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Workforce Innovation Fund
Request for Qualifications – Systems Requirements Contractor
September 17, 2012

Who We Are

The Chicago Cook Workforce Partnership's (The Partnership) mission is to improve services, reduce costs and support job creation and economic development across the Cook County workforce system. In addition, The Partnership creates and supports innovative programs that allow for region-wide implementation of best practices and coordinated engagement with the region's business community in order to meet the workforce needs of employers.

Launched in July 2012, The Partnership is a 501(c)3 nonprofit organization that serves as the new home for the work previously initiated through the Chicago Workforce Investment Council, Cook County Works, the Workforce Board of Northern Cook County and the WIA division of the City of Chicago Department of Family and Support Services. The Partnership provides staffing to the new Workforce Investment Board, the federally mandated body that oversees Cook County's Workforce Investment Act (WIA) allocation and other federal grants.

Integrated Workforce Information System Project Description

In July 2012, the Partnership received a three-year Workforce Innovation Fund (WIF) grant through the US Department of Labor to design, implement and test an integrated workforce information system (IWIS) that contains comprehensive and useful program- and client-specific measures that will support varied reporting capabilities and provide the information necessary to adequately serve the needs of program clients. Specifically, this improved, integrated workforce information system will reduce the challenges of duplicative data entry, enhance the information available for organization management, and provide public and private funders with a more realistic view of the services provided that lead to positive final outcomes.

Currently, local systems have several functional weaknesses, including a lack of coordination among provider agencies, missing customer data, missing services information for customers, missing or incompatible metrics for measuring customer progress and outcomes, and duplication of effort for customer data collection and tracking. Together these functional weaknesses have resulted in several key consequences for the local workforce system, including: a) incomplete assessment of client needs; b) suboptimal connection between provider agencies, colleges, state agencies and businesses; c) the persistence of weak training providers; d) the suboptimal assignment of clients to training providers and services; e) an inadequate capacity to manage customer services once clients have been enrolled; and f) lack of information needed to make successful job referrals for jobseekers. Together these functional weaknesses have led to mixed results for client customers, inadequate output of skilled program completers, and higher training costs, which have contributed to the persistence of the skills gap and reduced private sector engagement with the public workforce system.

The overall goal of developing the IWIS is to improve credential attainment, employment and earnings results for client customers by using data-based decision making to improve the assessment of client skills and barriers, leading to improved referral of clients to services, training opportunities and job placement. The functional goals are to develop an integrated workforce information system that will: a) interface with other data management and reporting systems, minimizing the need for repetitive data entry into multiple systems; b) allow better tracking and analysis of data on all program participants, regardless of funding stream; c) allow analysis of all client services, interim participant achievements and progress, as well as a broader set of participant outcomes; d) provide programs the ability to assess process measures for self-assessment; and e) improve the methods and content of what programs report to funders, including being flexible to account for different participants and program types and meeting the diverse needs of public and private funders. In order to accomplish these goals, the Partnership will design, implement and test an integrated workforce information system. The system will provide programs with valuable tools for self-assessment and resource management, as well as information about important indicators and associated outcomes that promote program improvement. The system will be much more than just a software package for data entry and analysis; it will include a spectrum of functions, including improved data collection, secure data storage, advanced analytic capacity, ability to interface with other existing data systems, and various reporting capabilities.

Key project activities include:

1. Stakeholder engagement to build consensus on goals, functionality and measures for the IWIS.
2. Data sharing agreements with public and private agency partners, including the Illinois Department of Commerce and Economic Opportunity (DCEO), the Illinois Department of Employment Security (IDES) and the Illinois Department of Human Services (IDHS).
3. Systems requirement development for the IWIS.
4. IWIS development and pilot testing.
5. Full IWIS implementation.
6. Implement Aptitude, Interest, and Demand (AID) client intake model that includes the design and implementation of a comprehensive assessment tool that would be universally used throughout the region.
7. Implementation and outcome evaluation.

For a complete project description, see Exhibit I –Technical Proposal.

IWIS Systems Requirements Development Component

This Request for Qualifications (RFQ) is the first step in a competitive process to select a contractor to develop the systems requirements for the IWIS. The Systems Requirements Contract will develop the IWIS requirements, incorporating input from providers, workforce advocates, public agencies and private funders. The Systems Requirements Contractor will also assist The Partnership in the selection and oversight of the Systems Development Contractor. This work will be overseen by a Leadership Team made up of representatives from The Partnership, local foundations, and public agencies.

The systems requirements that need to be developed include, but are not limited to:

- Common definitions across public agencies and funding streams
- Data elements required for reporting compliance across all funding streams
- Services to be tracked
- Interim participant achievement measures
- Impact and outcomes measures
- Necessary demographic data

- Participant and program types
- Intake and assessment data, based on intake and assessment policies and tools determined by The Partnership and its partners
- Data sharing interface (upload/download) requirements
- Provider self-assessment data and measures
- User interface
- User training needs

Scope

The scope outlined below reflects this initial plan to develop the systems requirements. It will be refined with the selected Systems Requirements Contractor.

1. *Stakeholder engagement to build consensus on goals, functionality and measures.* This project will feature a stakeholder engagement process in which providers and advocates, The Partnership, public agencies, and private funders come together to agree on the systems requirements.

   The Leadership Team will identify and conduct initial outreach to the various stakeholders. The Systems Requirements Contractor will be responsible for developing and implementing a work plan to secure stakeholder input. The Systems Requirements Contractor will:
   - Develop process tools to secure meaningful stakeholder feedback
   - Schedule, coordinate and facilitate stakeholder interviews, focus groups, surveys and/or meetings
   - Report progress to the leadership team

2. *Data sharing with public and private agency partners.* The Partnership will establish and maintain agreements with existing public data system owners for accessing and exchanging data on client customers. The primary data system owners include the Illinois Department of Commerce and Economic Opportunity (DCEO), the Illinois Department of Employment Security (IDES), and the Illinois Department of Human Services (IDHS), all of whom will be included in the stakeholder engagement process.

   The Systems Requirements Contractor will need to understand the critical data elements and the technical requirements of each system in order to ensure the IWIS can successfully interface with each of these systems.

3. *Systems requirements plan.* Building on the stakeholder engagement and data sharing requirements, the Systems Requirements Contractor will develop a Systems Requirements Overview and Scope document for approval by the Leadership Team and The Partnership. Once approved, the Requirements document will form the basis for development of the solicitation for the System Development Contractor.

   The Systems Requirements Contractor will develop the scope for a Systems Development Contractor request for proposals and assist in developing the bidders list[1]. The Systems Requirements Contractor will assist The Partnership and Leadership Team in the proposal

[1] In accordance with 29 CFR Subtitle A (7-1-00 Edition) §95.40, the Systems Requirements Contractor will not be eligible to respond to the Systems Development RFP.

review process, including providing a comparison model of the potential database platforms that compares cost, platform capabilities, and options and cost for ongoing system maintenance.

4. *Project management of system development and pilot testing.* The selected Systems Development Contractor will be responsible for developing the IWIS database system, including a pilot testing component. The Systems Requirements Contractor will work with the Systems Development Contractor through the pilot testing phase to ensure that the requirements are correctly incorporated into the IWIS and assist in adapting those requirements, based on any technical or cost limitations.

5. *IWIS Sustainability Plan:* The Systems Requirements Contractor will help The Partnership develop a plan to sustain the IWIS data system, including analyzing options for reporting and maintenance functions that can be conducted in-house versus those that need to be outsourced, a staffing plan, and a budget.

6. *Project Evaluation.* The project includes a comprehensive implementation and outcomes evaluation to be conducted by an independent, outside local evaluator. In addition, DOL has hired Abt Associates to conduct a national evaluation. The Systems Requirements Contractor will be required to participate in the evaluation, as requested by the local evaluator and/or Abt, and all processes and documents developed by the Systems Requirements Contractor must be made available to the evaluators.

Timeline

Systems Requirement Contractor selected	December 2012
Stakeholder engagement, data sharing commitments secured, systems requirement plan development	December 2012- June 2013
Issue RFP for Systems Development Contractor	July 2013
Select Systems Development Contractor	September 2013
Project Management of IWIS Development	September 2013-Dec 2014
Sustainability Planning	January-June 2015

Deliverables

- Detailed work plan for developing the Systems Requirement Overview and Scope
- Systems Requirements Overview and Scope to present to Leadership Team
- Systems Development Contractor scope and list of potential bidders for the Request for Proposals
- Comparison model of proposed database platforms
- Updates to the Systems Requirements, based on the IWIS development and pilot testing phase
- Sustainability plan for the IWIS

Request for Qualifications Process

Eligibility

This is a competitive process open to all organizations including both non-profit and for-profit organizations. Agencies may respond to both this RFQ and the [WIF Evaluation RFQ](http://www.cwic.org/RequestforProposals.aspx) (http://www.cwic.org/RequestforProposals.aspx) released on September 10, 2012. However the same agency cannot be selected for both contracts. Additionally, the agency selected as the Systems Requirements Contractor is ineligible to bid on the Systems Development RFP.

The Partnership seeks proposals that address both the programmatic and the technical components of the scope. Respondents may submit proposals in which subcontractors are identified to provide project components. Respondents may also identify organizations offering collaboration to enhance the project design. Any proposal that includes subcontracts or collaborations must clearly answer all questions about subcontracts or collaborations in the relevant questions sections of the RFQ.

Respondents not eligible include those that have had a City or County contract terminated for default, are currently debarred and/or have been issued a final determination by a City, County, State or Federal agency for performance of a criminal act, abridgement of human rights or illegal/fraudulent practices. The Partnership requires contractors to comply with all City, State, and Federal reporting requirements.

The Partnership assumes no liability for costs incurred in responding to this RFQ or for costs incurred by the respondent in anticipation of a fully executed contract.

Submission Request

Complete the Agency Information Form attached as Form A. The form must be signed by the President, CEO or equivalent of the organization.

Respond to the following, in the order listed, in four to five pages:

1. Describe three projects in which your agency has performed one or more of the following activities. Include brief descriptions of the project scopes, timelines, contract amounts, source of funding, and type of client (e.g. government, nonprofit, for-profit).
    - developed or analyzed programmatic and outcomes metrics for workforce or a related field
    - developed or analyzed client intake and assessment tools
    - facilitated collaborative processes to solicit input from program operators and/or database end users
    - used public workforce or similar data systems
    - developed systems requirements for or developed data systems for workforce or a related field
2. Describe your understanding of the key outcomes goals and most important reporting elements for each of the following programs: the Workforce Investment Act (WIA), Temporary Assistance for Needy Families (TANF), Community Service Block Grant (CSBG), Community Development Block Grant (CDBG), and Unemployment Insurance (UI)? Where is there commonalty among these programs?
3. Describe your agency's knowledge of and experience with different database platforms.
4. Describe your agency's experience developing parameters for and/or reviewing proposals for database systems development or similar technology-based projects?
5. Provide the names, titles, proposed roles, and base locations of key project staff; provide their full resumes as attachments.

Submit the following as attachments:

A. Agency resume(s).
B. Resumes of the key staff listed in question 5.

Whether or not your agency chooses to respond to this RFQ, if you would like to be added to The Partnership's Vendor List, please complete the Vendor Application attached as Form B.

Pre-Submittal Conference Call

The Partnership will host a pre-submittal conference call on **September 26, 2012 at 1:00pm Central Time**. This conference call will involve a review of the RFQ and provide prospective applicants with a chance to ask questions. The Partnership strongly encourages all potential respondents to participate in the pre-submittal conference call. Pre-registration is required. To register, email WIFRFP@workforceboard.org with "SRC Bidders Call" in the subject at least two business days prior to the call.

Submission Due Date and Instructions

Reponses are due to the Chicago Cook Workforce Partnership by **4:00pm CENTRAL TIME on FRIDAY, OCTOBER 5, 2012**. Please email your responses to WIFRFP@workforceboard.org. All files should be in adobe.pdf, Microsoft Word or Microsoft Excel format.

Agencies will be notified on or about October 22, 2012 as to whether or not they have been selected to submit a full proposal. If selected, your agency will receive a RFP that will be due on November 5, 2012.

Questions

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail to WIFRFP@workforceboard.org. The Partnership will provide answers to common questions in an "Systems Requirements RFP Frequently Asked Questions (FAQs)" page on The Partnership's website at http://www.cwic.org/RequestforProposals.aspx.

Evaluation of Qualifications

In evaluating qualifications, a maximum of 50 points will be awarded, based on the following criteria.

Programmatic Experience (maximum 17 points): The bidder's responses to Questions 1 and 2 demonstrate a clear understanding of the programmatic elements of the systems requirements scope, and clearly show the bidder's knowledge of human service program development and reporting requirements. Bidders with specific knowledge of workforce programs will be given higher preference in this category.

Technological Experience (maximum 17 points): The bidder's responses to Questions 1, 3 and 4 demonstrate a clear understanding of the technological elements of the systems requirements scope and clearly show the bidder's knowledge of the technological requirements to develop adequate systems requirements and solicit, select and coordinate with a systems development contractor.

Staffing (maximum 13 points): The bidder's proposed staffing (Question 5) identifies personnel possessing skills and experience related to the scope and project outcomes. Respondents who have a significant portion of key project staff already in place will be given higher preference in this category.

Proposal Quality (maximum 3 points): The Proposal and Agency Information Form are prepared according to RFQ instructions. Additionally, the proposal should clearly and concisely respond to each question.

Additionally, selections will be made in accordance with 29 CFR Subtitle A (7-1-00 Edition) §95.40.

EXHIBIT I – TECHNICAL PROPOSAL

Chicago Cook Workforce Partnership Integrated Workforce Information System

Part II. Technical Proposal

1. Description of the Problem

While the national economic recovery is underway, the Chicago metro area continues to feel the effects of the Great Recession, as evidenced by an increase in the unemployment rates in Chicago and Cook County of 0.7 points from December 2010 to December 2011.[1] At the same time, businesses increasingly report difficulty in filling critical vacancies in healthcare, advanced manufacturing, and other sectors.[2] In response to this ongoing challenge, the City of Chicago and Cook County have embarked on a reorganization and consolidation of workforce development efforts in Cook County. A reconfigured workforce investment board and a new organizational structure will combine three existing WIA local workforce investment areas into a single LWIA, the Chicago Cook Workforce Partnership (CCWP)[3]. The goals of this reorganization include improved services for residents through streamlined program management, targeted service delivery, consolidated funding (reduced administrative costs), and increased job creation and economic growth through greater integration and engagement with the business community.

CCWP proposes to design, implement and test an integrated workforce information system that contains comprehensive and useful program- and client-specific measures that will support varied reporting capabilities and provide the information necessary to adequately serve the needs of the program clients. Specifically, this improved, integrated workforce information system will reduce the challenges of duplicative data entry, enhance the information available for

[1] Local Area Unemployment Statistics data, IDES, January, 2012.
[2] Caring for the Future, Strengthening the Foundation for Meeting Metropolitan Chicago's Growing Healthcare Workforce Needs, August 2008, Metropolitan Chicago Healthcare Council.
[3] CCWP will accede to the 501 (c)(3) structure and function of the Chicago Workforce Investment Council—the designated applicant on this proposal.

organization management, and provide public and private funders with a more realistic view of the services provided that lead to positive final outcomes.

This proposal seeks support for a key element of the reorganization agenda: the development of an improved, comprehensive, and integrated workforce information system. Current challenges with existing workforce management information systems include incomplete data on all program participants as well as burdensome, limited, and inconsistent data and measures that are inadequate to assess program practice and outcomes. In a 2010 report, Chapin Hall at the University of Chicago, documented the fragmented workforce development system in Chicago by identifying the various sources of public funds as well as the array of federal, state, and local agencies overseeing local programs.[4] This fragmentation of workforce programs is especially problematic in its effects on the ability of local program operators to have an accurate and comprehensive picture of client customer needs and services. The management information systems of many workforce development organizations have limited scope and little flexibility and are designed to meet the reporting requirements of the particular funding sources these organizations administer. Additionally, existing management information systems have limited ability to collect data on workforce participants and programs supported by private funds. Typically, these data systems are limited to large public funding streams, such as WIA and TAA. Many workforce system client customers in Chicago are served in whole or in part with private funds, including funding from foundations or United Way and employer funding for specific job-ready training. An analysis of twenty-nine programs offered by 20 Chicago workforce service providers conducted as part of the Public/Private Ventures Benchmarking project[5] found that the

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[4] Chapin Hall at the University of Chicago. (2010). *Chicago Workforce Development Programs: System Map and Inventory*. Chicago: Chapin Hall at the University of Chicago.
[5] *Putting Data to Work: Interim Recommendations from the Benchmarking Project*, Public/Private Ventures, November, 2010.

median percent of their funding from public sources was 30 percent, and the average public funding percent across all providers was only 38.5 percent. Most providers had funding from both public and private sources, but seven of the 29 programs received the majority of their funding from private sources, and only five programs were funded exclusively by public sources. This suggests that many workforce program customers are not captured in the WIA Title I information system or the reporting systems for the Employment Service, or other publicly-funded workforce programs. In addition, these findings suggest that even for the customers captured in the publicly-funded information systems, there may be numerous services funded by private sources that are not reported to these systems, but that may be captured in separate, duplicative systems. Also, while many current management information systems are designed to allow for the collection of standard measures, they do not necessarily allow programs the flexibility to collect additional information or outcomes to meet the unique needs of their programs.

A common frustration expressed by workforce program staff is that current standard performance measures of program outcomes treat all participants as equal, despite great variability in participants' characteristics, prior work experiences, or barriers to participating in the workforce. Many barriers necessitate the creation of a unique job readiness plan to ensure the participant's success. There is limited data available to track and report on process measures and interim achievement of participant progress throughout the program, which would help service providers better allocate resources and assess performance. Additionally, there is limited information tracked about the delivery of supportive services that are necessary for many workforce development participants to succeed, especially those with multiple or significant barriers to employment.

2. Strategic Approach and Logic Model

Goals and Outcomes: The overall goal of the initiative is to improve credential attainment, employment and earnings results for client customers by using data-based decision-making to improve the assessment of client skills and barriers, leading to improved referral of clients to services, training opportunities and job placement. The functional goals are to develop an integrated workforce information system that will: a) interface with other data management and reporting systems, minimizing the need for repetitive data entry into multiple systems; b) allow better tracking and analysis of data on all program participants, regardless of funding stream; c) allow analysis of all client services, interim participant achievements and progress, as well as a broader set of participant outcomes; d) provide programs the ability to assess process measures for self-assessment; and e) improve the methods and content of what programs report to funders, including being flexible to account for different participants and program types and meeting the diverse needs of public and private funders.

In order to accomplish these goals, CCWP proposes to design, implement and test an integrated workforce information system that contains comprehensive and useful program- and client-specific measures that will support varied reporting capabilities and provide the information necessary to adequately serve the needs of all program clients. Specifically, this improved, integrated workforce information system will reduce the challenges of duplicative data entry, enhance the information available for organization management, and provide public and private funders with a more realistic view of the services provided that lead to positive final outcomes. The system will provide programs with valuable tools for self-assessment and resource management, as well as information about important indicators and associated outcomes that promote program improvement. The system will be much more than just a software package for data entry and analysis; it will include a spectrum of functions, including improved data collection, secure data storage, advanced analytic capacity, ability to interface with other existing data systems, and various reporting capabilities.

These goals are aligned with each of three overall goals outlined in the SGA, with an emphasis on goal three: stronger cooperation across programs and funding streams. The proposed integrated information system will facilitate this objective by improving the completeness, accuracy and timeliness of data on client customers across major program silos, such as WIA, TANF, and UI, and both public and private funding streams, and is a key component of a new and sustained change to the business processes for client assessment, case management, referral and placement. The project also is responsive to goals one and two of the SGA, in that it will, along with other reforms being undertaken through the CCWP restructuring initiative, help improve results for jobseekers and employers, and will lead to greater efficiencies in the delivery of services to both jobseekers and employers resulting in increased employment and decreased employer vacancies, by supporting the use of a business intermediary such as the newly-created entity, Skills for Chicagoland's Future.

Strategy and Logic Model: Theory of Change. The project is intended to address the chronic gap between the skills of job applicants and the skill requirements of employers. This skill gap results in reduced employment and earnings for client customers, fewer opportunities to hire qualified candidates on the part of business customers, and reduced employer engagement and utilization of the public workforce system.

The project logic model is based on the following assumptions regarding the root causes of unrealized employment and slower economic growth in the Cook County-Chicago area. These problems are rooted in a ***workforce policy context*** that includes silo-based federal and state program requirements and systems, the previous lack of a strategic vision for Chicago and Cook County workforce development, the prior absence of an overall organizational strategy, and flat or declining federal funding support for workforce development. This context has led to several ***key policy limitations***, particularly: a) inadequate policies and procedures; b) resources not aligned with the broader workforce system requirements; and c) disconnected technologies and data systems. These policy limitations are reflected in several ***functional weaknesses*** within the local context, including a lack of coordination among delegate agencies, missing customer data, missing services information for customers, missing or incompatible metrics for measuring customer progress and outcomes, and duplication of effort for customer data collection and tracking. Together these functional weaknesses have resulted in several ***key consequences for the local workforce system***, including: a) incomplete assessment of client needs; b) suboptimal connection between delegate agencies, colleges, state agencies and businesses; c) the persistence of weak training providers; d) the suboptimal assignment of clients to training providers and services; e) an inadequate capacity to manage customer services once clients have been enrolled; and f) lack of information needed to make successful job referrals for jobseekers. Together these functional weaknesses have led to mixed results for client customers, inadequate output of skilled program completers, and higher training costs, which have contributed to the persistence of the skills gap and reduced private sector engagement with the public workforce system.

The Chicago Cook Workforce Partnership reform effort is intended to address the root causes of the skills gap via the policy, organizational and system changes outlined above. In particular, the contribution to the problem associated with disconnected technologies and data will be directly addressed via this proposal through the implementation of an integrated workforce information system (IWIS). This system will support the implementation of better client customer assessment, service assignment, training provider selection, and case management, as well as improved metrics for measuring customer and provider results.

Logic Model. Attachment (B) to the Technical Proposal describes the logic model for this initiative. Each of the logic model elements is described below.

Inputs: The key project inputs include:

ChicagoCook Workforce Partnership Board and organizational structure. The CCWP Board structure has consolidated three workforce boards and staffing to reduce administrative costs, increase funding diversity, and develop consistent regional strategies so more funds are available to serve job seekers and employers. In addition to streamlining the Board and administrative structures, the new CCWP Board reflects a governance model that emphasizes strategic use of data to narrow the use of training and other program funds on key occupations and industries reasonably calculated to achieve training aligned employment. This focus constitutes a significant departure from previous methods of achieving program outcomes and shifts the LWIAs' concentration to strategy as opposed to process-based administration. The data-driven shift encourages the use of innovative programming and funding, while ensuring effective administrative oversight.

Strategic vision and reform agenda. The regional reforms are driven by the development of a broader strategic vision than previously implemented. A core principle of this vision is that improvements in the ability to access and use data are essential for improvements in results for job seekers, and forging a closer connection between the skill needs of growing businesses and the skills of prospective employees.

Funding, including WIF grant, WIA Title I and private funds. WIF funds will be used to support requirements development, pilot system development and testing, and implementation of the full system. In addition to the funds requested through this proposal, CCWP will leverage its own WIA Title I funds to support implementation of this effort through policy changes, staff training and upgraded technology as required. In addition, private foundation funds will be leveraged to assist with the engagement of partners and the development of system requirements.

Engagement strategy. Central to the reform effort is engagement with the many diverse partners and stakeholders. This overall engagement strategy has encompassed the business community, key industry sectors, the provider community, state partners, colleges and advocacy organizations. The regional reorganization process has included listening sessions with a range of stakeholders and the engagement of state agencies and foundation leaders. The project will build on this overall engagement strategy, with a focus on system stakeholders. CCWP's organizational structure contemplates the hiring of a Director of Communications whose responsibilities would include the development of a strategic outreach plan and oversight/management of four Community Relations Specialists.

Partnerships with data system owners. The success of the data system effort will depend on our ability to create and maintain partnerships with system owners for accessing and exchanging data on client customers. The primary data system owners include the Illinois Department of Commerce and Economic Opportunity (DCEO), the Illinois Department of Employment Security (IDES), and the Illinois Department of Human Services (IDHS). Discussions are underway with each of these agencies with a view toward the development of formal data sharing agreements, building on the agreements already completed in support of the Chicago CWICstats, a research and data initiative that collects, analyzes, and disseminates information on the performance of Chicago area workforce development programs.

Technology investments. CCWP is committed to making the technology investments needed to support the development and use of an integrated workforce information system. CCWP has been engaged in an effort to upgrade the technology infrastructure at its One-Stops and central office, and will continue this effort to ensure that front-line staff and client customers have access to current technology with appropriate training to effectively use the new system. As currently envisioned, the system databases will reside in "the cloud" to facilitate access from multiple platforms and locations, and will be protected via state-of-the-art data security software.

Leveraged expertise. CCWP will bring together the expertise of its data system partners at IDES, DCEO and IDHS, along with the expertise of the researchers at Chapin Hall at the University of Chicago. Chapin Hall brings to bear its extensive experience in working with administrative data sets, as well as its workforce development and evaluation expertise gained through the development of the *CWICstats* Chicago data and research initiative, which partnered with public agencies over the last three years to integrate individual-level workforce data to asses program performance and study program participants' outcomes over time.

<u>Activities</u>: The project work plan in the next section describes the schedule and responsibilities for each of the major project activities. This section provides a summary of these activity components, which include:

Project start-up activities. Preliminary planning for the project is well underway, and will continue during the interim period awaiting the outcome of this proposal. Since the Project Manager is a manager within the CCWP organization, this person will be selected and on-board prior to the commencement of the grant. Project initiation activities will include developing the solicitation for proposal for the System Development Contractor, selection and execution of sub-grant contracts or agreements, and the finalization and initiation of the data collection and reporting plan as described in Part (5) below. Once the project is underway, project reporting will begin, including quarterly management reports, project annual report of outcomes, and project closeout.

Stakeholder engagement to build consensus on goals, functionality and measures. This project will feature a community engagement process in which providers and advocates, the WIB, other public agencies and private funders come together to agree on demographics, services, and common definitions for performance and progress outcomes which should be tracked in the integrated system. Public/Private Ventures has already begun to assist local stakeholders with this process, which will include interviews and facilitation of a series of focus groups with stakeholders, as well as providing information about data integration efforts in other cities. The process will also involve the pilot testing of proposed measures by a subgroup of stakeholders and revision of the proposed measures as needed. A series of meetings will also be held with data system partners, and system development and support agreements will be negotiated with them. This process is already underway and will continue awaiting the outcome of this proposal. A working group of 15 providers will collaborate on definitions and outcome measures, facilitated by Public/Private Ventures and Chapin Hall.

Data sharing agreements with public and private agency partners. This work will build on the stakeholder engagement and related communications discussed above. Following consultation with data owners, CCWP's legal staff will draft and negotiate data sharing agreements with partner agencies. *Systems requirements development for integrated workforce information system.* Building on the stakeholder engagement plan and partnership agreements, as well as the work already completed by many of the service providers, the Systems Requirements Contractor (SRC) will work with the Project Leadership Team and the

Project Manager to conduct user requirements definition meetings. The first product of these meetings will be a Requirements Overview and Scope document. This will be presented to the Project Leadership Team and the CCWP Director for approval. Once approved, the Requirements document will form the basis for development of the solicitation for the System Development Contractor.

System development and pilot testing. The Systems Development Contractor (SDC) will be responsible for the System Design document, in consultation with the Project Manager and system users, including representative front-line staff from delegate agencies and partner agencies. Final approval of the Detailed Requirements will be by the Project Leadership Team and the CCWP CEO. The SDC will develop the system database design, create a test version of the database, create the individual system and test modules and integrate them into a functional version of the system for pilot testing. This pilot version will include the data access procedures to incorporate data from and provide data to existing systems. The SDC will also develop a test plan for the pilot, and assist the Project Manager in selecting pilot sites. Pilot sites will be trained on the use of the system and will implement the test plan. The SDC will gather the test results from each pilot site and will produce a pilot test results report.

Full system implementation. The SDC will use the results of the pilot testing to revise each module, followed by integration of the corrected modules and system-level testing. At this point, the operational version of the database will be implemented, including the capture of data from the database connections built under the partner data exchange agreements. Once the revised system is completed and functioning with the operational database, this version of the system will be presented to the Project Manager for final acceptance. While the module corrections and reintegration are in progress, the SDC will work with the Project Manager to finalize an implementation plan for system wide rollout.

Implement Aptitude, Interest, and Demand (AID) approach. A key component of the data-driven approach to job seeker customer service is the development of an Aptitude, Interest, and Demand (AID) intake model. The AID approach includes the design and implementation of a comprehensive assessment tool that would be universally used throughout the region. AID seeks to assess the job seeker's capacity to perform the identified high demand or forecasted high growth work, which form the bases of the regional workforce delivery system's focus. This includes an analysis of the job seeker's abilities and skills as determined by an existing assessment tool (i.e. WorkKeys© or Illinois Worknet©) or the creation of a unique tool specific to the reconfigured LWIA. The assessment would include an inventory of certifications, and an evaluation of workforce barriers. A dual assessment of the applicant's *interest* in the region's target industries as well as the applicant's interest and motivation for conducting job-search activities and subsequently maintaining full-time employment will also be undertaken. Finally, the *demand* component will match the applicant's capabilities and interests with occupations that are hiring using labor market data and forecasting. Development of the AID model will be undertaken in the coming months, and will be implemented in conjunction with the development of the integrated workforce information system. A key function of the system will be to standardize the intake and case management processes while ensuring a strategic focus on placement in available occupations and industries. Existing data collection and analysis practices do not address each of these components collectively, nor are the AID characteristics used universally throughout the region. The result is uneven service delivery and inconsistent placement outcomes from one service provider to another. Those providers that use comprehensive tools which assess not only technical and soft skills, but also marry this inquiry with an evaluation of an applicant's tenacity or perseverance, generally yield more successful clients and increased placement opportunities.[6] Moreover, the system would then translate this data into improved practices, return on investment analysis and integration of services across related programs and funding streams. In the context of the AID model, this project step will include training on the use of the system and the adaptation of intake and assessment processes.

Implementation and Outcome Evaluation. The plan for this evaluation component is provided in Attachment (C). It includes procurement of the evaluation contractor, contract execution and start-up, quarterly implementation progress reports, a draft outcomes analysis, a draft implementation analysis, and a final report.

Outputs: The major project outputs will consist of:

- A fully initiated project, with project staffing, contractor selection, project management and data collection processes in place.
- Systems development partnerships developed with IDES, DCEO and DHS, and other data system partners as identified in the requirements development phase, including community-based providers.
- Data sharing agreements with IDES, DCEO and DHS for access to data from the client systems maintained by these agencies. The intended access will be in the on-line environment, to facilitate the maximum flexibility in the use of the data.
- A systems requirements document reflecting the needs of users, the functional requirements for the use of the AID intake model, and the data access relationships developed with partner agencies.

[6] Weigensberg, E., Schlecht, C., Laken, F., Goerge, R., Stagner, M., Ballard, P., & DeCoursey, J. (2012) Inside the black box of workforce development programs: Identifying and measuring what makes workforce programs successful. Chicago: Chapin Hall at the University of Chicago.

- A pilot version of integrated workforce information system built to implement the functional requirements as defined during the requirements development phase, including the implementation and results of a pilot test plan.
- A fully implemented integrated workforce information system reflecting the results of pilot testing and modification of modules to correct any departures from functional requirements discovered during the pilot test phase.
- Implementation of the Aptitude, Interest, Demand (AID) intake model, beginning with pilot sites, but encompassing all One-Stop centers and delegate agencies by the end of the project period.
- Evaluation results, reflecting the implementation of the evaluation plan, and including an analysis of the implementation of the IWIS and the AID intake model, and an analysis of the outcomes for client customers.

Outcomes: Key project outcomes will include:

- Information about client's needs is shared across providers and program silos, consistent with protecting client confidentiality, so that front-line staff are more aware of who is serving the client, what services the client is receiving and what service gaps may be present;
- Complete information is captured on services needed by the client customer, as well as services provided to the customer, including services provided with private funds.
- Data-driven intake using Aptitude, Interest and Demand approach is implemented, so that services are better targeted to client needs, and clients are matched with service providers and training opportunities that afford the best possible chances for success;

- Client self-sufficiency is assessed at intake, placement and follow-up, so that progress of clients toward the overall goal of self-sufficiency can be properly assessed, and so that subsequent policy and procurement decisions by CCWP can be conditioned on accurate information about long-term results; and
- Increased access is provided to services needed by clients, so that more clients are accessing necessary supports, due to better assessment of needs, but also due to increased service availability as a product of reduced unit costs.

Impact: The expected longer-term impacts of the project include:

- Increased program retention and completion by clients as a result of improved assessment and matching with services and training opportunities, and improved information about client progress toward attainment of skill goals;
- Increased employment placement and retention for clients as a result of more client customers achieving the skill and credentials actually in demand in the metro area;
- Decreased gap between skills needed by employers and skills possessed by client customers as a result of increased output of qualified candidates in the skill shortage areas of greatest interest to employers;
- Increased hiring in high-demand jobs as a result of the greater availability of job candidates with the requisite skill set;
- Increased earnings gains by client customers as a consequence of increased job placement and retention in high-demand jobs; and
- Increased likelihood of client customers becoming self-sufficient as a result of more client customers obtaining and retaining employment in better-paying occupations.

Evidence base for strategy: The conceptual basis for this work is aligned with the findings and recommendations of the Public/Private Ventures Benchmarking Project. The project "began in 2004 with intensive work in three cities to understand the types of data local programs were collecting and related performance management issues," PPV's database now includes more than 300 programs from 200 providers. Findings for the subset of Chicago providers are consistent with the results from the national sample.[7] In addition, findings from another P/PV study[8] suggested that programs that incorporate "…a defined retention and advancement program structure; activities to address challenges and opportunities as they arise; and consistent incentives for participation" had higher rates of participation in program services after adjusting for client background characteristics, and that both the length of time in the program and the frequency of contacts with program staff were associated with higher post-program earnings.

In addition, a research initiative undertaken by Chapin Hall of the University of Chicago[9] examined several successful programs in Chicago and identified factors contributing to their success. These factors included: a) thorough and extensive eligibility and intake assessments; b) a comprehensive approach to training and engaging participants; c) a focus on high-quality placements; d) flexibility in their service delivery strategies; e) a broad scope of external partners and diversified funding; and f) collaboration with other community partners. Most importantly, these providers identified the central role that data and outcomes play in how programs achieve and understand their success, which is a key objective of this proposal.

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[7] *Putting Data to Work: Interim Recommendations from the Benchmarking Project*, Public/Private Ventures, November, 2010. Subset of provider program data for Chicago provided as part of this research for this proposal.
[8] Carol Clymer, Anne Roder, Brandon Roberts, Promoting Opportunity: Findings from the State Workforce Policy Initiative on Employment Retention and Advancement, Public/Private Ventures, September, 2005.
[9] Weigensberg, E., Schlecht, C., Laken, F., Goerge, R., Stagner, M., Ballard, P., & DeCoursey, J. (2012) Inside the black box of workforce development programs: Identifying and measuring what makes workforce programs successful. Chicago: Chapin Hall at the University of Chicago.

3. Work Plan and Project Management

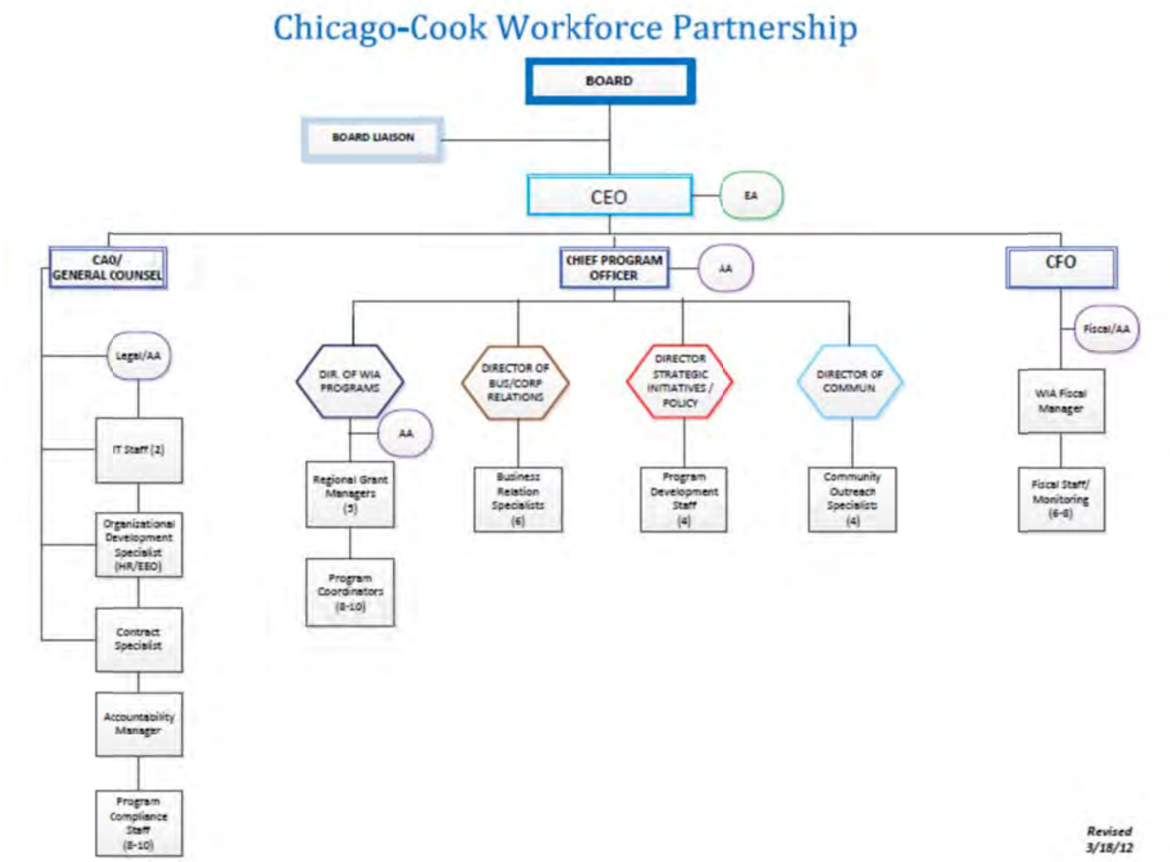
Work Plan: The following plan identifies the milestones for each project output, the parties that are responsible for implementing each project milestone, and the month(s) by which each milestone is planned to be completed.

Project Work Plan for CCWP Integrated Workforce Information System		
Output/ Milestones	Implementers	Month(s)
Project initiation		
Preliminary planning	WIF Project Leadership Team (PLT)	Prior
Project manager selection	CCWP CEO (CEO)	Prior
Requirements development contractor (RDC) solicitation for proposal	Project Manager (PM)	1
RDC selection and contract execution	CCWP CEO and WIB	2
Systems development contractor (SDC) solicitation for proposal	PM	7
SDC selection and contract execution	CCWP CEO and WIB	9
Project data collection and reporting plan	PM	2
Project data collection procedures implemented	PM	3
Quarterly management reports	PM, System Development Contractor (SDC)	Quarterly
Project annual report of outcomes	PM	13, 25, 36
Project closeout	PM, CCWP Fiscal Staff	36
Systems development partnerships		
Engagement plan	PM, PLT	1-2
Partner meetings	PLT, Partners	2-5
Partner agreement negotiations	PLT, Partners	3-7
Data sharing agreements		
Consultation with data owners	PLT, SDC, Partners	1-3
Agreement drafting	PM	2-4
Agreement negotiation and approval	PM, Partners, CCWP Legal and Fiscal staff	4-8
Systems requirements statement		

Project Work Plan for CCWP Integrated Workforce Information System		
Output/ Milestones	Implementers	Month(s)
User meetings	System Requirements Contractor (SRC), Partners, Users	3-5
Requirements overview and scope document	SRC	6
Pilot version of integrated workforce information system (IWIS)		
Detailed design document	SDC	11
Module development	SDC	12-15
Module test	SDC	15-16
Module integration	SDC	16-17
Pilot test plan	SDC	17
Pilot testing	SDC, Pilot Sites	18-21
Test results document	SDC	21
Fully implemented IWIS		
Module revisions and test	SDC	22-23
Module integration	SDC	24
Implementation plan	SDC, PM	22-24
System rollout	SDC, PM, Partners	25
Implemented Aptitude, Interest, Demand (AID) approach		
Training on use of system	SDC, Partners, Users	25-26
Adaptation of intake and assessment processes to incorporate use of the system	PM, WIF Project Leadership Team, Partners, Agencies	26-28
Observation period for results	Evaluation Contractor	29-34
Evaluation results		
Evaluation solicitation for proposal	PM	1
Selection of evaluation contractor	CCWP CEO and WIB	3
Contract execution and start-up	CCWP CEO and WIB	4
Quarterly implementation progress reports	Evaluation Contractor	Quarterly
Draft outcomes analysis	Evaluation Contractor	34
Draft implementation analysis	Evaluation Contractor	34
Final Report	Evaluation Contractor, PM	35

Project management: The Project Manager for this project will be the CCWP Director of Strategic Initiatives and Policy. Under the direction of the CCWP Chief Program Officer, the Director of Strategic Initiatives and Policy is responsible for innovative program development and implementation coupled with the coordination of consultants and professional research staff engaged in conducting studies to evaluate the effectiveness of current or proposed programs and system wide policies. The Director of Strategic Initiatives and Policy must possess, at a minimum: an advanced degree, MPP, MPA or MBA or other relevant professional degree with outstanding academic performance; and five years of progressively responsible professional experience, preferably in consulting, project management, public administration and/or public policy. The Project Manager will work with the CCWP CEO and the WIF Project Leadership Team to develop the solicitation for a third-party evaluator, and will work with the evaluation contractor (once selected) to finalize the evaluation plan. CCWP and its predecessor organizations have extensive experience in the management of federal and state grants, and have the capacity to work with Technical Assistance and Evaluation contractors. The Project Manager will work with the CCWP CEO and the WIF Project Leadership Team to implement a project management plan, including data collection activities as outlined in the data collection plan, to monitor grant activities against the project timeline, identify problems, and implement corrective actions as required. The WIF Project Leadership Team will meet on a monthly basis with the Project Manager and the CCWP CEO to discuss project status, receive progress presentations from sub-contractors and partners, and help resolve project issues. The Project Manager will hold weekly project status meetings with sub-contractors to assess progress, identify issues and develop solutions, and will produce a weekly status report for use by the CCWP CEO, WIB and the WIF Project Leadership Team.

CCWP and its predecessor organizations[10] have submitted program and financial reports for prior grants in a timely manner.



4. Strategic Leadership

Strategic relationships and Leadership Buy-ins: Success of the integrated workforce information system depends on the active cooperation and assistance of several key partners. Locally CCWP has formed a Leadership Team that includes the Lloyd A. Fry Foundation and the Joyce Foundation, as well as Public/Private Ventures, and Chapin Hall of the University of Chicago. We will seek to include other foundation partners as well, including the McCormick and Polk Brothers Foundations. At the state level, partners will include the Illinois Department of Commerce and Economic Opportunity (DCEO), the Illinois Department of Employment

[10] Illinois LWIAs 7, 8 and 9.

Security (IDES), and the Illinois Department of Human Services. Chapin Hall has substantial expertise in the development of data systems to support decision-making for workforce programs, as a result of its general research activity over many years, as well as its more recent role in the development of the Chicago CWICstats information system. The concept for IWIS emerged from Chapin Hall's work. CCWP will also draw on the engagement efforts of Public/Private Ventures, whose prior work has also strongly influenced the proposal.

Strategic communication: The strategic communication plan for this project will include the following elements:

- Project leadership team. The team will be comprised of project partners and will meet on a monthly basis to ensure that all partners are informed about project goals and progress.
- Project communications. The Project Manager will prepare a quarterly update for general dissemination to the Chicago and Cook County workforce community on the status of the project and its implications for business process changes and improved results for customers. This will include outreach and input from job-seeker clients.
- Partner presentations. The Project Manager and the CCWP CEO will meet with key agency partners to discuss the goals of the project, the nature of the contribution needed during the project, and the proposed plan for on-going cooperation once the project is implemented.

Integration into Formula-Funded Activities: The purpose of the integrated workforce information system is to support sustained changes in client customer assessment, referral, case management and job placement. These business processes are being redesigned to reflect data-driven intake using an Aptitude Interest and Demand approach, as well as process improvements for case management, training provider selection, and performance management. These are meant to be permanent changes to the way business is done in Chicagoland, including all of Cook County. System development and implementation will be accompanied by staff training, policy modifications and changes to sub-grantee monitoring procedures to ensure that the changed business processes take root. On-going support for the maintenance and further development of the system will be taken fromthe administrative costs in regular formula funds.

5. Performance Accountability Framework: Data Collection and Reporting

The data collection plan is presented in tabular form below. The intent of the data collection plan, coupled with the evaluation plan, is to collect the data needed to demonstrate key project outcomes to ensure that the results of the project can be documented as evidence-based. The plan identifies the measures for each outcome, the data elements to be collected and the data collection process for each. It also identifies the data elements currently available vs. new data collection to be undertaken during the project. The data collection plan includes some measures of cost efficiency related to the outcomes, including cost per training program completion, cost per retained client customer employment, and cost per dollar of earnings gain. The data collected through this plan will be used by the Project Manager to monitor progress on the project milestones, to identify progression toward project outcomes, and to assist the evaluators in assessing project implementation and outcomes.

Data on WIA Title I client customers will be derived, in part, from the Illinois Workforce Development System (IWDS), the state system for WIA Title I reporting. As the Integrated Workforce Information System comes on-line, it will be used to report on the additional performance metrics initiated by CCWP, as well as cross-silo participation, and skill attainments. In addition, and during the development of IWIS, CCWP will gather data from non-WIA providers to begin measuring project outcomes across a broader set of funding sources.

Data Collection Plan		
Outcome/ Measures (type)	Data Elements (new elements)	Collection Timing/ Frequency
Information about clients' needs is shared across providers and program silos		
Percent of clients with information from multiple programs. (interim)	• Registered clients • Programs contributing information to client assessment record	New element added to existing assessment documentation. Ongoing collection starting month 5; quarterly report
Percent of intake staff reporting increased sharing of information across programs (interim)	• Intake staff survey respondents • Intake staff reporting increased sharing	New survey of intake staff. Baseline survey conducted at 6 months; repeat at mos. 18 and 30.
Complete information is captured on services needed and provided		
Percent of intake staff reporting improved completeness of information on clients (interim)	• Intake staff survey respondents • Intake staff reporting improved completeness of information	New survey of intake staff. Baseline survey conducted at 6 months; repeat at mos. 18 and 30.
Percent of clients with information from multiple programs whose assessment reflects full range of services provided (outcome)	• Sample of registered clients • Number of client sample with information from multiple programs	Evaluator will create a rubric to assess the completeness of assessment and service planning information. Baseline assessment at 9 months; repeat at mos. 18 and 30.
Data-driven intake using Assessment, Interest and Demand approach is implemented		
Percent of WIA providers with initial implementation of the AID model using existing systems (interim)	• Providers • Providers with initial implementation	Collected as part of implementation evaluation. Monthly starting at month 9.
Percent of intake and assessment staff trained on new procedures (interim)	• Intake staff count • Intake staff trained	Collected as part of implementation evaluation. Monthly starting at month 25.
Percent of WIA providers with full implementation of the AID model using IWIS (outcome)	• Providers • Providers with full implementation	Collected as part of implementation evaluation. Monthly starting at month 26.
Percent of intake staff reporting improvements in the ability to match clients with available services and training opportunities (outcome)	• Intake staff survey respondents • Intake staff reporting improved ability to match clients with services and training	New survey of intake staff. Baseline survey at 18 months; repeat at mo. 30.
Client self-sufficiency is assessed at intake, placement and follow-up		

Data Collection Plan		
Outcome/ Measures (type)	Data Elements (<u>new elements</u>)	Collection Timing/ Frequency
Percent of clients with self-sufficiency assessment at intake (outcome)	• Registered clients • <u>Number of clients with self-sufficiency assessments at intake</u>	New element added to existing assessment documentation. Ongoing collection starting month 8; quarterly report
Percent of clients with self-sufficiency assessment at placement (outcome)	• Exiters entering employment • <u>Number of clients with self-sufficiency assessments at placement</u>	New element added to existing exit documentation. Ongoing collection starting month 8; quarterly report
Percent of clients with self-sufficiency assessment at follow-up (outcome)	• Registrants entering employment • <u>Number of clients with self-sufficiency assessments at follow-up</u>	Evaluator will create a process for self-sufficiency assessment based on quarterly earnings. Ongoing collection starting month 8; quarterly report
Increased access is provided to services needed by clients		
Percent of clients with skills needs accessing training services (outcome)	• <u>Registered clients with skill development need</u> • Registered clients with skill development need in training	Element (1) added to existing assessment documentation; element (2) is currently captured by IWDS. IWIS can be used eventually to track this for a broader set of providers. Quarterly.
Increased program retention and completion by clients		
Training program completion rate (outcome)	• Registered clients entering training • Training program completers	Elements currently captured in IWDS; reported for providers on a quarterly basis. IWIS can be used eventually to track this for a broader set of providers.
Cost per training program completion (outcome)	• Annual cost for training ITAs and contracts • Training program completers	New measure; data available from IWDS and provider financial reports; reported for providers on an annual basis.
Increased employment placement and retention for clients		
Entered employment rate (outcome)	• Exiters entering employment • Total Exiters	Existing measure from IWDS; reported for providers on a quarterly basis. Provider survey will be used for non-WIA providers.

Data Collection Plan		
Outcome/ Measures (type)	Data Elements (<u>new elements</u>)	Collection Timing/ Frequency
Employment retention rate (outcome)	• Exiters entering employment with earnings in second and third quarters after exit. • Exiters entering employment	Existing measure from IWDS; reported for providers on a quarterly basis. Provider survey will be used for non-WIA providers.
Cost per retained employment (outcome)	• Exiters entering employment with earnings in second and third quarters after exit • Total annual program cost	New measure; data available from IWDS and provider financial reports; reported for providers on an annual basis. Provider survey will be used for non-WIA providers.
Decreased gap between skills needed by employers and skills possessed by client customers		
Percent of employers reporting improvement in the qualifications of candidates from the CCWP system (interim)	• <u>Employer survey respondents</u> • <u>Employers reporting improvement in qualifications of candidates referred from CCWP system.</u>	New employer survey. Baseline survey at 18 months; repeat at mo. 30.
Percent of CCWP job referrals with qualifications that match job requirements (outcome)	• <u>Sample of job referrals</u> • <u>Number of job referral sample with good match to job requirements</u>	Evaluator will create a rubric to assess the match between employer skill requirements and candidate qualifications. Baseline assessment at 18 months; repeat at mo.30.
Increased hiring in high-demand jobs		
Proportion of placements in high-demand occupations (impact)	• Exiters entering employment • Placement occupation • High-demand occupations	New measure, but data to compute is available from IWDS. Quarterly report. Provider survey will be used for non-WIA providers.
Increased earnings gains by client customers		
Average pre-post earnings gains of clients (impact)	• Earnings of exiters in pre-program period • Earnings of exiters in post-program period	New measure, but data to compute is available from IWDS. Annual report. Provider survey will be used for non-WIA providers.
Increased self-sufficiency of client customers		
Percent of client customers whose post program wages and family size place them in the self-sufficient category (impact)	• Client family size • Earnings of exiters in post-program period	New measure, but data to compute is available from IWDS. Annual report. Provider survey will be used for non-WIA providers.