

WIC BEST PRACTICES ARTICLE - 8/22/17

Title: The Partnership Approach to Securing One Stop Operator – A Best Practice



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Some question whether there is any collaboration in our nation's capital as we struggle to come to consensus on major legislation, and that is forcing many to splinter off and act alone. The workforce system in DC, on the other hand is making great strides working in partnership with key organizations to make a difference for its area job seekers and businesses.

The District of Columbia Workforce Investment Council (WIC) and its Board wanted to improve job seeker and employer customer service delivery and outcomes through its One Stop Career Center system, in concert with the new Federal WIOA guidelines and the WIC's adopted Strategic Plan.

Unlike other Workforce Development Boards, the Government of District of Columbia workforce system is coordinated by the State workforce agency and state Board who collaborate to coordinate both state and local workforce initiatives, making their procurement process and options more technical and unique. Yet, the process undertaken can be an effective and replicable model for either state or local systems interested in enhancing the performance of the American Job Center system nationally.

The WIC developed a very innovative process to reposition the One Stop Operator as a 'convener,' coordinating a variety of key functions throughout their One Stop Career Center network on behalf of the system without delivering any direct career-related services. Their role would be like that of a 'shopping mall manager' who doesn't sell goods directly to consumers, but instead coordinates the stores in the mall and makes sure there is a good mix of retailers to meet customer needs. This One Stop Operator would coordinate those providing workforce services for maximum impact in meeting the needs of area businesses and the labor pool.

The selected One Stop Operator would be accountable for coordinating the referral of customers seeking workforce services, cultivating partnerships, delivering staff training to one stop partners, and facilitating improved accessibility of the One Stop system for individuals with disabilities, and fostering a "continuous improvement culture."

After a significant time conducting national research, site visits to assess other successful and innovative high performing One Stop Operator models and RFQ and RFP designs, the WIC Board and staff set out to find the right provider to serve as their One Stop Operator.

Diane Pabich, Interim WIC Executive Director, remarked "Our Board was very focused and engaged in pursuing a different more innovative design that broadens and better aligns our One Stop services and partnerships, resulting in more impactful customer outcomes and broader

community results.” “At a minimum,” said Pabich, “this new approach will create efficiencies in the system and reduce duplication in alignment with lean organizational practices.”

An RFQ was released that closed in early April 2017, and then they went “partnership” hunting to enhance the One Stop Operator procurement process. The WIC leveraged existing District partnerships with Harvard University’s Government Performance Lab, the National Association of Workforce Boards, the National Governor’s Association, the U.S. Conference of Mayors Workforce Development Council, along with leadership from other Workforce Development Boards to see what each could bring to the table in helping to secure the best provider of services.

These partners played various roles in the process including: providing input on the development of the RFQ and RFP process and documents; offering technical assistance in contractor integration; identifying key measures for the evaluation rubric; serving on the RFQ and RFP Technical Review Committees; and offering assistance in messaging including helping to communicate this process and model as a national best practice.

It should be noted that the scoring rubric developed with the Harvard team, was not only an effective tool in scoring the individual RFP proposals, but also in creating a consensus RFP Technical Review Committee summary recommendation.

The RFP was released and proposals received in late June, 2017. Consensus scoring and a recommendations were submitted to the District’s Director of Contracts by the RFP Technical Review Committee, whereupon final proposal scoring was completed and a preliminary Notice of Intent to Award was issued to the firm with the highest score. The entire process was extremely comprehensive and the final result generated a very strong and experienced firm to undertake this new innovative role and model.

The Workforce Investment Council Partners include: The DC Departments of Disability Services; Employment Services, Human Services; the DC Housing Authority; the Office of the State Superintendent of Education; the Potomac Job Corps Center; Youthbuild; and the University of the District of Columbia Community College. For a complete partner listing with program information, please refer to the attachment.

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DC Works / The Workforce Investment Council (WIC) is a private-sector led board responsible for advising the Mayor, Council, and District government on the development, implementation, and continuous improvement of an integrated and effective workforce investment system. Members of the WIC include representatives from the private sector, local business representatives, government officials, organized labor, youth community groups, and organizations with workforce investment experience. <https://dcworks.dc.gov>

ATTACHMENT

<p>Department on Disability Services (DDS)</p>	<ul style="list-style-type: none"> • State VR program, authorized under title I of the Rehabilitation Act of 1973, as amended by WIOA title IV
<p>Department of Employment Services (DOES)</p>	<ul style="list-style-type: none"> • Adult (<i>WIOA title I formula</i>) • Dislocated Worker (<i>WIOA title I formula</i>) • Youth (<i>WIOA title I formula</i>) • Senior Community Service Employment Program (title V of the Older Americans Act of 1965) • Trade Adjustment Assistance activities (Trade Act of 1974, as amended) • Jobs for Veterans State Grants (Chapter 41 of title 38) • Unemployment Compensation programs • Wagner-Peyser Act ES, as authorized under the Wagner-Peyser Act, as amended by WIOA title III
<p>DC Housing Authority</p>	<ul style="list-style-type: none"> • HUD employment and training programs
<p>Department of Human Services (DHS)</p>	<ul style="list-style-type: none"> • Community Services Block Grant Employment and Training activities (Community Services Block Grant Act) • Programs authorized under the Social Security Act title IV, part A (TANF)
<p>Office of the State Superintendent of Education (OSSE)</p>	<ul style="list-style-type: none"> • AEFLA program (WIOA title II) • Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006
<p>Potomac Job Corps Center – Exceed Corporation</p>	<ul style="list-style-type: none"> • Job Corps (WIOA title I)
<p>YouthBuild PCS</p>	<ul style="list-style-type: none"> • YouthBuild
<p>Community College (UDC-CC)</p>	<ul style="list-style-type: none"> • University of the District of Columbia Community College (UDC-CC)