Clackamas Workforce Partnership
Request for Proposals – One Stop Operator Services
Friday, May 30th Bidder's Conference: Questions and Answers Page

1. **Who is the One Stop Operator accountable to?**
    a. The OSO contractors with the local workforce board (Clackamas Workforce Partnership). CWP will evaluate submissions, make award offers, conduct contract negotiations with the selected grantee, manage extensions, terminations, or amendments to fully executed contracts, and all other legal/practical aspects of contract management. CWP will be on-point to provide the OSO with technical assistance, on-boarding and orientation. CWP will ensure that the work of the OSO is in compliance with, meets the standards of, and furthers the prerogatives of the federal Workforce Innovation and Opportunity Act (WIOA) and the mandated functions of WIOA-funded "one stop" employment and training centers.

    The OSO will work in coordination with the WorkSource Clackamas Center Leadership Team (WSC CLT), which includes CWP and other core WSC partners, such as: Oregon Employment Department; Clackamas Community College; Immigrants and Refugee Community Organization; and CTEC Youth Services. The OSO will work with this group to inform and structure OSO activities, based on the WSC CLT's key priorities and desired outcomes. The OSO and WSC CLT will work together to develop plans of action or implementation, and establish specific OSO deliverables and metrics for success. The OSO will operate at the direction of this group, and project outcomes will be collectively assessed by this group.

2. **What are the expectations, deliverables, and metrics for success for the One Stop Operator?**
    a. Generally, the OSO will be expected to function as a neutral entity, responsible for facilitating collaboration among core WorkSource Clackamas partners in the assessment, revision, creation, and/or implementation of

activities, policies, processes, and products that promote the effective provision of services to customers; the development and delivery of accessible, responsive services to customers; a common culture among on-site service providers; a shared understanding of WSC among on-site service providers; and adherence to the spirit and intention of the Workforce Innovation and Opportunity Act. This may include assessing, evaluating, modifying, creating, or implementing programs, services, policies, procedures, tools, and the allocation of resources and staffing, etc.

As noted in the previous response, the OSO will work in collaboration with the WSC CLT to identify key priorities and desired outcomes, and work together to develop a plan of action and/or implementation to meet those desired outcomes. The OSO and WSC CLT will also work in partnership to establish agreed upon metrics for success and how project success will be evaluated. This will occur through a collective decision-making process, with CWP participating as an equal partner alongside other WSC CLT members. If a shared decision cannot be reached through discussion or voting, CWP will serve as a tie-breaker. CWP recognizes the limitations of the current award amount for this contract, and will work with the successful respondent to ensure all expectations are within their capacity, based on these funds.

Please Note: CWP will override any activities that may be in conflict with or prevent the fulfillment of the federally-mandated requirements of one-stop facilities, local workforce boards, and the role/function of the OSO.

3. **What are prior examples of One Stop Operator activities or products?**
    a. Previous OSO activities including conducting legally required certifications and compliance assessments for the one-stop center (WorkSource Clackamas); the creation of shared storytelling and social media “success story” templates; the creation of a shared glossary of terms and acronyms for workforce development staff; conducting information and data-gathering activities; and assisting with the facilitation and coordination of advisory groups, special events, and other activities.

4. **What is the expected time commitment (on a weekly or monthly basis)?**
    a. The anticipated time commitment (per week or per month) may vary. The selected respondent will work with CWP and the WSC CLT to determine the cadence and frequency of any standard or reoccurring meetings/activities.

These may change from month to month and/or fluctuate based on proposed projects and activities. The OSO should plan to allocate an average of 5 – 15 hours per month to WSC-related activities, which may include meetings, special events, research and information-gathering, planning, product or process development, etc. These anticipated monthly hours may fluctuate from month to month, based on need.

CWP suggests the following timeframe as a point of reference:
Stage 1: The first two or three months of this contract will require orientation and on-boarding for the OSO, relationship building with key partners, and the development of agreed upon expectations between all involved parties.
Stage 2: Between months three and seven of the contract, the OSO will likely work "hands on" with the WSC CLT team to determine key priorities and goals, and create a work plan for achieving these goals. This period may also involve assessing, researching, or gathering information relevant to understanding the function and flow of the local workforce system, on-site partners and their services, staff and customer experiences, etc.

Stage 3: Months seven to 10 will likely involve the continued of previously mentioned activities and/or the actual development and implementation of activities, use of products, etc.

Stage 4: Months 11 to 12 will likely be focused on assessing the effectiveness of the work done in the contracts' prior months, the effectiveness of anything created or implemented, and/or planning and facilitation of the WSC Retreat.

This breakdown is just a suggestion for point of reference. Again, the OSO will work with CWP and the WSC CLT to develop a work flow that meets the needs of all involved parties and is within the scope and capacity of the OSO and contract funds.

Please Note: The WSC CLT meets once per month for 1.5 hours. The OSO may not be required to attend each of these meetings, but should expect to attend most of them during the 12-month contract period. This does not include any additional meetings, ad hoc work groups, etc. that may occur during the contract period. The OSO should also expect to meet with CWP Program Staff monthly or every other month, for a minimum of one hour.

5. **Is the One Stop Operator required to be physically presence in Clackamas County, Oregon?**
    a. The OSO is not required to be physically present in Clackamas County, Oregon, but should expect to be on-site at WorkSource Clackamas multiple times throughout the duration of the grant contract. Additionally, strong RFP responses will indicate an existing knowledge of, or ability to quickly learn, key information about Clackamas County, including critical socio-economic information, demographic information, major sectors and industries, economic challenges, etc. Any submissions that propose entirely remote activities are unlikely to be awarded.

6. **Can you provide a general overview of the WorkSource Clackamas Retreat, and expected retreat costs that the One Stop Operator will be responsible for?**
    a. The WSC Retreat is intended to engage core WSC partners and other key stakeholders in general relationship-building; the creation of an agreed upon vision for the local workforce system and the services it provides; the identification of our region's critical workforce and economic needs; alignment between our work, how it is provided, and local need; and opportunities for the more effective use of resources, resource development, and filling gaps in service. Attendees will include leadership from core workforce system partners; business owners and employers; trade/labor representatives; industries associations; and state and local government. Participants span the public, nonprofit, and private sectors, and include multiple systems of social/human services, such as housing, food security, education and training, etc.

7. **Are the restrictions on contracting opportunities between the selected One Stop Operator and WorkSource-affiliated providers?**
    a. The entity contracted to provide OSO services may hold external contracts with WSC partner organizations, **unrelated to their work as the OSO**, unless this contract is in direct conflict with or hinders the ability of the OSO and CWP to fulfill their legal obligations under WIOA, or conflict with or hinders the ability of the WorkSource Clackamas Center to fulfill its legal obligations as a WIOA-funded one-stop center. The OSO will be required to disclose to CWP any such contracts with core WSC partners, prior to those contracts taking effect. CWP reserves the right to terminate the OSO contract based on any actual or perceived conflicts of interest, and/or to terminate the OSO without cause, at CWP's discretion.

If a WSC partner organization wishes to contribute to or fund activities directly related to the work of the OSO through an external contract with the entity providing OSO services, CWP must be made aware of – and approve – any such external funding or contributions to the existing OSO contract or to the entity providing OSO services.

Per federal law, CWP holds the sole legal authority to designate an entity as the WSC OSO, and to determine whether an activity qualifies as a WIOA-defined function of the OSO. Any activities related to WSC that are commissioned by a WSC partner organization – other than CWP – through an external contract with the OSO provider, must be approved by CWP. It is recommended all funding related to the provision of OSO services with a designated OSO entity occur through contract modifications to the existing OSO contract agreement, with CWP's approval and oversight.

Again, CWP reserves the right to terminate the OSO contract based on any actual or perceived conflicts of interest, and/or to terminate the OSO without cause, at CWP's discretion.

8. **Can a respondent have multiple individuals working on One Stop Operator activities?**
    a. Yes, a respondent may have multiple individuals working under the OSO contract and providing OSO services, with the prior approval of CWP and completion of any required contract amendments and/or other legal considerations. CWP reserves the right to limit the provision of OSO services to a single individuals within an organization; to terminate the entire OSO contract based on any actual or perceived conflicts of interest; and/or to terminate the OSO without cause, at CWP's discretion.