

**CITY OF OAKLAND
COUNCIL AGENDA REPORT**

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2003 DEC 30 PM 2: 28

TO: Office of the City Manager
ATTN: Deborah Edgerly
FROM: Community and Economic Development Agency
DATE: January 13, 2004

RE: **REPORT AND RESOLUTION AUTHORIZING THE DEFERRAL FOR ONE YEAR OF A COMPETITIVE BIDDING PROCESS FOR THE OAKLAND WORKFORCE INVESTMENT BOARD'S ONE STOP SYSTEMS ADMINISTRATOR AND ONE STOP CAREER CENTER OPERATOR AND AUTHORIZING THE CITY MANAGER TO RENEGOTIATE AND EXTEND CONTRACT TERMS WITH THE OAKLAND PRIVATE INDUSTRY COUNCIL**

SUMMARY

As part of the FY 2002-2004 Oakland Private Industry Council (PIC) contract authorization resolution, the City Council resolved that the "City Manager is directed to administer an open competitive process for the services referred to..." in Resolution No. 77297 C.M.S, dated July 23, 2002. (**Attachment A**). This directive was consistent with the Oakland Workforce Investment Board's (WIB) contract authorization process, which took place the previous month. During its September 25, 2003 meeting, the Oakland WIB voted to defer the competitive bidding process for one year. The primary basis for the WIB's decision was the uncertainty of the pending reauthorization of the Workforce Investment Act and new regulations. Other rationale included the potential disruption of employment and training services during a time of high unemployment. By way of its action, the Oakland WIB is requesting that the City Council also defer the competitive bidding process for Oakland's One Stop Systems Administrator and One Stop Operator for one year and to modify the City's contract with the Oakland PIC as needed, with an extension through June 30, 2005.

FISCAL IMPACTS

There are no measurable fiscal impacts related to this action. The extended contract with the Oakland PIC for FY 2004-2005 will be based on the availability of Workforce Investment Act funds awarded to Oakland by the State and U.S. Department of Labor.

BACKGROUND

The Oakland PIC has served as Oakland's sole source administrator of federal job training program funding for nearly two decades. Under the Job Training Partnership Act (JTPA), Private Industry Councils could serve such roles with the oversight of their own governing boards. As a 501(c)(3), the Oakland Private Industry Council and its board of directors administered JTPA funds and provided direct services, as well as provided oversight and policy direction for the Oakland employment and training system.

Item: 3
CED Committee
January 13, 2004

The Workforce Investment Act of 1998 recognized the inherent conflicts in such an arrangement and mandated the establishment of Workforce Investment Boards with a "firewall" between them and their program administrators and operators. By law, WIBs are composed of majority business sector leadership, which generally recognizes the benefits of competition. Consistent with its business orientation, the Oakland WIB decided in June 2002 that it was time to put Oakland's workforce development system out to bid prior to the execution of a new contract by July 2004.

KEY ISSUES AND IMPACTS

Congress is currently considering new legislation to reauthorize the Workforce Investment Act. Considering the uncertainties linked to new legislation and regulations, the Oakland WIB decided to defer the competitive bidding process for one year during its September 25, 2003 meeting. Other arguments for deferring the competitive bidding process included the potential of diverting limited resources to respond to a Request for Proposals (RFP) from the provision of direct services, as well as recognition of the Oakland PIC's unique and historic role as the lead agency for the City of Oakland's employment and training system. Several WIB members and speakers expressed concerns about the negative and disruptive impacts of a competitive bidding process, particularly given Oakland's double-digit unemployment and the system's recent improvements in its performance.

Several WIB members expressed continued support for competition, but were willing to agree to a one year deferral of the RFP process.

PROGRAM DESCRIPTION

During the debate at the WIB Executive Committee meeting on September 11, 2003, staff expressed the need to begin implementation of the WIB's new One Stop System Framework (comparable to a strategic plan), which was recently developed by the WIB's One Stop Leadership Committee to serve as the foundation for the RFP (**Attachment B**). Both the Executive Committee's and full WIB's actions incorporated the implementation of the framework as soon as possible.

Should the City Council approve the recommendation to defer the competitive bidding process for one year, staff will proceed with a timeline for release of an RFP in the next fiscal year for a new contract to be executed by July 2005.

Following are some of the terms staff is recommending be incorporated into the contract with the Oakland PIC for FY 2004-2005:

1. Develop two separate contracts for the Oakland PIC's distinct roles as the Oakland WIB's One Stop System Administrator and One Stop Center Operator. These roles are clearly distinguished in the WIB's One Stop System Framework document. Two separate RFPs would have been released this year for these roles.

2. Provide detailed budgets for each distinct role, with organizational charts and position descriptions that describe staff functions related to the distinct roles. Provide quarterly budget to actual spending reports which break down spending within each of the four major WIA funding allocations. Also provide match declarations that value and describe resources other than those provided through the WIB to support each of the distinct functions. This provision represents an ongoing need for the WIB to understand the costs and contributions related to each role and will surely be required in a request for proposals when released.
3. Require that the Oakland PIC submit a plan for managing any real or perceived conflicts of interest related to its roles as the One Stop System Administrator and One Stop Center Operator. The WIB's Framework document addresses the concern of potential conflict. Staff recommends that the plan include, for example, methods to ensure equitable scrutiny and redress of performance concerns among all operators.
4. Develop a plan of action with detailed benchmarks for meeting local System Performance Measures as identified by the WIB's One Stop Leadership Committee. This plan will be developed and implemented with the support of the Committee and our One Stop System partners. The local System Performance Measures are being developed in the spirit of a true partnership. As the One Stop System Administrator, the Oakland PIC is the lead agency for ensuring the System's continued improvement.
5. Ensure that any funds previously allocated by the WIB for specific program activities which are subsequently unobligated or unexpended, for any reason, be promptly reported back to the WIB staff for formal reallocation. This provision is linked to provision # 2 and is intended to help mitigate any real or perceived conflicts of interest.
6. Support the marketing and promotion of the Oakland WIB and the services it supports by ensuring that all print materials, publication, websites, signage, public events, and media coverage display the Oakland WIB name and logo prominently, with clear indications that some or all of the costs of the services are paid for by the Oakland WIB. This provision supports the work of the WIB's ad hoc Marketing Committee and its plan for promoting the work of the Board.

SUSTAINABLE DEVELOPMENT

Economic: This proposed action defers for one year the potential of identifying cost-savings and new resources related to the administration and operations of Oakland's One Stop system.

Environmental: No impact.

Social Equity: No impact.

DISABILITY AND SENIOR CITIZEN ACCESS

This program has no direct impact on Disability and Senior Citizen Access.

RECOMMENDATIONS AND RATIONALE

Staff recommends that the City Council support the action taken by the Oakland WIB and authorize the deferral of the competitive bidding process for one year. The Oakland WIB is mandated by federal law to deliberate and decide on such matters. Its decision was unanimous. Staff also recommends that the contract with the Oakland PIC be renegotiated for extension through June 30, 2005. The Oakland WIB's action included a provision to begin implementing its One Stop System framework now. That may require contract terms that are more explicit and relevant to the functions and expectations of the One Stop System Administrator and One Stop Center Operator than currently exist.

ACTION REQUESTED OF THE CITY COUNCIL

Adopt the attached resolution authorizing the City Manager to defer the competitive bidding process for the Oakland One Stop System Administrator and One Stop Career Center Operator for one year, and authorize staff to renegotiate the terms of the Oakland PIC contract and to extend it through June 30, 2005.

Respectfully submitted,



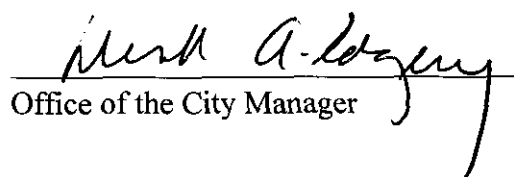
DANIEL VANDERPRIEM

Director of Redevelopment, Economic
Development and Housing

Prepared by:

Al Auletta, Workforce Development Manager

APPROVED AND FORWARDED TO THE
COMMUNITY AND ECONOMIC
DEVELOPMENT COMMITTEE

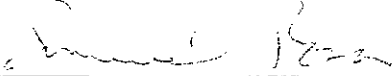


Office of the City Manager

Item: 3
CED Committee
January 13, 2004

OFFICE OF THE CITY CLERK
CITY OF OAKLAND
2003 JAN 13 PM 9:11

APPROVED AS TO FORM AND LEGALITY:


DEPUTY CITY ATTORNEY

OAKLAND CITY COUNCIL

RESOLUTION No. _____ C.M.S.

INTRODUCED BY THE CITY MANAGER

A RESOLUTION AMENDING RESOLUTION NO. 77297 C.M.S. TO AUTHORIZE THE DEFERRAL FOR ONE YEAR OF A COMPETITIVE BIDDING PROCESS FOR THE OAKLAND WORKFORCE INVESTMENT BOARD'S ONE STOP SYSTEMS ADMINISTRATOR AND ONE STOP CAREER CENTER OPERATOR, AND AUTHORIZE THE CITY MANAGER TO RENEGOTIATE AND EXTEND THE CONTRACT WITH THE OAKLAND PRIVATE INDUSTRY COUNCIL THROUGH FISCAL YEAR 2004-05.

WHEREAS, the Oakland Workforce Investment Board (WIB) is required under the Workforce Investment Act of 1998 to set policy direction and oversee programs funded through the Workforce Investment Act; and

WHEREAS, the Oakland WIB approved the FY 2002-2004 contract with the Oakland Private Industry Council (PIC) with the understanding that a competitive bidding process would take place prior to the issuance of a new contract for Oakland's One Stop System Administrator and One Stop Career Center Operator; and

WHEREAS, in Resolution No. 77297 C.M.S, dated July 23, 2002, the City Council directed the City Manager to administer an open competitive bidding process in support of the Oakland WIB's action; and

WHEREAS, the Oakland WIB voted on September 25, 2003, to defer the issuance of a request for proposals for one year based primarily upon the uncertainties of pending legislation to reauthorize the Workforce Investment Act; and

WHEREAS, the Oakland WIB's action also included a provision to immediately implement the One Stop System framework recently adopted by the WIB, which was to serve as the foundation for the request for proposals; now, therefore, be it

RESOLVED: That Resolution No. 77297 C.M.S. is hereby amended to authorize the City Manager to defer the competitive bidding process for one year for Oakland's One Stop System Administrator and One Stop Operator; and be it further

3
**COMMUNITY & ECONOMIC
DEVELOPMENT CMTE**

JAN 13 2004

RESOLVED: That the City Manager is authorized to renegotiate the current contract with the Oakland PIC and to extend the contract term through FY 2004-2005; and be it further

RESOLVED: That the City Manager and his or her designee is hereby authorized to take whatever action is necessary consistent with this Resolution and its basic purposes.

IN COUNCIL, OAKLAND, CALIFORNIA, _____, 2003

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID, WAN, AND PRESIDENT DE LA FUENTE

NOES-

ABSENT-

ABSTENTION-

ATTEST: _____

CEDA FLOYD

City Clerk and Clerk of the Council
of the City of Oakland, California

3
**COMMUNITY & ECONOMIC
DEVELOPMENT CMTE**

JAN 13 2004

APPROVED AS TO FORM AND LEGALITY:


DEPUTY CITY ATTORNEY

OAKLAND CITY COUNCIL

RESOLUTION No. **77297** C.M.S.

INTRODUCED BY THE CITY MANAGER

A RESOLUTION AUTHORIZING THE CITY MANAGER TO ALLOCATE AN AMOUNT NOT TO EXCEED \$9,786,604 IN WORKFORCE INVESTMENT ACT AND RELATED FUNDING TO THE OAKLAND PRIVATE INDUSTRY COUNCIL, INC. FOR FISCAL YEAR 2002-2003, AND TO NEGOTIATE AND EXECUTE A MEMORANDUM OF UNDERSTANDING WITH THE OAKLAND PRIVATE INDUSTRY COUNCIL, INC. FOR THE PROVISION OF WORKFORCE DEVELOPMENT SERVICES FOR FISCAL YEARS 2002-2004

WHEREAS, the Workforce Investment Act of 1998 designates the local elected official (in the case of Oakland, the Mayor) to appoint a board to oversee the implementation of workforce development programs in designated workforce investment areas such as Oakland; and

WHEREAS, the Oakland Workforce Investment Board, which the Mayor appointed, is duly recognized by the State of California to perform its federally mandated oversight function; and

WHEREAS, the Oakland Workforce Investment Board and the Mayor are each required under the Workforce Investment Act of 1998 to approve all budgets related to the implementation of programs funded through the Workforce Investment Act; and

WHEREAS, the Policy Budget for FY 2002-2003 contains an appropriation of \$9,750,864 to supplement \$875,836 in Workforce Investment Act and related funds carried forward from the FY 2001-2002 appropriation; and

WHEREAS, the Oakland Workforce Investment Board and the Mayor approved the fiscal year 2002-2003 Workforce Investment Board budget of \$10,626,700 on June 20, 2002 that includes the estimated carry forward balance of \$875,836 and the new appropriation of \$9,750,864; and

WHEREAS, a Memorandum of Understanding between the City and the Oakland Private Industry Council, Inc. is recommended to cover fiscal years 2002-2004, with terms that require approval of all references to the allocation of funding as part of the annual budget process; now, therefore, be it

RESOLVED: That the City Manager is authorized to negotiate and execute a Memorandum of Understanding (MOU) between the City and the Oakland Private Industry Council, Inc., which defines the program and administrative activities to be performed by the Oakland Private Industry Council, Inc. with Workforce Investment Act and related funds on behalf of the City and the Oakland Workforce Investment Board for fiscal years 2002-2004; and be it further

RESOLVED: That the City Manager is authorized to allocate an amount not to exceed \$9,786,604 for the MOU between the City of Oakland and the Oakland Private Industry Council, Inc. for fiscal year 2002-2003; and be it further

RESOLVED: That the Office of the City Auditor is directed to conduct an audit of the Oakland Private Industry Council, Inc. and its sub-contractors on behalf of the City and the Oakland WIB to ensure the effective use of funding; and be it further

RESOLVED: That the City Manager is directed to administer an open competitive process for the services referred to in this Resolution prior to the execution of a new MOU beyond June 30, 2004; and be it further

RESOLVED: That the City Manager and his designee is hereby authorized to take whatever action is necessary with respect to said Workforce Investment Act and related funding and the MOU between the City and the Oakland Private Industry Council, Inc. consistent with this Resolution and its basic purposes.

JUL 23 2002

IN COUNCIL, OAKLAND, CALIFORNIA, , 2002


PASSED BY THE FOLLOWING VOTE:

AYES- BRUNNER, CHANG, MAYNE, NADEL, REID, SPEES, WAN, AND PRESIDENT DE LA FUENTE, — 8

NOES- 0

ABSENT- 0

ABSTENTION- 0

ATTEST: 
CEDA FLOYD
City Clerk and Clerk of the Council
of the City of Oakland, California

City of Oakland
WORKFORCE INVESTMENT BOARD

FRAMEWORK FOR THE
OAKLAND ONE-STOP SYSTEM

The purpose of this report is to present a framework for the One-Stop System of the Oakland Workforce Investment Board (WIB). Building on the essential elements agreed upon by the One-Stop Leadership Committee for developing and sustaining a highly effective One-Stop System, the report describes the One-Stop System presented in the Workforce Investment Act of 1998 (WIA), provides an assessment of the current status of the Oakland One-Stop System, offers a conceptual model for the System's structure and implementation, and identifies key issues that remain to be resolved.

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1. THE VISION OF THE WIA

DEFINITION OF THE ONE-STOP SYSTEM

The WIA authorized the creation of locally based workforce investment systems whose purpose is to increase employment opportunities for job seekers, help individuals achieve greater employment potential, and provide employers with a better qualified workforce. These One-Stop Systems are intended deliver comprehensive, customer-focused services, giving job seekers and employers ready access to the many workforce development resources available in the local area.

As envisioned in the WIA, a One-Stop System is composed of One-Stop partners operating One-Stop programs offering One-Stop core services, and has at least one One-Stop Career Center

where the core services are made readily available to job seekers and employers. Working under a shared vision, the One-Stop partners “collaborate to create a seamless, integrated system of service delivery that enhances access to the partners’ services and improves long-term employment outcomes for individuals receiving assistance.” (*WIA, Sec. 662.100*)

The partners include “entities responsible for administering separate workforce investment, educational, and other human resource programs and funding streams” (*WIA, Sec. 662.100*) within the One-Stop’s jurisdiction. The WIA mandates the participation of agencies, organization, and programs receiving certain types of federal funding. Other stakeholders are encouraged to join the partnership as well.

Please see Attachment A for a list of the core services and partner responsibilities specified in the WIA.

THE WIA PRINCIPLES

The WIA embodies seven principles:

- ***Streamlining services.*** Programs and providers will co-locate, coordinate and integrate activities and information, so that the One-Stop System as a whole is coherent and accessible for individuals and businesses alike.
- ***Empowering individuals.*** The WIA intends this to happen through financial assistance (Individual Training Accounts) given to eligible adults and through the information, advice, guidance, and support available to all individuals through the One-Stop System and the activities of One-Stop partners.
- ***Universal access.*** Any individual will have access to the One-Stop System and to core employment-related services and information.
- ***Increased accountability.*** The WIA makes accountability for performance and customer satisfaction a top priority. To this end, the legislation identifies core indicators of performance that local workforce investment systems and their partners must meet.
- ***Strong role for local workforce investment boards and the private sector.*** Local, business-led boards will act as “boards of directors,” focusing on strategic planning, policy development, and oversight of the local workforce investment system.

- ***State and local flexibility.*** States and localities have increased flexibility with significant authority reserved for elected officials to build on existing reforms and implement innovative, comprehensive workforce investment systems tailored to meet the needs of local and regional labor markets.
- ***Improved youth programs.*** Such programs will be linked more closely to local labor market needs and the needs of local youth, with strong connections between academic and occupational learning.

THE WIA'S SERVICE DELIVERY MODEL

The service delivery structure set forth by the WIA is intended to be flexible, with great latitude given to local jurisdictions to design their One-Stop System in the way that will best serve their communities.

The single mandatory element is the *One-Stop Career Center*. Every jurisdiction is required have at least one of these and may have more. This comprehensive, full-service Center must provide, in a single physical location and without referral, all of the core services required by the WIA. They may provide intensive services as well. The Center also must provide access to other programs and activities carried out by the One-Stop partners. Several partners may be co-located in a One-Stop Center. The Center and its services are open to all job seekers.

In addition, the WIA allows for arrangements to supplement the Center. These may include: 1) a *network of affiliated sites* that can provide, at each site, the programs, activities, or services of one or more of the partners, as well as referrals or access to other services; 2) a *network of One-Stop partners* that links partners and their services, physically or technologically, and facilitates referrals; and 3) *specialized centers* that address specific needs.

The One-Stop System is intended to ensure that anyone who enters the System at any point can obtain access and referral to the partners' workforce-related services. Referral means more than just providing information; it indicates active assistance that directs an individual along the correct path through the System, given that person's situation and needs.

OTHER CHARACTERISTICS OR COMPONENTS OF A ONE-STOP SYSTEM

- A network structure that links the partners physically (co-location) or technologically to ensure that individuals are provided with information about and access to both core services and pertinent affiliate or specialized services.
- A customer focus, with the design and implementation of the System being guided by customer needs, customer satisfaction, and customer success
- Mechanisms for regular communication, interaction, and cross-training to keep partners and their staffs informed about the each other's programs, services, and activities and those of the One-Stop System as a whole.
- Shared leadership, giving each partner a voice in decisions and a stake in the System's success
- Uniform processes, used by all partners, for such functions as intake, entry, and referral

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2. OAKLAND'S ONE-STOP SYSTEM: STATUS REPORT

The City of Oakland set up the Oakland Workforce Investment Board (WIB) to implement the local One-Stop System in accordance with WIA. The WIB comprises representatives of private-sector businesses, organized labor, community-based organizations, local government agencies, and local education agencies. It provides policy guidance, establishes strategic direction, and designates the operator for City-sponsored workforce development activities.

One-Stop Career Centers operated in Oakland even before passage the WIA. The Centers are affiliates of EASTBAY Works, a network of 19 such centers located throughout Alameda and Contra Costa Counties.

The WIB has made great progress in laying the groundwork for expansion of the Career Center concept into a full One-Stop System. However, there are a number of challenges, both internal (within the WIB, the One-Stop Leadership Committee, or the partners) and external (economic, political, legislative, and social pressures) that still must be resolved before the System can be fully implemented.

STRENGTHS OF THE OAKLAND ONE-STOP SYSTEM

- Oakland has experience in operating successful One-Stop Career Centers. The first such center began operating in Oakland in 1994, four years before the WIA was enacted.
- A large number of organizations, both mandated partners and non-mandated partners, are participating in Oakland's One-Stop System
- There is a strong commitment on the part of most partners to developing and sustaining a highly effective One-Stop System for Oakland
- The partners collectively offer a high level and wide range of expertise and experience, and many operate programs that have earned the trust and respect of their constituents
- The partnership offers its partners access to resources, opportunities to achieve greater visibility and an increased client base, and the means to offer clients an expanded array of services

ACCOMPLISHMENTS TO DATE

- The One-Stop Leadership Committee has been established and is working actively on the development of the System
- Two productive retreats have provided a forum for the partners learn about the characteristics and requirements of an effective One-Stop System, discuss and resolve key issues, and make decisions about Oakland's System
- Agreement has been achieved on essential elements that will serve as guiding principles: mission, vision, values
- The Business Services Plan has been developed and implemented, and a Business Services vendor has been brought on board

INTERNAL CHALLENGES

- Confusion exists about what it means to be a partner – roles, responsibilities, relationships and rewards – and what the definitions of particular types of partners are (e.g., One-Stop Center vs. affiliate center)
- Partners do not yet know a great deal about each other's programs, activities and resources. Not only leaders but staff at all levels needs this information.
- The roles and functions of the System Administrator and the Center Operators need to be separated and clarified in order to avoid the potential for conflicts of interest and ensure the smooth implementation and operation of the System
- Mechanisms are needed for sharing costs in a way that is fair and equitable while taking into account the partners' varying resources, levels of participation, and benefits received from the System
- The Oakland One-Stop System has had some difficulty in achieving the performance standards required by the WIA
- The System needs a stronger base of continuing financial support than can be achieved through the WIA funding streams
- A seamless delivery of services implies a marketing seamless identity. However, neither business nor individual customers have a clear perception about which entities offer workforce services in Oakland. The strong identity the Oakland WIB and the Oakland One-Stop System need to be established
- The relationship of the Oakland One-Stop System and Eastbay Works needs to be clarified

EXTERNAL CHALLENGES

- Oakland has a high percentage of job seekers and workers with special needs that create barriers to workforce entry or advancement, in particular limited English skills
- As a result of the current economic downturn, Oakland is faced with a very high unemployment rate and an increasing demand by job seekers for employment and career services

- Funding resources for workforce investment programs are diminishing and becoming more difficult to access
- Better links are needed between programs for community economic development, economic development, and job creation
- Legislative requirements undergo periodic revision. The WIB needs to know how to anticipate possible changes in legislation and how they might impact funding from federal sources, the structure of funding streams, and revisions in performance measures, especially as they apply to universal customers

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3. CONCEPTUAL MODEL FOR THE OAKLAND ONE-STOP SYSTEM

ESSENTIAL ELEMENTS: VISION, MISSION, GUIDING PRINCIPLES

Vision of the Oakland Workforce Investment Board

The vision of the Oakland Workforce Investment Board is to establish and direct a results-oriented workforce development and business services system that:

- Provides job seekers of all ages with the education and training needed to achieve self-sufficiency
- Merges public and private sector resources and expertise to create an integrated workforce development and business services system capable of sustaining itself through fee generation
- Creates job opportunities for the unemployed and advancement opportunities for the underemployed through comprehensive business development, retention and expansion services

Mission of the One-Stop Leadership Committee

The mission of the One-Stop Leadership Committee is to provide integrated services to meet the employment needs of current and future workers and employers.

Vision of the One-Stop System

The vision for the Oakland One-Stop System is to provide for the well-being of our community by establishing a comprehensive, accessible, respectful system that:

- Has a high-level commitment to providing quality services that make a difference in people's lives.
- Delivers those services seamlessly to workers and employers through an integrated, well-coordinated network of comprehensive One-Stop Centers and affiliated program sites.
- Is well known and highly regarded throughout the community.
- Enables its partners to share their leadership, resources, and expertise in a collaboration that benefits their own programs, the workforce development system, and the community as a whole.

Guiding Principles

The Oakland One-Stop System partners value . . .

- The power of hope in transforming lives
- The worth of all individuals, and respect for their goals, skills, aspirations, and ability to contribute to the community
- The economic strength and advancement of the business community
- Our rich heritage and cultural diversity
- The investment of our program and business partners
- A well-trained, culturally sensitive, and diverse staff at all levels of the workforce system

- Timely responsiveness to individual needs

In addition, Oakland's One-Stop System should . . .

- Serve the disadvantaged, the unemployed, the under-employed, and help people move up
- Match the employer with an appropriate employee
- Be the focal point to align the skills of the partners
- Provide a wide array of services
- Work to remove the barriers
- Strengthen the community
- Be easily accessible
- Raise issues that are systemwide

SERVICE DELIVERY STRUCTURE

The Oakland One-Stop System delivers core and intensive services¹ through two types of centers that focus on job seekers and a business services provider that works with employers:

- *One-Stop Career Centers:* Two such centers are currently operated under the auspices of the Oakland WIB: the Oakland Career Center Downtown on Broadway and the Oakland Career Center East on Hegenberger Road. In accordance with the WIA, these are comprehensive, full-service Centers are open to all job seekers and provide all of the WIA's core services required by the WIA. Some intensive services are offered as well. The Centers also provide access and referrals to other programs and activities carried out by the One-Stop partners. Several partners may be co-located in a One-Stop Center. These Centers and their services are open to all job seekers.
- *Affiliate centers.* These sites provide the programs, activities, or services of one or more of the One-Stop partners. The offerings at a given center may include core services or

¹ Core services are specified in the WIA; see Attachment A for a listing. Intensive services are services, including assessment and training, that are intended to identify an individual's obstacles to employment and assist that person in overcoming those obstacles.

intensive services that address specific or specialized needs, and may be targeted to specific audiences rather than all job seekers. The affiliate centers are linked in a network that provides seamless referrals and access to other services.

- *Business services provider.* Working with all centers, the business services provider serves as a single point of contact for employers and delivers a comprehensive portfolio of high-quality services, resources, and solutions for business customers.

The One-Stop System Administrator works with all centers and the business services provider to coordinate the smooth functioning of the service network, coordinate partner activities, promote the System and measure its effectiveness, and ensure that WIA requirements are met.

ROLES AND RESPONSIBILITIES

The Oakland Workforce Investment Board

The Oakland WIB organizes, directs, oversees, and leverages resources for Oakland's One-Stop System, through the One-Stop Leadership Committee.

The One-Stop Leadership Committee

The One-Stop Leadership Committee (OLC) comprises high-level representatives from all of the One-Stop System partners. Each partner has an equal say in policies and decisions that pertain to the development and oversight of the System. The Committee is responsible for:

System Development and Management

- Creating, clarifying, sharing, communicating, and implementing the shared vision of the Oakland One-Stop System
- Designing the System and its policies and procedures
- Encouraging the development of a strong culture, structure, and identity for the System
- Developing mutually agreed-upon goals for the System
- Leading the process to hire the System Administrator and Center Operators
- Holding the System Administrator and Center Operators accountable

- Garnering strong support to sustain the System and its services

Partnership Development

- Building a strong partnership of service providers
- Defining, documenting, and communicating clearly what the System expects of all partners and what these parties can expect in return
- Finding ways to expand and strengthen the partnership's leadership capacities
- Identifying and attracting new partners
- Determining an appropriate plan for allocating costs and defining partner contributions, which takes into account:
 - The partners' individual missions, programs, strengths, and resources
 - The fiscal, programmatic, and legislative mandates which govern the partners' operations

Service Development and Delivery

- Defining the core services of the One-Stop System, to include all the core services required by the WIA as well as additional core services that the Committee may choose to prescribe
- Creating an integrated service culture which ensures that all core services can be accessed by all job seekers in the One-Stop Career Center and that seamless referrals can be provided to other services, programs, and activities
- Ensuring that services are provided to meet the needs of all System customers
- Fostering continuous improvements toward providing high quality service and customer satisfaction

Communication and Training

- Enabling front-line staff and customers to understand, accept, and focus on the One-Stop System, and giving them skills and tools for using the System effectively

Measurement and Evaluation

- Defining standards and measures by which the success of the System and its operators will be operated, and evaluating how well they are being met

Marketing and Outreach

- Determining policies for creating a strong identity and high visibility for the System and conducting outreach to current and prospective customers

The One-Stop System Administrator

The One-Stop System Administrator implements the policy, program, and resources allocation directives of the One-Stop Leadership Committee and the WIB, and serves as the Title I Administrator for the WIB. The Administrator reports to the WIB Executive Director as staff to all WIB committees. Its responsibilities include:

System Development, Fiscal Management, Administration

- Ensuring that Oakland complies with all related WIA and Title I program regulations and meets all mandated and local performance measures.
- Assisting with the process of issuing requests for proposals or quotes, evaluating the submitted proposals, and negotiating and awarding contracts
- Serving as contract administrator and, where appropriate, fiscal agent for contractors engaged to provide services to the WIB, the One-Stop System, or the System's customers, and monitoring contractor performance
- Certifying operators for the One-Stop Career Centers, and affiliate centers, and specialized services
- Clarifying the functions of partners with regard to memoranda of understanding (MOU) and resource-sharing agreements
- Coordinating the development and implementation of systemwide processes
- Providing technical assistance to the partners on Title I compliance, service delivery, and implementation of the One-Stop System culture and systemwide processes
- Working to develop additional resources for the One-Stop System and special projects

Partnership Development, Communication and Training

- Expanding the System by bringing in new partners
- Marketing the System to the partners, making sure they understand the role they are being asked to play, the contribution they will make, and the benefits they will gain
- Developing and delivering systemwide information and materials that will help partners understand the One-Stop System, implement the System culture and systemwide processes, and assist their clients in gaining entry into the System and its resources
- Facilitating communication among partners and cross-training of their staffs
- Serving as a liaison or point of contact for the WIB and the One-Stop partners
- Surveying the partners consistently on their satisfaction with the System

Service Development and Delivery

- Ensuring that referral mechanisms are in place to give all Oakland job seekers access to appropriate programs and activities carried out by One-Stop partners
- Integrating the activities of the Center operators and the business services vendor and ensuring that their services, processes, and approaches are complementary and compatible.
- Facilitating the identification, implementation, and effective use of technologies that will foster the integration of partners' programs into a single, seamless system

Measurement and Evaluation

- Collecting, analyzing, and reporting the data for System measures
- Making recommendations about policy or operational changes that could lead to improved performance

Marketing and Outreach

- Coordinating the development and implementation of marketing and outreach strategies that will create a strong identity and high visibility for the System
- Serving as liaison between the One-Stop System and external organizations such as Eastbay Works

One-Stop Career Center Operators

The One-Stop Career Center Operators manage the daily operations of the comprehensive One-Stop Centers, provide core and intensive services to youth and adult job seekers and incumbent workers, and coordinate business services with the Business Services Vendor.

The Center Operators are selected by the WIB through the One-Stop Leadership Committee and are certified by the One-Stop System Administrator. The WIB establishes separate contracts for the System Administrator and the One-Stop Center Operators. The same organization may apply for both contracts and, if awarded them, may serve in both roles. The applicant must demonstrate to the WIB's satisfaction that firewalls exist to prevent conflicts of interest between those roles and that benefits, such as economies of scale, can result from having one entity occupying the dual positions.

The One-Stop Center Operators' responsibilities include:

- Ensuring that the One-Stop Center:
 - Is open and available to all Oakland workers and job seekers
 - Is able to deliver, in that single location, all of the core services defined by WIA and the One-Stop Leadership Committee
 - Reflects the culture, image, and visual identity of the Oakland One-Stop System
- Contributing to the development of systemwide processes, and implementing those processes that the partnership has agreed upon
- Participating in the development of marketing and outreach strategies for the System, and carrying out marketing activities that are appropriate at the Center level
- Coordinating arrangements with co-located partners for the satisfactory sharing of space, staff, time, and operational responsibilities
- Developing a staffing plan that ensures sufficient staff coverage while taking into account the needs, capacities, and resources of co-located or participating partners
- Maintaining the physical premises so that they are clean, organized, and in good repair, are welcoming to customers and staff, and are easy for them to use.
- Reflecting the culture, image, and visual identity of the Oakland One-Stop System
- Collecting, analyzing, and reporting the data for Center measures

Affiliate Center Operators

Operators of affiliate centers deliver certain core and intensive services, in keeping with their organizational mission. In some cases, the program may be targeted to customers who are part of specified groups or meet specified eligibility qualifications.

Operators of affiliate centers deliver certain core and intensive services, in keeping to their organizational mission. In some cases, the program may be targeted to customers who are part of specified groups or meet specified eligibility qualifications. Affiliate centers participate in the One-Stop network, providing seamless referrals to services that are not offered directly to customers by the affiliate's program. The Affiliate Center Operators' responsibilities include:

- Providing direct services to customers as specified in their MOU
- Facilitating entry into the System for all customers, whether or not part of the program's target audience, and directing customers to the sources of services they need
- Contributing to the development of systemwide processes, and implementing those processes that the partnership has agreed upon
- Maintaining the physical premises so that they are clean, organized, and in good repair, are welcoming to customers and staff, and are easy for them to use.
- Reflecting the culture, image, and visual identity of the Oakland One-Stop System
- Collecting, analyzing, and reporting the data for program measures

Business Services Vendor

The Business Services Vendor is selected by the WIB with the leadership of the Business Services Committee and is a One-Stop partner. The Business Services Vendor reports to the WIB Executive Director as staff to both the Business Services and One-Stop Leadership Committees. The Business Services Vendor's responsibilities include:

- Providing placement services, permanent and temporary, to job applicants registered with the One-Stop System
- Recruiting qualified candidates for Oakland employers through the use of the One-Stop Career Centers, database searches, community outreach, job fairs, etc.

- Screening and interviewing candidates to ensure that they meet minimum qualifications and job requirements sought an the employer
- Coordinating and arranging interviews between the job candidate and the employer.
- Marketing to employers the One-Stop System's customized training for workers, including analysis and assessment of training needs, identification of qualified training providers, and coordination and administration of training contracts.
- Promoting the State Enterprise Zone Tax Credit Program to private sector employers.
- Providing intensive, fee-basis services to employers in such areas as testing and assessment, outplacement payroll and benefits administration employee assistance program human resources consulting
- Providing technical assistance and expertise in developing the capacity of the One-Stop System to serve job seekers and employers.

All One-Stop Partners

All One-Stop partners are responsible for supporting and promoting the One-Stop System while delivering services to their customers. It is expected that partners will:

- Implement systemwide processes and policies
- Provide cross-training for staff
- Be willing to share information
- Be committed to the vision and mission
- Share areas of expertise and skills
- Understand each other's goals, roles, and limitations
- Pool resources and share System costs to the extent possible
- Work together to help each other meet their goals
- Participate as active members of the One-Stop Leadership Committee

NEXT DECISIONS

System Evaluation, Program Measures, and Management Tools

- Determine which measures the OLC will use to evaluate, both quantitatively and qualitatively, the effectiveness of the One-Stop System
- Set up uniform standards and processes for partners to use in collecting and reporting data relevant to the selected measures
- Collect current data that can be used as baseline for measuring progress and determining trends
- Consider adding a budget item to engage an outside evaluator to assess and recommend evaluation systems and measures for the Oakland One-Stop System

System Identity and Marketing

- Achieve consensus that the One-Stop System will be the primary identity for the presentation of Oakland's workforce investment services and activities to partners, community stakeholders, customers, and the public
- Determine ways in which the One-Stop System identity can be integrated with the individual identities of the partners
- Develop a systemwide marketing plan

Systemwide Processes

- Collect and analyze information on processes currently used by program partners for core services and other activities that partners have in common. Make sure that the System can benefit from what its partners already do well.
- Develop and adopt recommendations for procedures, tools, and technologies that will facilitate the integration of programs, services, and activities into a seamless system
- Assist partners in the implementation of the systemwide processes
- Set up a schedule for evaluating the systemwide processes and modifying them as needed.

Partner Participation

- Provide ongoing partner training to clarify roles and responsibilities, resolve develop workable policies for partner contributions, and develop and strengthen the System culture
- Set up mechanisms for regular communication among partners and their staffs, including exchanges of ideas, information, and partner news

3
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