



Request for Proposals: Systems Transformation

Organizational Overview: Clackamas Workforce Partnership (CWP) is the local workforce development board overseeing workforce services in Clackamas County, Oregon. It is one of nine regional workforce development boards in the State of Oregon. Under the federal Workforce Innovation and Opportunity Act (WIOA), workforce boards are responsible for convening private and public sector partners to identify issues and develop solutions to local workforce needs through collaborative relationships, resource development, and advocacy. Private sector partners include representatives from business, industry, and labor, and economic development entities, like Chambers of Commerce. Public sector partners include state and local government, social service organizations, community-based organizations, and educational entities.

As a convener, broker, and advocate, CWP brings together private and public sector stakeholders to identify issues in the local workforce, such as worker shortages or skills deficiencies, and broader socio-economic issues that prevent people from accessing employment, education, and training resources, like lack of transportation or childcare. CWP works with these entities to remove socio-economic barriers through partnerships and policy change, and provides supports services to people seeking employment or training. Increased access to these services then results in a skilled talent pool that meets employers' needs.

Rather than provide workforce services directly, CWP secures funds from federal, state, local, and private sources, then contracts out with local community-based organizations to provide services. Collectively, CWP and the agencies providing direct services comprise the local workforce system. Workforce system services are available through multiple formats and in multiple locations but are primarily concentrated at WorkSource Clackamas (WSC), which functions as a "one-stop-shop" for people seeking employment, education, or training opportunities. Similar to a mall, WSC is a single facility that houses multiple service-providers delivering an array of different and complimentary workforce services. CWP funds several of the providers and their programs and manages the contracts and relationships that govern WSC. CWP is responsible for ensuring the development and delivery of quality programs and services; ensuring the alignment and consistency of these services; and securing funds to continue and expand services.

Under WIOA law, CWP is mandated to work with certain partners and ensure their participation in the local workforce system. Local mandated partners and contracted partners include:

- Oregon Employment Department (OED)
- Higher Education Coordinating Commission
- Oregon Manufacturing and Extension Partnership (OMEP)
- Department of Human Services (DHS) Self-Sufficiency Programs
- DHS Vocational Rehabilitation Services (VRS)

Continued list of workforce system partners :

- Oregon Commission for the Blind (OCB)
- Clackamas County
- Clackamas Education Service District (CESD) Perkins
- CESD CTEC Youth Services
- Clackamas Community College Workforce Services (CCC WF)
- Clackamas Community College Adult Basic Skills (CCC ABS)
- Northwest Family Services (NWFS)
- Immigrant and Refugee Community Organization (IRCO)
- Easterseals Oregon
- Job Corps

Much of what makes WSC special and how it accomplishes its work is done in partnership with many other Community-Based Organizations (CBO's), nonprofits, jurisdictions, and other agencies.

Project Overview: CWP is seeking a professional facilitator and organizational consultant to help guide a multi-month service and system alignment project. This project involves multiple agencies, including state and local government, providing workforce development services to residents of Clackamas County. Collectively, these agencies form the local workforce system and deliver services both within and outside of WSC. Historically, there have been issues in communication, resource sharing, service alignment, and service delivery due to the number of partners involved in the local workforce system, bureaucratic processes within various agencies, and general structural issues within the system (locally and statewide).

These issues have been exacerbated by the COVID-19 pandemic and the related economic fallout. This has created additional strain on the system, and presents new barriers and challenges to Clackamas County residents seeking employment or training, especially individuals/communities historically marginalized because of structural oppression, such as Black, Indigenous, and People of Color (BIPOC), women, people with different abilities, LGBTQ+, the unhoused, low-income and working families, rural residents, immigrants, refugees, English language learners, and those impacted by the legal system, among others. At this critical juncture CWP, as the local steward, finds it imperative that our system and its functions rapidly transform to better meet the needs of these populations and all county residents. We desire a system that prioritizes and is informed by the users (workforce services customers) and potential users (the broader community), and is accessible, easy to use, and can adapt to meet the changing needs of people and communities. A professional facilitator and consultant is needed to help design tools and processes, engage local stakeholders, and to guide leadership through the following:

Equitable Practice and Evaluation:

- Development and implementation of a system-wide equity lens and related evaluative tools
- Service delivery practices that are imbedded with the principles of diversity, equity, inclusion, accessibility, justice, cultural responsiveness, trauma informed, and anti-oppressive/racist
- Identify and develop mechanisms for feedback and service-delivery evaluation (customer and community feedback; staff feedback)

Customer and Community Engagement:

- Development of a Strategic Outreach and Engagement plan
- The development and implementation of planning, guidance, and oversight mechanism that provide customers and community members opportunities to shape workforce services, service delivery methods, and other system functions
- The development and implementation of feedback mechanisms and evaluative tools, including but not limited to focus groups, surveys, and customer interviews

Aligned Practice:

- Define system outcomes
- Develop systems navigation flowchart and “if this/then this” flowchart
- Development of a common understanding of the system and common vocabulary among provider agencies and their staff
- Development and implementation of an aligned internal communication and referral process (within the system of providers) that is accessible and user-friendly (for staff and for customers)
- Resource braiding and use of funding streams

The timeframe for this project would be an estimated 15 – 20 weeks, with an estimated 5 – 15 hours per week. This timeframe and hours per week are negotiable and subject to change as the project evolves. CWP recognizes that the workforce system is complex and will provide a thorough on-boarding process.

Compensation: approximately \$25,000

CWP has separate discretionary funds for use during community engagement activities.

Experience and Qualifications: CWP requires demonstrated experience with the following:

- Experience developing and implementing an equity lens
- group facilitation strategies and consensus building
- community engagement and outreach
- human-centered design
- collective impact and systems-change models
- process and policy development
- evaluation design, implementation, and assessment
- federal, state, and local agencies and programs

Demonstrated Knowledge: CWP requires a demonstrated understanding of the following:

- diversity, equity, inclusion, and accessibility practice (DEIA)
- social justice, anti-oppressive, and anti-racist practice
- trauma-informed practice
- culturally responsive communication
- Knowledge of 508 technology compliance and the workforce system a plus.

CWP encourages applications from individuals identified as BIPOC, LGBTQ+, differently abled, and those with lived experience navigating educational, social service, or governmental systems.

Submission Requirements Proposals may be delivered in the format of the applicant's choice or in multiple formats, including documents in Microsoft Word or Power Point; PDF documents; and audio-visual products. Applicants are encouraged to reach out with questions regarding proposal formats.

Proposals should include the following:

- Resume or CV and brief bio for all individuals working on the project
- Documentation which demonstrates qualifications and experience
- Examples of recent facilitation or consulting work
- Philosophy on Diversity, Equity, Inclusion, and Accessibility (DEIA)
- A project timeline and proposed activities (in addition to those outlined in this document)
- Budget breakdown
- Three (or more) professional references

Please ensure proposals are:

- No longer than (8) pages in length (written documents, excluding resume and bio)
- No more than (45) minutes in length (audio-visual and presentation formats)
- Mixed and multiple-media proposals should be no longer than (45) minutes in length

Inquiries and Proposal Submission

Please send all project inquiries to: RFP@clackamasworkforce.org

Subject Line: *Systems Transformation RFQ Questions*

Please submit all proposals to: RFP@clackamasworkforce.org

Subject Line: *Systems Transformation RFQ Submission*

If you are submitting audio-visual or mixed-media items which cannot be submitted via email, please email RFP@clackamasworkforce.org to make arrangements for submission.

Drop Box and Google Drive are the preferred methods of submission for these items.

Deadline: All proposals, in their entirety, must be submitted by 5:00 PM on Monday, October 26th.

Frequently Asked Questions

The above listed email and the website (<http://www.clackamasworkforce.org/>) will be used as the primary mode of communication between Clackamas Workforce Partnership and potential bidders. A question and answer page on the website will be updated as often as daily, if necessary, from October 9th through October 23rd.