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SOCIAL POLICY RESEARCH ASSOCIATES

Creating Workforce Development Systems That Work: A Guide for Practitioners

Part II. Building the Infrastructure to Support One- Stop Systems

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3. DEVELOPING APPROPRIATE PHYSICAL FACILITIES

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3. DEVELOPING APPROPRIATE PHYSICAL FACILITIES

INTRODUCTION

“When our customers enter a Workforce Center, they should find something different and better, not just the same old stuff with a new coat of paint.”

One of the most challenging tasks for One-Stop systems is developing the physical facilities to house One-Stop operations. Creating a One-Stop center can involve “starting from scratch” by selecting a new location and designing new space. But because of existing leases and resource constraints, One-Stop systems may not be able to start by co-locating all partners.

Even when One-Stop systems cannot completely co-locate all partner operations, however, a transformed physical facility can be a key factor in achieving the One-Stop goal of providing customer-friendly services, comprehensive self-access services, and enhanced employer services. In effect, the physical facilities that house One-Stop centers become the tangible evidence of how states and local areas have realized their One-Stop visions.

This chapter discusses the range of activities and strategies that One-Stop state and local sites can use to create their physical facilities in accordance with the following goals:

- Provide state support for the development of appropriate facilities.
- Accommodate the co-location of One Stop partners.
- Design facilities that support integrated staffing and services.
- Design facilities that are professional and “user friendly.”
- Design centers that are accessible to customer groups with special needs.

GOALS AND STRATEGIES FOR DEVELOPING APPROPRIATE PHYSICAL FACILITIES

GOAL 1. PROVIDE STATE SUPPORT TO DEVELOP APPROPRIATE FACILITIES

States can play important roles in supporting the development of local One-Stop center facilities. Some states may find that having a role in local facility development is a new experience; before the One-Stop initiative, many states had left facility leasing and development to the local program offices. However, establishing viable physical facilities to reflect the new One-Stop concept is difficult, and local areas can benefit from state guidance and financial support in developing their physical facilities.

Strategy 1. Develop State Policies to Guide Local Facility Development

States can influence the development of local One-Stop facilities in several ways. One approach is for states to provide *explicit guidelines* about how One-Stop facilities should be developed. Although states can issue strict guidelines, such a prescriptive approach may not accommodate local constraints, such as existing leases or local costs of facilities. Alternatively, states can provide general guidelines and seek consultation with local key actors and partners about the best way to meet state guidelines within local constraints.

Areas that states can address in facilities guidelines include:

- *Specific procedures for leasing a building.*
- *Specific design features required for local One-Stop centers, such as requirements that the floor plan encourage opportunities for team building and partnering.*
- *Agencies and partners that should be co-located at One-Stop centers.* For example, many states' certification requirements indicate that DOL-funded partners should be co-located or occupy contiguous spaces.
- *Procedures for ensuring geographic accessibility of One-Stop facilities, such as requirements for mobile outreach facilities in rural communities.*
- *Requirements that facilities be in compliance with the Americans with Disabilities Act (ADA).*
- *Requirements that One-Stop facilities be open evenings and weekends.*

A second approach is to influence One-Stop facilities through other mechanisms, such as monitoring and technical assistance. These mechanisms include:

- *State review of facility plans* to evaluate space utilization and design.
- *Site visits by state monitors* to evaluate the appearance of One-Stop centers.
- *State review of customer satisfaction data* related to local center appearance and layout.
- *Dissemination of information about model facilities*, along with encouragement to emulate those models.

Although many state policies encourage the development of appropriate facilities, states should be aware that some policies may inadvertently hinder the development of appropriate One-Stop facilities. For example, state policies that prohibit lease “buy-outs” may delay local sites in their efforts to co-locate One-Stop partners and integrate One-Stop Services.

Examples of Developing State Policies to Influence Facilities Development

Example #1—Providing Written Guidelines for Developing Local Facilities. Connecticut provides guidelines on specific aspects of facilities development. It disseminates a “Tenant Improvement and Leasing Standards” booklet for all sites. Among the many subjects covered are sections on leasing, building standards, and requirements for standard rooms (e.g., for conferences, orientations and training, public resource rooms, offices and lounges). A “One-Stop Model Office Plan” is used as a template for typical designs. The template includes a detailed checklist of the steps necessary to find a suitable site, negotiate with landlords, prepare leases; construct and renovate facilities, and move to a new site. **State of Connecticut**

Example #2—Influencing Facilities Through Other Mechanisms. Indiana promotes appropriate One-Stop facilities through a number of policies. The state encourages One-Stop centers to emulate the design features of their “model” site, the Eastside Workforce Development Center in Indianapolis,

which involved state and local staff in the design process to ensure appropriate physical design and layout. The state also mandates that certain kinds of information be available in local centers' information resource area; office equipment must be available to facilitate business services; and consideration be given to customer comfort, privacy, and convenience. State teams "monitor" the appearance of their One-Stop centers during annual site visits and review customer satisfaction survey results about center appearance. **State of Indiana**

Example #3—Promoting Flexibility for Local Sites within State

Requirements for Certification. To be certified as a Workforce Center in Minnesota, service providers must be co-located and occupy contiguous spaces. If local facilities can be adapted, local sites are asked to design the center to include a common reception area and configure the floor plan so that it encourages team-building and partnering in the provision of services. However, the state has not developed specific guidelines for local site development, although state representatives will meet with local key actors to discuss site design, if asked. Otherwise, locals are given the responsibility to determine the suitability of their local facilities. **State of Minnesota**

Strategy 2. Encourage Use of Implementation Grant to Support Local Development of Physical Facilities

Another strategy for states to support the development of One-Stop facilities is to encourage their local sites to use a portion of their One-Stop implementation grant for one-time costs of modifying their facilities. States can encourage local areas to use One-Stop implementation grant funds for: (1) remodeling shared One-Stop facilities—including removing walls that had previously divided space occupied by staff from different agencies; (2) redesigning reception or other areas in the center; (3) purchasing equipment, supplies and multi-media reference materials to equip One-Stop career resource rooms; (4) purchasing compatible phone systems; and (5) complying with federal ADA requirements.

Example of Using Implementation Grants to Support Development of Physical Facilities

Example #1—Using Implementation Grant Funds to Remodel Facilities.

Iowa encourages its One-Stop sites to use One-Stop implementation grant funds for various remodeling projects. The center in Creston used most of its grant to remodel its new facility by removing a wall between two partner-occupied spaces and installing a new telephone system. The center in Des Moines used grant funds to remodel the center’s customer reception desk and to refurbish a shared assessment center. **State of Iowa**

GOAL 2. ACCOMMODATE THE CO-LOCATION OF ONE-STOP PARTNERS

Co-locating key partners in One-Stop centers not only benefits customers—by making services seamless and convenient to access—but also benefits staff—by making it easier to support staff team-building, to coordinate activities, and to cross-train staff in other programs. The first strategy presented below, therefore, is to develop physical facilities to achieve full co-location. However, even though One-Stop systems may recognize the advantages of co-location, not all systems can immediately accommodate all their partners in a single location. The second strategy, therefore, is to make interim arrangements to begin the process of co-location.

Strategy 1. Create Facilities That Accommodate all Partners Wishing to Co-Locate

Some local One-Stop systems are able to accommodate all or most partners’ offices in the same location. One-Stop systems that can immediately accommodate co-location often have alternative sources of funding to support facility development (e.g., from foundations or local governments) and have a prior history of collaboration among both DOL-funded agencies and other key One-Stop partners.

Even when co-location in a single building is not possible, One-Stop partners can co-locate in a single “campus.” Under this approach, various partner agencies are housed within the same complex of buildings. This makes it convenient for customers to access the partners’ services and allows staff to interact frequently. A single campus

also facilitates partner agencies being “on-site” when needed—for example, to provide on-site Job Clubs or GED classes.

Examples of Accommodating Partners at a Single Location or Campus

Example #1—Co-Locating One-Stop Partners in a Single Integrated Facility. The Waukesha County (Wisconsin) Workforce Development Center’s key partner agencies had been working collaboratively for several years prior to the opening of the center in 1995. All core partners in this center are located in a single building, which was designed specifically to house the One-Stop services on the campus of the Waukesha County Technical College. Core partners include the agencies responsible for ES, JTPA, JOBS, county health and human services, and economic development, and the local technical college. Other local partners that are also located at the center provide specialized services to targeted populations. The facility was built with funds donated by the local technical college. **Pewaukee, Wisconsin**

Example #2—A One-Stop System Located on a Shared “Campus.” The Minnesota Workforce Center–Anoka County is located at the Human Services Center, on ten well-landscaped acres. Reasonable rent and several floors of space contribute to the relative ease of co-location of six major partner agencies; it also enables a total of 24 agencies to be located within the complex. Key One-Stop partners include the mandated workforce development programs as well as county agencies representing welfare, social services, and mental health programs. Although Anoka County received One-Stop implementation grant funding to assist with remodeling costs, the physical facility also was cooperatively supported by many other funding sources, including city funds, local non-profit agencies, and a local foundation. **Blaine, Minnesota**

Strategy 2. Redesign Existing Facilities to Accommodate Key Partners

One-Stop systems may face a variety of barriers to immediately achieving their desired level of co-location, including:

- *Existing leases.* Leases with several years left, particularly in states that prohibit lease buy-outs, often prevent key partners from moving immediately to a shared facility. In these cases, it may be possible to remodel adjacent spaces.
- *Lack of appropriate sites.* A single site must be large enough to accommodate all partners wishing to co-locate, with space appropriate to accommodate resource libraries, classrooms, and retrofitting for individuals with disabilities. Such a site is not always immediately available.
- *Limited budgets.* Budget limitations also influence site selection and physical accommodations, particularly when local sites have no alternative funding beyond that provided by states through One-Stop implementation grant funds.

When space is not available for all partners that want to be located in the same facility, One-Stop systems can begin by co-locating some agencies—usually DOL-funded programs—and develop alternative ways to collaborate with other partners located off site. One approach is for partners whose main business location is elsewhere to outstation a staff member at the One-Stop center, usually for several days a week. A second approach is to develop electronic linkages between on-site and off-site partners. A third approach is to have off-site partners locate in a nearby location.

Examples of Redesigning Existing Facilities to Accommodate Key Partners

Example #1—Redesigning Existing Facilities to Accommodate Partners Located Nearby. Core partners are co-located in a small strip mall and jointly manage a center that houses the ES, UI, and JTPA staff. Nearby spaces accommodate additional One-Stop related services. JTPA continues to lease its previous site, which is located in the same mall and is equipped with computer terminals used for classes and cubicle-style office space. This space is now used by off-site partners to outstation staff for specific purposes. For example, the local community college and provides ABE/GED classes and workshops to One-Stop center customers in this extra space. A Business Resource Center, also located nearby, provides services to employers. Thus, while these organizations have their main offices elsewhere, they can conveniently provide the appropriate services on-site at the One-Stop center. **Columbia, Maryland**

Example #2—Remodeling Facilities to Accommodate Off-site Partners.

The facility housing the Employment Resource Center in Bowling Green, Ohio, was previously used to house JTPA and JOBS staff. When it was designated as the county One-Stop center, parts of the building were remodeled to accommodate partners that outstation staff at the center one day a week. Electronic linkages—to be completed during the second year of implementation—will enable off-site partners to access automated services remotely and make client referrals when they are not on site. **Bowling Green, Ohio**

Example #3—Developing Electronic Linkages with Partners that Cannot be Located On-Site.

To address the need to communicate among local partners located throughout the Baltimore Career Center Network, local partners are developing an automated scheduling network to link different service sites. Staff at any networked site will be able to dial in to the scheduling bulletin board to pull up schedules for workshops, counseling sessions, or training sessions offered at any site and to schedule a customer for an available time slot. **Baltimore, Maryland**

GOAL 3. DESIGN FACILITIES THAT SUPPORT INTEGRATED STAFFING AND SERVICE PROVISION

Once decisions are made about the site (i.e., moving to a new facility or remodeling an existing one), the next step is determining how to configure the available space to facilitate the integration of staff and services. One-Stop centers often need to include the following spaces to support shared functions: (1) a common “entry” space or reception area; (2) common resource and information areas; (3) shared office space; and (4) shared conference rooms and class rooms. Approaches to configuring each of these areas are described below.

Strategy 1. Configure Space to Accommodate a Common Reception Area

One-Stop centers almost always have an integrated reception area. Commonly located immediately inside the entrance, the receptionist or “service representative” is seated behind a desk or counter. This arrangement allows a single staff person, usually

funded by multiple agencies, to help customers access the appropriate services and begin the preliminary eligibility determination process. Chairs or sofas, sometimes tables with chairs, are arranged near or within the reception area so customers do not have to stand in line while they wait to see staff.

One-Stop centers can also design reception areas so *that customers can make good use of their time* until staffed services become available. One approach is to place television monitors in the reception area so that customers can view videos that provide a short orientation to the center and information about center services. Many reception areas are also supplied with written materials to inform customers about the center or provide information about the local labor market.

Examples of Redesigning Space to Accommodate a Common Reception Area

Example #1—A Common Reception Area That Provides Information

about All One-Stop Services. The reception area at this center does not look like a typical government “waiting area.” Individuals waiting for services can view instructional videos, including orientations to the center’s services and an introduction to work readiness skills, job search techniques, and interviewing tips. Customers have a choice of sitting in chairs near a window or at round tables well-stocked with publications. **Lawrenceburg, Indiana**

Example #2—Customizing the Reception Area for Individual and

Employer Customers. According to local partners, the building is important to the goals of the center—what it looks like, where it is, and how it is marketed. The center has two main entrances leading into reception areas for each customer group. The reception area for individual customers is staffed by ES, and for employer customers by the Economic Development Corporation. Neither entrance looks like the back of the building.

Pewaukee, Wisconsin

Example #3—Designing a Business-Like Reception Area.

At this center, the main customer entrance leads into an attractive atrium in a two-story brick office building. From the atrium area customers enter a small

welcome area, where they are greeted by a receptionist. Staff at the center indicate that having a reception area was a small thing with a big impact. Designing a “private sector” image and eliminating the “bullpen approach,” allows the receptionist to interact with clients more freely. **Arlington, Texas**

Example #4—Combining the Reception Area With Clerical Functions.

In the Eastside Center, the reception area is coordinated by center clerical staff, who assist new customers to understand the array of available services. In the reception area, leaflets are displayed describing center services and a sign-in sheet is used to document customer arrivals. A “motivational” video can be watched by waiting customers. Clerical staff, located nearby, can help customers use the copy and fax machine located in the area. **Baltimore, Maryland**

Strategy 2: Design Resource and Information Areas

Most One-Stop centers make considerable space available to house integrated resource rooms, in which customers use self-access information and training services. Information and resource areas in some centers are equipped with semi-private work “cubicles,” equipped with computer terminals. Often resource areas include monitors so that customers can view informational and training videos. Centers also make space available in their resource areas for a staff member or “librarian,” who can help customers operate computers and various types of software that are part of self-access services.

Examples of Designing Information and Resource Areas

Example #1—Flexibility in Design: Space for Self-Service and

Customers Requiring Assistance. This center has two different rooms with a total of 17 workstations available for customers to use. The main room has a resource area specialist on duty at all times; the second room is

unstaffed and is for customers familiar with the system. A portion of the larger room is reserved for use as a “local resource laboratory” by those interested in using computer-assisted instructional programs. The room also includes a resource library with written materials on educational and job search topics. The resource center also contains copy and fax machines, which customers can use to prepare resumes and letters. **Baltimore, Maryland**

Example #2—Designing Space Which Affords Some Privacy. The large resource room includes access to 14 small cubicles that serve as individual telephone stations; 7 larger cubicles that contain computer workstations for resume and cover-letter preparation; 12 computer terminals with access to the Internet; two TV/VCRs; and a library that contains tables and chairs and shelves stocked with books, pamphlets, and brochures. The walls contain job postings by area of interest that are color-coded to indicate the month the job was posted. **Springfield, Massachusetts**

Strategy 3. Design Shared Office Space

One-Stop centers often arrange staff offices so that staff performing the same functions are located together, regardless of which agency or program pays their salary. Grouping offices by function also allows centers to consolidate staff that need special types of space and differing degrees of privacy. Some centers place staff areas in plain view to emphasize the staff’s accessibility and to facilitate interactions among staff from different programs.

Examples of Designing Office Space to be Shared by Co-Located Partners

Example #1—Creating a Physical Layout that Contributes to Shared Responsibilities and Reaching Common Goals. Staff offices are open to the general use areas, with staff organized by general functional areas. For example, ES and JTPA employer account representatives are located together. Center management report that the physical layout of the center, which is spacious and supports the integrated service functions, has contributed to a sense of unification and empowerment of staff. **Baltimore, Maryland**

Example #2—Shared Staff Functions Enhanced by the Physical Layout. Much of this center is divided by function: the job developers (one JTPA and one ES) share an office; two case managers (again, one JTPA and one ES) and an assessment specialist share another office located close to a room where assessments is conducted. The VETS representative and a representative from Vocational Rehabilitation are located in nearby offices. **Lawrenceburg, Indiana**

Strategy 4. Design Shared Conference and Classroom Areas

One-Stop centers usually contain areas, such as classrooms and conference rooms, that are shared by all center partners. Moveable walls and modular furniture allow for more flexibility in arranging the space to meet the requirements of the occasion. Frequently, equipment such as faxes and copiers are also identified as shared resources and are available to all partners.

Examples of Designing Shared Conference and Classroom Areas

Example #1—Sharing Space for Training and Group Activities. This center has many types of shared space for training and group activities. Shared space includes common staff meeting rooms, training rooms, and a space jointly used for mailing, copying, and other administrative functions.

Pewaukee, Wisconsin

Example #2—Designing Space Available for Community Use. At this center, four rooms are used for a variety of on-site classes and workshops, and they are also available for use by employers wishing to conduct center-based interviews with job applicants. A “phone bank” room is used for job clubs. Conference rooms are also used for meetings involving local One-Stop partners. For a modest fee, conference rooms may also be used for community meetings involving other local agencies and organizations.

Baltimore, Maryland

GOAL 4. DESIGN FACILITIES THAT ARE PROFESSIONAL AND EASY TO ACCESS

A major goal for One-Stop planners is to design their centers to make them more attractive and inviting to their customers. One-Stop facilities also need to be “user friendly” in their location, hours, and physical layout so that customers can easily access services. Below we discuss approaches that One-Stop systems can use to meet these objectives.

Strategy 1. Design Facilities that Promote A Professional Atmosphere

“We expect the center to be viewed as a professional entity dedicated to comprehensive, high-quality workforce development needs for all individuals and employers, rather than as a human services agency that portrays a welfare image.”

Customers often report that previous public workforce development service facilities were dingy and crowded, with bank-teller type windows and long lines that wasted job seekers’ time. One-Stop centers can address these concerns by designing interior space with an atmosphere conducive to improving the capability of customers

to “get what they came for,” to give them a feeling of dignity, and to help them make good use of their time while at the center.

In most One-Stop centers, the atmosphere is far more pleasant and business-like than that of the previous workforce development offices. Several features of One-Stop centers that facilitate integrated services, described above, also contribute to improving the attractiveness of the centers. For example, the resource and information area in many centers has the look and feel of a business office. Some centers have designed information resource areas with work stations and cubicles. Office equipment, such as faxes, copiers, and printers are placed in visible areas so that customers can work on their own. One-Stop staff have indicated that making the resource area business-like has significantly increased its use by the general public.

Designing areas that ensure customers’ privacy also contributes to the business-like nature of the centers. To improve privacy, centers can install “work station” cubicles that allow customers a measure of privacy while working at the computer terminals or researching information.

Individual job-seeker respondents appreciate the change from the old “bureaucratic, unemployment office” image. In customer satisfaction surveys, customers indicate that the new center ambiance motivates them: “*you don’t need to park your dignity outside the door.*” Customers also valued the introduction of windows and removal of walls, which promoted a feeling of openness and space.

Employers also benefit from designers’ attempts to make center sites more attractive and professional. One-Stop staff commonly report that making the facilities more professional looking has made a substantial difference in how local employers view the system and in their willingness to work with the center partners.

Examples of Designing Facilities That Promote A Professional Atmosphere

Example #1—Arranging Space for Self-Service Activities. The center has two different rooms with workstations available for customer use. The smaller room, with 5 workstations, is unstaffed and intended for self-service use by customers already familiar with the center systems. A resource

library has software available for individuals interested in computer-assisted instructional programs and materials on local educational and training resources. Services to develop and mail out resumes are also available: fax and copy machines are located nearby. **Baltimore, Maryland**

Example #2—Professional Space for the General Public. Five large rooms are available for use by the general public, all located near the main customer entrance. These include a Job Search Area, the Center Resource Library, a Personal Computer Lab, and a Job Club Room and a Phone Room. There are also several conference rooms and classroom areas. Due to its wide acceptance by individual customers, center partners plan to remodel the Resource Room to increase space available for use by the general public. **Blaine, Minnesota**

Example #3—Making Facilities More Attractive to Employers. This center is located in an up-scale shopping area near an industrial park where many businesses are located. Staff indicated that their new center is a positive attraction for employers; they indicated that in the previous location, *“employers would not come near the old place.”* **New London, Connecticut**

Strategy 2. Make Facilities Geographically Accessible

Ensuring customers have adequate access to the center is an important consideration when a new site is being selected or when partners are considering co-location. One-Stop systems can adopt three approaches to ensure that their One-Stop facilities are available to people within a wide geographic area.

First, One-Stop systems can locate in areas well-served by public transportation. When existing public transportation routes are not adequate, some One-Stop centers have worked with local transportation authorities to establish bus routes or additional bus stops near the One-Stop facilities. Because the integration of multiple agencies and programs resulted in increased customer traffic, these centers were able to demonstrate the need for increased public transportation services.

Second, a network of One-Stop offices can be developed so that customers can access services from a variety of locations. Usually, this involves establishing “satellite sites” that are not full-service One-Stop centers but that enable customers to access conveniently located One-Stop services. This approach is particularly appropriate in urban and suburban areas that must serve the needs of diverse communities.

Third, One-Stop centers located in rural areas can deliver services in remote areas using mobile units that travel within the service delivery area to reach customers who could not otherwise access One-Stop services.

Examples of Making Facilities Geographically Accessible

Example #1—Working with Transit Authorities to Improve Public Transportation. When the center moved to its new location, a bus stop was located nearby but services were scheduled only a few times during the day. Center management convinced the transit authority to revise the schedule, increasing the number of stops within the day and providing service into the evening hours for the convenience of One-Stop customers.

Indianapolis, Indiana

Example #2—Developing an Extended Network of Career Centers. The Arlington Career Center is part of an extended network of seven career centers and three satellite offices in Tarrant County. Because of the county’s size and industrial diversity, One-Stop planners are eager to coordinate with a wide variety of partner agencies and educational institutions to make One-Stop services accessible to as many communities in the county as possible. Although not all of these centers and satellite offices provide the full range of One-Stop services, partner agencies are actively cross-training so that they can provide customers with good information about services available throughout the county, and make appropriate referrals. **Arlington, Texas**

Example #3—Using Mobile Units to Serve Rural Areas. In Minnesota, state Workforce Development staff have encouraged the purchase of mobile units that permit One-Stop staff to provide services anywhere in the state.

State of Minnesota

Strategy 3. Extend Business Hours

Extending business hours to accommodate the needs of a diverse customer base is also an important means of making workforce development services more accessible. Because One-Stop centers are marketing their services to a broad range of customers—including those changing jobs, students, and employed consumers seeking career information—many Centers recognize the need to provide services when these new customers can access them. Thus, they extended their centers' hours beyond the traditional nine-to-five business day.

Examples of Extending Business Hours

Example #1—Extending Evening and Week-End Hours. The Arlington Career Center provides services three evening per week. This schedule allows working and under-employed customers to use the center to learn about opportunities to enhance their skills or change jobs without jeopardizing their current positions. Evening hours also permit more flexible scheduling of ESL and computer instruction, both of which are provided on-site. Finally, evening hours permit dislocated workers who have received advance notice of their lay off to access services while they are still employed. **Arlington, Texas**

Example #2—Allocating Space for Evening Classes. The Columbia, Maryland One-Stop Center occupies four units located in a strip mall. The end unit, the smallest portion of the strip mall, is used for classes and workshops. The community college uses the space for ABE/GED classes

two nights per week. It has its own entrance so that classes can be held in the evening without disruption to the center's office space, which is located several doors away. **Columbia, Maryland**

GOAL 5. DESIGN CENTERS THAT ARE ACCESSIBLE TO CUSTOMERS WITH SPECIAL NEEDS

The One-Stop goal of universal accessibility presents a number of challenges to facility planners, particularly to accommodate individuals with disabilities and parents with small children.

Several states mandate that all One-Stop centers be retrofitted to meet ADA requirements, which is often easier to accomplish when One-Stop partners are moving to new facilities rather than remodeling existing facilities. Centers can also adapt some of their interior equipment to the needs for the hearing or sight impaired.

Centers can also configure their facilities to meet the needs of adult customers with children. Options that many parents value range from establishing a “kids space” that is equipped with toys to providing child care for young children when their parents are visiting the center.

Examples of Designing Facilities for Customers With Special Needs

Example #1—Requiring Local Sites to Conform to ADA Requirements.

The state requirement for One-Stop certification includes conformity to ADA guidelines, including adapting equipment for use by the hearing and sight impaired. **State of Minnesota**

Example #2—Making New Facilities Accessible to Customers with

Disabilities. The Eastside Career Center relocated to a new site, a one story building that had previously been a manufacturing plant. Building an outside ramp that leads to the front entrance was an easy solution to providing access for customers with disabilities. **Indianapolis, Indiana**

Example #3—Providing Child Care for Parents Visiting the Center. The Waukesha County Workforce Development Center includes a child care center for parents who are using the center facilities. **Pewaukee, Wisconsin**

Example #4—Establishing a “Kids Space.” Adjacent to the first floor reception desk at the Des Moines Workforce Development Center is a large room that is furnished with comfortable chairs and couches. One corner of this room is a “kids corner” with books and games for children and a large aquarium with tropical fish. **Des Moines, Iowa**

Example #4—State Requirements to Accommodate Parents with Children. This state requires local sites to dedicate a portion of the waiting area for use as a “children’s corner” with items to occupy children whose parents are visiting the center. **State of Connecticut**

RESOURCES

The following written materials have been drawn from the nine states included in the national process evaluation. Materials were collected at the time of the evaluation site visits.

EXAMPLES OF MANAGING THE PROCESS OF DEVELOPING APPROPRIATE PHYSICAL FACILITIES

Attachment 3-A. One-Stop Implementation Plan: Facilities Details

As part of its comprehensive guide on the development of local One-Stop centers, the state of Connecticut has prepared a checklist for managers that reviews the different stages in the facilities development process.

EXAMPLES OF DESIGNING PHYSICAL FACILITIES THAT SUPPORT SHARED FUNCTIONS

Attachment 3-B. Physical Layout of the Waukesha County Workforce Development Center in Pewaukee, Wisconsin

This facility was built to house 110 employees from 9 different agencies. As shown in the plan for the facility, employees are arranged by service function, rather than agency affiliation.

Attachment 3-C. Physical Layout of the Connecticut Works Career Center in Willimantic, Connecticut

This facility includes a “kiddie corner” in the waiting area, two shared conference rooms, and a career development center for use by the general public.