



**OAKLAND  
WORKFORCE DEVELOPMENT BOARD  
MEETING**

**Thursday, November 2, 2017**

8:30 a.m. – 11:00 a.m.

Hearing Room 4  
Oakland City Hall  
One Frank H. Ogawa Plaza



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**OAKLAND WORKFORCE DEVELOPMENT BOARD (OWDB)**

**REGULAR MEETING NOTICE**

City Hall, 1 Frank H. Ogawa Plaza, Oakland, CA

**Hearing Room 4**

Thursday, November 2, 2017

8:30 a.m. – 11:00 a.m.

**AGENDA**

*Members of the public wishing to address the Board on issues shall complete a Speakers Card. Members of the public who wish to address the Board on published issues should do so at the time the agenda item is being discussed. Issues that the public wishes to address that are not published on the agenda will be heard during the Public Forum section.*

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**NEXT OWDB MEETING IS FRIDAY, FEBRUARY 2, 2018 8:30AM-4:00 PM  
(SPECIAL MEETING – OWDB RETREAT)**

These WIOA Title I financially assisted programs or activities are “Equal Opportunity Employers/Programs”. Auxiliary aids and services are available upon request to individuals with disabilities.

**City of Oakland Workforce Development Board Meeting**

**Date:** \_\_\_\_\_

**Hearing Room** \_\_\_\_\_

**Oakland City Hall**

**One Frank H. Ogawa Plaza**

**Oakland, CA 94612**

**Meeting Start Time:** \_\_\_\_\_ **Meeting End Time:** \_\_\_\_\_

<b>Board Roll Call</b>	<b>Absent or Present</b>	<b>Approve Board Minutes</b>	<b>Action Item Vote #1</b>	<b>Action Item Vote #2</b>	<b>Action Item Vote #3</b>	<b>Action Item Vote #4</b>
John Brauer						
Kathleen Burris						
Kori Chen						
Dan Ferreira						
Herb Garrett, Chair						
Polly Guy						
Derreck Johnson						
Lisa Kershner						
Jowel Laguerre						
Darien Louie						
Michael McDonald						
Doreen Moreno						
Chudy Ndebe						
Gilbert Pete						
Ruben Rodriguez						
Brian Salem						
Obray Van Buren						
<b>Total Present</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Yes Votes	-					
No Votes	-					
Abstentions	-					
Recusals	-					

**Motion: 1<sup>st</sup>:** \_\_\_\_\_ **Motion: 1<sup>st</sup>:** \_\_\_\_\_

**Motion 2<sup>nd</sup>:** \_\_\_\_\_ **Motion 2<sup>nd</sup>:** \_\_\_\_\_

**Motion: 1<sup>st</sup>:** \_\_\_\_\_ **Motion: 1<sup>st</sup>:** \_\_\_\_\_

**Motion 2<sup>nd</sup>:** \_\_\_\_\_ **Motion 2<sup>nd</sup>:** \_\_\_\_\_

**Oakland Workforce Development Board  
2018 Regular Meeting Calendar**

Per the Bylaws:	1 <sup>st</sup> Thursday, February, May, August, and November (8:30-11:00am)
<b>February 2018</b>	<b><del>Thursday, February 1, 2018 (CANCELLED)</del> Friday, February 2, 2018 (Special Meeting – Board Retreat)</b>
<b>May 2018</b>	<b>Thursday May 3, 2018</b>
<b>August 2018</b>	<b>Thursday August 2, 2018</b>
<b>November 2018</b>	<b>Thursday November 1, 2018</b>

## ITEM I.d. – APPROVAL OF MINUTES

Thursday August 3, 2017

8:30 a.m. – 11:00 a.m.

Minutes

**Members in Attendance:** John Brauer, Kori Chen, Herb Garrett, Polly Guy, Darien Louie, Doreen Moreno, Chudy Nnebe, Gilbert Pete, Ruben Rodriguez, Brian Salem, O Bray Van Buren

**Absent Members:** Kathleen Burris, Dan Ferreira, Derreck Johnson, Lisa Kershner, Jowel Laguerre, Michael McDonald

The City of Oakland Workforce Development Board convened in a regular meeting August 3, 2017 at Oakland City Hall located at One Frank H. Ogawa Plaza, Oakland, CA 94612 in Hearing Room 4.

1. The Board meeting was called to order by the Board Chair, Herb Garrett at 8:54am.
2. Board staff called roll. A Board quorum was met with 65% of membership present at the meeting.
3. The Board Chair called for the adoption of the agenda: Item I.c. Adoption of the August 3, 2017 Agenda.
4. The order of the agenda was revised to allow time for the presenters to arrive. A motion was made “to change the order and adopt the agenda” by O Bray Van Buren and seconded by Brian Salem. The motion passed unanimously.
5. The Board Chair called for the approval of the minutes: Item I.d. Adoption of June 22, 2017 and July 12, 2017 Minutes. A motion to “approve the minutes” was made by Darien Louie and seconded by Polly Guy. Darien Louie requested that additional information be included in the minutes to capture the Board’s work. The motion passed unanimously.
6. The Board Chair addressed the first action item: Item III.a. 2017 Summer Jobs – Updates & Increases to Service Provider Allocations. There was 1 speaker card on the item. A motion was made by John Brauer to:
  - 1) Accept an additional \$750,000 from Marc & Lynne Benioff to support FY 2017 Earn and Learn East Bay youth summer services, as well as additional miscellaneous funds that have been raised to date;
  - 2) Approve funding increases and categorical funding shifts as represented in the 2017 summer funding allocation chart (TABLE 1) made possible by these additional funds to the following organizations:
    - a. Lao Family Community Development
    - b. Youth Employment Partnership,
    - c. Unity Council
    - d. Youth Uprising.
7. The motion was seconded by Ruben Rodriguez.
8. Staff expressed the tremendous investment and the fantastic event and press conference that Doreen Moreno emceed. Staff acknowledged youth service providers for their tireless efforts to make the summer a success and the excitement of how the summer is beginning to scale and grow.
9. Staff discussed a need to be mindful and reevaluate the summer structure and how things are done in future summers to take a more focused comprehensive approach.
10. Board members requested a report of the data captured from summer investments.

11. Preliminary report will be presented at the November OWDB meeting.
12. Staff is working on having integrated systems to aggregate and track efforts throughout the City in a much more aligned way.
13. Issues on work permits were discussed and Michele Clark, YEP Executive Director, discussed how they manage working with Oakland Unified School District for attaining work permits and transcripts.
14. Staff addressed the need for developing a more uniformed experience for young people through the many layers of work required to serve young people in the summer and requested support in the redesign of future services.
15. Staff informed Board members that an indicator in the summer tracking tool collects information on direct hires and employers offering jobs to youth after the summer services have concluded.
16. It was proposed that the Board express it's appreciation directly to Marc and Lynne Benioff for supporting youth in Oakland in the form of letter from OWDB Chair and Director.
17. The motion passed unanimously.
18. The Board Chair addressed the first discussion item: Item IV.a. 2017/2018 Operating Calendar. Staff provided information of events on the calendar and laid out key priorities for the next fiscal year. January, 2018 was set for the Board retreat.
19. A recommendation was made to include place holders for special meetings in the calendar to ensure the best attendance possible.
20. The Board Chair addressed the second discussion item: Item IV.b. Ad Hoc Governance Committee. The objective is to set up the committee structures and think about how the Board needs to be set up to do the work set forth in the Strategic Plan. The committee will look at how we are organized and how the Board begins to address the different strands of work that is under the Boards purview. Additional committees under WIOA are meant to have other members that are not members of the Board.
21. The Board Chair made a request for volunteers to the Ad Hoc Governance Committee. O Bray Van Buren, Kori Chen, Doreen Moreno and Chudy Nnebe volunteered.
22. The Board Chair addressed the presentation item: Oakland Comprehensive Community Safety Plan by Venus D. Johnson, Director of Public Safety, Mayor's Office. This is a high priority for the City and Mayor as it relates to the work the Board does around income security, economic opportunities and education. The plan for making the community safe, thriving and viable for everyone is being formed and work to gather community input and process is underway.
23. The plan is divided into three categories, 1) Thriving youth and family; 2) Safe Neighborhoods; 3) Restorative City. The work begins from the individual and family level, broadening out to the neighborhood and finally encompassing the entire City. Equity Impact Tables implemented by Bloomberg around Health, Wealth, Housing, Education and Safety to address the needs of Oakland.
24. Focus is on three target groups are 1) Middle and high school aged youth that are chronically truant, absent or have dropped out of school; 2) Elementary school aged youth involved in gang activity, at high risk of being perpetrators of crime or vulnerable of being a victim of crime; 3) Adults and juveniles on probation or parole (reentry).
25. Developing a cohesive strategy to impact and fill service gaps that exist for serving young black and brown men by providing employment and post-secondary education opportunities. Identifying partnerships to engage youth that are off the grid and strengthen relationships.
26. Board member, Polly Guy shared Starbucks commitment to the community and created a neutral space for two-way dialogue and offered an invitation to Venus and Jennifer.

27. Board member, John Brauer discussed the construction and building trades incorporating trauma informed care and opportunities to build capacity among the Board's community partners including restorative justice. Also discussed was the importance of providing additional services beyond employment placement and removing the stigma from hiring folks in reentry. Venus shared that 40% of folks on probation in Alameda County live in Oakland.
28. Board member, Doreen Moreno shared that UCSF Benioff Hospital partners with the City and County to offer programs to work with families to identify social determinants of health including mental health. Board member shared that the hospital established a center for community health and engagement and offered an invitation to visit and meet with the leadership team.
29. Board member, Kori Chen shared that the Red Bay Coffee hires formerly incarcerated folks.
30. Board member, Obray Van Buren shared that the trades council has been very successful providing living wage jobs to formerly incarcerated folks.
31. Michele Clark shared that YEP was awarded a \$1.5 DOL grant to serve reentry folks entering post-secondary education.
32. Staff shared information about the National Employment Law Project and the Ella Baker Project.
33. The Board Chair addressed the public forum: Item V. There was 1 speaker card for Public Forum. Pamela Carnes, shared information regarding the Alameda County Career Expo on 9/19/2017 at the Net Zero Energy Center in San Leandro.
34. The Board Chair addressed the staff reports: Item VI. Staff shared the new strategic plan and informed the Board that additional information on the regional plan will be shared in future meetings. Coordination and alignment and integration around other efforts around the City. Staff is also working closely with Oakland's Police Chief around reentry efforts.
35. The Board Chair addressed announcements: Item VI. Board member, Darien Louie shared that East Bay EDA is hosting an event in October. The key note speaker will be Rosemarie Turner, UPS President. Board member, Obray Van Buren shared information regarding an event at Cypress Mandela. Su Dung, Lao Family Community Development, shared that they are hosting the 22<sup>nd</sup> annual youth conference.
36. The Board Chair called to adjourn the meeting. Motion was made "to adjourn the meeting" by Darien Louie and seconded by John Brauer.
37. The meeting was adjourned at 11:26am.



## ITEM II.a. – PRESENTATION



**To: Oakland Workforce Development Board**  
**From: OWDB Staff**  
**Date: November 2, 2017**  
**Re: Cypress Mandela Training Center**

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As part of the City of Oakland's FY 2017-2019 budget adoption process, the Oakland City Council approved an allocation of \$50,000 in General Funds to support the Cypress Mandela Training Center. Cypress Mandela is a 16-week program that teaches skills in the construction trades, basic computer skills, construction math and life skills.

The Cypress Mandela pre-apprenticeship program is a partnership involving major agencies and organization including:

- Department of Transportation
- Federal Highway Administration
- Building and Construction Trades Council of Alameda County
- United States Environmental Protection Agency
- International Chemical Workers Union Council
- University of California's Labor Occupational Health Program
- Peralta Community College District-Laney College
- PG&E

Art Shanks, Executive Director, will provide an overview of the Cypress Mandela Training Center located at 977 66<sup>th</sup> Ave. in Oakland and discuss ways in which the OWDB can help further support activities and investments tied to the construction industry, which is one of the local priority industry sectors as outlined in the OWDB 2017-2020 Strategic Plan.



## ITEM III.a. - ACTION



**To: Oakland Workforce Development Board**  
**From: OWDB Ad Hoc Governance Committee**  
**Date: November 2, 2017**  
**Action Item: Authorize Formation of OWDB Standing Committees**

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### **RECOMMENDATION**

That the Oakland Workforce Development Board (OWDB) do the following:

- 1) Establish OWDB two (2) standing committees pursuant to the recommendations of the OWDB *Ad-Hoc* Governance Committee, including the attached proposed OWDB Committee Charter documents; and
- 2) Defer additional governance recommendations around potential bylaw amendments and OWDB officers/leadership to the new OWDB Executive Committee in accordance with proposed committee scope and responsibilities.

### **BACKGROUND**

As a public body whose members are appointed by the Mayor of the City of Oakland, the OWDB is charged with recommending governance systems and structures so that it can fulfill its mission of overseeing federal, state, and other investments and resources that help support workforce development in Oakland and the broader East Bay region.

With the enactment of the Workforce Innovation & Opportunity Act (WIOA), local workforce development areas were charged with creating a WIOA-compliant board as part of Local Board recertification, which the City of Oakland did back in March 2016. Once formed, Local Boards are in turn authorized to establish standing committees to assist them in their efforts to carry out their responsibilities. To this end, guidance from the U.S. Department of Labor (DOL) “encourages the use of standing committees to expand opportunities for stakeholders to participate in board decision-making, particularly for representatives of organizations that may no longer sit on the Local Board but continue to have a stake in the success of board decisions.” (U.S. Training and Employment Guidance Letter WIOA No. 27-14).

### **CURRENT SITUATION**

In November 2016, the OWDB authorized the Chair to create an *ad hoc* Governance Committee to fulfill its responsibilities related to the best and most effective way to organize and implement its work. Because the OWDB needed to prioritize the development of the 2017-2020 OWDB Strategic Plan and the adoption of the OWDB FY 2017-2018 budget, the convening of the *ad hoc* Governance Committee was deferred until August 2017, with a second meeting happening in early

October 2017. In accordance with their assigned charge, these *ad hoc* committee meetings included discussion of the OWDB bylaws, officers/leadership, and committee structure, the latter of which became the primary focal point for deliberation and discussion.

In thinking about both the needs of the OWDB and the City of Oakland more broadly, the *ad hoc* Governance Committee wanted to be thoughtful about how to ensure that any potential committees would provide maximum value to job seeker and business customers while also meeting the needs of the board itself. Given the large number of multi-stakeholder partnerships and initiatives already in place both within the City of Oakland and the larger East Bay region, OWDB *ad hoc* committee members wanted to prevent the proliferation of even more workforce development tables and thus keep the number of standing committees to a minimum and keep them tightly focused. As discussions ensued, OWDB staff drafted committee charters for standing committees to provide clarity of scope and purpose (attached to this report).

Specifically, the *ad hoc* Governance Committee proposed the formation of two (2) standing committees as follows:

- 1) **Executive Committee**: The Executive Committee will support and strengthen the OWDB's overall capacity and effectiveness, while also taking a lead role in helping to support resource development, communications, fiscal oversight, network-building, and other activities that add value to the vision and mission of the OWDB.
- 2) **Workforce Systems Committee**: The Workforce Systems Committee will work to amplify, enhance, and expand the reach of the OWDB's investments in various programs and services for its adult, youth, and business customers and closely monitor and manage program oversight and performance accountability.

### **FISCAL IMPACT**

There is no direct fiscal impact on the City of Oakland or OWDB for the formation of standing committees.

### **CUSTOMER IMPACT**

Having strong governance procedures and systems for the OWDB will help to ensure efficient, effective, and transparent decision-making processes around workforce development priorities and investments in the City and broader East Bay region and ensure that both job seeker and business customers reap maximum benefits from these efforts.

### **SCHEDULE**

Pending approval of the proposed OWDB standing committees, the OWDB Chair will appoint members to both committees such that they can be convened prior to the next OWDB meeting.

### **ATTACHMENTS**

1. (Proposed) OWDB Executive Committee Charter
2. (Proposed) OWDB Workforce Systems Committee Charter

**ATTACHMENT: City of Oakland Workforce Development Board (OWDB) (Proposed) Executive Committee Charter**

Domain	Objectives/Activities
<b>Business Objective</b>	The primary objective of the OWDB Executive Committee is to align investments, services, and other resources to support continuous improvement in the City of Oakland’s workforce development system and use data to support evidence-based policymaking.
<b>Core Activities</b>	<p>The Executive Committee will advise and influence the direction and implementation of the OWDB’s strategic priorities as outlined in the OWDB 2017-2020 Strategic Plan, focusing on elements relating to administration/oversight, coordination, network-building, performance accountability, and stewardship of resources. The OWDB Executive Committee will:</p> <ul style="list-style-type: none"> <li>• Support and strengthen the administrative, fiduciary, governance, management, and oversight capacities, roles, and responsibilities of the OWDB.</li> <li>• Help secure, leverage, and expand resources that help to support workforce and economic development in the City of Oakland and the greater East Bay region.</li> <li>• Develop and present potential legislative/advocacy platforms and position statements for consideration by the Mayor of Oakland, the Oakland City Council, and other elected officials.</li> <li>• Enlist direct and indirect support from strategic partners and stakeholders who can effectively advance OWDB’s strategic priorities.</li> <li>• Improve and expand OWDB’s communications systems and networks.</li> <li>• Perform other specific functions as assigned/designated by the full OWDB and/or the Mayor.</li> </ul>
<b>Membership</b>	<p>The Executive Committee is comprised of the OWDB Chair, OWDB Vice Chair(s), the Chair(s) of any OWDB standing committees, and up to three (3) at-large members chosen by the OWDB Chair to provide appropriate representation of the overall membership. The Executive Committee will work on behalf of the Mayor to meet the needs of Oakland businesses and residents.</p> <p>The OWDB Executive Committee may draw upon the knowledge and expertise of other individuals and organizations that are not members of the OWDB. The Executive Committee may occasionally form <i>ad hoc</i> committees to perform specific activities and work functions.</p>
<b>Review Process</b>	<p>The Executive Committee will monitor and report its progress at regular Committee meetings and full OWDB meetings through formal agendas, recorded minutes, and other relevant documents and materials.</p> <p>Progress against the OWDB 2017-2020 Strategic Plan will be reviewed by the Executive Committee at regular intervals as determined by the OWDB and any of its relevant governing authorities at the local, state, and/or federal levels.</p>

**ATTACHMENT: City of Oakland Workforce Development  
Board (OWDB) (Proposed) Workforce Systems Committee Charter**

Domain	Objectives/Activities
<p><b>Business Objective</b></p>	<p>The primary objective of the OWDB Workforce Systems Committee is to expand opportunities for Oakland residents to obtain marketable and industry-recognized credentials or degrees that offer pathways to quality jobs and careers. The committee will seek to increase equitable access to opportunities in the local and regional labor market for specific populations including:</p> <ul style="list-style-type: none"> <li>• People with disabilities</li> <li>• Justice-involved individuals</li> <li>• Single parents</li> <li>• Limited English Proficient (LEP) individuals</li> <li>• Older workers</li> <li>• Low-income individuals</li> <li>• Long-term unemployed individuals</li> <li>• Former foster youth</li> </ul> <p>The committee will also seek to support the growth and sustainability of Oakland businesses and key industry sectors as they evolve in alignment with the changing local and regional economy.</p>
<p><b>Core Activities</b></p>	<p>In alignment with the OWDB 2017-2020 Strategic Plan, the Workforce Systems Committee will bring together a wide spectrum of stakeholders that prepare Oakland businesses and residents for success. Together, this group will review and analyze trends and performance indicators for programs under the purview of the OWDB with an eye toward considering implications for policy development and resource alignment. The Workforce Systems Committee will:</p> <ul style="list-style-type: none"> <li>• Analyze business trends to address workforce needs in priority industry sectors and occupations.</li> <li>• Develop and implement strategic layoff aversion activities to retain workers in current jobs and provide rapid transition to new employment.</li> <li>• Work with industry and education partners to develop career pathway programs for youth and adult job seekers and workers to acquire essential skills .</li> <li>• Network with partners to develop an array of innovative workforce services supports.</li> <li>• Strengthen collaborations between the local workforce system and other programs and systems that seek to help youth and adults with significant barriers to employment.</li> <li>• Ensure a high level of accountability for results and strengthen program performance.</li> </ul>
<p><b>Membership</b></p>	<p>The Workforce Systems Committee will bring together leaders from business, economic development, education, labor, and other sectors. Some participants on the Workforce Systems Committee serve as OWDB members and the Committee Chair(s) will serve on the OWDB Executive Committee. Members of the Workforce Systems Committee will be chosen by the OWDB Chair.</p> <p>The OWDB Workforce Systems Committee may draw upon the knowledge and expertise of other individuals and organizations that are not members of the OWDB. The Workforce Systems Committee may occasionally form <i>ad hoc</i> committees to perform specific activities and work functions.</p>
<p><b>Review Process</b></p>	<p>The Workforce Systems Committee will monitor and report its progress at regular Committee meetings and full OWDB meetings through formal agendas, recorded minutes, and other relevant documents and materials.</p>



## ITEM III.b. - ACTION



**To: Oakland Workforce Development Board Meeting**

**From: OWDB Staff**

**Date: November 2, 2017**

**Action Item: Day Labor Program Award Recommendation FY 2017-19**

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### **RECOMMENDATION**

That the Oakland Workforce Development Board (OWDB) authorize a contract with Causa Justa: Just Cause to administer the Oakland Day Labor Program for Fiscal Year 2017-18 in the amount of \$140,000 with a one-year option to renew for Fiscal Year 2018-19 in the amount of \$170,000, for a contract total not to exceed \$310,000.

### **BACKGROUND**

The City Council authorized funding for a Day Laborer Program in 1999 to address concerns regarding the impact of congregations of large numbers of day laborers near businesses in the Fruitvale and Foothill Blvd area. Resolution No. 86821 C.M.S. approved in the City of Oakland's FY 2017-19 biennial budget, appropriated \$140,000 for Fiscal Year 2017-18 and \$170,000 for FY 2018-19 with a one-year option to renew the contract for a total not to exceed \$310,000. The selected contractor will provide employment and employment-related support to improve the prospects for day laborers and help reduce the numbers of day laborers physically locating near area businesses.

### **ANALYSIS**

On October 6, 2017, the Department of Economic and Workforce Development released a Request For Proposals seeking Bidders to administer a Day Laborer Program for FY 2017-19. A Pre- Proposal Bidder's Conference was held October 12, 2017 to provide Bidders an opportunity to ask questions and receive clarifications on the procurement. One proposal was received from the following organization: Causa Justa: Just Cause (fiscal agent for Day Labor Center).

A committee of three raters was selected to review the proposal and rank it according to the following criteria:

- Experience, Capacity, and Past Performance (20 points maximum);
- Program Design (40 points maximum);
- Innovation (10 points maximum);

- Partnerships (10 points maximum); and
- Budget and Financial Information (20 point maximum).

Total possible points were 100 possible

The committee determined by consensus based on the review of the proposal, partnerships, supporting documentation, and past performance that Causa Justa:Just Cause met the requirements of the RFP, and that in the absence of additional applicants, an interview was not necessary to move forward with a recommendation to fund Causa Justa: Just Cause for FY 2017-18.

The rationale for this program is:

- Day labor work, by its nature, places workers in potentially challenging and vulnerable circumstances with regards to negotiating payment for and hours of work, and workplace safety.
- The persistent congregation at and around Fruitvale Avenue and Foothill Boulevard of day laborers seeking work has raised concern about public safety by local area businesses.
- Causa Justa:Just Cause and its partners for this project have deep knowledge of the day laborer community and geographic area which will be served by this program.
- A Compliance Analysis prepared by the City of Oakland's Contract and Compliance Department indicated that Cause Justa:Just Cause met all required proposal elements.

## **OUTCOME**

Action to accept the proposed recommendation will authorize OWDB staff to enter into a contract with Causa Justa:Just Cause to manage the day-to-day operation of the Day Laborer Program, including providing employment services, maintaining a database of employers and laborers served for reporting purposes, preparing quarterly reports for staff and developing funding sources that will supplement and eventually supplant City funding. The Day Laborer Program is in the Fruitvale community, and is specifically designed to provide employment and just working conditions for the 200 plus day laborers who congregate at and around the corner of Fruitvale and Foothill Boulevard.



## ITEM IV.a - DISCUSSION

**To:** Oakland Workforce Development Board  
**From:** OWDB Staff  
**Date:** November 2, 2017  
**Re:** 2016/2017 Performance Results Report

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### **BACKGROUND**

Workforce Innovation and Opportunity Act (WIOA) performance targets are meant to align with current economic indicators, reflect local area service strategies and local achievements. At the same time building on the overall system goal of continuous improvement for our clients and customers, providing the greatest return on workforce investments, and enabling the regional planning implementation by providing an industry-relevant skills attainment framework for individuals with barriers to employment.

The City of Oakland Workforce Development Board (OWDB) performance measures were negotiated with the California Workforce Development Board (CWDB) for Program Years 2016-2017 and PY 2017-2018.

**Because 2016-2017 was a transition year, negotiated performance for that year will not be used for performance accountability purposes.**

Primary indicators of performance negotiated with the CWDB are:

Adult, Dislocated Worker, and Youth Programs

1. The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program (for Title I Youth, the indicator is participants in education, or training activities or employment in the 2nd quarter after exit).
2. The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program (for Title I Youth, the indicator is participants in education, or training activities or employment in the 4th quarter after exit).
3. The percentage of program participants who attain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent, during participation in or within 1 year after exit from the program.

Adult and Dislocated Worker Programs Only

1. The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.

Baseline indicators were also setup to include Adult, Dislocated Worker, and Youth “measurable skill gains” and “employer effectiveness” as well as Youth “median earnings” mentioned above. Baseline indicators are indicators for which local areas do not propose an expected level of performance and will not need to come to agreement with the state on negotiated levels of performance.

WIOA performance for the City of Oakland was set as follows:

**FISCAL YEAR 2016-17**

	<b>Adult</b>	<b>Dislocated Workers</b>	<b>Youth</b>
<b>Employment Rate 2nd Quarter After Exit</b>	70%	72%	64%
<b>Employment Rate 4th Quarter After Exit</b>	66%	70%	66%
<b>Median Earnings 2nd Quarter After Exit</b>	\$5,200	\$7,500	baseline
<b>Credential Attainment within 4 Quarters After Exit</b>	54%	70%	56%

**FISCAL YEAR 2017-18**

	<b>Adult</b>	<b>Dislocated Workers</b>	<b>Youth</b>
<b>Employment Rate 2nd Quarter After Exit</b>	70%	72%	66%
<b>Employment Rate 4th Quarter After Exit</b>	66%	70%	68%
<b>Median Earnings 2nd Quarter After Exit</b>	\$5,200	\$7,700	baseline
<b>Credential Attainment within 4 Quarters After Exit</b>	56%	70%	58%

**FY 2016-17 PELIMINARY PERFORMANCE RESULTS**

Currently, the State-operated CalJOBS system does not offer local area reports that reflect the WIOA model for performance. However, the State Board and Employment Development Department (EDD) have provided local areas with a new web-based application for tracking and evaluating WIOA performance: CA Performs. CA Performs provides reporting based on data collected from the CalJOBS system that support WIOA activity.

At the time of this report, final performance results have not yet been published by the CWDB. The State Board is in the process of approving and submitting the California PY 16 Annual Report to the Department of Labor (DOL). It is important to note that once the State board publishes the final annual performance, it will only show aggregated state performance and not by local workforce area. Because 2016-2017 is a transition year, performance for the 2016-2017 year will not be used for local area performance accountability purposes.

The tables on the following pages displays the numerators and denominators supporting each indicator as well as percent of State or WDB goal achieved for the City of Oakland and each service provider.

The DOL has set a 90 percent threshold for the overall program and indicator scores. The performance tables are color coded as follows.

Percent of goal achieved:

<90% - Failing goal

90% - 100% - Meeting goal

> 100% - Exceeded goal

**City of Oakland 2016 Preliminary State Performance Results**

	Actual	Local WDB Plan	% WDB Achieved
participants employed	365		
number of exiters	535		
<b>Adult Employment 2nd Qtr after exit</b>	<b>68.2%</b>	<b>70.0%</b>	<b>97.5%</b>
participants employed	479		
number of exiters	736		
<b>Adult Employment 4th Qtr after exit</b>	<b>65.1%</b>	<b>66.0%</b>	<b>98.6%</b>
participants with credential	34		
number enrolled in training/ed	80		
<b>Adult Credential</b>	<b>42.5%</b>	<b>54.0%</b>	<b>78.7%</b>
participants employed	168		
number of exiters	217		
<b>DW Employment 2nd Qtr after exit</b>	<b>77.4%</b>	<b>72.0%</b>	<b>107.5%</b>
participants employed	222		
number of exiters	306		
<b>DW Employment 4th Qtr after exit</b>	<b>72.5%</b>	<b>70.0%</b>	<b>103.6%</b>
participants with credential	46		
number of exiters	57		
<b>DW Credential</b>	<b>80.7%</b>	<b>70.0%</b>	<b>115.3%</b>
participants employed/placed in ed	114		
number of exiters	149		
<b>Youth Emp/Ed 2nd Qtr after exit</b>	<b>76.5%</b>	<b>64.0%</b>	<b>119.5%</b>
participants employed/placed in ed	116		
number of exiters	157		
<b>Youth Emp/Ed 4th Qtr after exit</b>	<b>73.9%</b>	<b>66.0%</b>	<b>111.9%</b>
participants with credential	41		
number enrolled in training/ed	88		
<b>Youth Credential</b>	<b>46.6%</b>	<b>56.0%</b>	<b>83.2%</b>

**City of Oakland 2016 State Performance Results by Service Provider**

**ADULT AND DISLOCATED WORKER SERVICE PROVIDERS**

Overall, WIOA Adult/Dislocated Worker Providers met and exceeded most of their goals, with one exception: Credentials. This is our first year of this type of reporting requirement and OWDB Staff will provide technical assistance to ensure that all Providers receive CalJOBS training on how to properly enter Credential/Certificate information. Coupled with additional ITA, OJT, and Customized/Cohort Training opportunities, we are geared to meet our Credential Goals for this Fiscal Year. Note that Merritt College does not appear in the 2016 adult and dislocated worker performance results since they do not yet have participants counted in these measures.

ASSETS lost its Federal Program CSEP funding, which resulted in a complete loss of direct line staff. The ASSETS Program Manager recruited volunteer staff and work directly with customers in a best attempt to meet their performance goals. Unfortunately, they fell short of their goals and have subsequently closed their doors due to lack of funding.

<b>ASSETS</b>	Actual	Local WDB Plan	% WDB Achieved
participants employed	1		
number of exiters	9		
<b>Adult Employment 2nd Qtr after exit</b>	11.1%	70.0%	15.9%
participants employed	8		
number of exiters	27		
<b>Adult Employment 4th Qtr after exit</b>	29.6%	66.0%	44.9%
participants with credential			
number enrolled in training/ed	20		
<b>Adult Credential</b>		54.0%	
participants employed			
number of exiters	1		
<b>DW Employment 2nd Qtr after exit</b>		72.0%	
participants employed	1		
number of exiters	3		
<b>DW Employment 4th Qtr after exit</b>	33.3%	70.0%	47.6%
participants with credential			
number of exiters	2		
<b>DW Credential</b>		70.0%	

<b>Unity Council</b>	Actual	Local WDB Plan	% WDB Achieved
participants employed	40		
number of exiters	55		
<b>Adult Employment 2nd Qtr after exit</b>	72.7%	70.0%	103.9%
participants employed	47		
number of exiters	58		
<b>Adult Employment 4th Qtr after exit</b>	81.0%	66.0%	122.8%
participants with credential	12		
number enrolled in training/ed	13		
<b>Adult Credential</b>	92.3%	54.0%	170.9%
participants employed	13		
number of exiters	15		
<b>DW Employment 2nd Qtr after exit</b>	86.7%	72.0%	120.4%
participants employed	19		
number of exiters	20		
<b>DW Employment 4th Qtr after exit</b>	95.0%	70.0%	135.7%
participants with credential	4		
<b>Oakland Private Industry Council</b>	4		
<b>DW Credential</b>	100.0%	70.0%	142.9%

Downtown		Actual	Local WDB Plan	% WDB Achieved
participants employed	267			
number of exiters	396			
<b>Adult Employment 2nd Qtr after exit</b>	67.4%	70.0%	96.3%	
participants employed	357			
number of exiters	569			
<b>Adult Employment 4th Qtr after exit</b>	62.7%	66.0%	95.1%	
participants with credential	20			
number enrolled in training/ed	43			
<b>Adult Credential</b>	46.5%	54.0%	86.1%	
participants employed	139			
number of exiters	182			
<b>DW Employment 2nd Qtr after exit</b>	76.4%	72.0%	106.1%	
participants employed	185			
number of exiters	265			
<b>DW Employment 4th Qtr after exit</b>	69.8%	70.0%	99.7%	
participants with credential	39			
number of exiters	48			
<b>DW Credential</b>	81.3%	70.0%	116.1%	
East Oakland		Actual	Local WDB Plan	% WDB Achieved
participants employed	22			
number of exiters	32			
<b>Adult Employment 2nd Qtr after exit</b>	68.8%	70.0%	98.2%	
participants employed	30			
number of exiters	35			
<b>Adult Employment 4th Qtr after exit</b>	85.7%	66.0%	129.9%	
participants with credential	1			
number enrolled in training/ed	1			
<b>Adult Credential</b>	100.0%	54.0%	185.2%	
participants employed	7			
number of exiters	8			
<b>DW Employment 2nd Qtr after exit</b>	87.5%	72.0%	121.5%	
participants employed	14			
number of exiters	14			
<b>DW Employment 4th Qtr after exit</b>	100.0%	70.0%	142.9%	
participants with credential	3			
number of exiters	3			
<b>DW Credential</b>	100.0%	70.0%	142.9%	
West Oakland		Actual	Local WDB Plan	% WDB Achieved
participants employed	33			
number of exiters	40			
<b>Adult Employment 2nd Qtr after exit</b>	82.5%	70.0%	117.9%	
participants employed	29			
number of exiters	37			
<b>Adult Employment 4th Qtr after exit</b>	78.4%	66.0%	118.8%	
participants with credential	1			
number enrolled in training/ed	1			
<b>Adult Credential</b>	100.0%	54.0%	185.2%	
participants employed	8			
number of exiters	10			
<b>DW Employment 2nd Qtr after exit</b>	80.0%	72.0%	111.1%	
participants employed	2			
number of exiters	3			
<b>DW Employment 4th Qtr after exit</b>	66.7%	70.0%	95.2%	
participants with credential				
number of exiters				
<b>DW Credential</b>		70.0%		

**YOUTH SERVICE PROVIDERS**

For the most part the YSP's were successful meeting the negotiated goals. While attainment fell short of the goal, it's important to highlight that the providers have increased Credential Attainment outcomes consistently in the prior 3 year. With regards to individual agencies struggling to meet performance goals, it's important to note that we've seen significant staff turnover in the network and supporting our call for YSP participation at internal and external technical assistance workshops and trainings. Note that the Bay Area Community Resources or Unity Council does not appear in the 2016 youth performance results since they do not yet have participants counted in these measures.

Civicorps transitioned in two new staff members during the reporting period for 2016 outcomes, where timing and access to CalJOBS have impacted performance. Civicorps has self-reported the following outcomes for the Q4:

**Youth Emp/Ed 4<sup>th</sup> Qtr after exit: 20/30, 67% (Goal 66%)**

**Youth Credential: 24/30, 80% (Goal 56%)**

Civicorps	Actual	Local WDB Plan	% WDB Achieved
participants employed/placed in	ed 10		
number of exiters	14		
<b>Youth Emp/Ed 2nd Qtr after exit</b>	71.4%	64.0%	111.6%
participants employed/placed in	ed 20		
number of exiters	37		
<b>Youth Emp/Ed 4th Qtr after exit</b>	54.1%	66.0%	81.9%
participants with credential	5		
number enrolled in training/ed	19		
<b>Youth Credential</b>	26.3%	56.0%	47.0%

Lao Family	Actual	Local WDB Plan	% WDB Achieved
participants employed/placed in	ed 39		
number of exiters	43		
<b>Youth Emp/Ed 2nd Qtr after exit</b>	90.7%	64.0%	141.7%
participants employed/placed in	ed 28		
number of exiters	33		
<b>Youth Emp/Ed 4th Qtr after exit</b>	84.8%	66.0%	128.6%
participants with credential	17		
number enrolled in training/ed	22		
<b>Youth Credential</b>	77.3%	56.0%	138.0%

Youth Employment Partnership	Actual	Local WDB Plan	% WDB Achieved
participants employed/placed in	ed 25		
number of exiters	35		
<b>Youth Emp/Ed 2nd Qtr after exit</b>	71.4%	64.0%	111.6%
participants employed/placed in	ed 43		
number of exiters	55		
<b>Youth Emp/Ed 4th Qtr after exit</b>	78.2%	66.0%	118.5%
participants with credential	15		
number enrolled in training/ed	20		
<b>Youth Credential</b>	75.0%	56.0%	133.9%

<b>Youth Radio</b>	Actual	Local WDB Plan	% WDB Achieved
participants employed/placed in	ed 19		
number of exiters	21		
<b>Youth Emp/Ed 2nd Qtr after exit</b>	90.5%	64.0%	141.4%
participants employed/placed in	ed 14		
number of exiters	14		
<b>Youth Emp/Ed 4th Qtr after exit</b>	100.0%	66.0%	151.5%
participants with credential	3		
number enrolled in training/ed	14		
<b>Youth Credential</b>	21.4%	56.0%	38.3%

Youth UpRising (YU) experienced some CalJOBS data entry issues that were reconciled. Youth UpRising met all the measures of their Pay for Performance contract which required a minimum of 80% of enrolled Out of School Youth to meet all five steps of their contract. The Youth Credential has not been updated in CalJOBS to reflect corrected numbers, but YU has met all local performance goals. Unfortunately, they did not meet State goals because of the WIOA change from and 80% to a 90% of goal threshold.

<b>Youth Uprising</b>	Actual	Local WDB Plan	% WDB Achieved
participants employed/placed in	ed 18		
number of exiters	33		
<b>Youth Emp/Ed 2nd Qtr after exit</b>	54.5%	64.0%	85.2%
participants employed/placed in	ed 9		
number of exiters	16		
<b>Youth Emp/Ed 4th Qtr after exit</b>	56.3%	66.0%	85.2%
participants with credential	1		
number enrolled in training/ed	11		
<b>Youth Credential</b>	9.1%	56.0%	16.2%



## ITEM-IV.b. - DISCUSSION

**To: Oakland Workforce Development Board**

**From: OWDB Staff**

**Date: November 2, 2017**

**Re: 2016-2017 OWDB Training Investment Summary**

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### **BACKGROUND**

The Workforce Innovation and Opportunity Act (WIOA) was signed into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with skilled workers.

#### *Training Expenditure Requirements*

In California, Local Workforce Development Boards (LWDBs) are required to spend at least 25% of the amount of their WIOA Adult and Dislocated Worker funds on training services (a minimum of 15% of this must come from WIOA funds, while the remaining 10% can come from other authorized leveraged funding sources). LWDB's that do not meet their expenditure requirements may be placed on corrective action by the State of California Employment Development Department (EDD).

Corrective action requires a written explanation for not meeting the expenditure requirement as well as a plan to address how they will meet the expenditure requirement moving forward.

In Oakland, the implementation of this policy happens through the OWDB's WIOA Adult and Dislocated Worker service providers, the Oakland Private Industry Council (OPIC) and the Unity Council, who by enrolling adult job seekers into WIOA-funded services, are able access additional, dedicated WIOA and eligible non-WIOA funds.to support to provision of training.

#### *Qualifying Training Services*

For training services to be considered allowable and count toward the minimum training expenditure requirement the service must meet the following requirements.

1. Provided to WIOA adult or dislocated worker program participants in a training activity.
2. Must meet the definition of training services in WIOA section 134(c)(3)(D)
  - a. Occupational skills training, including training for nontraditional employment;
  - b. On-the-job training;
  - c. Incumbent worker training (not more than 20% of allocated funds);
  - d. Programs that combine workplace training with related instruction, which may include cooperative education programs;
  - e. Training programs operated by the private sector;

- f. Skills upgrading and retraining;
- g. Entrepreneurial training;
- h. Transitional jobs;
- i. Job readiness training (in combination with the above training services);
- j. Adult education and literacy activities provided in combination with one or more of the other training services listed above;
- k. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training;
- l. Contracts to institutions of higher education or eligible training providers to facilitate the training of multiple individuals in high-demand occupations.

3. Must meet the requirements specified in Federal Register Rules section 680.200.

The training services list above are not exhaustive.

Additional training services may be applied toward the minimum training expenditure requirement if they meet all five requirements:

- Must be specific to the training the participant is receiving;
- Must be necessary to participate in and graduate from the training;
- Must be required for every student in the training
- Must be documented in writing by the training providers as required.

Services that meet the above criterion include, but not limited to, books, licenses, tools, equipment, safety gear, drug testing, testing fees, certification fees, student association fees and uniforms.

## **ANALYSIS**

This report contains two distinct data sets as follows:

### **1) Summary of Leveraged Resources (2-year report of OWDB training expenditures to the State of California for FY 2015-2017)**

The reporting period for this report covers a two-year period from July 1, 2015 to June 30, 2017. Per the attached report that was sent to the State of California's Employment Development Department (EDD) in early October, the City of Oakland has successfully met the PY 2015-17 training expenditure requirement. During the prior fiscal year, the City of Oakland fell short of meeting its training funds expenditure requirements; as such, we are very pleased to report that our local areas have turned the corner on this issue.

### **2) Local Training Expenditure Summary (Fiscal Year 2016-2017 only)**

During Fiscal Year 2016-2017, the OWDB allocated \$622,113 in WIOA Adult and Dislocated Worker training services for FY 16-17, of which only \$358,111 was expended. This potentially sets up a scenario where the OWDB's subsequent (PY 2016-2018) training expenditures could fall short of our required goal; as such, OWDB are working on ways to increase training investments this year.

It should also be noted that the current OWDB training funds policy specifies that 70% must be spent on training in our priority sectors: Transportation, Distribution & Logistics, Advanced

Manufacturing, Information and Communication Technology, Construction, Healthcare, and Retail/Hospitality.

### **NEXT STEPS**

OWDB staff are currently working on a business services and training plan that includes expanding training services to include: increased OJT opportunities to employers who hire re-entry and those with disabilities populations, target recruitment in high unemployment areas (east and west Oakland), developing partnerships with other workforce systems and organizations (i.e., Oakland Unite, Oakland Fund for Children and Youth, Center for Employment Opportunities), expanding the definition of OJT to include internships (See #a and #i above), and working closely with our community college and adult schools to explore support for Career Technical and Educational programs (including bridge programs) that prepare job seekers for industry-recognized training and entry-level employment.

### **ATTACHMENTS**

- 1) Summary of Leveraged Resources
- 2) Summary of Training Funds 2016-2017

## Summary of Leveraged Resources

1. Local Area Name	City of Oakland
2. Date	10/3/2017
3. Year of Appropriation	2015

Program Year Funding and Training Expenditures	
	Amount
4. Adult and Dislocated Worker Formula Fund Allocations	2,753,624
5. Training Expenditure Requirement	688,406
6. Formula Fund Training Expenditures	503,446
7. Leveraged resources used toward training expenditure requirement (10% maximum)	184,960
8. Total amount spent on training (should equal or exceed Line 5)	688,406

Leveraged Resources Detail	
9. Source*	Amount
e) Match funds from employers (OJTs)	140,407
b) Programs authorized by Workforce Investment Act (see comments section below)	\$44,553
<b>Total</b> (should be equal to Line 7 above)	

**\*Source** (Choose from the following):

- (a) Pell Grant
- (b) Programs authorized by the Workforce Investment Act (specify)
- (c) Trade Adjustment Assistance
- (d) Department of Labor National Emergency Grants
- (e) Match funds from employers, industry, and industry associations (specify)
- (f) Match funds from joint labor-management trusts (specify)
- (g) Employment Training Panel grants

Comments
10. The City of Oakland received a EDD Rapid Response Additional Assistance grant (Subgrant Agreement K491034 Modification 3) from 7/1/13 to 5/31/2016 in the amount of \$988,217. \$44,553 has been applied to meet the 10% maximum leverage amount and satisfy the training expenditure requirement.

Certification		
11. Name	12. Title	13. Phone Number

(print) Stephen Baiter	Executive Director	510-238-6440
(sign)		
14. Contact Name	15. Contact Title	16. Phone Number
Andy Yang	Accountant II	510-238-3398

## Line Item Instructions Summary of Leveraged Resources

1. Local Area Name	Enter the name of the Local Workforce Investment Area (local area).
2. Date	Enter the date the Summary of Leveraged Resources is submitted to the Employment Development Department.
3. Year of Appropriation	Enter the year of appropriation.

Program Year Funding and Training Expenditures	
4. Adult and Dislocated Worker Formula Fund Allocations	Enter the total amount of Adult and Dislocated Worker formula fund allocations for the year of the appropriation. Include both the July 1 and the October 1 WIA allocations. Do not include the youth formula fund allocation. The amount entered should reflect all reallocations, recaptures, rescissions, and any other involuntary deobligations.
5. Training Expenditure Requirement	Multiply the Adult and Dislocated Worker formula fund base allocation (line 4) by the appropriate percentage (25 percent beginning program year 2012-13; 30 percent beginning program year 2016-17) to calculate the Local Workforce Investment Board's (local board) minimum training expenditure requirement.
6. Formula Fund Training Expenditures	Enter the total amount of Adult and Dislocated Worker formula funds spent on training services over the two year period of availability of the funds. (Note: This amount should be at least 15 percent of the total Adult and Dislocated Worker formula funds).
7. Leveraged resources used toward training expenditure requirement	Enter the total amount of leveraged resources (expended on training) used to meet the minimum training expenditure requirement. (Note: This amount should be no more than 10 percent of the total Adult and Dislocated Worker formula fund allocations (Line 4).
8. Total amount spent on training	Enter the sum of Lines 6 and 7. This amount should equal or exceed Line 5.

### Leveraged Resources Detail

9. Source	<p>Complete the section titled leveraged resources detail.</p> <p>Source: In the column on the left, enter the source of the leveraged resource (must be from the 7 options a-g given).</p> <p>Amount: In the column on the right, enter the amount leveraged (from that specific source).</p> <p><i>Example:</i> If a local area used \$10,000 in Trade Adjustment Assistance funds towards training services, they would enter “c” in the left column under source and \$10,000 in the right column under amount.</p> <p>Source options b, e, and f must be specified further. To include these leveraged resources, a local area would enter the appropriate letter and give an explanation of the specific source. For example, if a local area used \$10,000 in Rapid Response funds towards training services, they would enter “b (<i>Rapid Response Funds</i>)” in the left column under source, and \$10,000 in the right column under amount.</p> <p>All amounts entered in the right column should be added and the total should be placed in the bottom line. This amount should be equal to the amount listed in Line 7.</p>
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### Comments

10. Comments	Enter any comments in this section
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### Certification

11. Name	Enter the name and signature of the authorized official who will be approving the Summary of Leveraged Resources form.
12. Title	Enter the title of the authorized individual.
13. Phone Number	Enter the phone number of the authorized individual.
14. Contact Name	Enter the name of the contact person to be reached in the event any questions should arise. The contact person will, in most cases, be the individual who prepares the report.
15. Contact Title	Enter the contact person's title.
16. Phone Number	Enter the contact person's phone number.

# ATTACHMENT

## Oakland Workforce Development Board

Summary of Training Funds 2016-2017

Period ending June 30, 2017

Administered by KRA Corporation

Total Training Budget	\$ 622,113
Total Allocated / Committed	\$ 358,111
Total Allocated %	57.3%
Total Unallocated Balance	\$ 264,002

### Allocated / Committed Funds by Industry by Organization

Row Labels	OPIC	Peralta Colleges	The Unity Council	Grand Total	%
CONSTRUCTION		\$ 2,900		\$ 2,900	1%
HEALTHCARE	\$ 50,916	\$ 22,742	\$ 74,010	\$ 147,668	41%
INFO TECH	\$ 15,545	\$ 14,587		\$ 30,132	8%
OTHER	\$ 108,719	\$ 11,647		\$ 120,366	34%
TRANSP/DIST/LOGI	\$ 52,595	\$ 4,450		\$ 57,045	16%
<b>Grand Total</b>	<b>\$ 227,775</b>	<b>\$ 56,326</b>	<b>\$ 74,010</b>	<b>\$ 358,111</b>	
	64%	16%	21%	100%	

Row Labels	OPIC	Peralta Colleges	Grand Total
Rpt Industry		OTHER	
Sum of trainingBudget_itaAccount		Column Labels	
2610 Public Safety/Security	\$ 210		\$ 210
2612 Teacher's Aide/Teacher		\$ 3,982	\$ 3,982
2700 Other	\$ 39,540	\$ 4,190	\$ 43,730
Fast-Track Occupational Training for Editors	\$ 1,840		\$ 1,840
Human Resource Management Certificate Program - Basic	\$ 1,560		\$ 1,560
Nonprofit Management Certificate Program - Academic Credit	\$ 1,050		\$ 1,050
OJT - EAST BAY INNOVATIONS	\$ 3,614		\$ 3,614
OJT - JACOB MAY DESIGN	\$ 4,160		\$ 4,160
OJT - KEMEERA	\$ 3,592		\$ 3,592
Paralegal Studies	\$ 4,745		\$ 4,745
Project Management (ONLINE): with CAPM & PMP Prep		\$ 1,995	\$ 1,995
Project Management Professional Certificate	\$ 5,300		\$ 5,300
Project SEARCH Pathway	\$ 13,200		\$ 13,200
Six Sigma Black Belt w/ Exam Preparation		\$ 2,195	\$ 2,195
Supportive Services	\$ 479		\$ 479
2702 Barbering/Cosmetology	\$ 4,308		\$ 4,308
2800 Professional Services		\$ 3,475	\$ 3,475
2801 Business Management and Administration	\$ 3,170		\$ 3,170
2802 Childcare	\$ 61,491		\$ 61,491
<b>Grand Total</b>	<b>\$ 108,719</b>	<b>\$ 11,647</b>	<b>\$ 120,366</b>
	90%	10%	