



REIMAGINING SAN DIEGO'S ONE STOP SYSTEM

*A report by Corporation for a Skilled
Workforce for the San Diego Workforce
Partnership*

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EXECUTIVE SUMMARY

The labor market in San Diego is quite different than it was when the current One Stop model was crafted over ten years ago. The region's unemployment rate has increased from a record low of two percent to the current ten percent, with the unemployed coming from all sectors of the economy. Employers are facing shortages of skilled labor at the same time thousands of workers struggle to find new jobs because their skills don't match employer needs. The imperative to serve a much larger pool of unemployed workers has forced the One Stop system into triage mode, further disconnecting it from the sector strategy and employer organizing work of San Diego Workforce Partnership (SDWP).

San Diego is geographically varied. The region is both an urban and rural county the size of the state of Connecticut, with the majority of the population living within 15 miles of the coast. The demographic makeup is also changing rapidly and dramatically. SDWP is facing the perfect storm: an increasingly diverse customer base to be served within a constantly changing economy in an era of restricted funding. That makes it essential to rethink the underlying assumptions and value proposition for the One Stop system.

The San Diego Workforce Partnership engaged the Corporation for a Skilled Workforce (CSW) to conduct a comprehensive exploration of potential changes to the One Stop system in developing and launching a next generation model that aligns far better with the business and jobseeker needs of today as well as those we can anticipate during the next several years. The recommendations and next steps presented in this action planning report will assist SDWP in deciding what its strategy for One Stop services will be going forward and prepare them to issue a request for proposals that will engage operators who are ready to deliver the next generation model.

For this research, we conducted extensive outreach to explore perceptions and ideas about how to optimize the focus of San Diego's One Stops. We met and/or talked with many diverse stakeholders through electronic surveys, focus group conversations, and one-on-one interviews within the San Diego area and leveraged the experiences of workforce system representatives from across the country. The insights we have gained from these interactions form the basis for the next generation model recommendations we present in this action planning report.

Most stakeholders agree that the public workforce system should aim to connect local workers with jobs and local businesses with quality workers. The decision points lie in determining what mechanisms are used to achieve these goals and with whom these mechanisms are targeted. Especially important are decisions about helping workers and businesses to meet short-term needs through limited interventions versus investing more resources into longer-term intensive interventions that may better promote future growth.

The research topics for reimagining the One Stop system include the following:

- 1) Purpose of the One Stop system;
- 2) Delivery methods and diversity of jobseeker services;

- 3) Size and mix of business services; and
- 4) Level of community engagement and presence.

The new options and recommendations presented in the report have implications for staffing, branding, financing, use of technology system management. This report presents national promising practices for One Stop operations, discusses the feasibility of enacting these practices locally in a range of areas, including jobseeker services, business services, community engagement and presence, partnerships, and support of economic development.

Key Recommendations Based on the Research Findings

The report offers several opportunities to incorporate a new strategic direction and associated promising practices within the SDWP's upcoming procurement for One Stop services. These recommendations include the following:

- Engage the Workforce Investment Board to be involved in philosophic direction setting, helping them to understand the information in this report and encouraging them to help make decisions about the purpose and focus for One Stops.
- Ask bidders to identify one to three target industries they intend to focus efforts toward and to describe their experience in providing workforce services to/within that industry sector.
- Encourage bidders to identify how they will orient their business services to meet the needs of a mix of employers in key sectors and ask them to describe some of the roles they would position themselves to play.
- Shift toward a distributed services model by using this year's procurement to encourage building community networks for service provision, with more services outside the big box centers, emphasizing that a shift to satellites maintains service levels and expansion due to cost savings on overhead.
- Engage County representatives and other policymakers in helping to determine where satellites might be located and with what partners (potentially including employer locations, community colleges, and other community-based sites).
- Provide capacity building to support service provision by a more diverse set of community-based agencies to help these agencies successfully apply to deliver these services.
- Identify interim steps along the way to a more distributed services model so that providers can identify how they will be moving in that direction over the next five years.
- Encourage broader use of technology to expand service penetration within communities and to connect jobseekers and businesses to new and more effective services.
- Orient a significant portion of local WIA training funds toward targeted sectors in the region, while maintaining some unspecified training funds for miscellaneous interests and opportunities.

- Explore requiring and reporting performance information from educational institutions that are Eligible Training Providers (including completion, earnings, placement, cost, timeframe, and credential information) to inform learner decisions regarding training.
- Propose outcomes in addition to the WIA common measures that capture One Stop service efficacy for workers and employers, transitions along long-term pathways, and quality of services more broadly than individual funding programs.
- Encourage One Stop staff to become credentialed career counselors/navigators to provide professional, individualized support to jobseekers receiving intensive and training services.
- Encourage One Stop staff to participate in customer service and cultural competency training to improve service quality within the centers.
- Encourage One Stops to engage directly with basic skills and postsecondary education providers to develop more adult worker and employer-responsive education and training programs and credentials.

This report features substantial discussion of these and other opportunities we believe have great potential for informing decisions on how San Diego's One Stops can contribute to economic success for the region's workers, businesses, and communities.

INTRODUCTION

The San Diego Workforce Partnership (SDWP) engaged the Corporation for a Skilled Workforce (CSW) to conduct a comprehensive exploration of potential changes to the One Stop system that would better meet the dual customer needs of businesses and jobseekers throughout San Diego County. For this research, we met and/or talked with many diverse stakeholders within the San Diego area and leveraged the experiences of workforce system representatives from across the country. The insights we have gained from these interactions form the basis for the next generation model recommendations we present in this action planning report.

This report will present national promising practices for One Stop operations and will discuss the feasibility of enacting these practices locally in a range of areas, including jobseeker services, business services, community engagement and presence, partnerships, and support of economic development.

METHODOLOGY

We conducted extensive research to explore perceptions and ideas about how to optimize the focus of San Diego's One Stops. Our sources include:

- A comprehensive literature review (promising practices reports, evaluations, guides);
- Interviews with key CSW staff who have worked with One Stops around the country and in some cases have personally managed One Stops;
- One-on-one interviews with national "Innovators" who are exhibiting relevant promising practices in their WIBs and/or One Stops;
- An electronic survey for One Stop jobseekers;
- An electronic survey for One Stop stakeholders (including employers, community groups, economic development representatives);
- Focus group conversations with workers, community group representatives, economic development representatives, and local One Stop management and staff;
- One-on-one interviews with local elected officials;
- One-on-one interviews with select employers; and
- One-on-one interviews with key local stakeholders, including key representatives from education, economic development, San Diego WIB leadership, and business.

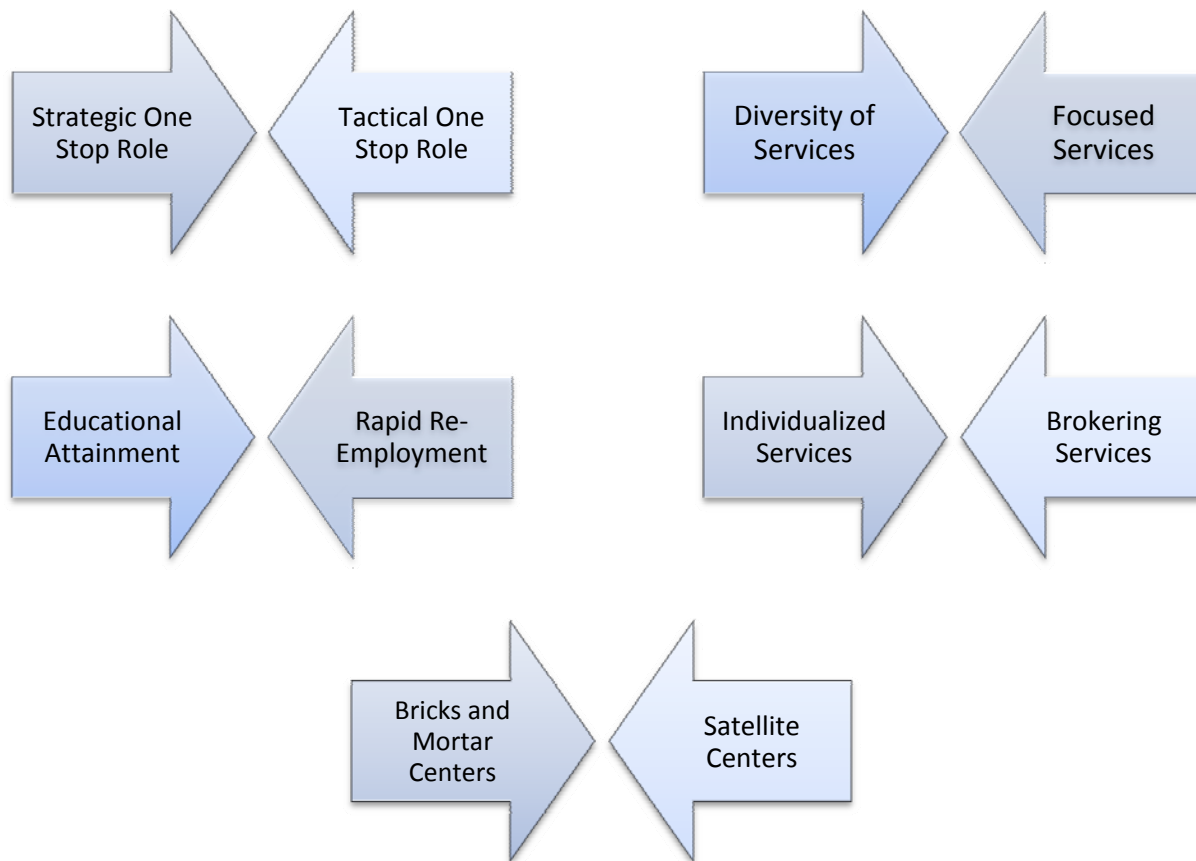
SUMMARY OF FINDINGS

One Stops around the country and in San Diego are facing a range of pressures that will require thoughtful choices about their purpose and focus. We heard several key potential dichotomies that San Diego WIB leadership will need to address as One Stop procurement moves forward.

At the core of these issues is a need to develop expertise in a few key areas, amid pressures to meet increasingly broad client needs with decreasing resources. The current business model of

being everything to everyone is not sustainable; successful businesses know they must choose their markets and services carefully, and One Stops are no different. Traditional One Stop services required by the Workforce Investment Act do not go far enough to encourage innovative activities and initiatives, but there are ways to go above and beyond WIA expectations to ensure One Stops are positioned to more strategically meet the needs of workers and business within their local communities.

Most stakeholders agree that the public workforce system, and One Stops as the public face of this system, should aim to connect local workers with jobs and local businesses with quality workers; the decision points lie in determining what mechanisms are used to achieve these goals and with whom these mechanisms are targeted. Especially important are decisions about helping workers and businesses to meet short-term needs through limited interventions versus investing more resources into longer-term intensive interventions that may better promote future growth. Core considerations include:



These core considerations are further detailed throughout the remainder of this report.

DETAILED FINDINGS

The findings section of this planning report is summarized under four topical headings that offer key observations that have emerged from the research.

1. The Purpose of the One Stop System

Several key themes emerged when we asked stakeholders for their ideas on what the One Stops should ultimately focus on as their central purpose.

We heard that the One Stops should focus on developing and using expertise to inform and empower jobseekers: become experts in labor market needs/openings, become good counselors and training brokers to help workers make decisions, and help jobseekers use technology to access services. This expertise could be fluid and agile over time and help workers find direction in a new world.

We also heard suggestions that the One Stops focus on facilitating skill development and acquisition to meet employer needs: develop expertise in the knowledge, skills, and abilities required for in-demand occupations; understand market relevance for education and supporting the attainment of quality education; support ongoing labor market navigation and advancement for workers, based on real-time knowledge of the labor market. This approach is less about paying for discrete services and more about facilitating access and ensuring activities are tied to employer needs.

We heard that the One Stops need to orient toward the real needs of the 21st century, which emphasizes a stronger role for technology in the Center's operations and service mix. It also recognizes different workplace and economic structures that must result in different models for both worker preparation and training, and business services. Lean production processes also are being encouraged in other sectors today. These could be used within One Stops to create efficiencies that benefit employer and jobseeker clients and maximize limited resources.

Stakeholders encouraged the use of a dual-customer model that serves both employers and workers with high quality, easily accessible services. We heard that a commitment to world-class customer service should be at the heart of this model. One Stops need to play a stronger role in aiding economic development through dual-customer approaches, as this is seen by many as key to connecting workers and communities to good jobs.

We also recognized a need to make choices about how to leverage One Stops in the context of the Workforce Investment Board's strategic priorities and roles. We heard many roles identified for the One Stops and believe it is important to think about how the role of the One Stops can be broadened to be strategic, not just tactical, under WIB leadership and direction and without duplicating the WIB's efforts.

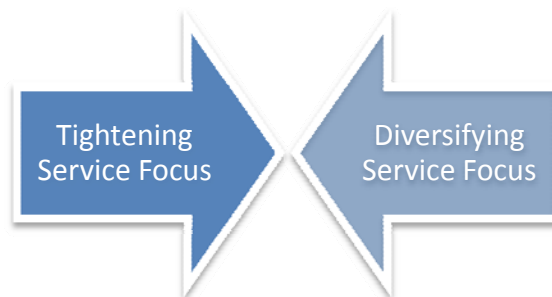
Interestingly, a jobseeker suggested that a stronger vision from the Partnership articulating the One Stops' commitment to helping businesses and workers in San Diego could improve quality and focus the range of services that are offered. This struck us as an astute observation, and

one that should encourage the Partnership to establish a strong vision to guide the redesign of the local One Stop system.

2. Jobseeker Services

Tightening Service Focus vs. Diversifying

Services: National One Stop practitioners suggested tightening the focus of One Stop services to encourage excellence in a few select activities: (a) Navigation: providing a more easily navigated system and providing more assistance to help jobseekers navigate the system; (b) Some specialized services for special populations; (c) Training brokering; and (d) Employer services.



While many sources encouraged a sharper focus for services, One Stop staff and management were among the leading voices for maintaining a full range of services to address the needs of all jobseekers, despite the pressures this puts on a system with limited resources. Jobseekers also echoed this sentiment, encouraging the One Stops to provide services for workers with a variety of goals and at all levels. A range of special populations were noted as requiring unique services from the One Stops including displaced homemakers, differently abled individuals, ex-offenders, non-graduates, youth, veterans, dislocated workers, workers with low basic skills, English Language Learners, public benefits recipients, and (increasingly) experienced degree holders/professionals.

And while we know these jobseekers receive a range of special services, some stakeholders suggested fewer referrals for services outside the One Stop, seemingly wanting service provision to remain conveniently located within the already-stretched One Stop walls. Community groups noted that they believed their capacity could be better leveraged to meet some of these special needs and could even be co-located within the One Stop.



Balancing Rapid Re-employment with Educational

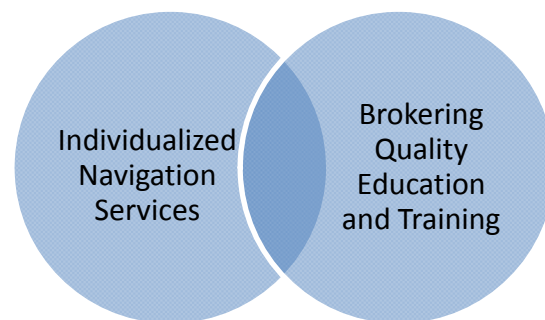
Attainment: Innovators, jobseekers, and partners all pointed to a need to better balance quickly attaching workers to the labor market and connecting them to meaningful educational attainment that can support their longer-term labor-market viability. Research participants emphasized that these two goals cannot be mutually exclusive,

as workers require employment to provide the financial support necessary to pursue education and training, and therefore pursue employment and training simultaneously. One Stop staff felt they would be well-positioned (and in some cases better positioned than Economic Development Councils) to offer rapid response services in a comprehensive way, balancing more connections with local companies and a range of skill-building services.

Additionally, we know that education is a long-term process with many interim outcomes along the way to credential or degree attainment, which requires longer-term counseling and navigation services than the One Stops are generally set up to offer. We also know that many adults' pathways through education will need to start with some remedial coursework and end with meaningful credentials. One Stops are able to provide educational assistance by using federal WIA resources and leveraging adult education, extension programs, and other services already being supported through tax revenue and philanthropic dollars to support contextualized remediation along for-credit pathways that lead to meaningful credential attainment.

Emphasizing Individualized Navigation Services: Several stakeholders encouraged One Stops to develop expertise in career planning and navigation, and to offer individualized services in these areas, as these could be a real value add for jobseekers. We heard from a number of sources that it is time to think about the staffing roles in the One Stop and build staff capacity to offer quality (and perhaps even certified) career counseling services; this goes beyond basic case management. One jobseeker expressed, "we need career counselors that are employment navigators or facilitators that let us know where to plug in for training and job leads, helping facilitate the opportunity match." Another jobseeker noted, "I need a placement advocate; someone who can develop a recruitment plan for me." Sixty-one percent of surveyed jobseekers said that the career counseling they received was helpful.

Examples of career planning and navigation services include: comprehensive assessments of workers' skills and their transferability to new sectors and occupations, to inform education and training plans; financial literacy assistance to support resource management when pursuing work and education goals simultaneously; individualized resume development and career counseling as part of universal services, as a complement to online information workshop content; and services to intentionally manage placements along select career pathways to encourage rapid attachment while facilitating long-term career growth. One local stakeholder suggested helping entry-level workers better understand career pathways and relevant training would be a helpful complement to the human resource function within local businesses, especially healthcare systems. One surveyed jobseeker suggested providing opportunities like paid internships and job shadowing for jobseekers to try jobs in new sectors prior to committing to particular occupations. Another suggested providing information about professional networks and events.



Brokering Quality Education and Training: We heard that using traditional market mechanisms to facilitate access to training were not always optimal, because many jobseekers lacked the knowledge necessary to critically analyze choices and pursue the training that would best prepare them to reach their future goals (assuming they had even identified them). Many stakeholders emphasized One Stops as being critical to connecting workers to quality services and encouraged the One Stops to take an active role in monitoring program quality and sharing

information on outcomes with jobseekers as they make decisions (e.g., providing completion, cost, program, and credential information about Eligible Training Providers). Ninety-five percent of surveyed jobseekers said that the referrals to education and training programs they received were helpful.

Leveraging Technology to Enhance Services: We heard several promising examples from One Stops that are using technology to enhance services. Most of the examples were relatively limited in scale and had not drastically reinvented service provision in a given sector, but showed promise for someday doing so. Surveyed jobseekers recommended the One Stops use technology to mitigate the need for in-person visits to complete paperwork and other routine activities. Meanwhile, we heard a clear need to balance the use of these media with jobseekers' needs for in-person and hands-on support.

Social networking: A number of One Stops, including those in San Diego, are using social networking sites like Facebook, Twitter, and LinkedIn to market their One Stops, interact more regularly with jobseekers and help workers build new professional networks or re-build those fractured by layoff. The true potential of these media to provide meaningful services at-scale is still being identified.

The Workforce Partnership around Kansas City is offering workshops to help workers set-up and use their LinkedIn accounts. One Stops in the Bay Area, with support from the NOVA Workforce Board, are providing a LinkedIn webinar on how to use social media to support networking for a job in the new economy. The workshops also serve as networking activities that help the attendees expand their LinkedIn groups to get "ins" at companies. The NOVA Workforce Board also teaches other boards about how to use LinkedIn groups among their jobseekers as an expansion of their job development activities to get workers to expand their capacity. Fifty-two percent of surveyed jobseekers reported currently using social media like YouTube, Twitter, and Facebook.

Job matching: Many One Stops are going beyond state-managed job posting systems to help workers learn how to navigate third-party job systems (e.g., Monster, Career Builder), while others are working with developers to offer unique job matching services (e.g., Burning Glass, which develops software solutions for resume parsing, job matching, and real-time labor market analytics). Many agreed that the One Stop's role in providing job matching has largely become obsolete given the emergence of technology that can play this role. Ninety-one percent of surveyed jobseekers reported currently using online job searching tools to find employment.

Connecting employers and workers electronically is an emerging service that is seen as more valuable than managing job posting boards. TriadWorks (a consortium of 6 WIBs in North Carolina) has started offering virtual job fairs where workers and employers can connect over postings and talk with each other regarding open positions. In Brevard County, Florida, employers and workers can access a virtual job fair 24 hours a day/7 days a week. In Southwest Missouri, they have developed an interview stream where employers have identified 25 questions that an applicant can respond to via a webcam recording at a convenient time, which the employer watches asynchronously. The Workforce Partnership is using high-definition video conferencing to conduct job interviews with soon-to-be-released prisoners in the Kansas City area.

Offering multi-site/asynchronous services: One Stops in Southwest Missouri are developing podcasts for both workers and businesses to provide anytime access to information. Several One Stops noted using high-definition streaming to transmit workshops between One Stops, especially over large geographic areas. TriadWorks has created a virtual career lattice and provides orientation to its Career Portal via video. The Tazewell County Business and Technology Center (Tazewell, Virginia) is creating a Talent Solutions Network, which is a new channel available to basic cable subscribers that will offer free remote training.

Intake and Case Management: One Stops in New York City are using Swipe Cards to automate intake and track jobseeker interactions. A One Stop in Pinellas County, Florida has moved to a paperless environment. The One Stops in rural Northwest Michigan are using Skype to hold jobseeker/counselor meetings.

Outcome Measurement: We heard from stakeholders that outcome measures often drive service delivery toward short-term outputs that are not always the most valuable to creating strong outcomes for workers and employers. The San Diego Workforce Partnership may consider diversifying its outcome measures beyond what is required under public funding sources to encourage a stronger role for the One Stops in creating community prosperity. Workforce systems including the Gulf Coast Workforce Board and Chicago's Workforce Investment Council (CWIC) include, among a range of outcomes, measures that go beyond the traditional WIA measures, such as:

- Percentage of the region's population holding an educational credential;
- Percentage of students earning postsecondary certificates or degrees who hold credentials in fields preparing them for jobs in high skill occupations targeted by the Workforce Investment Board;
- Percentage of employer clients who have at least ten percent increases in revenue;
- Percentage of resident customers pursuing an educational credential who earn one;
- Percentage of new jobs created with employers in industries targeted by the Workforce Investment Board;

- Percentage of net new jobs created in high skill occupations targeted by the Workforce Investment Board;
- Repeat business by business customers as a measure of successful candidate matches; and
- Return on Investment (ROI) based on impact of a placement on the worker's future (contributions as a taxpayer, no longer utilizing public resources) and on the employer (increased productivity).

Re-visioning the Target Client: Numerous innovators and local stakeholders pointed out that the local system must re-vision the target workers. The One Stop system was built during a period of low unemployment, when the only individuals requiring extensive services were TANF recipients and the “chronically unemployed.” This is no longer the case, and so many envision a new target that will require new service models. At dozens of points in our research, we heard about the need for more services and organizational culture changes aimed at helping dislocated mid-level professionals transition to opportunities in new sectors through activities like professional networking and entrepreneurial training and resources.

Today, new groups include: 1) low-wage workers “on the fringe” who will always be last-hired/first-fired, who do have some experience and workplace skills but who will require significant skill upgrade training models. They also need One Stops to expand service delivery times and locations (evenings/weekends at a minimum); 2) the long-term unemployed workers (popularly termed “99’ers”, for reaching 99-or-more weeks on unemployment insurance) who don’t traditionally use One Stop services, and who in an era of relatively high “normal” unemployment will require significant confidence-building, self-esteem supports, skills training in new and competitive fields, as well as internship or transitional job opportunities to get past the barrier that firms won’t hire those without recent work; and 3) the highly experienced and educated who have been downsized and may need to touch up on some technical skills (e.g. computer, resume and self selling skills) and connect into some professional networking opportunities.

Resulting services for these groups will also include more customized and demand-driven training and turning our One Stops into places that look more like recruiting offices than traditional government/social service sites.

Youth as Clients: On a related note, we spoke to a few sources regarding youth as clients within One Stops. We heard that some services are being offered within physical One Stops, such as Job Corps, tours, summer employment programs, and some limited core and intensive services. Some sources suggested younger youth (ages 14-18) are not served well within One Stops, but that older youth (ages 18-24) could likely take advantage of the mix of services that are generally available.; In any case, sources suggested youth-oriented organizations may be a better fit for offering these services.

Several promising practices for youth within One Stops were cited in a 2005 report by Learning Work Connection:

In Pima County, Arizona the One Stop staff coordinates the case management team made up of youth services specialists from each provider. These specialists are accountable to the One Stop youth services director and services from several funding streams are selected from a single menu of options.

All One Stops funded by the Gulf Coast Workforce Development Board in Texas offer year-round services for youth, including most of their core services and case management. Vendor agreements are made with community-based providers for specialty services.

Baltimore's Workforce Investment Board Youth Council has cross-trained its One Stop staff to serve both youth and adults. Both in-school and out-of-school youth can use all core services available in the One Stops. A youth employment specialist works in each One Stop center. Youth under age 18 are primarily served in two large youth centers that feature high tech labs as well as comprehensive case management and wrap around services.

Some systems provide entry to all youth services through One Stops, where youth service provider staff conduct initial screening and eligibility determination and make referrals to appropriate services providers (e.g., Imperial County WIB, California; Passaic County WIB, New Jersey; Three Rivers WIB, Pittsburgh; Nevada Works; and Southern Nevada WIB).

Some systems have set up stand-alone youth services facilities in community locations like college campuses (Essex County College, New Jersey), shopping malls (the Job Hut at Manassas Mall in Northern Virginia), Job Corps centers (Morganfield, Kentucky), and high schools (Santa Barbara County, California).

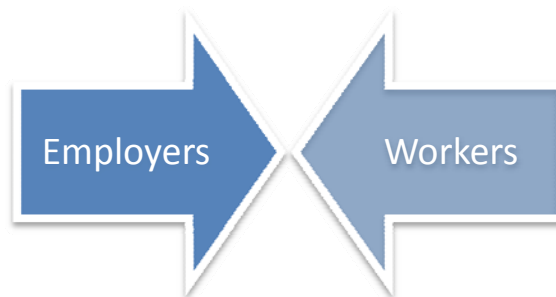
Other systems have set up separate areas within a One Stop center for youth services (e.g., the Job Store for Teens in Huron County, Ohio; Jump Start in Burlington, Vermont; Youth Works in Dayton/Montgomery County, Ohio).

We would also suggest that SDWP closely follow the development of the "Community Station" model being proposed by the Center for Community Well Being at UCSD in partnership with the South Metro Career Center (One Stop). While being developed as a way of providing comprehensive employer-based services for youth, the model could have implications for a new community-based one-stop design.

Business Services

Balancing Employer and Worker Services:

We heard numerous references to the apparent dichotomy between employer services and worker services. While strategic imperatives are often directed at meeting employer needs, we know that money and measures focus on meeting worker needs. As a result, One Stops need to be creative to effectively engage with employers in ways that leverage the system's expertise to generate positive outcomes for workers by meeting a clear business need.



Employer Engagement (Principles of Sector Strategies¹): It is clear from our conversations that business engagement can be neither a one-time event, nor a singularly-focused activity. Business services must couple constant iteration with employers about their needs and equally dynamic solutions to meet those needs. And we heard that services for employers need to be seamless, expedient, and responsive. Obtaining job postings and referring candidates is no longer sufficient for employer engagement. We heard that even greater outcomes can emerge from genuine, long-term strategic engagement with employers.

San Diego's One Stops have been involved in some sector-based activities. For example, staff within one local One Stop have been working with health care employers to conduct research to: identify in-demand occupations (e.g., case managers, specialized social workers, nutritionists and mental health counselors); map career pathways into nursing careers; encourage education and training organizations to align programming with these pathways; host a job fair focused on career pathways in health care (15 employers and 350 workers attended); and convene a roundtable with key employers and educational organizations to discuss employer skill needs. This One Stop is now considering applying the liaison and facilitator aspects of this model to partnerships within green sectors, like water and construction.

Much of our research centered on identifying promising practices from One Stops that engage with employers in this way via sector strategy approaches. Several key themes emerged.

Alignment with WIB and State Activities: One Stops are seldom the strategic catalyst for sector strategy efforts in a given region. They play important roles in advancing these initiatives, but local WIBs and state workforce agencies generally develop the strategic vision for these initiatives and often determine the target industries. In many cases, WIBs expand their committees and membership to involve employers from the target industries, and in some cases even focus whole committees on specific sectors (e.g., Chicago and Lancaster, PA have done this). In these cases, WIBs and state workforce agencies craft approaches, catalyze program

¹ Sector strategies are policy approaches that promote regional partnerships of employers, educators, workforce developers and other stakeholders that address the skills needs of critical industries in a region. They are focused on one critical industry; are led by a strategic partner who coordinates dialogue and action; and result in customized solutions to the workforce needs of employers in the industry. They are a proven mechanism for meeting the needs of workers for good jobs and the needs of employers for skilled workers. (www.sectorstrategies.org)

development, rally stakeholders, and assist One Stops with managing and staffing programs. If these partners have local credibility, they can often expand the reach of these strategies beyond typical WIA services to more fully address local workforce issues.

One Stop Roles: Many national experts noted the importance of defining a clear role for the One Stops early on in a Sector Strategy and engaging One Stops at the beginning of special sector initiatives. They saw this as a “high bandwidth” impact given the significant proportion of area workforce funding dedicated to the One Stops, and noted that operating sector models outside the system misses this strategic funding opportunity. In some cases, WIBs and state agencies have used discretionary funds to encourage One Stops to move toward strategic involvement in these initiatives and to be innovative in their approaches to customizing their services by industry. One Stops play a range of roles in sector strategies which include:

Jobseeker Services

- Career exploration in the industry
- Job placements in the industry
- Career advancement planning
- Pre-employment preparation/job readiness for the industry
- Vocational/classroom training development
- General WIA services to prepare for and match workers with employment in the industry

Business Services

- Assessing workforce needs and customizing response plans
- Facilitating peer networking among employers to help them learn from and support one another
- Obtaining industry input and approval for training curricula
- Developing customized and incumbent worker training
- Helping develop retention strategies – tools for management to reduce turnover
- Success planning
- Labor market information analysis
- Providing information on tax credits, economic incentives, funds for training, and HR consulting
- Day-to-day industry support
- Training to encourage “backfilling”
- Layoff aversion programs
- Helping employers comply with ADA requirements in hiring
- Brokering other business services to support business growth (e.g., LA hired LA Economic Development Corporation to provide support for employers, just as SDWP has contracted with the San Diego Regional Economic Development Corporation and the regional Economic Development Councils)

System Services

- Serving as a hub for organized, value-added industry engagement and industry expertise in the local workforce system (this requires infrastructure to manage the flow of information and relationships as well as careful politics to mitigate competition and territorialism among system organizations)
- Providing project-based supplemental services with limited involvement with other workforce system agencies, running parallel to more traditional workforce system efforts

Structuring Operations Around a Specific Industry: Encouraging One Stops to focus their services around the needs of a single industry can create efficiencies. This focus allows One Stop staff to develop industry expertise, rather than scattershot/shallow “expertise” in all industries. Jobseekers we surveyed encouraged the One Stops to develop this kind of capacity by focusing on a few sectors (depending on scale of the workforce area/system) in which staff could build strong relationships with employers, fully understand the industry’s characteristics and requirements, and build trust that can generate better placements over time. Across our research, it is clear that those who are truly using an employer-driven approach are more successful in placing jobseekers.

In many cases, industry-focused One Stops operate as specialty centers, not full-service centers; they leverage other local full-service One Stops to provide universal services for jobseekers. These specialty One Stops are often funded by discretionary or private dollars, as WIA dollars pose some alignment challenges (e.g., LA’s centers leverage Taft-Hartley dollars; New York’s centers are funded with 90-100% general purpose City dollars, with a heavier use of WIA in their healthcare center because a match between the center’s outcomes with WIA outcomes is uniquely easier in the healthcare sector. Chicago’s workforce centers are funded with 90% WIA formula funds and 10% general purpose City dollars but acknowledge that their programs would be more effective with a higher contribution of flexible dollars.).

Long-Term Engagement: All of the promising practice sites urged WIBs and One Stops to enter into sector strategies with a clear long-term focus, expecting to spend more than two years to build relationships and see traction. They also encouraged identifying some early-win, tangible projects in the short-term to show progress and keep partners engaged along the way (e.g., “Engage with a new/opening hotel to provide screening/recruiting services for their entire staff”). In the short-term, the focus of these initiatives may be to fill jobs (as a way to quickly meet the needs of employers and workers), but long-term the focus should be on building a stronger pipeline of workers for good jobs through activities like incumbent and customized training, internships for long-term staff development, and specialized business consulting beyond one-time staffing assistance (e.g., ISO9000, Lean training). Ideally, a broad spectrum of services will be designed over time to address a range of workforce issues in the community; these will likely expand beyond the traditional scope of WIA-funded business services.

Local economic developers we spoke with recommended engaging human resources professionals in a sustained way, as key workforce decision makers within local businesses. Creating a roundtable of HR executives/managers from local companies could be a vehicle for better educating local businesses about One Stop services and increasing industry-specific knowledge and awareness, and ultimately responsive services, within the One Stops. The critical element of this is ensuring there is a venue for an ongoing two-way dialogue among HR professionals and One Stop staff. It may even be possible to engage these representatives in informing jobseekers directly about what is required for employment in a given organization or sector, potentially through workshops, presentations, and other activities. Economic developers also recommended making workforce data available more broadly in easily digestible ways, including at the micro/community level, as this could be a valuable resource for economic development efforts. These stakeholders also suggested One Stops join their local Chambers of Commerce and become engaged in the networking activities the Chambers host and offer to provide information and labor data for fellow Chamber members through newsletters, presentations, and the like.

Measuring Progress: As noted, sector strategies require long-term engagement with employer and community partners, and thus need some additional measures to assess their efficacy. Such measures may include:

- Number of businesses served;
- Number of business where placements occur (hiring needs met);
- ROI – worker and company savings on training and turnover expenses (e.g., Chicago’s ROI methodology, Brevard County’s ROI methodology);
- Repeat business – recruiting, expanded services after a first service;
- Service measures – number in business-focused workshop who hire through the Center;
- Interview-to-hire ratios – reflects improved knowledge of business needs/responsiveness;
- Job creation measures – number of new jobs created;
- Market share – percent of businesses using the system;
- Number of job placements and positive retention;
- Number of high-wage placements (more than \$15/hour);
- Number of placements in targeted industries;
- Number who complete training and place in the industry as a result of training;
- Fill rates of employer commitments;
- Number who earn industry-recognized credentials;
- Being seen as an economic development partner locally; and
- Being seen as a source for industry information and a variety of services.

Choosing Sectors: We heard about a range of sectors in which One Stops have been leveraged as partners in strategic activities, including:

- Manufacturing
- Service/Hospitality
- Transportation, Distribution and Logistics
- Healthcare and Health IT
- Information Technology
- Chemical Processing
- Construction
- Financial Services
- Security
- Energy
- Nonprofit/Social Services

Generally WIBs and state agencies determine focus sectors by analyzing LMI/economic projections, labor market shares and growth projections, fit with the working population, living wage/career path opportunities, and local industry stability. This process involves constant refinement to ensure strategies are aimed at real economic conditions and needs (e.g., Brevard County, Florida created a sector strategy to help NASA rocket scientists transition to new careers through a special DOL initiative to help upper-level dislocated workers in One Stops).

Not all WIBs or state agencies determine what sectors should be pursued. For example, New York City encouraged local One Stops to propose target sectors that had entry- and mid-level openings and growth with clear training pipelines and to convene these strategies through organizations with the capacity to make things happen. They received ready responses in some cases and had to build local capacity to use this approach in others.

Partners for Sector Strategies: Sector strategies require engagement from a mix of partners to offer a comprehensive, aligned range of services. Regular, structured engagement (e.g., quarterly collaborative meetings) is critical to keeping partners at the table and ensuring their needs are met. Formal partnership agreements are not always used to manage these relationships. Instead, partners work together over time to identify expectations and roles. Helpful partners include:

- Full-service One Stops
- Businesses in the sector (diverse scale, scope, sub-industry clusters)
- Business and industry associations
- Labor (unions and apprenticeship programs)
- Community Colleges and other postsecondary institutions
- K-12 educational partners
- Community-based organizations
- Economic development representatives
- Elected officials
- Multiple government jurisdictions and divisions
- Foundations and other civic partners

- Experts, academics, and advisors
- Corrections (as relevant)
- Community Development Corporations (relating to industrial attraction and retention)
- State employment system (relating to rapid response)
- Advocacy organizations
- Others entities currently working in the industry

In our research, we heard about a partnership in Louisville, Kentucky among the CREW center One Stop, Metropolitan College, and UPS that allows students at the college to work night shifts at UPS and pursue their studies during the day. The One Stop is contributing WIA supportive services as part of this partnership. There may be an opportunity for partners in San Diego to work with UPS as a local employer to apply this model.

Challenges: We heard a number of challenges to orienting One Stop services around specific sectors.

- Managing competing priorities [social service/hard-to-serve approach vs. business services/wider range of job-seekers (and often criticized as “leave low-skilled workers behind” approach)].
- Funding less traditional business services (e.g., one-on-one consulting, developing customized services and needs assessments, services like ISO9000 training) during periods of high demand from workers. Sector providers argue that in the new economy, it is these services that will most aid business and position the One Stop as a valuable service, resulting in more eventual placements and “traditional” outcomes.
- Developing trust as a hub within the workforce system and sharing information and relationships across the system – you have to encourage give and take and incentivize this behavior.
- Constantly re-training staff on the sectors due to high staff turnover.
- Managing sub-contractor capacity at the One Stops, which requires fiscal stability, comfort with partnering, industry credibility, strong staff, visionary leadership, strategy development, and system credibility, all of which is hard to find in one place.
- Penetrating the employer market, given distrust and unclear value (e.g., hospitals have strong unions and HR firms that assist organizations, making One Stop involvement a hard sell).
- Dealing with limited scale for specialized approaches (1-2 placements vs. 100’s).
- Finding candidates who fit specific needs and preparing candidates for training.
- Connecting educational institutions to business demands as an intermediary.
- Translating activities to traditional accountability measures.

- Scaling up system-wide if all One Stops do not understand and use a sector approach.
- Responding to real-time labor market shifts vs. long-term worker preparation.
- Keeping the partners together long-term, given administrative resource constraints.
- Managing traditional Individual Training Account (ITA) training model vs. cohort/ batched training initiatives to meet employer demand.

Small Business Services: Given data that suggest the majority of job creation in a community comes from small businesses, many One Stops are moving toward offering a specialized suite of services for these employers, whose needs and capacity often differ from larger organizations. Specialized services include:

- Partnering with small businesses to develop specialized skills training programs, given that small businesses sometimes lack resources and expertise to develop the capacity of their incumbent workers and on-board incoming talent.
- Providing human resources functions for small businesses (e.g., developing job descriptions, recruiting, screening/interviewing).
- Providing and/or brokering specialized business consulting services that promote business growth (e.g., research on comparable firms, wage rates, competitive analysis).
- Delivering management and staff training and consulting services that are often possible only within large firms (e.g., Six Sigma, ISO9000, OSHA, TQM).
- Facilitating peer networking among small businesses to help them learn from and support one another around workforce practices and needs.

Entrepreneurship Services: Most One Stops, and in many cases the workforce system more generally, are just beginning to become involved in efforts to support entrepreneurship, given its emergence as a potential career path for dislocated workers. One Stops in Southeast Missouri are now offering entrepreneurship services and are connecting with local Fast Track programs to support workers interested in starting their own businesses. The One-Stop Center in Queens, NY, has a Business Enterprise office located within the Center, though the office is a separate entity from the One Stop (much like the South County EDC located with the South County One-Stop Center). Thirty-five percent of surveyed jobseekers reported they had considered self-employment as a next step for their careers. Jobseeker focus group participants also expressed wanting to receive more information on entrepreneurship and small business development services. This focus might lead the One Stop system to create a partnership with and link to the expertise of CONNECT.

Developing Labor Market Expertise: Most of the WIBs we talked with were active in providing labor market information for their local areas, but few had encouraged their local One Stops to play this role, given their very local vs. regional focus. The WIB in Lancaster, PA is providing hyper-detailed, intricate models for local economic growth (e.g., occupational and industry projections, location quotient analysis to encourage business development) to guide One Stop efforts and strategic investments. NOVA Workforce Board in the Bay Area has developed a

Labor Market intelligence Task Force to create real-world labor market studies (that are open-source and online) and is using detailed “soft” data on all customer placements (why individuals did or did not get a job, what businesses reported were missing qualities/qualifications, etc) to customize future placement efforts.

We heard jobseekers encourage One Stops to think broadly about how to acquire labor market information and use it to connect workers with jobs prior to public postings (e.g., monitoring business license filings to identify when a new business and jobs may be coming). We also heard that labor market information should extend beyond projected openings to include information on job requirements. Within the Manufacturing Works One Stop in Chicago, staff engage businesses in conversations about their pre-requisites/requirements for positions, and then push the businesses to share unwritten requirements (e.g., cultural, experiential, attitudinal, soft skill requirements). SDWP has long been known for its labor market intelligence expertise; more closely coordinating this information with the One Stop system should be incredibly helpful.

Supporting Economic Development: Much of what we heard focused on making a clearer distinction between a role for the One Stops vis-à-vis WIBs when it comes to economic development. Stakeholders agreed that SDWP does a good job at linking with economic development generally, but noted that there are many options for better integrating the One Stops within these efforts. Local economic developers suggested the One Stops should increase their scale of business services to at least a 50/50 mix of employer and jobseeker services.

Some WIBs have decided One Stops have a key role to play in supporting economic development, while others have chosen to focus the One Stops’ capacity on labor market intermediary activities. In any case, we heard several suggestions for how One Stops can contribute to local economic development efforts:

- Engage economic development actors in order to understand the long-term plans for the community and/or urgent economic needs (e.g., the mortgage crisis) and orient services to prepare for these plans. There is a clear trade-off here between a long-term orientation and meeting short-term transactional needs.
- Support incumbent worker training to encourage business retention and to build relationships with economic developers, community civic leadership groups, and elected officials that are concerned with this issue.
- Build One Stop capacity to use a common language with economic developers. The State of Michigan developed the “Business Solutions Training” program with Michigan State University for business service representatives within the workforce system that equips them with an understanding of economic development and business development issues and terminology, among other topics, so they can be confident, active partners in these conversations at the local level.
- Demonstrate the One Stop’s role in promoting community economic growth, which can garner additional resources to support nontraditional business/economic development services. Discretionary funding is critical to playing other roles and can come from attraction incentives/tax breaks, philanthropic funds, associations, individual employers, and unique training funds – like UI diversion funds and the California Employment and Training Panel Job Development Fund.

We also heard positive things regarding engagement between the South County Economic Development Council and the South County Career Center (One Stop), where the Economic Development Council is co-located in the One Stop. The co-location encourages the two organizations to interact more closely around meeting the workforce needs of local businesses, and ensuring those needs are taken into account within the One Stop.

4. Community Engagement and Presence - Community Partnerships

Additional Community Partners: A range of community partners beyond those mandated by WIA were identified as valuable to diversifying the One Stops' services:

- Connecting to community-based organizations that serve youth could help connect youth to a broader range of specialized services.
- Connecting to community-based organizations to expand awareness of One Stop services and offer complementary services/supportive resources (e.g., food, housing, transportation, clothing, and childcare) for communities of color and low-income communities.
- Connecting to VITA, Financial Opportunity Center, and Center for Working Families resources to support financial management resources.
- Connecting One Stops more closely with Community Colleges also would allow a broader range of specialized supportive services (e.g., financial aid, enrollment/eligibility, assessments, college counseling, pathway planning, and academic supports) as workers pursue postsecondary education. Stakeholders from both San Diego and Cuyamaca Community College expressed strong interest in partnering to offer One Stop services on-site.
- Connecting to social service agencies can support workers receiving public benefits, and other low-income and special-needs workers, with a comprehensive range of services (e.g., TANF, FSET, Voc Rehab, and Veterans Services).
- Connecting to economic development organizations can provide in-roads to employers and community development efforts.

Minimizing Centralized Bricks-and-Mortar Operations: Given fiscal constraints, and opportunities to connect jobseekers with services within the community, many WIBs are reducing the number of physical comprehensive centers they maintain (including in the Gulf Coast, West Central Texas, Brevard County - Florida, and Pikes Peak - Colorado workforce areas). One stakeholder suggested at least hiring property managers for the bricks-and-mortar locations to manage the tenants and logistics of the building, so that operators can focus on more strategic issues and honing their services.

These WIBs point out that many business services are not offered on-site in the One Stops, which leaves the One Stops primarily providing jobseeker services which can be offered elsewhere, especially if cross-training with a partner organization occurs. Offering services within satellite locations can be helpful to achieving greater service participation/penetration in local communities. Finally, jobseekers suggested that alternative sites be used to offer services on off-hours and weekends. Seventy-seven percent of jobseekers who were surveyed said the locations where they received services were convenient.

Alternative locations we heard include:

- Mobile One Stops;
- United Way Offices;
- Banks;
- Military Bases;
- Chambers of Commerce;
- Economic Development Offices;
- Domestic Abuse Shelters;
- Parole or Probation Locations;
- Community Colleges (some One Stops are placing 1-2 staff at Community College campuses);
- Libraries (one report suggests that 40% of all library visitors use library computers for employment, including job searches, online applications, and resume development). SDWP has been a pioneer in this area;
- Large employers (e.g., Washington, DC has a One Stop in a CVS Pharmacy, and Northern Kentucky has a One-Stop at the Cincinnati/Northern Kentucky International Airport which is the referral center for all airport jobs). SDWP made an effort on this front with Qualcomm and should evaluate the lessons learned from that endeavor; and
- Geographic locations: La Mesa, downtown Chula Vista, Clairemont Mesa, Jacobs center, Poway/Rancho Penasquitos area; alternatively, locations with high concentrations of employers (vs. high concentrations of workers as residents).

Branding: We heard a mix of opinions on how best to brand the One Stops. Some states use a unified state brand (e.g., Pennsylvania CareerLinks, Michigan Works! Agencies), while others use a unified local brand. Sites in Kansas and Texas recommended co-branding as an effective approach; both used the analogy of car dealership branding to help describe how co-branding can work. The Workforce Partnership around Kansas City is very purposefully branding the workforce system, such that even non-co-located partners use the “Workforce Partnership” name to communicate they are part of the system. There are clear advantages to using a consistent brand, including recognition through repetition and efficiencies in marketing, but using one brand locally may also limit competition across the One Stops.

We also heard about locales that use dual brands, one for employer services (New York City’s Business Solutions) and one for worker services (New York City’s Workforce One). One Stop staff and other stakeholders suggested there is not currently any clear brand identify for the local One Stops, and suggested basing the centers’ branding on the Partnership’s vision for the Centers, emphasizing the key roles the One Stops play. Several recommended that that brand should focus on “workforce readiness,” such that “wherever an individual is in their career, this is a valuable resource to prepare, and whatever a business’ workforce-related needs, this should be a first resource.” Stakeholders also noted that consistent branding could help the One Stops to better publicize success stories and communicate the One Stops’ range of services across communities, which key stakeholders suggested is important. Elected officials we spoke with suggested sharing one-pagers with quarterly updates about what the One Stops in specific

districts had achieved through services for residents and employers (e.g., placements, training outcomes, information on emerging industries).

A clear vision for the One Stops is important to distinguish the One Stop brand from the Workforce Investment Board brand when it comes to articulating each entity's role and value in local workforce matters.

SUMMARY OF NEXT STEPS

Suggestions for Moving Forward with Decision Making and Procurement

We see several opportunities to incorporate a new strategic direction and associated promising practices within the Partnership's upcoming procurement for One Stop services. The Partnership should consider the following recommendations:

- Engage the Workforce Investment Board to be involved in philosophy and direction setting, helping them to understand the information in this report and encouraging them to help make decisions about the purpose and focus for One Stops.
- Ask bidders to identify one to three target industries they intend to focus efforts toward, and to describe their experience in providing workforce services to/within that industry sector.
- Encourage bidders to identify how they will orient their business services to meet the needs of a mix of employers in key sectors, and ask them to describe some of the roles they would position themselves to play.
- Shift toward a distributed services model by using this year's procurement to encourage building community networks for service provision, with more services outside the big box centers, emphasizing that a shift to satellites maintains service levels and even makes expansion possible due to cost savings on overhead.
- Engage City and County representatives and other policymakers in helping to determine where satellites might be positioned and with what partners (potentially including employer locations, community colleges, and other community-based sites).
- Provide capacity building to support service provision by a more diverse set of community-based agencies to help these agencies successfully apply to deliver these services.
- Identify interim steps along the way to a more distributed services model so that providers can identify how they will be moving in that direction over the next five years.
- Encourage broader use of technology to expand service penetration within communities, and to connect jobseekers and businesses to new and more effective services.
- Orient a significant portion of local WIA training/Individual Training Account voucher funds toward targeted sectors in the region, while maintaining a lesser portion for miscellaneous interests and opportunities.

- Explore requiring and reporting performance information from educational institutions that are Eligible Training Providers (including completion, earnings, placement, cost, timeframe, and credential information as well as potentially data on their wider student population beyond WIA ITA recipients) to inform learner decisions regarding training.
- Propose outcomes in addition to the WIA common measures that capture One Stop service efficacy for workers and employers, transitions along long-term pathways, and quality of services more broadly than individual funding programs.
- Encourage One Stop staff to become credentialed career counselors/navigators to provide professional individualized support to jobseekers receiving intensive and training services.
- Encourage One Stop staff to participate in customer service and cultural competency training to improve service quality within the centers.
- Encourage One Stops to engage directly with basic skills and postsecondary education providers, and to link those providers to real-world insights from business and industry to develop more adult worker and employer-responsive education and training programs and credentials.

Environmental Context for Moving Forward

Opportunities

Use sector strategy involvement as a catalyst for diversifying services beyond traditional public workforce dollars (e.g., fee-for-service models, direct business support, competition and/or coordination with for-profit placement firms and HR consultants)

Engage with Community Colleges and training organizations to inform pathways and help develop real-time curriculum

Encourage partners to train as far ahead as possible (work on business development to anticipate workforce needs)

Engage with higher-level trainers as an expanded service along a more complete pipeline

Look for new credentials that add value for skilled workers and new needs within an industry

Consult to help businesses project and plan for their future needs - get in the trenches with them

Develop real industry expertise and share it as a resource within the community - become the go-to place for cutting edge industry and labor market information, predictions and training guidance

Encourage professionalization of career navigation and educational advising functions within the One Stops

Strengths

E-communication for job leads

In-person assistance for jobseekers

Computer availability

Range of workshops and classes

Some sector strategy experience

Weaknesses

Program and service consistency and communication across One Stops

Contextualizing eligibility screening and services to a jobseeker's goals

Overall navigability of One Stop services and pathways

Stakeholder evaluation of services

Connecting workers more directly with employers beyond job matching, via relationships with business associations, networking events, etc.

Kiosks are generally underused and may be an outdated model

Cultural competency around diverse jobseekers

Quality customer service

Entrepreneur services

APPENDIX

The following sources contributed to this research.

- A comprehensive literature review (promising practices reports, evaluations, guides)
 - Aspen Workforce Strategies Inc. *Sectoral Strategies: Lessons from the Field* and *Sector Stories: Program Profiles*. <http://www.aspenwsi.org> and <http://www.aspenwsi.org/WSIprofiles-program.asp>
 - The College of Business and Economics at California State University – Northridge. (2010) *California Integrated Service Delivery Evaluation Report – Phase I*.
 - The College of Business and Economics at California State University – Northridge. (2007) *California One-Stop System Cost Study Report*.
 - Learning Work Connection. (2005) *Youth and One Stops*. <http://cle.osu.edu/lwc-publications/youth-information-briefs/downloads/Youth-and-One-Stops.pdf>
 - Soares, L. (2009) *Working Learners: Educating our Entire Workforce for Success in the 21st Century*. Center for American Progress
 - New York City Center for Economic Opportunity (2010) *Workforce Innovations: Outcome Analysis of Outreach, Career Advancement and Sector-Focused Programs*. WESTAT
 - Dunham, K., Salzman, J., and Koller, V. (2004) *Business as Partner and Customer under WIA: A Study of Innovative Practices: A Report Prepared as Part of the National Evaluation of the Implementation of WIA*. Social Policy Research Associates
 - Jacobson, L. (2009) *Strengthening One-Stop Career Centers: Helping More Unemployed Workers Find Jobs and Build Skills*. The Hamilton Project
 - Fichtner, A. (2010) *Aligning Workforce Development, Postsecondary Education and Economic Development: A National Perspective*. John J. Heldrich Center for Workforce Development, Rutgers University
 - Brevard Workforce Development Board Inc. *Virtual Job Fair Flyer*
 - The WorkSource Corporate Staff (2005) *A Results, Measures, Baselines and Targets Framework: The Family of System Measures, Version 4*. The Gulf Coast Workforce System
 - Soares, L. (2010) *Moving From Short-Term Jobs to Long-Term Skills: Priorities for Workforce Investment Act Reauthorization*. Center for American Progress
 - Kling, J. (2009) *Helping More Unemployed Workers Find Jobs and Build Skills: Remarks for a Brookings and National Association of State Workforce Agencies Forum*
 - North Central Workforce Development. *Business Education and Training Assessment Process*. North Central Workforce Investment Board
 - Brevard Workforce Development Board, Inc., *Return on Investment Study: Program Year 2002 – 2003, Program Year 2003-2004*
 - Virginia Workforce Center (2009) *A Comprehensive One-Stop Implementation Guide For Local Workforce Network Partners*
 - Wright, D., and Montiel, L. (2010) *Workforce System One-Stop Services for Public Assistance and Other Low-Income Populations: Lessons Learned in Selected States*. The Nelson A. Rockefeller Institute of Government, University at Albany
 - Websites of the various WIBs and WIA local providers listed below.

- Interviews with key CSW staff who have worked with One Stops around the country and in some cases have personally managed One Stops
 - Nina Babich, Senior Policy Associate
 - Rebecca Cohen, Policy Associate
 - Kathy Stocking, Senior Policy Associate
 - Larry Fitch, Senior Fellow, Workforce Leadership and Innovation
 - Larry Good, Chairman
 - Mike Lawrence, Senior Policy Associate
 - Ed Strong, Co-Director, Human Capital Initiatives

- One-on-one interviews with national “Innovators” who are exhibiting relevant promising practices in their WIBs and/or One Stops
 - Brevard County Workforce Investment Board – Florida
 - Centralina Workforce Development Consortium – Charlotte, NC
 - Central Oklahoma Workforce Investment Board
 - Chicago Workforce Investment Council
 - Colorado Department of Labor and Employment
 - Educational Data Systems, Inc (EDSI)/Service Works – Chicago, IL
 - Instituto del Progreso Latino/Manufacturing Works – Chicago, IL
 - Kentuckiana Works – Louisville, KY
 - Los Angeles Workforce Investment Board
 - New York City Department of Small Business Services
 - Northwest Michigan Council of Governments
 - Northwest Missouri Workforce Investment Board - Missouri
 - NOVA Workforce Board – Silicon Valley, California
 - Oakland County Michigan Works! Agency – Michigan
 - Office of the Mayor – Baltimore, MD
 - Pike’s Peak Workforce Investment Board – Colorado
 - Regional Employment Board of Hampden County, Inc. – Springfield, MA
 - Southwest Connecticut’s Regional Workforce Development Board (The Workplace, Inc.) – Bridgeport, CT
 - The Workforce Partnership – Kansas City, Missouri
 - Workforce Investment Board of the Southwest Region, Inc. - Missouri
 - Workforce Solutions, Gulf Coast – Houston, Texas
 - Workforce Solutions of Central Texas
 - Workforce Solutions of Texoma
 - Workforce Solutions of West Central Texas
 - WorkNet Pinellas – Pinellas County, FL

- An electronic survey of 27 One Stop jobseekers

- An electronic survey of 34 One Stop stakeholders (including employers, community groups, economic development representatives)

- Focus group conversations with:
 - Jobseekers who have accessed One Stop services
 - Community group representatives from Interfaith Community Services, Employment & Community Options, SAY San Diego, Goodwill Industries of San Diego County, San Diego-Imperial Counties Labor Council
 - Economic development representatives from San Diego Regional Chamber of Commerce, San Diego Regional Economic Development Corporation, East County Economic Development Council, City of San Diego – Mayor’s Office of Economic Growth Services
 - Local One Stop management and staff from East County Career Center, South Metro Career Center, North County Inland Career Center, North County Coastal Career Center and South County Career Center.

- One-on-one interviews with local elected officials and staff
 - City Councilor Todd Gloria
 - Representative from County Supervisor Greg Cox’s office
 - Representative from County Supervisor Ron Roberts’ office
 - Representative from State Senator Chris Kehoe’s office

- One-on-one interviews with select employer stakeholders
 - Ed Hidalgo, Qualcomm
 - Steven Escoboza, Hospital Association of San Diego
 - Steve Redding, UPS
 - Trevor Blair and Heather Whitley, Manpower

- One-on-one interviews with key local stakeholders, including key representatives from education, economic development, WIB leadership, and business
 - Lori Pfeiler, Former Mayor of Escondido
 - Ed Abeyta, UCSD Extension/Center for Community Well Being
 - Gary Knight, North County Economic Development Council
 - Cindy Gomper Graves, South County Economic Development Council
 - Steve Saxton, California Labor and Workforce Development
 - Lauree Sahba, San Diego Regional Economic Development Corporation
 - Jennifer Badgley, IBEW Local 569
 - Anne Bolzoni, San Diego Association of NonProfits
 - Darlene Spoor, Grossmont-Cuyamaca Community College
 - Lynne Ornelas, San Diego Community College District