



# MEMORANDUM

**TO:** HONORABLE MAYOR &  
CITY COUNCIL

**FROM:** Alexa Jeffress

**SUBJECT:** An Informational Memo On The Oakland  
Workforce Development Board (OWDB)  
2019 Summer Youth Employment Program.

**DATE:** March 12, 2020

City Administrator  
Approval

Date  
March 12, 2020

## INFORMATION

### EXECUTIVE SUMMARY

On May 14, 2019, the Oakland Workforce Development Board (OWDB) presented to the Life Enrichment Committee a recommendation for City Council authorization to apply for, accept, appropriate and allocate funds for summer youth employment services and to negotiate and execute grant agreements with various nonprofit organizations to provide summer youth employment services and/or program support, without returning to Council. The City Council approved this recommendation via Resolution No. 87699 C.M.S., and requested staff return with an informational report on the summer 2019 program, including the number of youth participants served from each neighborhood.

This informational report provides an update on the summer youth employment program administered, coordinated, and funded through the City of Oakland's Department of Economic and Workforce Development (EWD) and contracted youth service providers of the OWDB. Specifically, the report highlights the work to support program development and implementation of direct investments into subsidized jobs for summer 2019.

### BACKGROUND / LEGISLATIVE HISTORY

The OWDB, in partnership with public, private, and nonprofit sectors, has a longstanding commitment to providing summer youth employment and other work-based learning opportunities for Oakland youth. The cornerstone of this effort has revolved around allocating funding to subsidize paid jobs and work experience opportunities through contracted local nonprofit organizations. The level of direct investment in this program varies from year to year, which presents challenges for strategic planning and program implementation. Funding to support the program has historically come from a variety of public, private, and philanthropic sources.

For the 2019 summer youth employment program, OWDB partnered with the Oakland Fund for Children and Youth (OFCY) to jointly release a Request for Proposals (RFP) to align the program model and

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reporting requirements and more efficiently leverage financial resources. Because of this cross departmental collaboration, OWDB contracted with two additional youth service organizations with strong program models designed to meet the needs of participants. In addition, OWDB applied a racial equity approach to identify priority populations to be served: Black, Latinx, Native American and Pacific Islander opportunity youth (i.e., not employed or in school) residing in East Oakland, Fruitvale and West Oakland with little to no previous work experience.

OWDB and OFCY jointly funded three organizations (1 – 3 below). The OWDB funded an additional three organizations (4 – 6 below) not funded by OFCY. A total of six organizations were awarded funding to operate the summer youth employment program:

1. Lao Family Community Development, Inc.;
2. Youth Uprising;
3. Youth Employment Partnership, Inc.;
4. The Spanish Speaking Unity Council of Alameda County;
5. East Bay Asian Youth Center; and
6. Rising Sun Center for Opportunity.

Upon receiving written narrative and budget requests, staff determined that each organization had the capacity to be an employer of record for youth participants, as each organization was within an acceptable range of cost per participant and had employer connections to match youth with work experience opportunities and jobs as designed under the current summer youth employment program model. This model includes pre-employment and job retention training, 100 hours of paid work experience at the City’s minimum wage rate of \$13.80 an hour (the wage at that time) or higher and ongoing case management.

**Table 1 - SUMMER 2019 Funding Sources**

<b>Revenue Sources</b>	<b>Amount</b>
Measure HH Sugar-Sweetened Beverage Tax	\$350,000
JP Morgan Chase Grant	\$135,000
Mayor’s Summer Jobs Program	\$15,000
<b>Total</b>	<b>\$500,000</b>

The 2019 OWDB Summer Youth Employment Program was supported by two primary funding sources (see **Table 1**):

- Measure HH: As part of the City Council’s adopted fiscal year (FY) 2017-2019 biennial budget, the OWDB was granted \$400,000 in one-time funding from Measure HH (sugar-sweetened beverage tax), of which \$350,000 was allocated to contracted youth service providers to create summer employment and other work-based learning opportunities for Oakland youth ages 16 to 21. The goal of this investment was to help connect young people’s summer work experiences to support the primary mission and vision of these funds. The remaining \$50,000 was allocated to the OWDB to administer the funds.
- JP Morgan Chase: The OWDB secured \$150,000 in private grant funds. Of the total grant, \$135,000 was allocated to contracted youth service providers to create summer employment and other work-based learning opportunities for Oakland youth ages 16 to 21. The remaining \$15,000 of this grant went to the Oakland Venture Fund to administer the funds.

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- Mayors Summer Job Program: The OWDB allocated \$15,000 in carry-forward money from the Mayors Summer Job Program.

**Table 2 - SUMMER 2019 Youth Service Provider Allocations**

Agency	Lao Family Community Development	Youth Employment Partnership	Youth UpRising	East Bay Asian Youth Center	Rising Sun Center for Opportunity	The Unity Council	TOTAL
OFCY Funding	\$100,000	\$150,000	\$100,000	\$0	\$0	\$0	\$350,000
OFCY Projected Youth	34	57	34	0	0	0	125
OWDB Funding	\$90,000	\$40,000	\$90,000	\$80,000	\$50,000	\$150,000	\$500,000
OWDB Projected Youth	31	15	29	49	10	45	179
<b>Total Funding</b>	<b>\$190,000</b>	<b>\$190,000</b>	<b>\$190,000</b>	<b>\$80,000</b>	<b>\$50,000</b>	<b>\$150,000</b>	<b>\$850,000</b>
<b>Total Projected Youth Served</b>	<b>65</b>	<b>72</b>	<b>63</b>	<b>49</b>	<b>10</b>	<b>45</b>	<b>304</b>
<b>ACTUAL: Youth Enrolled</b>	<b>65</b>	<b>78</b>	<b>62</b>	<b>48</b>	<b>12</b>	<b>44</b>	<b>309</b>

OWDB staff worked collaboratively and in consultation with OFCY staff to determine funding recommendations and allocations (see **Table 2**). This allowed OWDB to contract with and fund two new agencies, East Bay Asian Youth Center and Rising Sun Center for Opportunity, with strong program models designed to meet the needs of identified youth.

**Additional Summer 2019 Internship & Youth Employment Programs**

In addition to the OWDB summer youth employment program, several agencies and organizations operate summer youth employment and internship programs that serve Oakland youth. This includes large institutional partners such as the OFCY, the Port of Oakland, the Oakland Unified School District (OUSD) Exploring College, Career, and Community Options (ECCCO) program, and Peralta Community College District as well as a network of youth workforce development agencies and Community Based Organizations (CBOs) receiving support from other City-sponsored efforts like Oakland Unite, Oakland Public Works, and Oakland Parks, Recreation, and Youth Development Department. **Table 3** below lists the 2019 summer youth employment programs in Oakland.

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**Table 3 – Additional Summer 2019 Internship & Youth Employment Programs\***

<b>Agency</b>	<b>Program</b>	<b>Funding Source</b>	<b># of Participants</b>
Oakland Unified School District	Exploring College and Career Options	OFCY	421
Kaiser Permanente	KP Launch	Kaiser	85
Oakland Parks, Recreation and Youth Development	Summer Jobs	City of Oakland	135
Oakland PAL	Oakland PAL	Oakland PAL	50
Port of Oakland	Summer Jobs	Port of Oakland	29
Alameda County Social Services	Alameda County Social Services Agency (SSA) Youth Employment Program	Alameda County	56
Alameda County Health Care Services Agency	Career Exploration Program	OFCY	13
Alameda Health System	Oakland Health Careers Collaborative	OFCY	184
Biotech Partners	Biotech Partners' Biotech Academy at Oakland Technical High School	OFCY	7
Civcorps	Civcorps Academic and Professional Pathway	OFCY	49
East Bay Asian Local Development Corporation	Havenscourt Youth Jobs Initiative	OFCY	33
New Door Ventures	New Door Ventures Employment Program for Oakland Opportunity Youth	OFCY	19
The Youth Employment Partnership, Inc.	Level Up - Options for Real Careers	OFCY	8
Youth Radio dba YR Media	Digital Media Pathways	OFCY	96
City of Oakland Public Works Dept.	Team Oakland	City of Oakland	110
<b>Total</b>			<b>1295</b>

\* Based upon data requests of existing programs

It is important to note that OFCY funds summer and year-round career awareness and employment support programs. The OFCY data included in **Table 2** is specific to the summer youth employment strategy. **Table 3** reflects the youth in the year-round program served during the summer.

A grand total of 1,604 youth were engaged in summer employment programs in 2019.

## **ANALYSIS AND POLICY ALTERNATIVES**

For the 2019 Summer Youth Employment Program, a total of six (6) organizations submitted proposals to operate subsidized summer jobs. It was determined that each proposal had well developed program models, the capacity to be an employer of record for youth participants, was within an acceptable range of cost per participant, and had employer connections to place youth in work experience opportunities and jobs under the Summer Youth Employment Program model.

The OWDB reviewed six (6) proposals requesting \$1,265,698 in this jointly supported OFCY summer youth employment RFP. Based on the unique structure of this pilot with OFCY, applicants were able to propose services and higher funding levels than in Summer 2018. The OWDB considered social, racial, and economic equity in the distribution of funds in accordance with the OWDB's Race and Equity Impact Analysis and the Economic Development Strategic Plan.

The OWDB recommended funding to support six (6) programs totaling \$500,000. The OFCY Planning and Oversight Committee recommended separate funding to support three (3) programs totaling \$350,000 (see **Table 2**). Combined, this leveraged \$850,000 for the 2019 Summer Youth Employment Program.

### **OFCY RFP Collaboration**

OWDB staff worked with OFCY to procure organizations to support summer youth employment opportunities. Knowing that the OFCY invests in similar organizations and strategies, OWDB staff inquired after the Summer 2018 season about the potential of a joint 2019 summer jobs RFP. Recognizing the strategic alignment of these investments, OFCY staff agreed, enabling the OWDB to issue the RFP in a way that simplified the response process for local community-based organizations and helped them to more effectively leverage other City funding sources.

OFCY and the OWDB continue to coordinate and align the summer youth employment program model, and leverage opportunities to engage, support, and provide technical assistance to youth service providers. This coordinated approach allows the City to expand its network of funded youth service providers with an emphasis on serving priority populations and implementing intentional models to meet the needs of youth at various stages of work readiness. The OWDB is fostering additional partnerships to offer resources and support to connect youth participants to permanent employment at the completion of their engagement in the summer program.

### **Summer 2019 Program Impact and Evaluation**

**Tables 4, 5, 6, and 7** below provide information on 2019 program participants. Additional efforts are necessary in the 2020 program to measure and demonstrate that youth disconnected from the traditional school system and work are being engaged and prioritized in the program.

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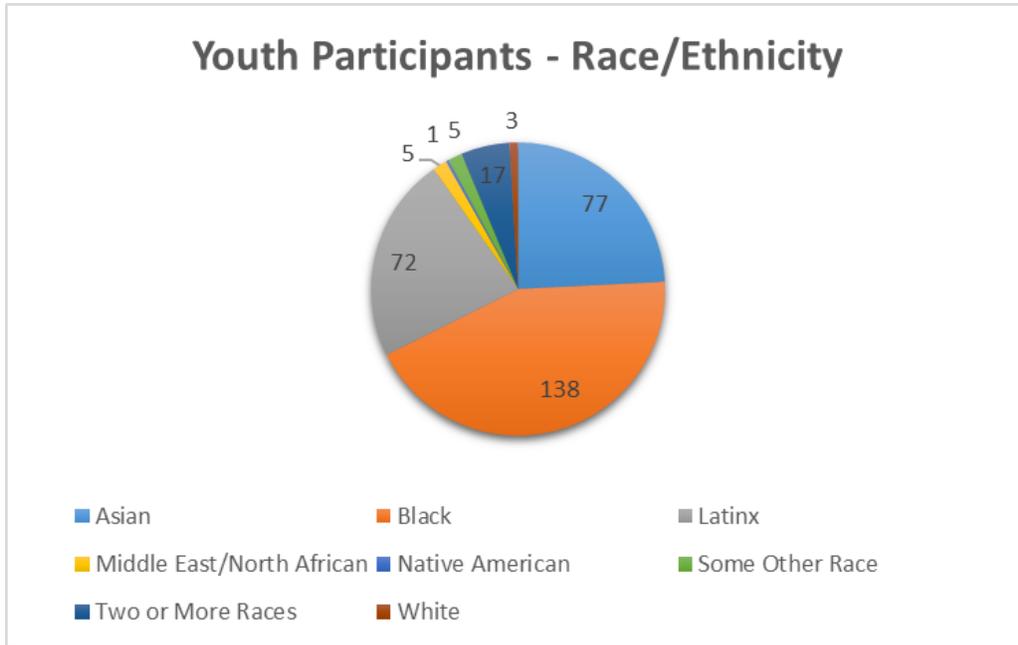
**Table 4 – Youth Participant Zip Codes**

<b>Zip Code</b>	<b>Youth Participants</b>
94505	1
94565	1
94601*	67
94602	13
94603*	28
94605*	48
94606*	47
94607*	30
94608	8
94609	4
94610	10
94611	1
94612	4
94615	1
94619	17
94621*	38
<b>Total</b>	<b>318</b>

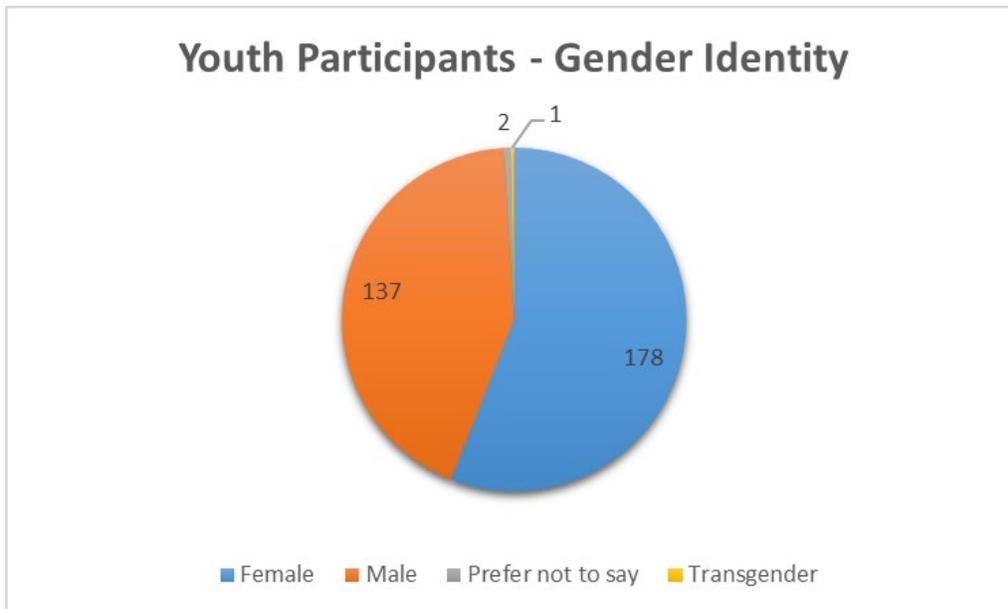
\*priority zip codes

Most program participants, (81 percent) live in priority zip codes.

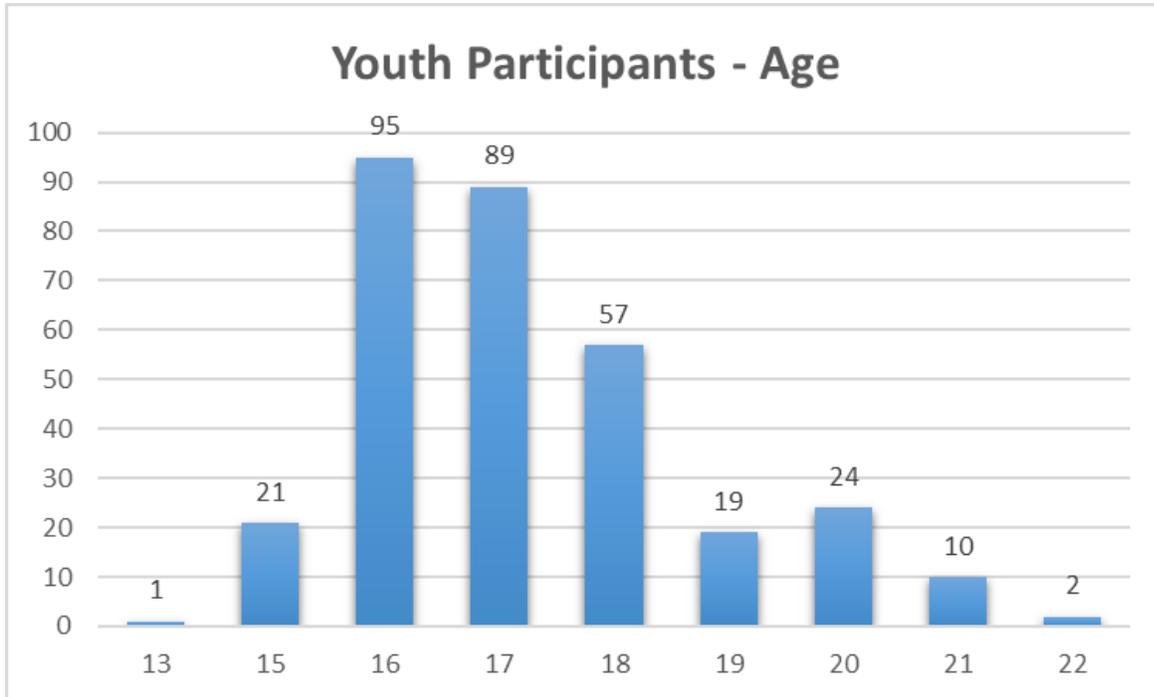
**Table 5 – Youth Participant Race/Ethnicity**



**Table 6 – Youth Participant Gender Identity**



**Table 7 – Youth Participant Age**



For the past several years OWDB has benefitted from a partnership with a research team from the University of California (UC) Berkeley’s School of Public Health, RTI International, and East Oakland Youth Development Center. This team has supported funded agencies with job readiness training curriculum and implementation. The team has also designed and supported implementation of youth surveys to help better understand the impact of the program. In partnership with contracted nonprofit agencies, the research team administered baseline surveys in May and June 2019, before youth began their summer jobs, and follow-up surveys in August 2019, after most youth had completed their summer jobs. A total of 278 youth completed the baseline survey, and 147 youth completed the follow-up survey. Below is a snapshot of some of the key takeaways from the survey results.

- Nearly fifty-seven percent (56.9%) of youth stated this was their first job experience.
- The majority of participants stated that their job training helped them: succeed in their job (95 percent), communicate with confidence in the workplace (91 percent), solve problems in the workplace (94 percent), deal with constructive criticism from their employer (83 percent), ask for help when they need it (93 percent), ask for more responsibility at their job (86 percent), and learn how to stay calm under stress (90 percent).
- Most participants agreed that their job supervisor would help them find a job in the future, thought of their supervisor as a mentor, felt their supervisor would give them a good recommendation for a job in the future, and felt their supervisor would connect them to people outside their community.
- Eighty-seven percent (87%) of youth felt their job placement was a match with the type of job they were interested in.
- Seventy-five percent (75%) of youth felt their summer job experience was helpful in preparing them for future employment opportunities.

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- In rating their overall experience with the summer youth employment program, sixty-four percent (64%) stated it was excellent, thirty-three percent (33%) of youth stated it was good, three percent (3%) of youth stated it was average, and no youth reported their experience as poor or terrible.

In December 2019, OWDB and OFCY staff, the team of researchers at UC Berkeley's School of Public Health, and the six contracted nonprofit agencies convened to debrief the survey results and to share feedback and input for 2020 program implementation. Feedback included the following:

- Contracted nonprofit partners are interested in OWDB support for outreach and recruitment of quality worksite placements as well as supervisor and worksite orientation, training, and expectation setting.
- Contracted nonprofit partners receive substantially more interest in the program than there are spots available for youth participants. Agencies are interested in compiling a digital resource guide for referring youth to additional services, programs, and opportunities.
- There is an interest in further aligning key metrics to measure program impact in areas of training, supervisor and worksite experience, financial access and education, job skills development, and more.
- It is critical for contracted agencies to understand their funding amounts and thus their youth service numbers by early spring to allow for effective planning and implementation.

### **FISCAL IMPACT**

This item is for informational purposes only and does not have a direct fiscal impact or cost.

### **PUBLIC OUTREACH / INTEREST**

Agencies approved for funding detailed robust outreach and engagement strategies for connecting youth to the program as well as recruiting businesses and organizations to serve as worksites. Agencies outlined recruitment and retention strategies, and have a demonstrated record of success in focusing on priority youth populations. OWDB prioritizes services for Black, Latinx, Native American, and Pacific Islander youth (ages 16–21) residing in East Oakland, Fruitvale, and West Oakland, with an emphasis on serving opportunity youth (i.e., not employed or in school) with little to no previous work experience. The OWDB also circulated a digital interest form for youth to express interest in the program and for businesses to express interest to serve as worksites.

It is important to balance the level of outreach with the level of funding allocated to the program as well as organizational capacity, particularly considering youth interest in the program exceeds current funding levels. Last year, the OWDB received inquiries from 600 youth who were interested in participating in the program, however, only 304 spots were available.

### **COORDINATION**

This report has been reviewed by the Office of the City Attorney and the Budget Bureau.

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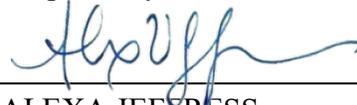
**SUSTAINABLE OPPORTUNITIES**

***Economic:*** Oakland’s Workforce Development System provides qualified workers for Oakland businesses, and prepares Oakland residents for gainful employment and career paths leading to family sustaining jobs.

***Environmental:*** This report does not directly address environmental sustainability.

***Race & Equity:*** Participants who receive intensive services in Oakland’s Workforce Development System have multiple barriers to employment, are unemployed or require support in gaining the pre-employment and vocational skills needed to become gainfully employed. In addition, the OWDB utilized a racial equity approach to identifying the priority youth population to be served: Black, Latinx, Native American, and Pacific Islander youth (ages 16–21) residing in East Oakland, Fruitvale, and West Oakland, with an emphasis on serving opportunity youth (i.e. not employed or in school) with little to no previous work experience.

Respectfully submitted,



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ALEXA JEFFRESS  
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Development

For questions, please contact CHRISTINA GUTIERREZ, PROGRAM ANALYST II, (510) 238-6856

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