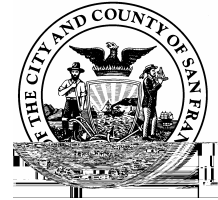


**Mayor's Office of Economic and Workforce Development**  
**Workforce Development Division**  
Rhonda Simmons, Director



TO: Executive Committee, Workforce Investment Board of San Francisco

FROM: Rhonda Simmons

DATE: March 26, 2008

SUBJECT: Workforce Investment Act Request for Proposals FY '08 - '09

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**Background**

The WIA Request for Proposals is being released in the following context:

- Declining national, state and local economic indicators;
- Reduced WIA funding;
- Information gleaned from national experts and best practices that give us examples of effective and cost efficient systems;
- Increased and more diverse end-customer requirements, those of residents, labor and business, as yet to be completely examined in a strategic planning process;
- Strong efforts by the City for an integrated and accountable workforce development system;
- Common measures approved which particularly impact services to youth, shifting emphasis to older, out of school youth;
- Multiple efforts from the youth serving system to create a continuum of integrated services, particularly to high risk youth;
- A three phase plan of action toward system integration that is just beginning the second phase.

In Phase One, the WISF has laid the groundwork for the reengineering of a more effective and integrated delivery system: first, by putting the redesigned One Stops at the center of adult and dislocated worker reemployment services and second, by approving a set of operational policies to govern that delivery system, ranging from eligibility to priority of services. Youth policies have been crafted and endorsed by the Youth Council and appear elsewhere on this agenda.

Data regarding the redesign of the One Stop System is not yet sufficient to determine the effectiveness compared with the previous approaches. Initial qualitative analysis of the front end of the system, including: triage, vocational assessment and assignment to intensive service providers, shows some significant improvements, such as more informed customer choice and stronger case management. There are still areas in which it appears that customer choice on training remains limited and placement activities are still scattered and less effective than originally planned. Using ITAs for training versus cohort training is still being examined. OEWD staff will conduct programmatic and financial monitoring of the system. The monitoring will occur in late March and early April, and the findings of the monitoring

**Mayor's Office of Economic and Workforce Development**

will be used for process improvements, and to further policy recommendations regarding ITAs.

In Phase 2, the Goals are:

- Build an infrastructure that fiscally and programmatically supports an integrated system
- Set up a system of accountability
- Gear training and placement toward vital industry sectors
- Build partnerships that endorse common outcomes, integrated service delivery, and a shared customer base.

This RFP for WIA services begins this phase by:

- reframing youth services,
- distributing investments to include other City initiatives,
- leveraging non-WIA funding to support common services,
- by hiring a One Stop operator whose functions will ultimately include managing much more than the WIA program at the One Stops.

In Phase 3, the vision for the integrated effort can be displayed as follows:

Examples of partners and their service provider networks who provide workforce services to target populations	PAES/ CalWorks/ DCYF/ WIA	Community College/ MOCD-CDBG/ CalWorks/ PAES/ Muni/ PUC/ City Build	WIA-Dislocated Worker/ Labor Federations/ Voc. Rehab	Tax Credits/ WIA–customized training/ Employer training/ ETP
<i>Target populations</i>	<i>Unemployed &amp; Youth</i>	<i>Working Poor</i>	<i>Dislocated workers</i>	<i>Underemployed</i>
Service focus	Pre-employment/ Basic skills	Training	Re-employment	Skills Upgrade/ Enhancements

## Recommendations

### *Service Design Enhancements:*

- One Stop Operator to provide administrative and management functions for all subcontractors;
- Front end services for youth delivered at or through the One –Stops;
- Enhanced basic skills and educational referral systems;
- More portals to entry, including Neighborhood One Stop Centers;
- Outplacement services for Dislocated Workers made eligible through Rapid Response;
- Enhanced job placement and business services features.

### *Planned Service Levels:*

<b>Services</b>	<b>Planned</b>
Adult	388
Dislocated Worker	176
Youth	461

### *Funding distribution:*

Adult	FY 07-08	%	Projected FY 08-09 (-15%)	%
Allocation	\$1,987,103		\$1,689,038	
Administration	\$198,710	10	\$168,903	10
Core Services	\$527,131	27	\$456,040	27
Intensive Services	\$527,131	27	\$456,040	27
Training	\$496,776	25	\$411,259	25
Support Services (childcare, etc...)	\$99,355	5	\$84,451	5
Systems Building	\$138,000	6	\$101,342	6

Dislocated Worker	FY 07-08	%	Projected FY 08-09 (-15%)	%
Allocation	\$1,955,664		\$1,662,315	
Administration	\$195,566	10	\$166,231	10
Core Services	\$528,029	27	\$448,825	27
Intensive Services	\$528,029	27	\$448,825	27
Training	\$488,916	25	\$415,578	25
Support Services (childcare, etc...)	\$97,783	5	\$83,115	5
Systems Building	\$117,341	6	\$99,739	6

Youth	FY 07-08	%	Projected FY 08-09 (-15%)	%
Allocation	\$1,823,123		\$1,549,655	
Administration	\$182,312	10	\$154,965	10
Program Support	\$1,567,885	86	\$1,394,689	86
Systems Building	\$70,000	4	\$61,986	4

***Outcomes the WIA Services Should Yield:***

Improved core performance (Entered Employment, Retention and Earnings) of all programs located in the One Stop Centers.
Increased market penetration of the One Stop System, results in higher number of repeat customers and new customers (Employers and Job Seekers).
Reduced amount of time customer spends seeking services will lead to customer service efficiencies (i.e. average time in days between first staff assisted services offering, increase # of clients obtaining wage increases in targeted industries as a result of service offering an increase in employer customer satisfaction)
Integrated services at the front line level and managed in a unified way at the supervisory level will lead to: <ul style="list-style-type: none"> <li>o an increase of the number of co-enrollments;</li> <li>o an increase of the number of cross-trained staff;</li> <li>o More of a team and/or generalist approach at front line levels.</li> </ul>
Reduced customer handoffs with an integrated intake, assessment, eligibility determination, and follow-up referral process across programs.
Increased system capacity with better trained staff and expanded universal services including:
Improved physical design and technology that supports the vision and philosophy of the One Stop Center system.

***Rating criteria:***

- Capacity – 35 points (strong administrative and diverse program capacity)
- Budget – 35 points (emphasis on leveraged funds)
- Program Design – 30 points (innovations in addition to the RFP description)

***Timeline:***

Please See Attachment I

**Fiscal impact**

All allocated WIA funds, except Rapid Response will be distributed by this action.

**Attachment 1**

**Office of Economic and Workforce Development  
Workforce Development Division**

**WIA RFP Timeline**

<b>Activity</b>	<b>Scheduled Date</b>
Completed Documents for WISF review	March 25
<b>WISF Review and Approval of Scope</b>	<b>March 26</b>
Advertising sent out	March 28
<b>ISSUE RFP</b>	<b>April 2</b>
Bidder's Conference	April 8
Q&A due	April 18
<b>RFP's DUE</b>	<b>May 14</b>
Minimum Qualification's Review Completed	May 20
Sent to Panel for Scoring	May 22
<b>Finalize Scoring Recommendations</b>	<b>May 30</b>
<b>Award Notification</b>	<b>June 6</b>
Protest Period ends	June 16
Contract Negotiations Begin	June 17
<b>Contractor Services Begin</b>	<b>July 1</b>
1st Invoice Due	August 15