
	14-17	1	1	\$ 100	0	0	0
YEP	17+	58	39	\$84,008	18	9	2
	14-17	28	14	\$34,063	15	11	1
TOTALS		116	83	\$150,666	45	20	13
Older Youth (17+ yrs old)		87	68	\$116,503	30	9	12
Younger Youth (14-17 yrs old)		29	15	\$34,163	15	11	1

The following table derives from the September 2006 quarterly grant progress report to the Department of Labor. It combines the results tallied from the two agencies involved in this project.

TABLE 23: DEPT. OF LABOR PERFORMANCE REPORT

DOL Measures	Interim Results
Enrollment Rate	116%
Recidivism Rate	39%
Placement Rate	53%
Retention Rate	15%
Diploma/GED Attainment Rate	32%
Participation Rate	91%

STAFF COMMENTS ON YOUTH SELF-SUFFICIENCY PROJECT:

The Youth Self-Sufficiency project grant ended on September 30, 2006, with grant follow-up and closeout activities completed by December 31. The program exceeded its enrollment goal of 100 clients, with over 70% of the participants coming from the formerly incarcerated target population. The remaining 30% of enrolled clients were youth recently emancipated from the foster care system.

This grant included in its design the services of an independent evaluator to examine performance strengths and weaknesses following the grant closeout period. At this writing, the final version of that report was not available; staff will convey the results of that evaluation in a future report.

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 semi-annual data reporting protocols. The following section includes all currently funded program activities deemed relevant to the City's JTPS system.

CITY ADULT PROGRAMS

TABLE 24: ADULT PROGRAM ENROLLMENT, 2006-07 PROGRAM YEAR

Adult Programs:	Program Information		Enrollments to date		
	Contract Duration	06-07 Contract Amount	Annual Goal	Enrolled through 12/31/06	% of Goal
ATHEDCO: Dr. J. Alfred Smith Sr. Training Academy—CDBG Program	1/06 – 6/07	\$ 25,000	40	165	206%
ATHEDCO: Dr. J. Alfred Smith Sr. Training Academy—Measure Y Program	7/06 – 6/07	\$ 833,738	40		
DHS: Assets Senior Employment Program	10/06 – 6/07	\$ 802,660	171	152	89%
IIEB: New Immigrants Employment Project	10/05 – 6/07	\$ 13,775	15	4	27%
TIW: Oakland Museum Project	7/06 – 6/07	\$ 60,960	4	4	100%
VOA: Measure Y Crew-based Program	7/06 – 6/07	\$ 273,742	16	8	50%
VOA: Carpentry Job Development Program	10/05 – 6/07	\$ 30,420	15	15	100%
TOTALS:		\$2,040,295	301	348	116%

Parent agencies for these programs are the Allen Temple Housing and Economic Development Corporation (ATHEDCO), the City of Oakland's Department of Human Services (DHS), the International Institute for the East Bay (IIEB), the Independent Way (TIW), and Volunteers of America, Bay Area (VOA).

TABLE 25: ADULT PROGRAM PLACEMENT DATA, 2006-07 PROGRAM YEAR

Adult Programs:	Annual Placement Goal	Placed through 12/31/06	Percentage of Goal to date	Avg. Wage	Jobs w/ Benefits
ATHEDCO: Dr. J. Alfred Smith Sr. Training Academy	15	74	164%	\$10.35	23
ATHEDCO: Dr. J. Alfred Smith Sr. Training Academy—Measure	30				
DHS: Assets Senior Employment Program	35	18	51%	\$12.43	8
IIEB: New Immigrants Employment Project	8	0	0%	n/a	n/a
TIW: Oakland Museum Project	4	4	100%	\$ 6.75	0
VOA: Measure Y Crew-based Program	16	1	6%	\$15.00	1
VOA: Carpentry Job Development Program	15	10	67%	\$12.00	0
TOTALS:	123	107	87%	\$10.76	32

The Carpentry Job Development program in the tables above works with clients enrolled under another City grant to Volunteers of America, the Day Labor program. In operation since 1999, the Day Labor program is the City of Oakland’s primary effort to help the seekers of casual labor do so while also fostering the City’s public safety goals. The unique nature of the contracted goals and the population served have led Workforce staff to present data separately from other City Adult programs, as follows:

TABLE 26: DAY LABOR PROGRAM TRAFFIC, 2006-07 PROGRAM YEAR

Contract Period	06-07 Contract Amount	Annual Client Visit Goal	Actual Client Visits through 12/31/06	Percentage of Annual Goal to date
7/05 – 6/07	\$194,000	19,200	29,670	155%

TABLE 27: DAY LABOR PROGRAM PLACEMENT DATA, 2006-07 PROGRAM YEAR

	Annual Placement Goal	Actual Placements through 12/31/06	Percentage of Annual Goal to date
Temporary Jobs	2,040	2,007	98%
Extended Jobs	1,320	1,916	145%
TOTALS	3,360	3,923	117%

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

workers, temporary placements are prevalent, absent other ways of overcoming documentation obstacles.

STAFF ANALYSIS AND COMMENTS ON CITY OF OAKLAND ADULT PROGRAMS:

1. The Dr. J. Alfred Smith, Sr. Training Academy (DJASSTA), operated by the Allen Temple Housing and Economic Development Corporation, is funded by two separate grants from City of Oakland sources for job training objectives during the 2006-07 program year. Its Community Development Block Grant (CDBG) funding shown in Tables 24 and 25 above is the second year of a two year award, with an emphasis on securing jobs for clients which offer wage and benefit levels affording opportunities for self-sufficiency. The second grant, from Oakland's Measure Y Violence Prevention Initiative, works with clients re-entering mainstream society after involvement with the criminal justice system.

Allen Temple is in the process of re-organizing its administrative structures to broaden its capacity to manage the complicated grants awards reflected here and elsewhere. For this reporting period, its staff were unable to separate outcomes between the two grants, and the results above are aggregated instead. On balance, the results continue to exceed the expectations as contracted, with 74 jobs secured by DJASSTA clients during the first six months of the 2006-07 period. This represents 164% of the combined annual placement goal of the two awards, at only the year's mid-point. Staff believe this to be a strong result in the grants' early stages, but look forward to the opportunity to assess performance with stand-alone outcome reports for each of the two grants at the next reporting interval.

2. The Assets Senior Employment program, run through the City of Oakland's Department of Human Services, was dealt a setback when delays in federal reauthorization of the Older Americans Act resulted in a three month funding shift. The end result after the federal legislation passed was that programs were funded for only a nine month program year, from October 1, 2006 through June 30, 2007. Accordingly, the Assets program received roughly 25% less funding and a corresponding 25% decline in the program's expected levels of client service for the 2006-07 program year.

The outcomes shown above reflect results after October 1 for the federally funded clients, plus those clients that Assets was able to serve anyway during the unfunded months. Assets staff are cautiously optimistic that they will be able to end the year with enrollment numbers and placement outcomes close to previous years' levels despite the funding challenge. As of December 31, the early enrollment and placement results from essentially just three funded months of activity were very strong.

3. The New Immigrants Employment Project of the International Institute for the East Bay (IIEB) works with newcomers to the United States, developing computer and job readiness skills, offering employment counseling, support service referrals, and case

Item: _____
CED Committee
May 8, 2007

management, culminating in placement into jobs offering sustainable employment futures. The program also provides follow-up services to clients for up to six months after initial job placement. IIEB's program design serves clients in three training cycles lasting six weeks each; as such, the 33% of enrollment goals reflected in Table 24 is in line with plans. The lack of placements in Table 25 is also in accordance with program design, as clients finishing the first cycle of training in December are pursuing employment in January and beyond. Staff feel that IIEB is likely to reach or exceed both enrollment and placement targets in the next reporting period.

4. The Oakland Museum project of the Independent Way (TIW) helps developmentally disabled adults gain self-sufficiency skills through employment. This effort hires clients directly to the museum's grounds maintenance staff. In addition to work experience, clients receive training in life skills to help build self-worth and social survival abilities. TIW immediately filled its full placement goal at the outset of the 2006-07 program period, as has been the program's model for several consecutive successful years.
5. The Bay Area branch of Volunteers of America (VOA) conducts program activities under three grants in this report. The first, funded through Oakland's Measure Y Violence Prevention initiative, serves 16 formerly incarcerated clients through a structured, crew-based six month employment program. This intensive reintegration effort combines a supportive housing environment, including behavior modification and drug awareness and treatment facets, with employment services from which the goal is unsubsidized employment at the end of the program's six months of sheltered work and support. The outcomes to date mirror the expectations as of December 2006, with the eight clients enrolled thus far representing the first of two groups planned for the 2006-07 year. As that first group completes its subsidized employment course, clients begin to seek market rate jobs, one of which had taken place as of the end of this reporting period.
6. A second effort of VOA's is the CDBG-funded Carpentry Job Development Program, which enrolls 15 clients from the Day Labor program into intensive training aimed at developing their construction and remodeling skills, toward the end goal of more sustainable employment. Course work includes specialized English and math skills for construction, building safety standards, and hands-on instruction in carpentry, electrical, plumbing and maintenance techniques. The Carpentry program reached full enrollment and 67% of its placement goal in the first half of the 2006-07 program period. VOA staff report that the program is in high demand among the day laborers, with a long waiting list of prospective clients for future opportunities.
7. The rate at which day laborers use the City's designated hiring center, operated by VOA through a general fund allocation, continues to significantly outpace expectations set forth in the funding agreement. In the year's first six month, the center hosted nearly 30,000 "client days," during which day laborers used the hiring hall as their job search intermediary rather than unauthorized congregating on street corners seeking work. The annual goal is 19,200 such days; the VOA program reached 155% of that goal in just half a year. During the 2005-06 program period the VOA center tallied over 50,000 client

a year. During the 2005-06 program period the VOA center tallied over 50,000 client visit days, and is on pace thus far in the current year to surpass that mark. The program is also ahead of job placement goals, with 3,923 jobs garnered for clients in the year to date, equating to an estimated 20,000 days of work for day laborers. VOA staff relate that the program continues to make progress building employer confidence, with 60% of the jobs provided by employers returning to the center numerous times. As employers learn to trust the center as a reliable source of workers, and the day laborers come to understand that their hiring prospects are best working through the designated site rather than at unauthorized pick up spots, traffic by both job seekers and employers continues to trend sharply upwards. The success of the City's model in this regard is becoming a template for other municipalities nationwide.

CITY YOUTH PROGRAMS

TABLE 28: CITY YOUTH PROGRAM ENROLLMENT, 2006-07 PROGRAM YEAR TO DATE

	Program Information		Enrollments		
	Contract Period	06-07 Contract Amount	Annual Goal	Enrolled through 12/31/06	% of Goal
ACHCF: Model Neighborhood Program	7/06 – 6/07	\$ 100,000	114	68	60%
EBCC: Recycling Program	8/03 – 6/07	\$ 170,000	22	21	95%
EBCC/OCCUR: Burbank School Community Garden	10/05 – 6/07	\$ 27,000	5	5	100%
GEP: Corners Café Employment and Training Program	10/05 – 6/07	\$ 50,000	10	10	100%
GEP: Entrepreneurship and Employment Training Program	7/06 – 6/07	\$150,000	46	31	67%
YEP: Anti-Litter Program	9/06 – 9/07	\$ 235,000	25	35	140%
YEP: Team Oakland	Summer '06	\$ 249,000	100	104	104%
YEP: Career Tryout, Summer Program	Summer '06	\$ 174,919	147	143	97%
YEP: Career Tryout, After School Program	7/06 – 6/07	\$ 395,848	100	61	61%
YEP: Re-entry Program	7/06 – 6/07	\$430,000	25	25	100%
Youth Radio: Community Action Program	7/06 – 6/07	\$ 75,000	22	11	50%
TOTALS:		\$2,131,767	646	530	82%

Parent agencies for these programs are: Alameda County Health Care Foundation (ACHCF), East Bay Conservation Corps (EBCC), Oakland Citizens' Committee for Urban Renewal (OCCUR), Global Education Partnership (GEP), Youth Employment Partnership (YEP), and Youth Radio.

TABLE 29: CITY YOUTH PROGRAM OUTCOMES, 2006-07 PROGRAM YEAR TO DATE

Youth Programs	Placement Information				Skill Attainment		
	Goal	Actual	Percentage	Avg. Wage	Skills	Diploma	Credential
ACHCF: Model Neighborhood Program	114	68	60%	n/a*	544		
EBCC: Recycling Program	22	21	95%	\$ 9.00	77		20
EBCC/OCCUR: Burbank School Community Garden	5	5	100%	\$ 7.51			
GEP: Corners Café Employment and Training Program	10	10	100%	\$ 8.00	30		
GEP: Entrepreneurship and Employment Training Program	46	31	67%	\$7.00	279		
YEP: Anti-Litter Program	25	35	140%	\$ 8.00			
YEP: Team Oakland	100	104	104%	\$ 7.00	1,457		166
YEP: Career Tryout, Summer Program	147	143	97%	\$ 7.00	1,372		114
YEP: Career Tryout, After School Program	100	61	61%	\$ 7.00	365		
YEP: Re-entry Program—subsidized jobs	25	25	100%	\$10.00	467		
YEP: Re-entry Program—unsubsidized jobs	25	2	8%	n/a			
Youth Radio: Community Action Program	22	11	50%	n/a*			
TOTALS:	641	516	80%	\$ 7.39	4,591	0	300

* Model Neighborhood clients earn a stipend for their participation in the programs.

OAKLAND UNIFIED SCHOOL DISTRICT CAREER ACADEMIES PROGRAM

The Oakland Unified School District (OUSD) Career Academies program is the City's primary effort to improve the linkages between the employment needs of Oakland and the District's programs in various employment areas, especially construction, environmental sciences, youth services, recreation, and public safety. In addition to classroom instruction, high school juniors and seniors in the program gain real-world work experience through internships in their chosen career areas.

TABLE 30: OUSD CAREER ACADEMIES PROGRAM PARTICIPATION RATES

School Year	Placement Goal	Actual Placements to Date	Placement % of Goal	Avg. Hourly Wage	Post-Grad Employment Goal	Actual Post-Grad Employment %
2005-06	320	330	103%	\$ 7.35	50%	54%
2006-07	320	211	66%	\$ 7.35	50%	n/a
TOTAL	640	541	85%	\$ 7.35	50%	n/a

Goals for the Career Academies also include the enhancement of program participants' post-graduation employment prospects. The benchmark for success on this measure is at least a 50% employment rate for participants six months after graduation (excluding students going on to post-secondary education, training, or the military). An OUSD survey of clients six months after the end of the 2005-06 school year showed that 54% of them were employed.

STAFF ANALYSIS AND COMMENTS ON CITY OF OAKLAND YOUTH PROGRAMS:

1. The Model Neighborhood program of the Alameda County Health Care Foundation (ACHCF) provides internships and job shadowing at Oakland medical facilities for youth expressing interest in the health care field as a potential future career choice. Based on the school calendar, the plan calls for three cycles of 38 students each to participate in 12 week sessions. As such, the data in Tables 28 and 29 show that the results as of December 31, 2006 are well ahead of expectations, with 60% enrollment and placement rates as compared to the expected 33% at this stage. ACHCF staff relate that they were able to leverage outside funding into a larger than expected first flight of students, including some who began in the summer months. Should the remainder of the 2006-07 year proceed as planned, the Model Neighborhood program is likely to significantly exceed its goals.
2. The East Bay Conservation Corps operates two youth service programs in this report. Its Recycling Services program is funded by the City's Public Works Department, and hires youth to work with both EBCC's internal recycling center and collections operation and with external non-profit and governmental agencies. EBCC filled 21 Corpsmember positions under this grant during the program period. The clients spend time pursuing classroom GED and skills development course work, and shadowing in jobs with other entities such as the East Bay Regional Parks Department and the Oakland Housing Authority, in addition to the recycling activities. This broad-based program design promotes improved academic and work readiness skills along with the hands-on job experience.

EBCC also runs the Burbank High School Community Garden project, in conjunction with the Oakland Citizens' Committee for Urban Renewal. Under this agreement EBCC operates a crew of five Corpsmembers to maintain this community garden, and works to develop and implement garden use plans which promote the use of the garden as part of

teachers' instructional plans, and makes the site available to the neighborhood outside of school hours. The five clients were hired for the program at the onset of the program year, constituting 100% of EBCC's enrollment and placement goals as shown in the tables above.

3. The Corners Café Employment and Training Program, operated by the Global Education Partnership (GEP), is now in its second year of CDBG funding from the City of Oakland. The Corners Café is a teaching restaurant, at which dozens of young clients gain work experience under the auspices of several grants. Under this agreement, which was expanded with augmented funding for the 2006-07 program year, ten clients are enrolled in a curriculum which includes courses in culinary arts and business management skills as well as direct employment, starting with positions on the Corners staff and later moving into jobs competitively secured with other restaurants.

GEP also operates its Entrepreneurship and Employment Training program with funding from the Oakland Fund for Children and Youth. This effort, which serves up to 178 at-risk and foster care youth, includes 46 paid on-the-job-training positions at the Corners Café and at the City of Oakland store. These jobs, 31 of which were filled during the first half of the current program year, as shown in the tables above, provide not only work experience for the clients, but also include an educational component aimed at developing the clients' business and marketing skills along with general work readiness abilities.

4. A new City approach to litter abatement includes the work done by the Youth Employment Partnership (YEP) in its Anti-Litter Program, funded through a special assessment on trash-producing businesses and overseen by the City's Public Works Department. This program employs young people to remove trash in key commercial areas throughout the City, and to educate local merchants on the effects of litter on the City, its storm drains, and the larger San Francisco Bay ecosystem. As of December participants in the program had removed over 15 tons of trash from the targeted districts, and the program had employed 35 young people, a 40% higher placement rate than the 25 slots originally envisioned.
5. YEP operates two summer programs with City of Oakland support. The Team Oakland program employs youth in environmental beautification capacities over the course of a summer. The program also includes pre-employment workshops and classroom science and environmental training offered to participants by U.C. Berkeley instructors. During the summer of 2006, as shown in Tables 28 and 29 above, Team Oakland employed 104 young people, exceeding the contracted expectation of 100 such placements. YEP has surpassed placement expectations for the Team Oakland program for at least the past five consecutive summers.

The summer portion of YEP's Career Tryout program operates with a grant from the Oakland Fund for Children and Youth. This endeavor allows clients to explore career options with dozens of local businesses and governmental agencies, while simultaneously developing work readiness and job search skills to prepare them for success in future career paths. Each of the enrolled clients is verified in twelve skill competencies during the course of the program year, and receives a skill certification credential at the completion of all required components. During the summer of 2006 YEP employed 143 clients under this award.

6. YEP's Career Tryout has also been expanded to include an after school, year-round component funded through Oakland's Measure Y Violence Prevention Initiative. This program continues to provide job readiness and career exploration opportunities to 100 young people, in many cases serving clients who have completed summer internships under the Mayor's Summer Jobs Program. This model allows agencies like YEP to provide a continuum of services to clients through both the summer and the school year, and across funding streams. The data through December show 61 clients placed through the Career Tryout After-School program, reflective of a school-year based program which began in earnest in October.
7. The final YEP program in this report is its Intensive Re-Entry Training and Employment Services effort, also funded through the City's Measure Y Violence Prevention Initiative. This endeavor serves 25 young people who are on probation or parole through an intensive, subsidized on-the-job training program in the construction industry. After this work experience component, YEP assists clients in finding unsubsidized, market-rate employment, providing follow-up support to clients toward a goal of at least a 70% job retention rate after six months. This dual placement model is reflected in Table 29, which shows all 25 clients placed into subsidized OJT positions. The same group of clients have just begun the market-rate job search course, which is expected to show more substantial placement numbers toward the end of the 2006-07 program period.
8. Another Measure Y program offering employment services is the Youth Radio Community Action Program, which serves 22 high-risk youth through hands-on media production workshops. Students are trained in radio broadcasting, music production, and introductory journalism, among other points of emphasis. In addition to the stipends clients receive during their six month course of enrollment, many move on to paid internships as peer educators for future client groups. The outcomes in Tables 28 and 29 reflect the first of Youth Radio's two groups of clients slated for services under this grant during the 2006-07 year.
9. The 2006-07 class of the Career Academies program of the Oakland Unified School District (OUSD) began with 211 students enrolled during the program year's first half. The Career Academies program allows current high school students to pursue education and work experience in their expressed areas of future career interest. By doing so, the program aspires to enhance employment prospects for students after graduation; 54% of the clients served during the previous school year were employed within six months of

graduation, surpassing the program's employment goal. Staff with OUSD relate that a planned increase in the student wage rate to \$8.00 per hour during the spring semester may somewhat temper the total number of clients served this year.

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

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

DISABILITY AND SENIOR CITIZEN ACCESS

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

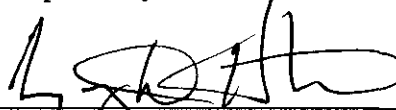
RECOMMENDATION AND RATIONALE

Staff recommends that the City Council accept this report.

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the City Council accept this report.

Respectfully submitted,

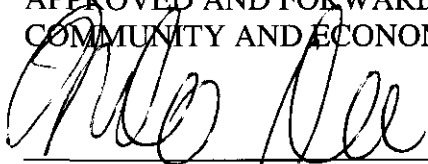


Gregory Hunter, Interim Director of
Redevelopment, Economic Development,
Housing and Community Development
Community & Economic Development Agency

Prepared by:
Al Auletta
Manager, Workforce Development Unit
CEDA

James A. Bondi
Program Analyst II, Workforce Development Unit
CEDA

APPROVED AND FORWARDED TO THE
COMMUNITY AND ECONOMIC DEVELOPMENT COMMITTEE



Office of the City Administrator

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

Agency/Program	Employees	Contract Period	Contract Amount	Expenditures as of 12/31/06	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Exited w/out Placement	Annual Placement Plan	Placements to date	Placement % of Goal	Average Wage	Benefits	Retention - 3 Month	Retention - 6 Month	Retention - 9 Month
PROGRAM YEAR 2006-07																
Universal Client services through all One-Stop Centers	Core	7/06 - 6/07			7,050	3,450	49%									
PIC One Stop Downtown/East Oakland	Adult	7/06 - 6/08	\$ 1,775,947	\$ 869,996	111	55	50%	0	39	1	3%	\$ 18.50	1			
PIC One Stop Downtown/East Oakland	DW	7/06 - 6/08			133	43	32%	0	33	2	6%	\$ 12.00				
Eng. Center: WIA One Stop Affiliate	Adult/DW	7/06 - 6/08	\$ 100,000	\$ 71,534	40	19	48%	0	14	3	21%	\$ 16.67	1			
Lao Family Comm. Dev.: WIA One Stop Affiliate	Adult/DW	7/06 - 6/08	\$ 200,000	\$ 73,075	32	23	72%	0	16	0	0%					
Unity Council: WIA One Stop Affiliate	Adult/DW	7/06 - 6/08	\$ 300,000	\$ 146,608	48	20	42%	0	14	6	43%	\$ 10.65	2			
Allen Temple: WIA Satellite	Adult/DW	7/06 - 6/08	\$ 25,000	\$ 10,080	n/a											
City of Oakland DHS	Adult/DW	7/06 - 6/08	\$ 140,000	\$ 70,000	33	33	100%	0	23	0	0%					
PY 05-06 Adult/DW TOTALS:			\$ 2,540,947	\$ 1,241,293	397	193	49%	0	139	12	9%	\$ 13.03	4			
Adult subtotal:					241	142	59%	0	100	9	9%	\$ 13.63	4			
Dislocated Worker subtotal:					156	51	33%	0	39	3	8%	\$ 11.25	0			

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

	Employees	Contract Period	Contract Amount	Expenditures as of 12/31/06	Annual Enrollment Plan	Annual Enrollment	Enrollment % of Plan	Exited w/out Placement	Annual Placement Plan	Placements to date	Placement % of Goal	Average Wage	Benefits	Retention - 6 Months	Retention - 9 Months	Retention - 12 Months
PROGRAM YEAR 2005-06																
Universal Client services through all One-Stop Centers	Core	7/05 - 6/06			8,000	7,115	89%									
PIC One Stop Downtown/East Oakland	Adult	7/05 - 6/07	\$ 1,900,000	\$ 1,838,113	87	91	105%	4	42	29	69%	\$ 13.20	10	71%	54%	40%
PIC One Stop Downtown/East Oakland	DW	7/05 - 6/07			138	142	103%	1	110	46	42%	\$ 16.80	24	63%	47%	33%
Eng. Center: WIA One Stop Affiliate	Adult/DW	7/05 - 6/07	\$ 100,000	\$ 100,000	40	46	115%	1	33	25	76%	\$ 10.23	6	70%	37%	38%
Lao Family Comm. Dev.: WIA One Stop Affiliate	Adult/DW	7/05 - 6/07	\$ 200,000	\$ 200,000	32	40	125%	3	29	21	72%	\$ 9.41	15	70%	33%	40%
Unity Council: WIA One Stop Affiliate	Adult/DW	7/05 - 6/07	\$ 300,000	\$ 300,000	48	50	104%	0	36	18	50%	\$ 11.96	7	55%	44%	50%
Regional Technical Training Center: WIA Satellite	Adult/DW	7/05 - 6/06	\$ 25,000	\$ 25,000	n/a											
Allen Temple: WIA Satellite	Adult/DW	7/05 - 6/06	\$ 25,000	\$ 11,564	n/a											
City of Oakland DHS	Adult/DW	7/05 - 6/07	\$ 150,000	\$ 150,000	35	35	100%	4	25	26	104%	\$ 11.50	5	78%	26%	9%
PY 05-06 Adult/DW TOTALS:			\$ 2,700,000	\$ 2,624,677	380	404	106%	13	275	165	60%	\$ 12.87	67	69%	40%	34%
Adult subtotal:					216	251	116%	11	156	112	72%	\$ 11.42	41	70%	40%	34%
Dislocated Worker subtotal:					164	153	93%	2	119	53	45%	\$ 15.92	26	65%	40%	33%

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

Agency and Program	Population	Contract Period	Contract Amount	Expenditures as of 12/31/06	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Exited w/out Placement	Annual Placement Plan	Placements to date	Placement % of Goal	Average Wage	Results	Retention - 3 Month	Retention - 6 Month	Retention - 9 Month
PROGRAM YEAR 2004-05																
Universal Client services through all One-Stop Centers	Core	7/04 - 6/05			7,500	7,964	106%									
PIC One Stop Downtown/East Oakland	Adult	7/04 - 6/06	\$ 2,323,978	\$ 2,323,978	90	115	128%	16	58	54	93%	\$ 15.97	20	80%	75%	69%
PIC One Stop Downtown/East Oakland	DW	7/04 - 6/06			115	114	99%	14	87	78	90%	\$ 17.01	37	85%	78%	75%
Eng. Center: WIA One Stop Affiliate	Adult/ DW	7/04 - 6/06	\$ 75,000	\$ 75,000	20	30	150%	5	22	22	100%	\$ 10.24	10	67%	63%	59%
Lao Family Comm. Dev.: WIA One Stop Affiliate	Adult/ DW	7/04 - 6/06	\$ 75,000	\$ 75,000	20	24	120%	2	17	22	129%	\$ 9.85	16	92%	88%	88%
Unity Council: WIA One Stop Affiliate	Adult/ DW	7/04 - 6/06	\$ 75,000	\$ 75,000	20	30	150%	8	21	18	86%	\$ 12.51	7	64%	64%	76%
City of Oakland DHS	Adult/ DW	7/04 - 6/06	\$ 150,000	\$ 150,000	35	36	103%	7	25	26	104%	\$ 12.76	4	57%	50%	48%
PY 04-05 Adult/DW TOTALS:			\$ 2,698,978	\$ 2,698,978	300	349	116%	52	230	220	96%	\$ 14.49	94	78%	72%	70%
Adult subtotal:					170	218	128%	36	130	128	98%	\$ 13.35	50	75%	70%	67%
Dislocated Worker subtotal:					130	131	101%	16	100	92	92%	\$ 16.08	44	82%	77%	75%

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

Agency and Program	Enrollees	Contract Period	Contract Amount	Expenditures as of 12/31/06	Annual Enrollment Plan	Actual Enrollment	Enrollment % of Plan	Exited w/out Placement	Annual Placement Plan	Placements to date	Placement % of Goal	Average Wage	Benefits	Retention - 3 Month	Retention - 6 Month	Retention - 9 Month
PROGRAM YEAR 2003-04																
Universal Client services through all One-Stop Centers	Core	7/03 - 6/04			8,000	8,937	112%									
PIC One Stop Downtown/East Oakland	Adult	7/03 - 6/05	\$ 2,020,231	\$ 2,020,231	87	73	84%	16	51	55	108%	\$ 14.01	30	87%	85%	70%
PIC One Stop Downtown/East Oakland	DW	7/03 - 6/05			125	93	74%	19	71	71	100%	\$ 15.85	20	79%	74%	75%
English Center: WIA One Stop Affiliate	Adult/ DW	7/03 - 6/05	\$ 60,000	\$ 60,000	20	20	100%	2	14	14	100%	\$ 8.40	6	76%	76%	75%
Lao Family Comm. Dev.: WIA One Stop Affiliate	Adult/ DW	7/03 - 6/05	\$ 60,000	\$ 60,000	20	29	145%	5	20	24	120%	\$ 11.12	13	55%	55%	54%
Unity Council: WIA One Stop Affiliate	Adult/ DW	7/03 - 6/05	\$ 60,000	\$ 60,000	20	17	85%	3	13	14	108%	\$ 8.71	2	82%	94%	94%
City of Oakland DHS	Adult/ DW	7/03 - 6/05	\$ 135,000	\$ 135,000	38	33	87%	7	23	26	113%	\$ 11.69	5	73%	64%	61%
PY 03-04 Adult/DW TOTALS:			\$ 2,335,231	\$ 2,335,231	250	265	106%	52	192	204	106%	\$ 13.27	76	78%	75%	71%
Adult subtotal:					125	154	123%	32	107	117	109%	\$ 12.27	49	77%	74%	66%
Dislocated Worker subtotal:					125	111	89%	20	85	87	102%	\$ 14.49	27	80%	77%	78%

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

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

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

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

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

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

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

Attachment B - 1

Agency and Program	Employee Category	Contract Period	2006/07 Contract Amount	Cost Direct Overhead as of 12/31/06	Annual Enrollment in Plan	Actual Enrollment	Enrollment % of Plan	Annual Placement Goal	Actual Placements	Placement % of Goal	Average Wage	Placements w/Benefits
ATHEDCO*: Dr. J. Alfred Smith Sr. Training Academy, CDBG Program	Adult	1/06 - 6/07	\$ 25,000	\$ 4,250	40	165	206%	15	74	164%	\$ 10.35	23
ATHEDCO*: Dr. J. Alfred Smith Sr. Training Academy, Measure Y Program	Adult	7/06 - 6/07	\$ 833,738		40			30				
DHS: Assets Senior Employment Program	Adult	10/06 - 6/07	\$ 802,660	\$ 267,552	171	152	89%	35	18	51%	\$ 12.43	8
Int'l Inst. For the East Bay: New Immigrants Employment Proj.	Adult	7/06 - 6/07	\$ 13,775	\$ 7,210	15	4	27%	8	0	0%		
The Independent Way: Oakland Museum	Adult	7/06 - 6/07	\$ 60,960	\$ 30,480	4	4	100%	4	4	100%	\$ 6.75	0
Volunteers of America, Bay Area: Measure Y Crew-based Program	Adult	7/06 - 6/07	\$ 273,742	\$ 109,497	16	8	50%	16	1	6%	\$ 15.00	1
Volunteers of America, Bay Area: Carpentry Job Dev't Project	Adult	10/05 - 6/07	\$ 30,420	\$ 22,776	15	15	100%	15	10	67%	\$ 12.00	0
Totals:			\$ 2,040,295	\$ 441,765	301	348	116%	123	107	87%	\$ 10.76	32

* Allen Temple Housing and Economic Development Corporation

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

Program	Envelope	Contract Period	2006-07 Contract Amount	Cost Draw to Date as of 12/31/06	Annual Day Laborer Visit Plan	Total Daily Client Visits, YTD Actual	Actual % of Annual Visit Goal	Total Placement Goal	Total Actual Placements	Placement % of Goal	Annual Wage	Of Placements, number of with limited duration	Of Placements, number of short-term duration
Volunteers of America, Bay Area: Oakland Day Labor Program	Adult	7/05 - 6/07	\$ 194,000	\$ 84,474	19,200	29,670	155%	3,360	3,923	117%	\$ 12.50	1,916	2,007

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

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

* Clients of these programs receive a stipend for their participation

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

Oakland Unified School District Career Academics	Contract Transition	Contract Amount	Cost Draw Downs as of 12/31/06	School Year	Placement Goal	Total Placements	Placement % of Goal	Program Employment Goal	Portions of Available Positions Employed	Post-program employment % of Total
	7/05 - 6/07	\$ 600,000	\$ 498,607	05-06	320	330	103%	50%	54%	108%
				06-07	320	211	66%			



CITY OF OAKLAND
Community and Economic Development Agency
Workforce Development

Workforce Investment Board

Reaching Business

MEMORANDUM

TO: Quality Assurance Committee
FROM: James A. Bondi
DATE: 11-28-06

RE: Updated Cost-Per-Outcome data on Oakland WIA services

At its meeting September 28, the WIB directed staff to continue work on an evaluation tool which measures the relative costs for job placements achieved by Oakland's contracted providers of Intensive Services to adults. Previously known as "efficiencies" analysis, the WIB's discussion asked that the measurement be given a new name, be expanded to report on additional outcomes such as wage and retention rates, and be designed to allow agencies to provide a narrative context to supplement the data. Staff believe that the tool before you, now called simply Cost-Per-Outcome (CPO) data, captures the intent of the Board to continue to have a dollar value form of evaluation instrument to supplement the other measurements already in place.

City staff worked with System Administrator staff to define and gather the raw data needed to enhance this approach. As a result of this partnership, this presentation now includes dollars spent per agency on training and support services, the wage and retention rates of placed clients, agencies' declarations of funds adding value to WIA allocations for Intensive Services, an accounting for customized training clients, and expanded information on clients' barriers to employment.

The presentation of the data has also been revised. Staff have prepared a summary sheet showing some of the key numbers from agencies in the 2003-04 and 2004-05 program years. Following that are tables for each agency in each of the two years, showing every element which is included in the CPO calculations as well as profiles of the client base enrolled, job placement and retention success rates relative to state performance

expectations, and new Universal (walk-in) client traffic from each year. Staff believe this presentation, meant to create a larger picture of the breadth of outcomes secured by each agency each year, addresses to the intent of the WIB to continue to use CPO information while being able to view it within a larger context. Towards that end, each agency's data profile is followed by their narrative accounts, which have not been edited by City staff for content in any way.

It is important to note that any form of CPO analysis involves some degree of estimation. *Neither Oakland nor any other local workforce area can isolate with precision the exact amount spent on any one client.* What can be done is to use the financial and outcome data at hand to create a model which captures the spending and outcome proportions as declared by service agencies and authorized by the WIB. This treats every agency the same, with no group advantaged or disadvantaged by the design of the evaluative tool. The greatest value from the CPO data is not to be able to attach a particular dollar figure to outcomes. Rather, staff believe this tool allows policy makers to compare costs of agencies relative to one another, and to observe trends over time for agencies and the system as a whole, creating a consistent methodology over time which can allow the Board to weigh the cost value estimates alongside the many other goals and outcomes it values.

**Cost-Per-Outcome Summary Data
2003-04 and 2004-05**

2003 - 2004	Agency	WIA Dollars for Enrolled Services (est)	Clients Enrolled	% clients w/2+ barriers	Clients Placed	Cost per placement	Wage at hire	Retention rate (9 months)
	PIC	\$1,260,721	166	37%	101	\$12,482	\$14.27	77%
	English Centre	\$35,830	20	75%	12	\$2,986	\$8.36	71%
	Lao Family	\$30,000	29	100%	24	\$1,250	\$11.12	56%
	Unity Council	\$37,071	17	76%	15	\$2,471	\$8.71	100%
	Assets	\$121,500	33	56%	21	\$5,786	\$11.30	61%
	SYSTEM TOTAL	\$1,485,122	265	52%	173	\$8,667	\$12.61	74%

2004 - 2005	Agency	WIA Dollars for Enrolled Services (est)	Clients Enrolled	% clients w/2+ barriers	Clients Placed	Cost per placement	Wage at hire	Retention rate (9 months)
	PIC	\$1,297,258	229	41%	121	\$10,721	\$16.63	62%
	English Centre	\$77,491	30	94%	22	\$3,522	\$10.95	48%
	Lao Family	\$56,080	24	79%	22	\$2,549	\$9.85	83%
	Unity Council	\$65,800	30	83%	16	\$4,113	\$11.72	58%
	Assets	\$135,000	36	46%	24	\$5,625	\$13.35	41%
	SYSTEM TOTAL	\$1,631,629	349	52%	205	\$8,355	\$14.53	60%

System Total clients, outcomes, and costs**2003-04 Program Year**

FUNDING		CLIENTS	
Total OS allocation:	\$2,697,031	new Universal clients	8,784
--of that, est Universal Services portion	\$1,024,812	Intensive enrolled	265
--of that, est Intensive Services portion	\$1,402,516	Intensive placed @8Q	173
Training funds used	\$66,421	Wage at placement	\$12.61
Support Services funds used	\$30,535	CT clients	4
Value-added funds declared	\$538,181		

ENROLLED CLIENT PROFILES:

Ethnicity: 38% African-American	17% Caucasian	14% Latino	31% Asian	0% other	
Barriers: 50% Basic Skills Deficient	6% Ex-offender	69% Low Income	22% Limited English	5% Disabled	10% Poor Work History
Barriers Summary: 17% No barriers	31% One barrier	29% Two barriers	23% Three+ barriers		

SUCCESS RATES		COST-PER-OUTCOME	
Placements (goal was 72.6%)	65.3% (90% of goal)	WIA \$ per Universal client	\$117
Retention @ 3Q post-exit (goal was 81.0%)	73.6% (91% of goal)	WIA \$ per placement	\$8,667

System Total clients, outcomes, and costs**2004-05 Program Year**

FUNDING		CLIENTS	
Total OS allocation:	\$2,698,978	new Universal clients	7,805
--of that, est Universal Services portion	\$1,019,591	Intensive enrolled	349
--of that, est Intensive Services portion	\$1,409,489	Intensive placed @8Q	205
Training funds used	\$240,779	Wage at placement	\$14.53
Support Services funds used	\$62,548	CT clients	32
Value-added funds declared	\$417,973		

ENROLLED CLIENT PROFILES:

Ethnicity: 35% African-American	14% Caucasian	17% Latino	34% Asian	1% other	
Barriers: 48% Basic Skills Deficient	7% Ex-offender	61% Low Income	30% Limited English	4% Disabled	2% Poor Work History
Barriers Summary: 20% No barriers	28% One barrier	34% Two barriers	18% Three+ barriers		

SUCCESS RATES		COST-PER-OUTCOME	
Placements (goal was 72.3%)	58.7% (81% of goal)	WIA \$ per Universal client	\$131
Retention @ 3Q post-exit (goal was 80.5%)	59.9% (74% of goal)	WIA \$ per placement	\$8,355

Oakland PIC clients, outcomes, and costs**2003-04 Program Year**

FUNDING		CLIENTS	
Total OS allocation:	\$2,382,031	new Universal clients	7,304
--of that, est Universal Services portion @ 40%	\$952,812	Intensive enrolled	166
--of that, est Intensive Services portion @ 50%	\$1,191,016	Intensive placed @8Q	101
Training funds used	\$65,787	Wage at placement	\$14.27
Support Services funds used	\$18,268	CT clients	4
Value-added Intensive Services funds declared	\$445,016		

ENROLLED CLIENT PROFILES:

Ethnicity:	45% African-American	21% Caucasian	5% Latino	28% Asian	0% other	
Barriers:	35% Basic Skills Deficient	8% Ex-offender	66% Low Income	9% Limited English	4% Disabled	0% Poor Work History
Barriers Summary:	24% No barriers	39% One barrier	29% Two barriers	8% Three+ barriers		

SUCCESS RATES		COST-PER-OUTCOME	
Placements (goal was 73.6%)	60.8% (83% of goal)	WIA \$ per Universal client	\$130
Retention @ 3Q post-exit (goal was 82.6%)	77.3% (94% of goal)	WIA \$ per placement	\$12,482

Oakland PIC clients, outcomes, and costs**2004-05 Program Year**

FUNDING		CLIENTS	
Total OS allocation:	\$2,323,978	new Universal clients	6,610
--of that, Universal Services portion @ 40%	\$929,591	Intensive enrolled	229
--of that, Intensive Services portion @ 50%	\$1,161,989	Intensive placed @8Q	121
Training funds used	\$173,080	Wage at placement	\$16.63
Support Services funds used	\$43,376	CT clients	32
Value-added funds declared	\$303,906		

ENROLLED CLIENT PROFILES:

Ethnicity:	41% African-American	16% Caucasian	11% Latino	31% Asian	1% other	
Barriers:	35% Basic Skills Deficient	10% Ex-offender	56% Low Income	21% Limited English	3% Disabled	<1% Poor Work History
Barriers Summary:	25% No barriers	34% One barrier	31% Two barriers	10% Three+ barriers		

SUCCESS RATES		COST-PER-OUTCOME	
Placements (goal was 73.7%)	61.4% (83% of goal)	WIA \$ per Universal client	\$141
Retention @ 3Q post-exit (goal was 82.8%)	61.7% (75% of goal)	WIA \$ per placement	\$10,721

The following narrative descriptions of services and costs were prepared by each of Oakland's contracted providers of WIA Intensive Services to Adults and Dislocated Workers. These narratives are meant to provide a context in which each agency's Cost-Per-Outcome and other evaluative data can be better understood. The comments here have not been modified by WIB staff in any way except for layout.

OAKLAND PIC - COMMENTS ON COST-PER-OUTCOME DATA

Summary:

As expressed in previous conversations and emails (see Gay Plair Cobb's emails of August 7, 2006 and November 17, 2006), the Oakland PIC's "cost-per" is higher for the following reasons:

- Location: being at the downtown location is more expensive than at any other place in the city of Oakland;
- Being at this prime location also results in the highest foot traffic at the Downtown One-Stop, as evidenced by the number of visits reported to the WIB;
- As a comprehensive One-Stop, the Downtown site provides a continuum of services to the general population (Universal clients) as mandated by the WIA legislation for One-Stops;
- The Oakland PIC is primarily and historically a workforce development organization. As such, the PIC does not have unrelated or collateral activities that other organizations may have;
- As a workforce development agency, the PIC provides comprehensive services to job seekers and employers. Services to job seekers include one-on-one career counseling, a series of workshops intended to prepare the job seeker for successful employment search and retention; crisis support counseling, and an array of services for individuals with limited physical conditions;
- Services to employers include those mandated services provided through the Rapid Response team as well as onsite recruitment efforts, candidate screening, business consultation, and other activities that benefit the entire workforce system in Oakland.

As evidenced by the data on clients' characteristics, the PIC serves the most varied group of both universal and intensive services populations. The length of participation may also be the longest due to the comprehensive approach to addressing all clients' barriers.

Due to that comprehensive approach, the Oakland PIC has the best overall retention results as evidenced in the retention tables submitted to the WIB, modified samples included here.

2003-04 WIA Adult Programs		Exited YTD	1 st Qtr Retention %	2 nd Qtr Retention %	3 rd Qtr Retention %	Avg. earned at 6 mo.
PIC, Downtown & EDD East Oakland	Adult	71	86%	76%	70%	\$7,417
	DW	89	79%	71%	69%	\$7,982
The English Center	Adult	11	91%	73%	73%	\$4,474
	DW	5	60%	80%	60%	\$4,128
Lao Family	Adult	21	48%	48%	43%	\$4,436
	DW	7	86%	86%	86%	\$6,504
Unity Council	Adult	10	80%	90%	80%	\$2,777
	DW	6	100%	100%	100%	\$5,415
City of Oakland DHS	Adult	33	73%	64%	58%	\$3,588

2004-05 WIA Adult Programs		Exited YTD	1 st Qtr Retention %	2 nd Qtr Retention %	3 rd Qtr Retention %	Avg. earned at 6 mo.
PIC, Downtown & EDD East Oakland	Adult	100	81%	72%	66%	\$6,839
	DW	88	81%	69%	57%	\$8,916
The English Center	Adult	19	68%	63%	53%	\$7,315
	DW	8	63%	50%	38%	\$6,632
Lao Family	Adult	19	89%	84%	79%	\$4,946
	DW	5	100%	100%	100%	\$4,284
Unity Council	Adult	22	59%	57%	52%	\$5,542
	DW	3	67%	67%	100%	\$8,981
City of Oakland DHS	Adult	30	53%	52%	41%	\$3,206

In relation to the assumption that fifty percent of the One-Stop Operator allocation is going to intensive services across the board, the Oakland PIC's position is that this is a forced-fit number due to the fact that the City's costs are not included into any of the calculations. In order for Oakland to maintain its "administrative" expenses to the maximum ten percent allowed by WIA, all other categories of expenditures are higher than they should be. This obviously affects the largest provider more than any other.

English Center clients, outcomes, and costs**2003-04 Program Year**

FUNDING		CLIENTS	
Total OS allocation:	\$60,000	new Universal clients	232
--of that, est Universal Services portion @ 40%	\$24,000	Intensive enrolled	20
--of that, est Intensive Services portion @ 50%	\$30,000	Intensive placed @8Q	12
Training funds used	\$0	Wage at placement	\$8.36
Support Services funds used	\$5,830	CT clients	0
Value-added funds declared	\$50,114		

ENROLLED CLIENT PROFILES:

Ethnicity:	0% African-American	0% Caucasian	65% Latino	35% Asian	0% other	
Barriers:	75% Basic Skills Deficient	0% Ex-offender	65% Low Income	65% Limited English	5% Disabled	0% Poor Work History
Barriers Summary:	5% No barriers	20% One barrier	35% Two barriers	40% Three+ barriers		

SUCCESS RATES		COST-PER-OUTCOME	
Placements (goal was 71.5%)	60% (84% of goal)	WIA \$ per Universal client	\$103
Retention @ 3Q post-exit (goal was 79.0%)	71.4% (90% of goal)	WIA \$ per placement	\$2,986

English Center clients, outcomes, and costs**2004-05 Program Year**

FUNDING		CLIENTS	
Total OS allocation:	\$75,000	new Universal clients	236
--of that, Universal Services portion @ 40%	\$30,000	Intensive enrolled	30
--of that, Intensive Services portion @ 50%	\$37,500	Intensive placed @8Q	22
Training funds used	\$29,991	Wage at placement	\$10.95
Support Services funds used	\$10,000	CT clients	0
Value-added funds declared	\$56,304		

ENROLLED CLIENT PROFILES:

Ethnicity:	3% African-American	6% Caucasian	53% Latino	37% Asian	0% other	
Barriers:	80% Basic Skills Deficient	0% Ex-offender	70% Low Income	90% Limited English	0% Disabled	0% Poor Work History
Barriers Summary:	0% No barriers	7% One barrier	47% Two barriers	47% Three+ barriers		

SUCCESS RATES		COST-PER-OUTCOME	
Placements (goal was 71.8%)	73.3% (102% of goal)	WIA \$ per Universal client	\$127
Retention @ 3Q post-exit (goal was 79.6%)	48.1% (60% of goal)	WIA \$ per placement	\$3,522

The English Center
COMMENTS ON COST-PER-OUTCOME DATA

Summary:

The English Center cost-per-outcome data reflect two distinguishing features of this Affiliate:

- All of the clients served, both universal and enrolled WIA clients, are limited English speakers. Thus, they share major cultural and linguistic barriers to workplace success and often a low level of education, too.
- Almost all of the clients served, both universal and enrolled WIA clients, are enrolled in long-term, intensive English, computer application and career readiness training—22.5 classroom hours per week for an average of 32 weeks.

Thus, the clients as a group would be classified as very hard to serve because of both their level of employment readiness at enrollment and the amount of training/time needed to make them employable in an English-speaking work environment. They are not a good fit with a Work First model of service.

To help cover the cost of training this client profile, The English Center leverages other government funding, including WIA Title II and Dept. of Ed Title IV. Private fundraising and international student tuition also help cover the cost of serving the WIA universal and enrolled clients.

The English Center One-Stop, as part of the English Center, supports the goal of preparing WIA clients for success in the larger, English-speaking community—in the workplace, in the classroom, and in civic life.

Data:

The 'Enrolled Client Profiles' section of the data reports is incorrect for the English Center. All of our clients are Limited English and 80%-85% are low-income. Recently, the number who are also deficient in other Basic Skills, such as mathematics, has been increasing.

The Retention @ 3Q post-exit data is problematic because, I believe, there's a built-in problem around the availability of EDD data by quarter.

Lao Family clients, outcomes, and costs**2003-04 Program Year**

FUNDING		CLIENTS	
Total OS allocation:	\$60,000	new Universal clients	223
--of that, est Universal Services portion @ 40%	\$24,000	Intensive enrolled	29
--of that, est Intensive Services portion @ 50%	\$30,000	Intensive placed @8Q	24
Training funds used	\$0	Wage at placement	\$11.12
Support Services funds used	\$0	CT clients	0
Value-added funds declared	\$25,057		

ENROLLED CLIENT PROFILES:

Ethnicity:	0% African-American	21% Caucasian	31% Latino	48% Asian	0% other
Barriers:	93% Basic Skills Deficient	3% Ex-offender	83% Low Income	76% Limited English	3% Disabled 21% Poor Work History
Barriers Summary:	0% No barriers	0% One barrier	31% Two barriers	69% Three+ barriers	

SUCCESS RATES		COST-PER-OUTCOME	
Placements (goal was 71.4%)	82.8% (116% of goal)	WIA \$ per Universal client	\$108
Retention @ 3Q post-exit (goal was 78.9%)	55.6% (70% of goal)	WIA \$ per placement	\$1,250

Lao Family clients, outcomes, and costs**2004-05 Program Year**

FUNDING		CLIENTS	
Total OS allocation:	\$75,000	new Universal clients	305
--of that, Universal Services portion @ 40%	\$30,000	Intensive enrolled	24
--of that, Intensive Services portion @ 50%	\$37,500	Intensive placed @8Q	22
Training funds used	\$18,280	Wage at placement	\$9.85
Support Services funds used	\$300	CT clients	0
Value-added funds declared	\$27,263		

ENROLLED CLIENT PROFILES:

Ethnicity:	4% African-American	8% Caucasian	21% Latino	67% Asian	0% other
Barriers:	83% Basic Skills Deficient	0% Ex-offender	88% Low Income	58% Limited English	0% Disabled 8% Poor Work History
Barriers Summary:	0% No barriers	21% One barrier	25% Two barriers	54% Three+ barriers	

SUCCESS RATES		COST-PER-OUTCOME	
Placements (goal was 71.2%)	91.7% (129% of goal)	WIA \$ per Universal client	\$98
Retention @ 3Q post-exit (goal was 78.5%)	83.3% (106% of goal)	WIA \$ per placement	\$2,549

**LAO FAMILY COMMUNITY DEVELOPMENT, INC.
COMMENTS ON COST-PER-OUTCOME DATA**

Lao Family Community Development, Inc. (LFCD) is a neighborhood base multi-purpose non-profit 501 (C) 3 organization. Our primary mission is to provide comprehensive programs and assistance to refugees, immigrants, and low-income, limited English language individuals, families, and communities to achieve long term financial and social self-sufficiency. Lao Family's multilingual and multicultural staff speaks over 15 different languages enabling us to serve a diverse population and deliver effective and culturally appropriate service.

Lao Family's Multi-lingual Affiliate One-Stop Career Center and employment department leverages funding from public and private sources and offers five different programs including:

1. Affiliate One-Stop Career Center-OPIC
2. CalWORKs-Alameda & Contra Costa Counties
3. Refugee ES/VESL-Alameda County
4. Refugee Family Advocate-Alameda County
5. WIA 15%- State of California-EDD

The employment program is one of over 15 programs that we offer in our Oakland office. Each program has its own funding source. Our agency strives to provide proactive, step by step, excellent customer service from the time the client walks into our door to the day he or she secures a job and throughout the follow up period. This is particularly critical for the special population we serve. Refugees, immigrants, and low-income and limited English clients often require more intensive case management in order to meet the job seeker's and employer's needs. By bridging the communication gap and providing liaison service between the two parties, we are able to ensure that the employers are able to obtain the human capital they need quickly and effectively and our job seekers can obtain retention and career development success leading to income and asset development.

Our services for employers are the same as other providers: search and prescreen qualified candidates for the positions, ensure retention with follow-up services, facilitate employer-employee communication, provide facilities for on-site interview and recruitment, and on the job training for candidates as needed. Beside preparing our participants to be ready for job, we assist them car pools and public transportation. We escort our clients to job interviews, and even be there at the worksite on their first day at work.

Our employment counselors are unique. They are employment counselors, job developers, and case managers. They often help our clients beyond the call of duty.

Unity Council clients, outcomes, and costs**2003-04 Program Year**

FUNDING		CLIENTS	
Total OS allocation:	\$60,000	new Universal clients	1,025
--of that, est Universal Services portion @ 40%	\$24,000	Intensive enrolled	17
--of that, est Intensive Services portion @ 50%	\$30,000	Intensive placed @8Q	15
Training funds used	\$634	Wage at placement	\$9.06
Support Services funds used	\$6,437	CT clients	0
Value-added funds declared	\$17,994		

ENROLLED CLIENT PROFILES:

Ethnicity:	0% African-American	0% Caucasian	24% Latino	76% Asian	0% other
Barriers:	76% Basic Skills Deficient	6% Ex-offender	71% Low Income	35% Limited English	6% Disabled 29% Poor Work History
Barriers Summary:	8% No barriers	18% One barrier	35% Two barriers	41% Three+ barriers	

SUCCESS RATES		COST-PER-OUTCOME	
Placements (goal was 72.2%)	88.2% (122% of goal)	WIA \$ per Universal client	\$23
Retention @ 3Q post-exit (goal was 80.2%)	100% (125% of goal)	WIA \$ per placement	\$2,471

Unity Council clients, outcomes, and costs**2004-05 Program Year**

FUNDING		CLIENTS	
Total OS allocation:	\$75,000	new Universal clients	654
--of that, Universal Services portion @ 40%	\$30,000	Intensive enrolled	30
--of that, Intensive Services portion @ 50%	\$37,500	Intensive placed @8Q	16
Training funds used	\$19,428	Wage at placement	\$11.72
Support Services funds used	\$8,872	CT clients	0
Value-added funds declared	\$30,500		

ENROLLED CLIENT PROFILES:

Ethnicity:	17% African-American	3% Caucasian	33% Latino	47% Asian	0% other
Barriers:	80% Basic Skills Deficient	0% Ex-offender	70% Low Income	53% Limited English	0% Disabled 10% Poor Work History
Barriers Summary:	13% No barriers	3% One barrier	43% Two barriers	40% Three+ barriers	

SUCCESS RATES		COST-PER-OUTCOME	
Placements (goal was 70.4%)	53.3% (76% of goal)	WIA \$ per Universal client	\$46
Retention @ 3Q post-exit (goal was 77.3%)	58.3% (75% of goal)	WIA \$ per placement	\$4,113

**UNITY COUNCIL
COMMENTS ON COST-PER-OUTCOME DATA**

Summary:

The Unity Council specializes in serving clients who have multiple barriers to accessing employment opportunities. This includes primarily LEP immigrants who have limited work experience, CalWORKs clients and low-income individuals who reside in the Fruitvale/San Antonio neighborhood in Oakland. The Intensive Services that are provided to these clients include one-on-one case management in the clients' primary language and developing plans that have a realistic path to full employment. Since many of the individuals who access our One Stop Career Center have never used a computer, even the Universal Services require more staff involvement that is provided on a daily basis by our AmeriCorps members. Almost all of the clients are not proficient in English and therefore more time is spent becoming prepared to enter work. Unless we seek out special placements with employers who are willing to hire non-English speaking employees, clients may enter ESL and Literacy classes as a pre-requisite to securing employment. As a result our Case Managers spend much more time with each client to ensure that they are continuing to address the barriers to employment. It may take between 6 months to 1 year to prepare our clients to enter the workforce.

It is essential that we leverage our WIA funds with support services from our AmeriCorps members, enrollment in other Unity Council programs, educational partners that include Adult Education and the Peralta Community Colleges, and additional community based organizations and partners. In addition, the Unity Council pursues other funding to further develop its Health Care Sector Initiative.

The Unity Council's One Stop Career Center was established to serve the needs of the limited English speaking residents of the Fruitvale/San Antonio neighborhood. It is conveniently located at 1900 Fruitvale Avenue, which is a building owned by the Unity Council. Rent for the building space is charged at rates from \$1.50 - \$1.80 per square foot and programs do pay rent for the use of the space. Merritt College has an office located at the site and can enroll clients in classes, many of which are also held in the building or in the community.

During the last two years, the Unity Council has focused its efforts on developing its Health Care Sector Initiative in partnership with four community health clinics, Merritt College and the College of Alameda. Most recently there has been expansion to include the larger health care institutions who also want to increase the diversity of the health care workers. This initiative will ensure that quality health care will be provided by bilingual/bicultural staff while providing access to career ladders for individuals who are of low-income. The training sessions were developed with the employer and educational partners and will result in more job placements to the health care industry.

Assets clients, outcomes, and costs**2003-04 Program Year**

FUNDING		CLIENTS	
Total OS allocation:	\$135,000	new Universal clients	n/a
--of that, Universal Services portion @ 0%	n/a	Intensive enrolled	33
--of that, est Intensive Services portion @ 90%	\$121,500	Intensive placed @8Q	21
Training funds used	\$0	Wage at placement	\$11.30
Support Services funds used	\$0	CT clients	0
Value-added funds declared	\$0		

ENROLLED CLIENT PROFILES:

Ethnicity:	76% African-American	12% Caucasian	3% Latino	6% Asian	3% other
Barriers:	56% Basic Skills Deficient	0% Ex-offender	71% Low Income	3% Limited English	9% Disabled 47% Poor Work History
Barriers Summary:	12% No barriers	32% One barrier	21% Two barriers	35% Three+ barriers	

SUCCESS RATES		COST-PER-OUTCOME	
Placements (goal was 69.7%)	63.6% (91% of goal)	WIA \$ per Universal client	n/a
Retention @ 3Q post-exit (goal was 76.1%)	61.3% (81% of goal)	WIA \$ per placement	\$5,786

Assets clients, outcomes, and costs**2004-05 Program Year**

FUNDING		CLIENTS	
Total OS allocation:	\$150,000	new Universal clients	n/a
--of that, Universal Services portion @ 0%	n/a	Intensive enrolled	36
--of that, Intensive Services portion @ 90%	\$135,000	Intensive placed @8Q	24
Training funds used	\$0	Wage at placement	\$13.35
Support Services funds used	\$0	CT clients	0
Value-added funds declared	\$0		

ENROLLED CLIENT PROFILES:

Ethnicity:	60% African-American	17% Caucasian	6% Latino	17% Asian	0% other
Barriers:	51% Basic Skills Deficient	3% Ex-offender	60% Low Income	0% Limited English	17% Disabled 3% Poor Work History
Barriers Summary:	17% No barriers	37% One barrier	40% Two barriers	6% Three+ barriers	

SUCCESS RATES		COST-PER-OUTCOME	
Placements (goal was 69.7%)	66.7% (96% of goal)	WIA \$ per Universal client	n/a
Retention @ 3Q post-exit (goal was 76.7%)	41.4% (54% of goal)	WIA \$ per placement	\$5,625

**CITY OF OAKLAND, DEPARTMENT OF HUMAN SERVICES, ASSETS
SENIOR EMPLOYMENT OPPURTUNITIES PROGRAM
COMMENTS ON COST-PER-OUTCOME DATA**

For the past 38 years, ASSETS Senior Employment Opportunities has been successfully promoting the employment of older adults in Oakland. ASSETS, administered by the Department of Human Services, provides a continuum of services that are designed to meet the needs of older job seekers and prospective employers. ASSETS is a community service employment and training program for older Americans (also known as the Senior Community Service Employment Program or SCSEP).

The participants enrolled in the SCSEP provide a snapshot of the low-income, older worker population. All SCSEP enrollees are 55 years old or older with incomes that are not more than 125% of the federal poverty level and who have poor employment prospects. The older workers who enter ASSETS come from all walks of life. Many are widowed, divorced or single women who have spent their lives as homemakers and now find it necessary to earn wages to cover their food, shelter and clothing needs. Others were laid off from downsizing industries who find themselves with obsolete job skills and the need to redirect their careers. A number of older job seekers are discouraged workers who have been unemployed for so long they had given up the search for employment. There are a large number of participants who lack basic skills and are not English speaking. ASSETS participants may have graduate degrees, but be down on their luck as a result of illness or traumatic experiences, or they may be men and women with little or no education who have been living on the edge for most or all of their adult lives. This is a program where the only adjectives descriptive of all enrollees are “older” and “poor or near poor”. Being older and poor makes it twice as hard for older workers to find good jobs at decent wages.

The ASSETS Program incorporates a comprehensive service delivery approach to address the multiple barriers to employment experienced by low income older workers. The service approach includes individual career counseling, work experience, job search workshops, resume writing, job placement assistance, classroom training, retention services and support services through referrals to our network of service providers. There is a large correlation between training and employment.

ASSETS also operates a Career Resource Room specifically designed for job seekers 50 years and older. In addition ASSETS also offers classroom training in Adult Life Skills’ Conflict Resolution, Office Procedures and Computer Skills in basic, intermediate and advance levels and Early Childhood Education. The training length is driven by the ongoing demands for technological skills in today’s labor market.

A review of our participant files reveals that there was a misunderstanding around the data required to be reported to our WIA contractor and the characteristics of our clients. In actually, we serve a much higher percentage than the 3% recorded by WIA of clients with multiple barriers to employment.

Furthermore, Senior Services of America, Inc., (SSAI), our funding source holds ASSETS to the performance measure that 62.4% of participants served must fall within the Most In Need (MIN) category. Most In Need is defined as participants who have multiple barriers to employment to include: homelessness, limited English-speaking ability, a literacy skills deficiency, felony conviction, substance abuse, cultural, socially, or geographically isolated due to emotional distress, transgender issues, personal hygiene issues and certain phobias.

ASSETS has successfully demonstrated and proven to be a comprehensive employment service model. Our goal is to meet the unique needs of older adults. There is no other organization in Oakland that provides targeted training that can effectively assist older individuals in acquiring the necessary skills to become competitive in the labor market.

The positive aspects of ASSETS cost per-outcome and our ability to deliver economical services are largely due to ASSETS close network of communication within our sponsoring agency, the Department of Human Services (DHS) that allows for accessing multiple services geared toward seniors and adults. Secondly, our ability to deliver cost effective services are due to our ongoing work with our collaborative partners and resources through EASTBAY Works, and our shared multiple funding through Senior Service Inc. (SCSEP) and Workforce Investment Act. This has helped maximize resources and minimize a duplication of effort. In the future the cost per outcome will be lowered by further implementation of program enhancements that will address multiple barriers in employment. This will result in increase placements.