



# **OAKLAND WORKFORCE DEVELOPMENT BOARD**

**\*Special Meeting\***

**Tuesday, May 24, 2016**

**8:30 a.m. – 10:30 a.m.**

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

# **OAKLAND WORKFORCE DEVELOPMENT BOARD (OWDB)**

## **AGENDA**

### **Hearing Room 4**

City Hall, 1 Frank H. Ogawa Plaza

Tuesday, May 24, 2016

8:30 a.m. – 10:30 a.m.

In Absence of a WDB-elected Chair, the facilitator is Mark Sawicki

<b>ITEM</b>	<b>PAGE</b>	<b>ACTION</b>
1. Call to Order and Roll Call	<b>3</b>	Informational
2. Elect Board Chair & Vice Chair	<b>4</b>	Action
3. Approve May 5, 2016 Minutes	<b>5</b>	Action
4. Introduction to RFPs	<b>7</b>	Informational
5. Independent Review Panel Recommendations on RFPs		
Award FY 2016-19 WIOA Contracts:		
a. Adult & Dislocated Worker Services	<b>25</b>	Action
b. Business Engagement and Services	<b>28</b>	Action
c. Sector Access Points	<b>31</b>	Action
d. Youth	<b>35</b>	Action
6. Open Forum		Informational
7. Announcements		Informational
8. Closing Remarks		Informational
9. Adjourn		Action

## ITEM #1 Oakland Workforce Development Board Roster - Roll Call

#	Name	Tuesday, May 24
		Present Excused Absent
1	Elena Anaya	
2	John Brauer	
3	Kathleen Burris	
4	Kori Chen	
5	Rose Doss	
6	Dan Ferreira	
7	Herb Garrett	
8	Polly Guy	
9	Susan Hollingshead	
10	Derreck Johnson	
11	Lisa Kershner	
12	Chancellor Laguerre	
13	Darien Louie	
14	Michael McDonald	
15	Doreen Moreno	
16	Chudy Nnebe	
17	Gilbert Pete	
18	Ruben Rodriguez	
19	Brian Salem	
20	Obray Van Buren	

## ITEM #2 Voting for Board Chair and Vice Chair

### Bylaws Excerpt

#### ARTICLE I. Officers

- A. Officers.** Officers of the Board shall be a Chair and a Vice Chair.
- B. Selection of officers.** The Chair and Vice Chair shall be elected from among members of the Board by a majority vote. In the event of a tie vote, a run-off of the two highest candidates shall determine who is elected. The Chair and the Vice Chair must be chosen from business representatives on the Board.
- C. Terms.** The term of office for Chair and Vice Chair shall be two years. If the office of the Chair becomes vacant during a term, the Board shall choose a new Chair for the remainder of the term, and the Vice Chair shall act as Chair pending election of the new Chair. If the office of the Vice Chair becomes vacant during a term, the Board shall choose a new Vice Chair for the remainder of the term.
- D. Duties of the Chair.** The Chair shall preside at all meetings of the Board, represent the Board whenever the occasion demands, appoint committees and task forces, and call special meetings at any time necessary upon appropriate advance notification to all members.
- E. Duties of the Vice Chair.** The Vice Chair shall assist the Chair as directed and shall assume all the obligations and authority of the Chair in the absence of the Chair.

#### Eligible Officers per WIOA – Business Representatives:

#	Name	Title	Organization	Board Composition
1	Elena Anaya	Comm. Affairs Director	Turner Construction	Business
2	Kathleen Burris	Workforce Initiatives Manager	CVS	Business
3	Kori Chen	Small Business/ COO	Red Bay Coffee Co., LLC	Business
4	Rose Doss	Regional Dir., Recruitment	Kaiser Permanente	Business
5	Herb Garrett	Director, HR	UPS	Business
6	Polly Guy	N. California Regional Store Director	Starbucks	Business
7	Susan Hollingshead	Chief Administrative & People Officer	Sungevity	Business
8	Derreck Johnson	Small Business/ Owner	Chicken & Waffles	Business
9	Lisa Kershner	General Manager	Oakland Marriott	Business
10	Michael McDonald	Senior Recruitment Director	Pandora	Business
11	Doreen Moreno	Mgr., Govt. Relations	UCSF Children's Hospital	Business

## ITEM #3 May 5, 2016 WDB Meeting Minutes



### ITEM #3

Oakland Workforce Development Board (OWDB)  
May 5, 2016  
8:30am – 10:30am  
Minutes

#### Board Members Present 17

Elena Anaya	Dan Ferreira
John Brauer	Ruben Rodriguez
Chudy Nnebe	Brian Salem
Kori Chen	Gilbert Pete
Obray Van Buren	Herb Garrett
Derreck Johnson	Polly Guy
Darien Louie	Lisa Kershner
Michael McDonald	Chancellor Laguerre
Doreen Moreno	

#### Board Members Excused:

Kathleen Burris	Susan Hollingshead
Rose Doss	

#### City of Oakland Staff Present:

Mark Sawicki	Honorata Lindsay
Jose Corona	Tamara Walker
Lazandra Dial	Enjema Hudson
Dan Rossi	Mayor Schaaf

Item 1-The meeting was called to order by Jose Corona, Director of Equity and Strategic Partnership and the Roll Call was conducted by Lazandra Dial, Program Analyst III.

Item 2-Welcome and introduction was conducted by Jose Corona. He thanked the members for being a part of the newly seated Board. Each Board member gave their name, organization, time with organization and shared their passion for workforce development. Mayor Schaaf also welcomed the new Board.

Item 3-Jose Corona covered the purpose of the Board, its Bylaws and the role of the OWDB.

Item 4, 5- Dan Rossi, City Attorney, provided training on conflict of interest and public meetings.

Item 6-Jose Corona discussed the OWDB Fiscal Year (FY) Deliverables:

1. The FY 2015-2016 State performance will be presented at a future meeting of the Board;
2. OWDB to award FY 2016-2017 contracts with a defined budget. The last RFP was issued for Fiscal Year 2013-2015. The new RFP's were released on January 27, 2016;
3. The Board recertification response to the California Workforce Development Board (CWDB). The Certification was due and delivered by March 31, 2016. The CWDB will discuss the packet and we will receive a response on our recertification;
4. WIOA Memorandum of Understanding Partner Agreements are due to the State June 30, 2016; and
5. By July 1, 2016 we will change our branding to the statewide common identifier America's Job Center of California (AJCC).

Item 7- During the Open Forum the OWDB received four (4) Speaker Cards. Two speakers yielded their time to Elder Matthew Graves. Elder Graves presented on his organization, Oakland Youth First. Oakland Youth First is located in West Oakland and focuses on diversity, technology and financial literacy. Julina Bonilla, Trustee, Peralta Community College District welcomed the new Board.

Item 8- Darien Louie announced the East Bay Economic Development Alliance, Spring Leadership Meeting at the Asian Cultural Center, May 19, 2016 from 9a-11a. Go to [www.eastbayeda.org](http://www.eastbayeda.org) for more information.

Item 9- Jose Corona thanked the members for attending.

Item 10- A motion to adjourn was presented and seconded. The meeting was adjourned

## **ITEM #4 - Introduction to Request for Proposals (RFP)**

# **RFP Development Process and Considerations**

**Oakland Workforce Development Board**  
**May 24, 2016**



# Goals for the 2016-2019 RFP Process

- 1. Requests for Proposals (RFPs) that are informed by effective practices**
- 2. A fair and inclusive process for the distribution of Oakland WIB's 2016-2019 funds for contracted service delivery**
- 3. RFP process and content aligned with existing WIB strategic priorities and WIOA**





# Key Considerations for RFPs

- **Oakland Workforce Investment Board Local Plan**

- Enable clients to obtain full employment and self-sufficiency.
- Serve those most in need, including unemployed and under-employed, by providing access to industry-recognized credentials, work readiness, and “soft” skills.
- Meet the workforce needs of local employers through industry-driven sector strategies.
- Create a system that is driven by results orientation.
- Create a framework for OWIB that encompasses all public and private workforce development funding and resources available to serve Oakland residents and employers.
- Serve Oakland residents, with particular emphasis on the diverse and emerging populations in geographic areas of the City of Oakland that are historically underserved.



# Key Considerations for RFPs (cont'd)

- **Workforce Development Board-Approved RFP Principles**
  - Improving system-wide performance
  - Strong strategic partnerships and leveraging of other funds
  - Increased and improved employer engagement, particularly through sector strategy development
  - Services and performance metrics tailored to the needs of Oakland's population
  - Increased opportunities for employer-driven training
- **Stakeholder engagement**
- **Board involvement**
- **Best practices research**



# Key Considerations for RFPs (cont'd)

- **Key Changes in WIOA**

- Increased focus on adults with arrests and conviction and people making the transition from public assistance to work.
- Merged adult core and intensive services into “career services” and elimination of “sequence of services.”
- Priority for individualized career services and training services for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.
- Expanded eligibility for out-of-school youth, including expanded age range (16 to 24) and removal of low-income requirement (for most Out-of-School Youth with a defined barrier).
- Priority for out-of-school youth, with at least 75% of youth funds to be spent on out-of-school youth. (Oakland WIB chooses to increase to 80%.)
- Prioritization of work-based learning opportunities for youth, with at least 20% of youth formula funds to be spend on paid and unpaid work experiences.
- Development of sector strategies and career pathways.

# Timeline

Date	Communications, Analysis, and Planning for WIOA Implementation
July 22, 2014	Workforce Innovation and Opportunity Act signed by President Obama
September 22, 2014	Oakland Workforce Investment Board reviews upcoming WIOA changes in current law, including system changes, training and employment services, job corps, adult education, state vocational rehabilitation services, and timelines of required actions
November 13, 2014	OWIB Retreat: discusses WIOA big picture issues as they apply to each committee
January 14, 2015	OWIB Executive Committee reviews RFP planning and preparation document
March 16, 2015	OWIB staff assesses system's readiness for implementation of WIOA and prioritizing phasing activities
March 26, 2015	Oakland Workforce Investment Board reviews policy principles for RFP development, as well as stakeholder engagement plan. Board approved policies 1-5. Board approves local plan priorities.



## Timeline (continued)

Date	Communications, Analysis, and Planning for WIOA Implementation
May 26, 2015	Oakland Workforce Investment Board briefed on sector strategies
May – June 2015	Stakeholder engagement process, including speakers bureau presentations, online survey, in-person surveys, and executive interviews (see detail on following slide)
July 1, 2015	WIOA provisions take effect (see detail on following slide)
January 2016	Released RFPs that include changes for Adult and Dislocated Worker Services, Youth Services, and Business Engagement and Services
March 2016	RFPs reviewed by Independent Review Panel



# Stakeholder Engagement

Date	Engagement
May – June 2015	Speakers bureau presentations by 8 Oakland Workforce Investment Board members and 3 staff at 13 community and business organizations, reaching 259 community stakeholders and offering comment cards and link to an online survey
May – June 2015	Online survey, circulated through OWIB email newsletters, City of Oakland website and emails, publication in local media, and the CalJobs enrollment list, as well as in-person surveys, conducted at four OWIB funded locations by Mills College MBA students in English, Spanish, and Cantonese, provided two-way communication about WIOA structure and requirements and collected feedback from 230 employers, job-seekers, and workers
May – June 2015	Executive interviews with a dozen chief executive officers and human resources managers from leading Oakland employers and business organizations



## **Board Involvement**

<b>Date</b>	<b>Involvement</b>
April 17, 2014	Report on Business Services plan presented to Employer Strategies Committee; includes goal and vision of work group
July 17, 2014	Employer Strategies Committee discusses WIOA changes
August 27, 2014	Youth Council discusses upcoming RFP and WIOA changes
September 22, 2014	Oakland Workforce Investment Board reviews upcoming WIOA changes in current law, including systems changes, training and employment services, job corps, adult education, state vocational rehabilitation services, and timelines of required actions
December 3, 2014	Youth Council addresses WIOA Legislation Update and RFP
January 14, 2015	OWIB Executive Committee reviews RFP planning and preparation document
February 2015	Staff informs Employer Strategies Committee of new WIOA changes regarding Business Services. Insight Center presented process for upcoming RFP and role of Employer Strategies Committee in shaping the RFP.

## **Board Involvement (continued)**

<b>Date</b>	<b>Communications, Analysis, and Planning for WIOA Implementation</b>
May 26, 2015	Oakland Workforce Investment Board briefed on sector strategies
April 2015	Employer Strategies Committee receives presentation on Business Services in the region
June 29, 2015	Staff meets with WIB members, State representative, and Insight Center to finalize RFP framework prior to 8/12/15 Youth Council meeting
July 13, 2015	Staff meets with WIB members, State representative, and Insight Center to finalize RFP framework prior to 8/12/15 Youth Council meeting
July 2015	Ad Hoc Committee for Employer Strategies develops scope of work and strategic focus for Business Services
August 12, 2015	2016-2018 RFP framework presented to Youth Council
September 2, 2015	2016-2018 RFP framework presented to Executive Committee (sent to all Executive Committee members and published on website)
September 24, 2015	2016-2018 RFP framework presented to full WIB (sent to all Executive Committee members and published on website)



# Adult and Dislocated Worker Services

## Comprehensive One-Stop Career Center

- Career Services:
  - Basic career services, individualized career services, and follow-up services; no longer a required sequence of services
- Training Services:
  - Individual Training Accounts assigned to eligible WIOA-enrolled customers according to their Individual Career Plans and approved by Business Engagement and Services provider
  - On the Job Training contracts developed by Business Engagement and Services provider and assigned to eligible WIOA-enrolled customers according to their Individual Career plans
- Rapid Response: provide support for Business Engagement and Services to respond as requested to needs of workers facing dislocation
- Required partners
- Collaboration with other providers
  - Referral of job-seekers to Sector Access Points for sector-specific training and career services



# Adult and Dislocated Worker Services

## Sector Access Points

- Target Industry Sectors:
  - Advanced Manufacturing
  - Healthcare
  - Information and Communications Technology (ICT) / Digital Media
  - Transportation, Distribution, and Logistics
- Career Services:
  - Contextualized for industry sectors of focus
  - Job-seekers outside of target sector referred to COSCC for services
- Training Services:
  - Cohort-Based Training: developed in partnership with Business Engagement and Services provider
  - Individual Training Accounts
  - On-the-Job Training
- Rapid Response: provide support for Business Engagement and Services to respond as requested to needs of workers in target industry facing dislocation

# Business Engagement and Services

- Business Engagement:
  - Outreach and market workforce investment system services to employers
  - Connect job-seeker and business services to facilitate placements
  - Encourage business participation in work-based learning and facilitate work-based learning placements
- Business Services:
  - Develop and implement a comprehensive business services strategy
  - Establish a responsive system to meet the needs of businesses
- Rapid Response:
  - Lead and serve as primary contact for businesses issuing WARN notices, in conjunction with Department of Economic and Workforce Development
  - Deliver and coordinate rapid response and layoff aversion strategies
- Training Services:
  - Review and approve Individual Training Accounts
  - Develop On-the-Job Training contracts
  - Collaborate with training providers to develop Customized Training
  - Align training opportunities to meet the needs of employers

# Youth Services

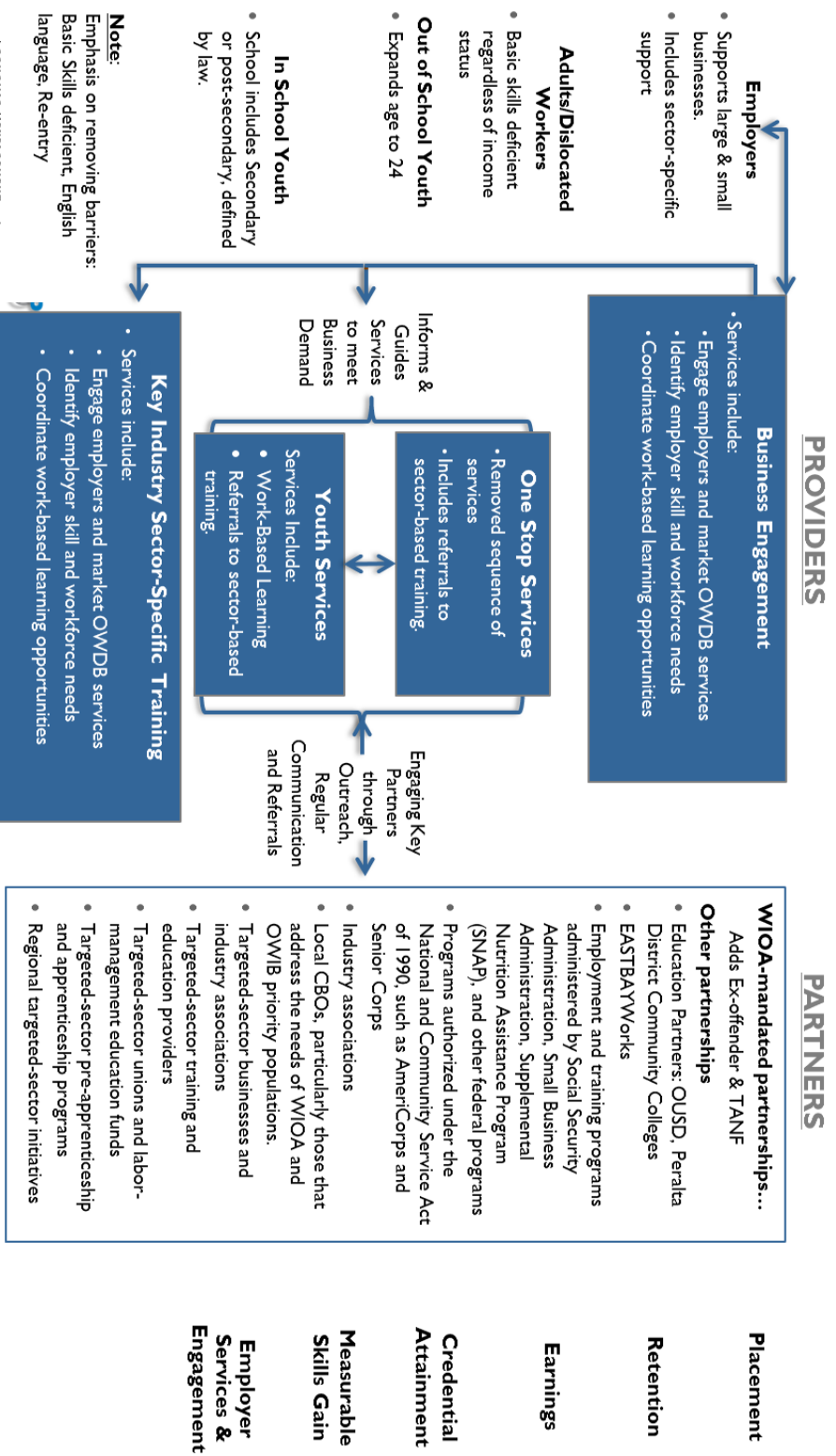
- OUSD Alternative High School Model:
  - Provide in-school youth at risk of dropout with additional academic, pre-employment, and supportive services that lead them to a high school diploma and start them on a career pathway
- GED/HiSET Education Model
  - Provide out-of-school youth lacking a high school diploma or equivalent services to help them attain a high school diploma or equivalency and start them on a career pathway
- Postsecondary Education/Training Model
  - Provide out-of-school youth services to help them apply for, enroll in, and progress through post-secondary education or training that leads to a portable credential and starts them on a career pathway
- Youth Employment Model
  - Provide out-of-school youth services to prepare and place them in employment and start them on a career pathway
- 14 Required WIOA Youth Program Elements

# WORKFORCE SYSTEM FRAMEWORK

## Recipients of Services

## Support System

## WIOA Outcomes



# Proposal Evaluation and Scoring

- **Independent Review Panel**
  - Out-of-area subject matter experts (with expertise specific to RFPs they review)
  - Strict conflict of interest screening
- **Evaluation Criteria – Major Categories**
  - Organizational Experience and Capacity (15 points)
  - Program Description (20 points)
  - Existing and Proposed Program Staffing (5 points)
  - Subcontractors and Other Partners (15 points)
  - Outcomes, Data Collection, Reporting, and Monitoring (25 points)
  - Budget and Budget Narrative (20 points)

# Proposal Evaluation and Scoring

- **Scoring rubric based on detailed criteria articulated in RFP (with same total points per category)**
  - Independent Review Panel scores proposals on each detailed criterion as “Non-Responsive”, “Meets Expectations”, or “Exceeds Expectations”
  - “Non-Responsive”: 0% of available points
  - “Meets Expectations”: 50% of available points
  - “Exceeds Expectations”: 100% of available points
  - Intent is to increase consistency across reviewers and reduce variability of numerical scores
  - Baseline “Meets Expectations” score: 50
  - Totals higher than 50 reflect “Exceeds Expectations”

# Thank you!

**Jim Torrens**

Associate Director for Workforce Innovation and the National Network of  
Sector Partners (NNSP)

Insight Center for Community Economic Development

1999 Harrison Street, Suite 1800

Oakland, CA 94612

[www.nnsp.org](http://www.nnsp.org) | [www.insightccd.org](http://www.insightccd.org)





## ITEM #5 – Independent Review Panel Recommendations



### ITEM #5a

**To: Oakland Workforce Development Board**

**From: Enjema Hudson, Program Analyst II**

**Date: May 24, 2016**

**Action Item: 2016-19 Workforce Innovation and Opportunity Act (WIOA) On-Call Adult & Dislocated Worker Services Fiscal Years 2016-2019 – Request For Proposal Award Recommendation**

### **MOTION**

**Award a contract for Adult and Dislocated Worker services to Oakland Private Industry Council.**

---

### **BACKGROUND:**

The Request for Proposals (RFP) were issued by the City of Oakland, Office of Economic and Workforce Development/Workforce Investment Board (OWIB) and released on January 27, 2016. A bidder's conference took place on February 10, 2016 and the deadline to submit proposal applications was March 15, 2016.

The approach to service delivery is described in the Fiscal Year (FY) 2016-2019 RFPs which emerged out of a participatory process responding to local need, regional opportunity, and national policy change. The OWIB, its Committees, staff, contractors, and diverse community stakeholders contributed to the development of the 2013-2017 Strategic Plan, which lay the groundwork for the RFPs. Subsequently, OWIB and its Committees met to define policy principles and conceptual frameworks for the service models described in RFP

The City of Oakland, Office of Economic and Workforce Development/Oakland Workforce Development Board (OWDB) sought experienced organizations to provide workforce development services for adults and dislocated workers. The overall goals of the workforce organization is to help adults and dislocated workers develop the skills to attain the knowledge, and access the resources needed to thrive in their careers; and provide employers with the skilled workers needed to sustain and competitively grow their businesses.

OWDB envisions a system of seamless coordination among providers and partners in the Workforce system that can connect residents, particularly those with barriers to employment, to career pathways leading to family-sustaining jobs in growing industries.

After providers are awarded for each RFP, the remainder of the providers who are qualified can be considered for future opportunities if the Workforce Development Board chooses to seek additional providers and the budget allows for it.

## **PROCESS**

An Independent Review Panel selected from workforce industry experts across the country were identified with no known or perceived Conflict of Interest with/against the applicants. The Review Panel participated in a mandatory orientation call and was provided the WIOA Adult and Dislocated Worker proposals and evaluation criteria on March 21, 2016.

The evaluation criteria were based on the following categories outlined in the RFP. Prospective bidders could be given up to 100 points.

<b>Organizational Experience and Capacity</b>	<b>15</b>
<b>Program Description</b>	<b>20</b>
<b>Existing and Proposed Program Staffing</b>	<b>5</b>
<b>Subcontractors and Other Partners</b>	<b>15</b>
<b>Outcomes, Data Collection, Reporting and Monitoring</b>	<b>25</b>
<b>Budget and Budget Narrative</b>	<b>20</b>
<b>FINAL TOTAL SCORE</b>	<b>100</b>

## **ANALYSIS:**

In total, four (4) Comprehensive Career Center proposals were submitted. The Independent Review Panel reviewed the proposals using the evaluation criteria listed above. A deliberation conference call was conducted on April 8, 2016 facilitated by City staff. The table below represents the total aggregate score from the review of the Comprehensive Career Center proposals.

<b>BIDDER NAME</b>	<b>REVIEW PANEL SCORES</b>	<b>FUNDS REQUESTED</b>	<b>Qualified for On-Call (Yes/No)</b>
OPIC	84.250	\$1,052,000	Yes
Rubicon	67.125	\$1,209,800	Yes
BOSS	53.750	\$1,051,500	Yes
Unity Council	51.875	\$674,207	Yes

## **INDEPENDENT REVIEW PANEL ASSESSMENT**

**OPIC:** Organized and well written contract. The provider addresses transition to WIOA and Priority of Service.

**Rubicon:** This provider does not have a physical presence in the City of Oakland. The provider would not be able to begin providing services as of July 1<sup>st</sup>, due to lack of a work-site and staff.

**BOSS:** New provider with no workforce experience. Lack of knowledge regarding WIOA regulations.

**Unity Council:** Has diverse and innovative programs. Lacks the capacity to be a Comprehensive Center.

### **RECOMMENDATION:**

OWDB staff recommends that the top ranked Bidder by the Independent Review Panel, **Oakland Private Industry Council** be awarded a Contract for FY 2016-2017 for the provision of WIOA Adult and Dislocated Worker services. Contracts for FY 2017-2018, and FY 2018-2019 are contingent upon contract performance and the availability of funds.

### **ALTERNATIVES**

- Delay action on motion for further deliberations.
- Potentially interview bidders.
- Extend existing contract at reduced WIOA funding.\*

\*However this alternative is less than ideal because the OWDB and its providers will have difficulty meeting WIOA performance measures after a later start date in this new fiscal year.

### **SUGGESTED MOTION**

Award a contract for Adult and Dislocated Worker services to **Oakland Private Industry Council**.

## ITEM #5b



**To: Oakland Workforce Development Board**

**From: Tamara Walker, Program Analyst II**

**Date: May 24, 2016**

**Action Item: 2016-19 Workforce Innovation and Opportunity Act (WIOA) Business Engagement and Services Request For Proposal (RFP) Award Recommendation**

### **MOTION**

**Award contract for Business Engagement and Services to KRA Corporation.**

---

### **BACKGROUND**

The Request for Proposals (RFP) were issued by the City of Oakland, Office of Economic and Workforce Development/Workforce Investment Board (OWIB) and released on January 27, 2016. A bidder's conference took place on February 10, 2016 and the deadline to submit proposal applications was March 15, 2016.

The approach to service delivery is described in the Fiscal Year (FY) 2016-2019 RFPs which emerged out of a participatory process responding to local need, regional opportunity, and national policy change. The OWIB, its Committees, staff, contractors, and diverse community stakeholders contributed to the development of the 2013-2017 Strategic Plan, which lay the groundwork for the RFPs. Subsequently, OWIB and its Committees met to define policy principles and conceptual frameworks for the service models described in RFP.

The Workforce Innovation and Opportunity Act (WIOA) emphasizes a Dual Customer Model: Customer and Business/Employer with a heightened emphasis on addressing the needs of local and regional businesses and aligning service strategies with regional labor markets and economic development activities.

The law requires the local workforce boards to lead efforts to engage with a diverse range of employers and entities in their region to (1) promote business representation on the local board, (2) develop effective linkages with employers in the region, (3) ensure that workforce investment activities meet the needs of local employers, and (4) develop and implement proven or promising strategies for meeting employment and skills needs of workers and employers in the region.

Historically, business services were embedded in the work of the service providers which resulted in a “siloe” system that lacked coordination and duplication of efforts among service providers.

To meet the demands of WIOA of developing a “market responsive” culture of doing business that is influenced by the voice of business and to design a system that acts as an expert advisor, and provide resources with single point of contact for businesses, an RFP was released to fund a vendor to provide Business Services and Engagement for the Oakland Workforce Development Board (OWDB).

## **PROCESS**

An Independent Review Panel was selected from workforce industry experts across the country with no known or perceived conflict of interest with/against the applicants. The Review Panel participated in a mandatory orientation call and was provided with the Sector Access Point proposals and evaluation criteria on March 21, 2016.

The evaluation criteria were based on the following categories as outlined in the RFP. Prospective bidders could be given up to 100 points.

<b>Organizational Experience and Capacity</b>	<b>15</b>
<b>Program Description</b>	<b>20</b>
<b>Existing and Proposed Program Staffing</b>	<b>5</b>
<b>Subcontractors and Other Partners</b>	<b>15</b>
<b>Outcomes, Data Collection, Reporting and Monitoring</b>	<b>25</b>
<b>Budget and Budget Narrative</b>	<b>20</b>
<b>FINAL TOTAL SCORE</b>	<b>100</b>

## **ANALYSIS**

A total of two (2) WIOA Business Engagement and Service proposals were submitted. The Independent Review Panel reviewed the proposals using the evaluation criteria listed above. The table below represents the scores from the evaluation of the proposals.

### **FY 2016-18 WIOA Business Engagement and Services RFP Applicant Breakdown**

	<b>Amount Requested</b>	<b>Score</b>	<b>On-Call</b>
KRA Corporation	\$275,000	58.08	Yes
LAO Family Community Development	\$275,000	57.58	Yes

## **ON-CALL SERVICES**

After providers are awarded for each RFP, the remainder of the providers who are qualified can be considered for future opportunities if the Workforce Development Board chooses to seek additional providers and the budget allows for it.

## **INDEPENDENT REVIEW PANEL ASSESSMENT**

**KRA Corporation** did an excellent job of presenting its solution for performing Business Engagement and Services for the workforce system. Their overall service delivery approach was clear, they presented strong past performance references which demonstrated the integration of their tools, processes, and metrics, and had a sound innovative business approach which included social media and emphasized business as the customer and the focus of support. KRA's approach of service delivery proposed a balanced team approach that would be integrated into the system. Reducing operational costs and improving reliability was also one of the strengths of the proposal.

**Lao Family Community Development (LFCD)** did an overall good job of presenting its proposed methodology for performing Business Engagement and Service for the workforce system. LFCD proposal was clear on their overall approach, which included an innovative model of neighborhood walks in contrast to KRA Corporation; their proposal was focused on the job seeker as the customer. Past performance was not presented adequately, and the proposal was inconsistent on what services were being performed by LFCD and the Oakland Private Industry Council, its identified subcontractor. Specific areas warranted attention and concern from the panel such as staffing, facility, and the lack of experience with the business community.

The results of the panel's evaluation indicate that KRA is the most advantageous to the OWDB, based on the technical and cost factors considered. KRA's solutions better reflect an understanding of the OWDB requirements as stated in the RFP.

## **STAFF RECOMMENDATION**

OWDB staff recommends that, as the top ranked bidder by the Independent Review Panel **KRA Corporation** be awarded a contract for FY 2016-2017 for the provision of WIOA Business Engagement and Services. Contracts for FY 2017-2018 and FY 2018-2019 are contingent upon contract performance and the availability of funds.

## **ALTERNATIVES**

Oakland WDB has the option to defer action for further deliberations. The Oakland WDB could also request to interview bidders. This delay would result in postponing service delivery to the system, which could ultimately impact our ability to meet Oakland's local workforce system service goals.

## **SUGGESTED MOTION**

Award contract for Business Engagement and Services to KRA Corporation



## ITEM #5c



**To: Oakland Workforce Development Board**

**From: Honorata Lindsay, Analyst**

**Date: May 24, 2016**

**Action Item: Fiscal Year 2016-2019 Workforce Innovation Opportunity Act Sector Access Point Request for Proposal Award Recommendation**

### **MOTION**

**Award two contracts for Sector Access Points to (1) Unity Council and (2) Merritt College**

---

### **BACKGROUND**

The Request for Proposals (RFP) were issued by the City of Oakland, Office of Economic and Workforce Development/Workforce Investment Board (OWIB) and released on January 27, 2016. A bidder's conference took place on February 10, 2016 and the deadline to submit proposal applications was March 15, 2016.

The approach to service delivery is described in the Fiscal Year (FY) 2016-2019 RFPs which emerged out of a participatory process responding to local need, regional opportunity, and national policy change. The OWIB, its Committees, staff, contractors, and diverse community stakeholders contributed to the development of the 2013-2017 Strategic Plan, which lay the groundwork for the RFPs. Subsequently, OWIB and its Committees met to define policy principles and conceptual frameworks for the service models described in RFP.

The board is committed to participating in and advancing regional sector partnerships and strategies. Four industry sectors to be prioritized were identified by the OWIB for service strategies under the FY 2016-2019 contracts. These sectors were identified in the 2013-17 strategic plan and have been validated by regional sector engagement and labor market analysis in a presentation to the board on May 26, 2015.

Criteria for the selection of priority sectors include total sector employment, projected sector employment growth, and availability of entry-level and mid-level jobs. The priority industry sectors include:

- Advanced Manufacturing
- Healthcare
- Information and Communications Technology (ICT)/Digital Media
- Transportation, Distribution, and Logistics

The Sector Access Points, a new service delivery model, will coordinate sector-specific services for job-seekers, workers, and employers in one or more priority industry sectors. The Access Points will provide career services contextualized for their industry sectors of focus and connect job-seekers and workers to the sector-related training, education, and supports they need to get good jobs and stay employed, in accordance with WIOA regulations and guidelines as well as local Oakland Workforce Development Board (OWDB) policies.

Funding of two (2) Sector Access Point contracts are not to exceed \$127,500 for each proposal. At time of the RFP release, Oakland had not received its WIOA allocations for FY 2016-17. The amount listed is subject to change based upon the actual allocation received and/or changes approved by the board. Additionally, the On-Call process allows the City to fund additional proposals as funding is made available.

### **PROCESS**

The Independent Review Panel selected from workforce industry experts from across the country with no known or perceived Conflict of Interest with/against the applicants. The Review Panel participated in a mandatory orientation call and was provided the Sector Access Point proposals and evaluation criteria on March 21, 2016. The Independent Review Panel scored the proposals received and have provided their recommendation of the most qualified bidder(s) to the OWBD for a decision on approving contract awards. Subsequently the Oakland City Council will also need to approve contract awards.

The completion of this evaluation process resulted in the contractor being scored and numerically ranked. The evaluation criteria were based on the following categories outlined in the RFP. Prospective bidders could be given up to 100 points.

<b>Organizational Experience and Capacity</b>	<b>15</b>
<b>Program Description</b>	<b>20</b>
<b>Existing and Proposed Program Staffing</b>	<b>5</b>
<b>Subcontractors and Other Partners</b>	<b>15</b>
<b>Outcomes, Data Collection, Reporting and Monitoring</b>	<b>25</b>
<b>Budget and Budget Narrative</b>	<b>20</b>
<b>FINAL TOTAL SCORE</b>	<b>100</b>

### **ANALYSIS**

In total, four (4) Sector Access Point proposals were submitted. The Independent Review Panel reviewed the proposals using the evaluation criteria listed above. A deliberation conference call was conducted on April 8, 2016 facilitated by City staff. The tables below represent the total aggregate score from the review of the Sector Access Point proposals and the recommended contracts based on those scores.



### LIST OF BIDDER SCORES

RANKING	BIDDER NAME	AVERAGE SCORE FROM REVIEW PANEL	Qualified for On-Call (Yes/No)
1	Unity Council	81.667	Yes
2	Merritt College	74.667	Yes
3	Laney College	73.333	Yes
4	Cypress Mandela	33.167	No

ACTION	PROVIDER NAME	AMOUNT REQUESTED (not to exceed \$127,500)	INDUSTRY SECTOR FOCUS	GEOGRAPHIC LOCATION (Facilities)	PROPOSED OUTCOMES
Recommended for Contracted Services	Unity Council	\$174,864 (exceeds proposal amount)	Healthcare and Transportation, Distribution and Logistics (TDL)	Central Oakland	Enrollment Goal: 35 (28 Adult/7 DW) Training Goal: 13 (10 Adult/3 DW)
Recommended for Contracted Services	Merritt College	\$127,485	Healthcare, Information Communication Technology (ICT) and Digital Media	East Oakland	Enrollment Goal: 120 (71 Adult/49 DW) Training Goal: 95 (57 Adult/38 DW)
Recommended for On-Call	Laney College	\$127,485	Advanced Manufacturing, Information Communication Technology (ICT) and Digital Media	West Oakland	Enrollment Goal: 120 (71 Adult/49 DW) Training Goal: 95 (57 Adult/38 DW)
Not recommended for On-Call	Cypress Mandela	\$127,500	Green Construction	East Oakland	Enrollment Goal: 80 (48 Adult/32 DW) Training Goal: 80 (48 Adult/32 DW)

### INDEPENDENT REVIEW PANEL ASSESSMENT

#### **Unity Council**

Based on the discussion from the evaluators there was a consensus that Unity Council was their top choice. This decision was based on Unity Council's holistic approach to service delivery. Their program design is aligned with a uniqueness to serve diverse populations in priority industry sectors for targeted training and placement.

#### **Merritt and Laney Community College**

Based on numerical ranking, Merritt College ranked higher than Laney College. The evaluators commented that the two college proposals were nearly identical though reviewed independently. Both proposals have a good overall approach and are strong institutions with high leveraged dollars. Evaluators scored Merritt slightly higher because additional grant performance outcomes were described, whereas Laney did not provide any outcomes. Evaluators recommended that the college selected be based on their individual identity (what differentiates the college by industry sector), location of facilities/accessibility and performance outcomes. Merritt College's

numerical score places them second for recommended contracted services. If additional funding becomes available, the On-Call process allows the City to fund Laney College as an On-Call provider.

### **Cypress Mandela**

The overall score for Cypress Mandela placed them at not recommended for on-call services. Evaluators observed that Cypress Mandela lacked experience with federal grants and did not know WIOA policy and procedures to deliver services. The evaluators noted that the program design was good but the institutional support and structure was weak. Cypress Mandela would make a good training partner instead, and their capacity might be okay as a subcontractor to other organizations who currently work with federal grants to gain experience.

### **RECOMMENDATION**

OWDB staff recommends awarding contracts to the top two ranked Bidders by the Independent Review Panel, **Unity Council** and **Merritt College** for the provision of WIOA Sector Access Point services for FY 2016-2017. Contracts for FY 2017-2018, and FY 2018-2019 are contingent upon contract performance and the availability of funds.

### **ALTERNATIVES**

Oakland WDB has the option to defer action for further deliberations. The Oakland WDB could also request to interview bidders. This delay would result in postponing service delivery to the system, which could ultimately impact our ability meeting Oakland's local workforce system service goals.

### **SUGGESTED MOTION**

Award two contracts for Sector Access Points to (1) Unity Council and (2) Merritt College



## ITEM #5d



**To: Oakland Workforce Development Board Meeting**  
**From: Ricardo Quezada, Program Analyst II**  
**Date: May 16, 2016**  
**Action Item: 2016-19 Workforce Innovation and Opportunity Act (WIOA) Youth Request for Proposals (RFP) Award Recommendation**

### **MOTION**

**Award five contracts for Youth services to 1) Lao Family Community Development, 2) Bay Area Community Resources, 3) Unity Council, 4) Youth Employment Partnership and 5) Youth Radio.**

---

### **BACKGROUND**

Oakland Youth Council met on August 27, 2014, December 3, 2014, and February 11, 2015 to discuss RFP strategies for serving youth under WIOA. On August 12, 2015 staff provided an update on the progress of the RFP to the Youth Council. Additional meeting to develop the youth services RFP took place on June 15, 2015, June 29, 2015 and July 13, 2015 and included WIB board members, EDD Representative and staff. The RFP was released on January 27, 2016 with a bidder's conference taking place on February 10, 2016 and the deadline to submit proposal applications was March 15, 2016.

The approach to service delivery is described in the Fiscal Year (FY) 2016-2019 RFPs which emerged out of a participatory process responding to local need, regional opportunity, and national policy change. The OWIB, its Committees, staff, contractors, and diverse community stakeholders contributed to the development of the 2013-2017 Strategic Plan, which lay the groundwork for the RFPs. Subsequently, OWIB and its Committees met to define policy principles and conceptual frameworks for the service models described in RFP.

Recommended number of Bidders to be awarded: Staff was conservative in projecting the funding of five (5) contracts. The On Call process allows the City to fund additional proposals as funding is made available. Staff recommends that four proposals be awarded as a result of the State's announcement of Oakland's FY 2016-17 WIOA allocation.

OWIB solicited proposals to provide services under one or more of the following service models, which are described in greater detail below:

<b>OUSD Alternative High School Model</b>	
Objective	To provide additional academic, pre-employment, and supportive services – addressing some or all of the 14 WIOA Youth Program Elements – that lead to a high school diploma and start them on a career pathway.

<b>GED/HISET Education Model</b>	
Objective	To provide services – addressing some or all of the 14 WIOA Youth Program Elements – to help youth attain a high school diploma or equivalency and start them on a career path.

<b>Post-Secondary Education/Training Model</b>	
Objective	To provide services – addressing some or all of the 14 WIOA Youth Program Elements – to help youth apply for, enroll in, and progress through post-secondary education or training that leads to a portable credential and starts them on a career pathway. Services and training may be <i>sector-specific</i> , leading youth to develop an understanding of and academic and technical skills needed to secure employment within a particular high-demand industry.

<b>Youth Employment Model</b>	
Objective	To provide services – addressing some or all of the 14 WIOA Youth Program Elements – to prepare and place youth in employment and start them on a career pathway.

## **PROCESS**

The Independent Review Panel was selected from workforce industry experts from across the country with no known or perceived Conflict of Interest with/against the applicants. The Review Panel participated in a mandatory orientation call and was provided the Youth Services proposals and evaluation criteria on March 21, 2016.

The evaluation criteria were based on the following categories outline in the RFP. Prospective bidders could be given up to 100 points.

<b>Organizational Experience and Capacity</b>	<b>15</b>
<b>Program Description</b>	<b>20</b>
<b>Existing and Proposed Program Staffing</b>	<b>5</b>
<b>Subcontractors and Other Partners</b>	<b>15</b>
<b>Outcomes, Data Collection, Reporting and Monitoring</b>	<b>25</b>
<b>Budget and Budget Narrative</b>	<b>20</b>
<b>FINAL TOTAL SCORE</b>	<b>100</b>

**ANALYSIS:**

A total of ten (10) Youth Services proposals were submitted. The Independent Review Panel reviewed the proposals using the evaluation criteria listed above. A deliberation conference call was conducted on April 12, 2016 facilitated by City staff. The table below represents the total aggregate score from the review of the proposals.

The On Call process allows the City to fund additional qualified proposals if funding becomes available. Staff recommends that the top five proposals be awarded as a result of the State's announcement of Oakland's FY 2016-17 WIOA allocation

**FY 2016-19 WIOA Youth RFP Applicant Ranking and Scores**

<b>Bidders</b>	<b>Amount Requested</b>	<b>Service Model</b>	<b>In-School</b>	<b>Out of School</b>	<b>Score</b>	<b>On-Call</b>
Lao Family CD	\$221,250	-Alternative High School Model -GED HiSET Education Model -Post-Secondary Education/Training Model -Youth Employment Model	8	28	65	Yes
BACR	\$220,000	-Alternative High School Model -Post-Secondary Education/Training Model -Youth Employment Model	10	40	59.33	Yes
Unity Council	\$221,347	-Youth Employment Model	50	50	58.5	Yes
YEP	\$221,250	-Alternative High School Model -GED HiSET Education Model -Post-Secondary Education/Training Model -Youth Employment Model	8	24	56.67	Yes
Youth Radio	\$220,000	-Youth Employment Model		40	55.67	Yes
Civicorps	\$221,250	-GED HiSET Education Model -Post-Secondary Education/Training Model -Youth Employment Model		40	54.67	Yes
Safe Passages	\$413,337	-Alternative High School Model -GED HiSET Education Model -Post-Secondary Education/Training Model -Youth Employment Model	40	60	52.33	Yes
Youth Uprising	\$221,250	-Youth Employment Model		40	47.33	Yes

<i>Next Steps LC</i>	\$234,633	<i>-GED HiSET Education Model -Post-Secondary Education/Training Model</i>		100	40.83	No
<i>MIMS</i>	\$215,331	<i>-Alternative High School Model</i>	75		15.83	No

*Service Levels for each contract are subject to negotiation to meet WIOA requirements. On Call Bidders may be funded per the OWDB determination of need and contingent upon available funding.*

### **INDEPENDENT REVIEW PANEL ASSESSMENT OF TOP FIVE BIDDERS:**

#### **Overall comments for all five bidders:**

- Qualified provider with solid strong past performance
- Employer engagement in sectors targeted for growth
- Understanding of WIA/WIOA legislation
- Case Management teams connected to youth
- Infrastructure to collect, report and monitor data
- Demonstrated partnerships with RFP required partners

#### **Lao Family Community Development**

LFCD has the capacity to serve targeted population, a strong recruitment strategy with employer partners by sector. LFCD is an experienced organization providing WIA services. LFCD is a solid organization with infrastructure to support services. The staff has prior WIA and WIOA experience. LFCD is an experienced provider serving WIOA participant. They are a large organization with capacity to do the work, systems in place for reporting data collection, reporting and monitoring. LFCD has a good understanding of WIOA. Career pathways services in place. Business engagement with 500 employers. Twenty five languages spoken by staff.

#### **Bay Area Community Resources**

All the requirements of the RFP were present. Employer commitment in high growth industries. Reader felt very comfortable funding this proposal. Qualified experience provider with multi agency collaboration. Employer engagement in four sectors. Highest leveraged match. Higher tier provider. Very new to area, yet solid experience.

#### **Unity Council**

Solid Mission, strong past performance. Strong proposed plan and staffing. Solid track record of services. Good mission with extended facility hours. Two options for enrollment. Process for participants to work through the program. Lowest cost for participant. Good employer partnerships.

#### **Youth Employment Partnership**

Experienced provider with capacity to do the work. Case management teams connected to the youth. Wraparound and holistic provision of services. Green construction programming targeting youth with significant barriers. Training facilities and “living classrooms.” Experienced provider serving the community. Strong data collection and reporting.

**Youth Radio**

Small organization. Unique program model. Good employer partnerships with links to direct employment. Recruitment model of harder to serve populations. High non-WIOA leveraged matching funds. Exceeded previous performance outcomes. Innovative approaches. State apprenticeship program credential.

**INDEPENDENT REVIEW PANEL ASSESSMENT OF REMAINING ON CALL BIDDERS****Civicorps**

Innovative approach. Credentials moving into sector industries. Exceptional program. Capacity to do the work. Provide 3 service models with flexibility for youth to enroll. Bridging program with career pathway. Clear target population aligned with WIOA. Capacity to do the work. High non-WIOA leveraged matching funds

**Safe Passages**

Solid proposal. Proposing and experience serving difficult populations. Small, but very specific focus. Clear vision for services. Innovative approaches. Partnership with stem providers and good past performance.

**Youth Uprising**

Employer engagement in growing sectors. Middle skill jobs training and creation of career ladders. Earn and Learn activities set up. Solid experience and CEO received the “Champion of Change” award. Focus on employment and demand driven. Clear training plan leading to unsubsidized employment.

**INDEPENDENT REVIEW PANEL ASSESSMENT OF NON-QUALIFIED BIDDERS****Next Step Learning Centers: Not Qualified**

Inappropriate staffing for program requirements. RFP requirements beyond current capacity. Future possibility but needs to build capacity. Lacks required partnerships and growing industries. Lacks innovative training and regional outreach. Future possibility but needs to build capacity. Exceeds amount requested in the budget. Lacking staffing and would need to hire staff if funded. Lacking career pathways in program development. Not ready to move forward.

**MIMS: Not Qualified**

Did not express understanding of WIOA language. Massive gaps. Concern over organizational chart and tracking requirements. Not a complete proposal. Missing substantial parts. Lacking sense of what the legislation is trying to accomplish. Lacked significant requirements of the RFP.

**RECOMMENDATION**

OWDB staff recommends awarding contracts to the top five ranked Bidders by the Independent Review Panel, (1) **Lao Family Community Development**, (2) **Bay Area Community Resources**, (3) **Unity Council**, (4) **Youth Employment Partnership** and (5) **Youth Radio** for FY 2016-2017 for the provision of WIOA youth services. Contracts for FY 2017-2018, and FY 2018-2019 are contingent upon contract performance and the availability of funds.

**ALTERNATIVES**

- Delay action on motion for further deliberations.
- Potentially interview bidders.
- Extend existing contract at reduced WIOA funding.\*

\*However this alternative is less than ideal because the OWDB and its providers will have difficulty meeting WIOA performance measures after a later start date in this new fiscal year

### **SUGGESTED MOTION**

**Award five contracts for Youth services to 1) Lao Family Community Development, 2) Bay Area Community Resources, 3) Unity Council, 4) Youth Employment Partnership and 5) Youth Radio.**

---



## Oakland Workforce Development Board Roster - Voting Tracker May 24-25

#	Name	Chair Vote #1	Vice Chair Vote #2	Adult Vote #3	BES Vote #4	Sector Access Points Vote #5	Youth Vote #6	Budget Vote #7	Summer Contract Vote #8	Y.U. Funds Vote #9
1	Elena Anaya									
2	John Brauer									
3	Kathleen Burris									
4	Kori Chen									
5	Rose Doss									
6	Dan Ferreira									
7	Herb Garrett									
8	Polly Guy									
9	Susan Hollingshead									
10	Derreck Johnson									
11	Lisa Kershner									
12	Chancellor Laguerre									
13	Darien Louie									
14	Michael McDonald									
15	Doreen Moreno									
16	Chudy Nnebe									
17	Gilbert Pete									
18	Ruben Rodriguez									
19	Brian Salem									
20	Obray Van Buren									