

# **Strategy and Status Update**

# **WORKFORCE DEVELOPMENT**

## **Business Development Committee**

**Denise Bryant, Director, OED Workforce Development**  
**Amy Edinger, OED Chief Operating Officer**

**September 1, 2015**

**The New Legislation**

**Denver's Transition**

**Improving Outcomes**

**Timeline / Next Steps**

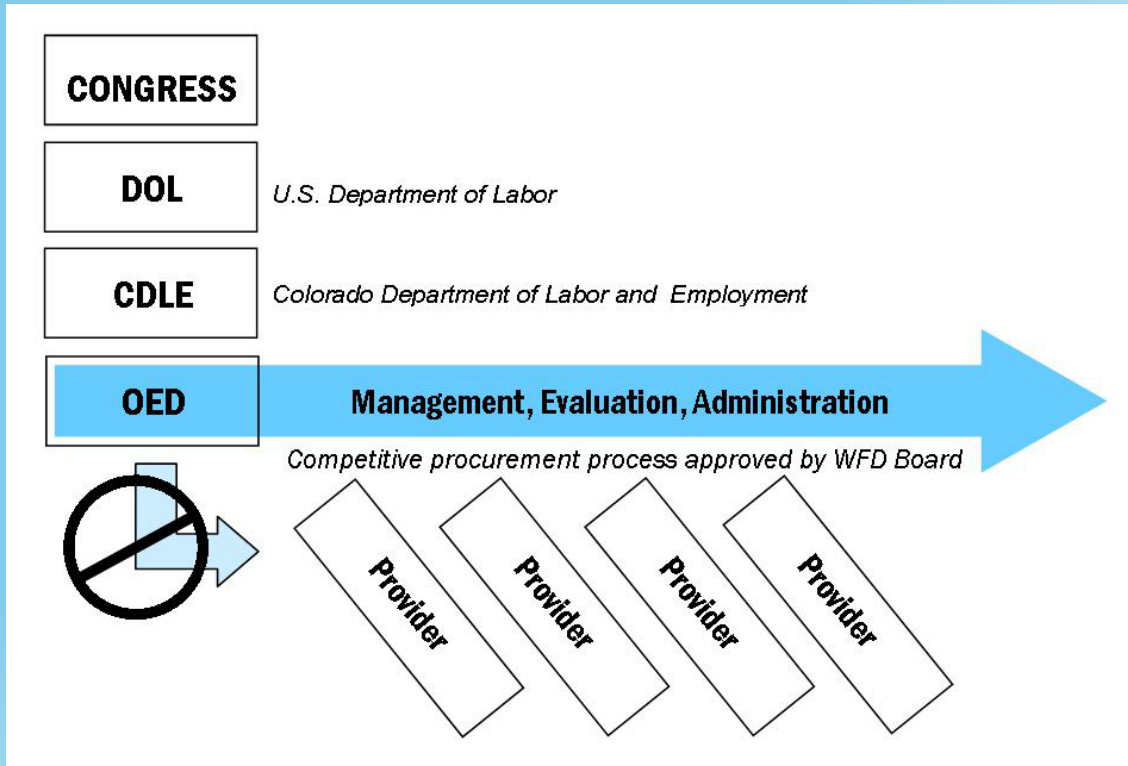
# Workforce Innovation and Opportunity Act (WIOA)

- First legislative reform of public workforce system in **15 years**
- Better enables states and local communities to **seed and propel cross-system approaches** to tackle unemployment, low literacy, and low educational attainment
- **More comprehensive services** that reinforce the “one-stop” workforce delivery system
- Increasing the focus on serving the **most vulnerable workers** (disconnected youth and low-skilled, low-income adults)
- Expanding **education and training** options
- Helping disadvantaged/unemployed adults and youth **earn while they learn**
- More emphasis on accountability and specific **performance outcomes**

And, most pertinent to today’s discussion . . .

# Workforce Innovation and Opportunity Act (WIOA)

Requires the selection of one-stop (job center) operators through a competitive procurement process



## OED's 2015-16 Year

Maintaining status quo for 12 months to:

- Structure the RFP
- Preserve our role in affecting City workforce policy
- Transition impacted employees

# Denver's Transition

- Through a competitive bidding process, we will be contracting out the operation of
  - Denver Workforce Centers (One-Stops)
  - Youth Services
  - TANF/Colorado Works
- Reduction of OED's workforce development staff, such as:
  - Workforce development specialists and management
  - Business development representatives
  - Management analysts
- A limited number of workforce-related functions will remain at OED, such as:

Contract oversight	Technical assistance
Fiscal management	Program support

# Denver's Transition

- ✓ **NATIONAL BEST PRACTICE:** Today, a growing trend of metro cities contract out this service delivery; Denver is simply the first in Colorado to do so
- ✓ **STATE PARTNERS SUPPORTIVE:** CO Dept of Human Services, CO Dept Labor & Employment, and CO Workforce Development Council
- ✓ **MAXIMIZING LIMITED DOLLARS:** Denver's service delivery model is less competitive than other options, reducing the dollars going directly to customers
- ✓ **LOCAL + NATIONWIDE RESOURCES:** Other entities have proven to be more effective at delivering this service, leveraging resources; we can pursue a "best in class" approach
- ✓ **OVERSIGHT AND STRATEGIC ROLE:** Our decision preserves OED's administrative oversight, ability to affect policy, and strategic control
- ✓ **BEST OPTION:** We could not continue to fulfill both roles of administrator and provider

# Cities That Already Contract Workforce Services

## Denver's Peer Cities

Austin, TX  
Dallas, TX  
San Antonio, TX  
San Diego, CA  
Sacramento, CA  
Kansas City, MO  
St. Louis, MO  
Seattle, WA  
Milwaukee, WI  
Minneapolis, MN  
Ft. Lauderdale, FL  
Pittsburgh, PA

## Denver's Aspirational Cities

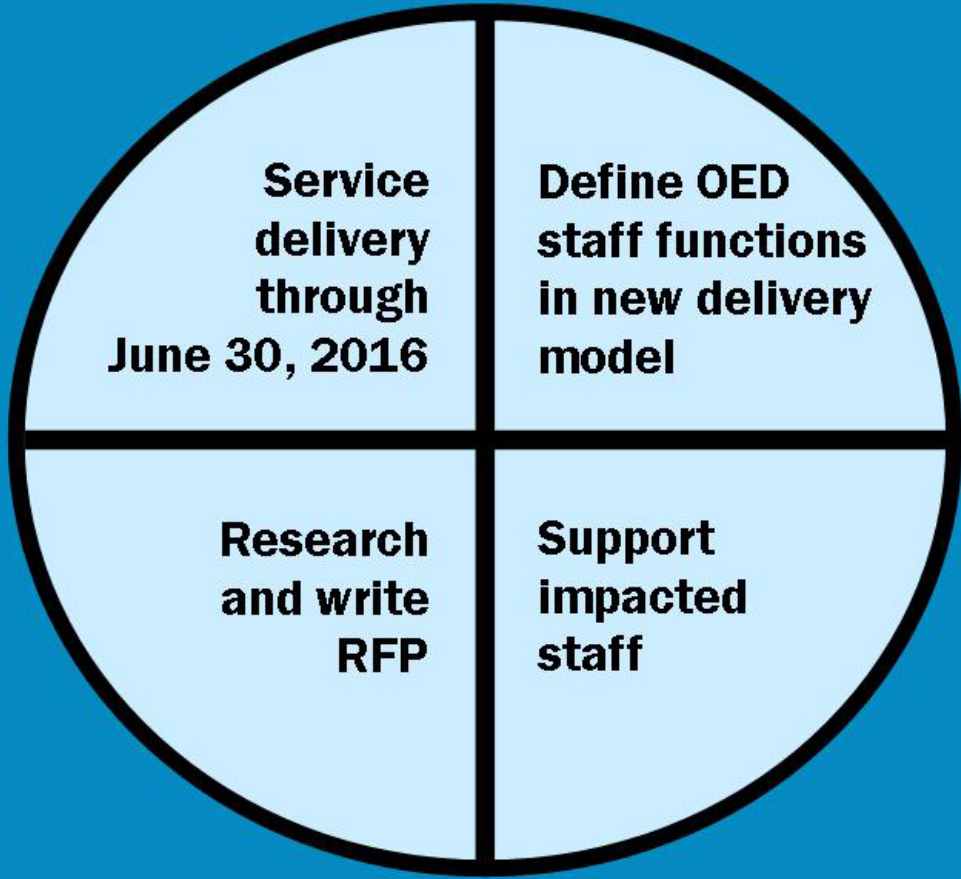
Los Angeles, CA  
Chicago, IL  
New York, NY  
Detroit, MI  
Miami, FL

# Improving Outcomes

- **More dollars “on the street”** – tangible, direct service to jobseeker population (including training dollars and subsidies)
- **Leveraging existing nonprofit/private networks, infrastructure**
- **Better outcomes** – *even with comparable delivery costs* – using stronger systems of measurement/evaluation
- **Strengthened focus on emerging customer groups**
  - Long-term unemployed
  - Older workers
  - Disconnected youth
  - Veterans
- **Strengthened focus on higher demand, higher wage occupations**
  - Technology – Manufacturing -- Healthcare



# Four Goals



# Supporting Impacted Staff

## From OED:

- Early notification
- Frequent, two-way communication

## From Office of Human Resources:

- Opportunities throughout City
- Monthly workshops, plus one-on-ones
- Career counseling
- Resume reviews
- Interview preparation
- OED open positions recruited in competitive process
- Employee Assistance Program (EAP)

## TANF Transition:

Occurring now, in the current fiscal year

Six staff members notified of layoff on July 31

Six were offered other City positions

As of Aug 28, five have accepted these positions

# Timeline / Next Steps

July 1, 2015	WIOA went into effect
July 31, 2015	OED informed all Workforce staff of decision to outsource programs
Aug 7, 27 & 31, 2015	First sets of ongoing Q&A distributed
Sept 18, 2015	OHR presents resources to Workforce staff
Q3 and Q4 2015	RFP research and writing
Q4 2015 or Q1 2016	RFP released
Q1 2016	OED's open positions identified
Q1 and Q2 2016	Competitive process for open positions
Q1 or Q2 2016	Proposals due
Q2 2016	Decision on contractor(s)
Q2 2016	Training, program design, roles/responsibilities
July 1, 2016	Contractor(s) formally begin delivery

# Q & A