California Integrated Service Delivery Final Evaluation Report

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Acknowledgements

- CWIB
- 20 Anonymous Study Sites
- CWIB Staff
- Advisory Group Members
- EDD Staff

Research Purpose

- **Phase I: Implementation Case Studies**
  - Study ISD implementation on the local level

- **Phase II: Impact of ISD**
  - Number of Clients Served
  - Cost and Volume of Service
  - Customer Satisfaction
  - Performance on Federal Measures

Key Recommendations—1

- **Strategic Recommendations**
  - Encourage and support but do not mandate existing ISD model.
  - Have all local areas enroll all clients.

Key Recommendations—2

Implementation Recommendations

- EDD presence in all OneStops within five years.
- Shared performance measures and data management system for EDD and WIA.
- Preference for discretionary funds for integrated sites
- Continued support of identification, evaluation, and dissemination of Best Practices.

Research Questions

1. To what degree have specific features of the ISD model been implemented at ISD and non-ISD local areas?

1. What impact has the ISD model had on the volume of clients served?

2. What impact has the ISD model had on performance on the federal measures?

3. What impact has the ISD model had on the cost and volume of services produced?

4. What impact has the ISD model had on customer satisfaction?

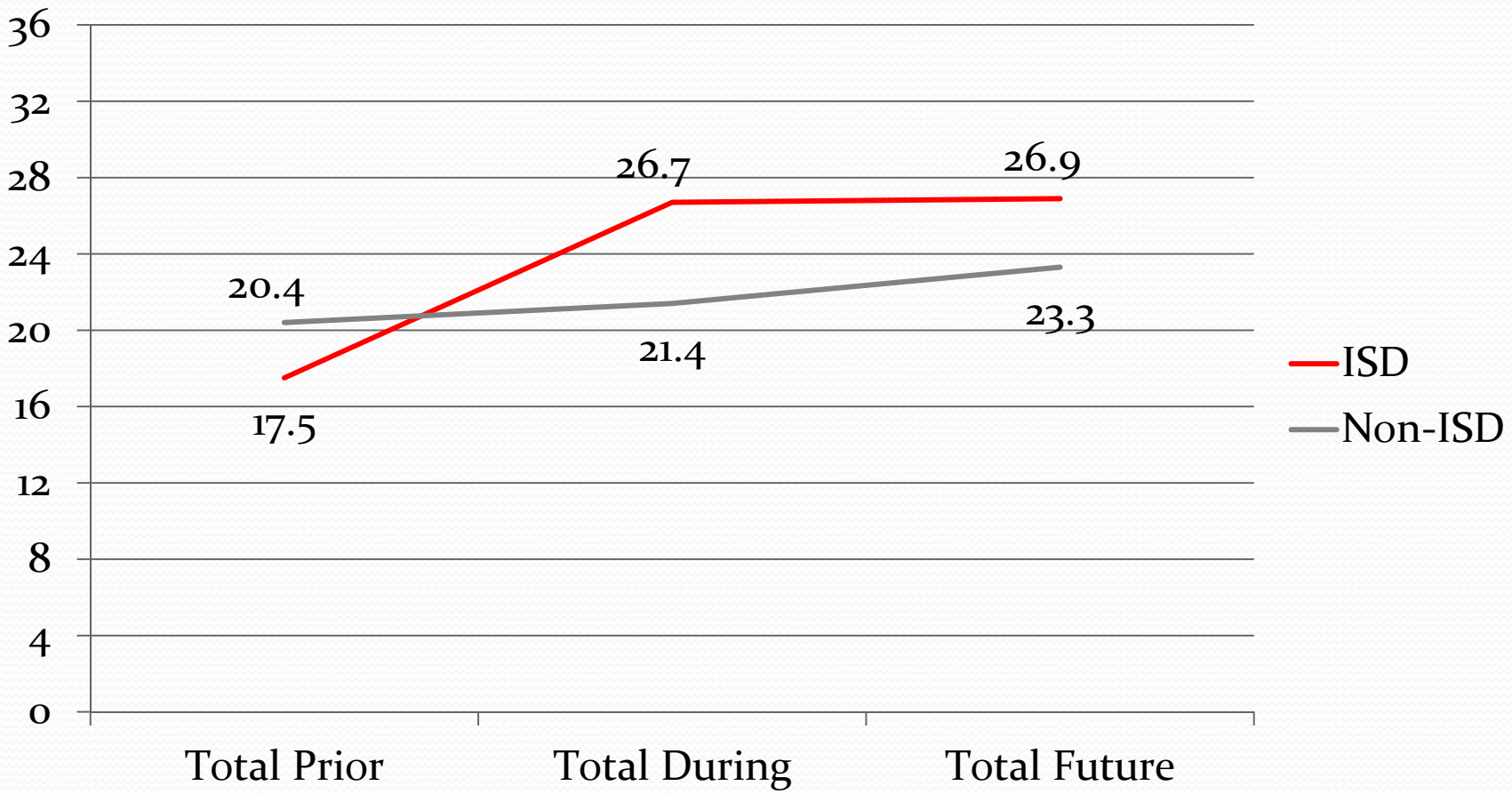
Methods

- Matched pairs design
  - 10 ISD Sites
  - 10 Comparable Non-ISD Sites
- Impact of ISD is the difference between what would have happened without ISD and what happened with ISD.

Research Question I

To what degree have specific features of the ISD model been implemented at ISD and non-ISD local areas?

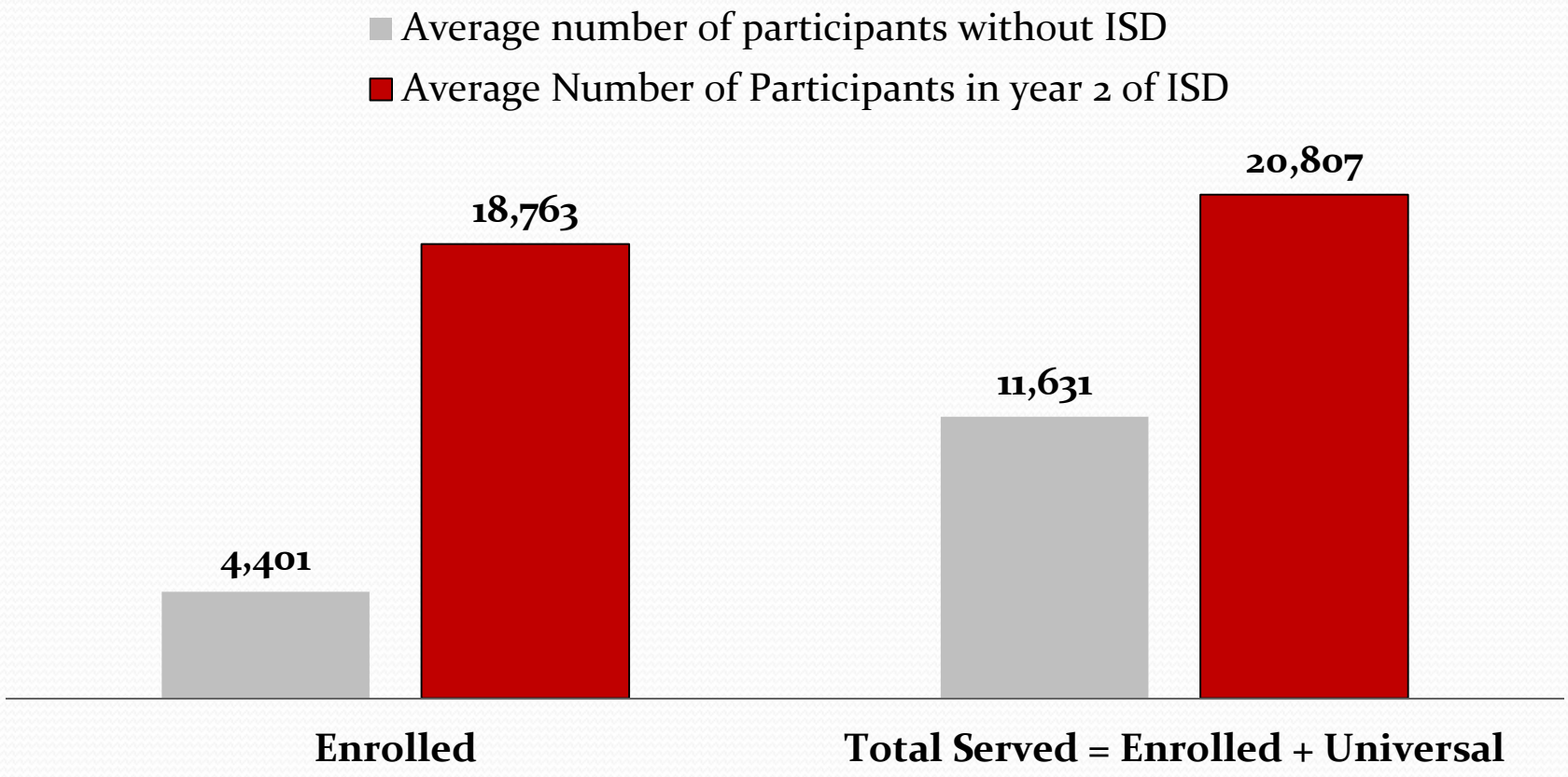
Use of ISD Practices Over Time by ISD and non-ISD Sites



Research Question II

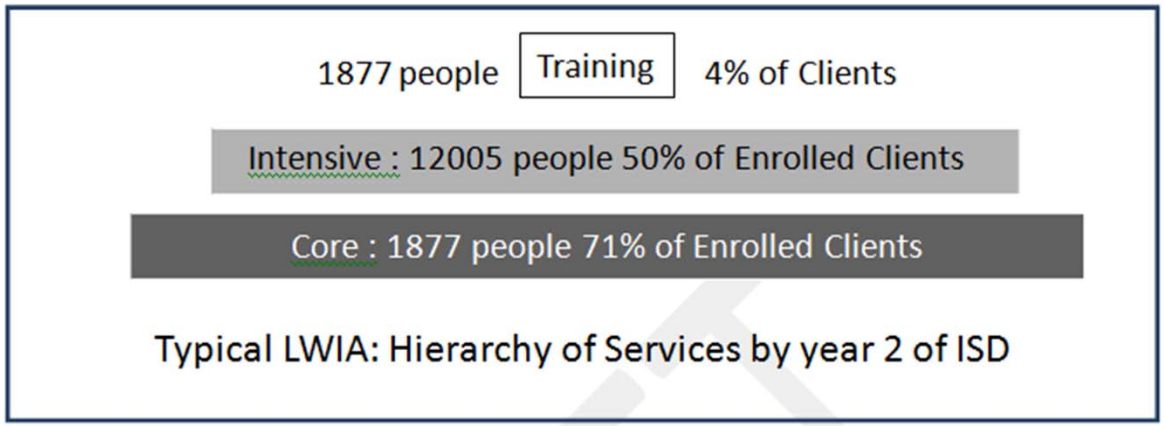
What impact has the ISD model had on the volume of clients served?

With ISD the System Serves More Clients

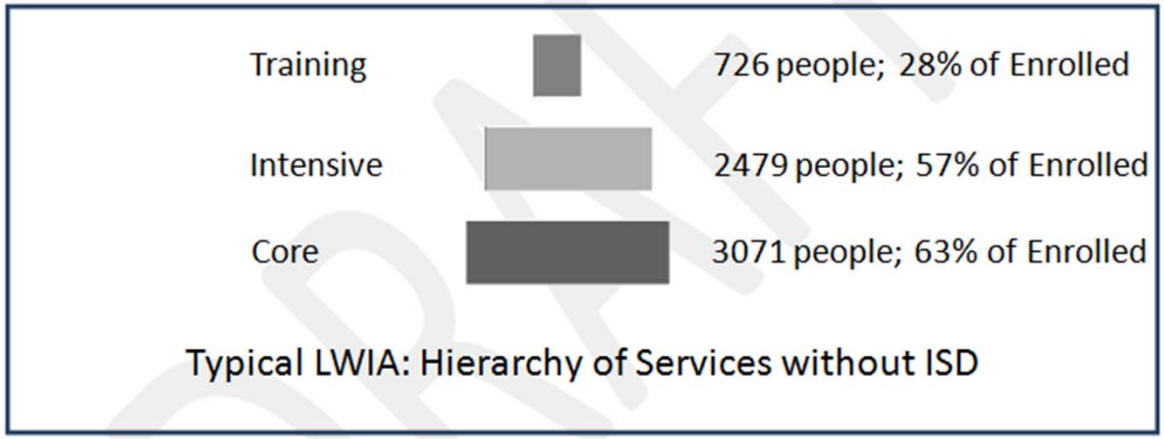


ISD Changes the Mix of Services

ISD Sites



Non-ISD Sites



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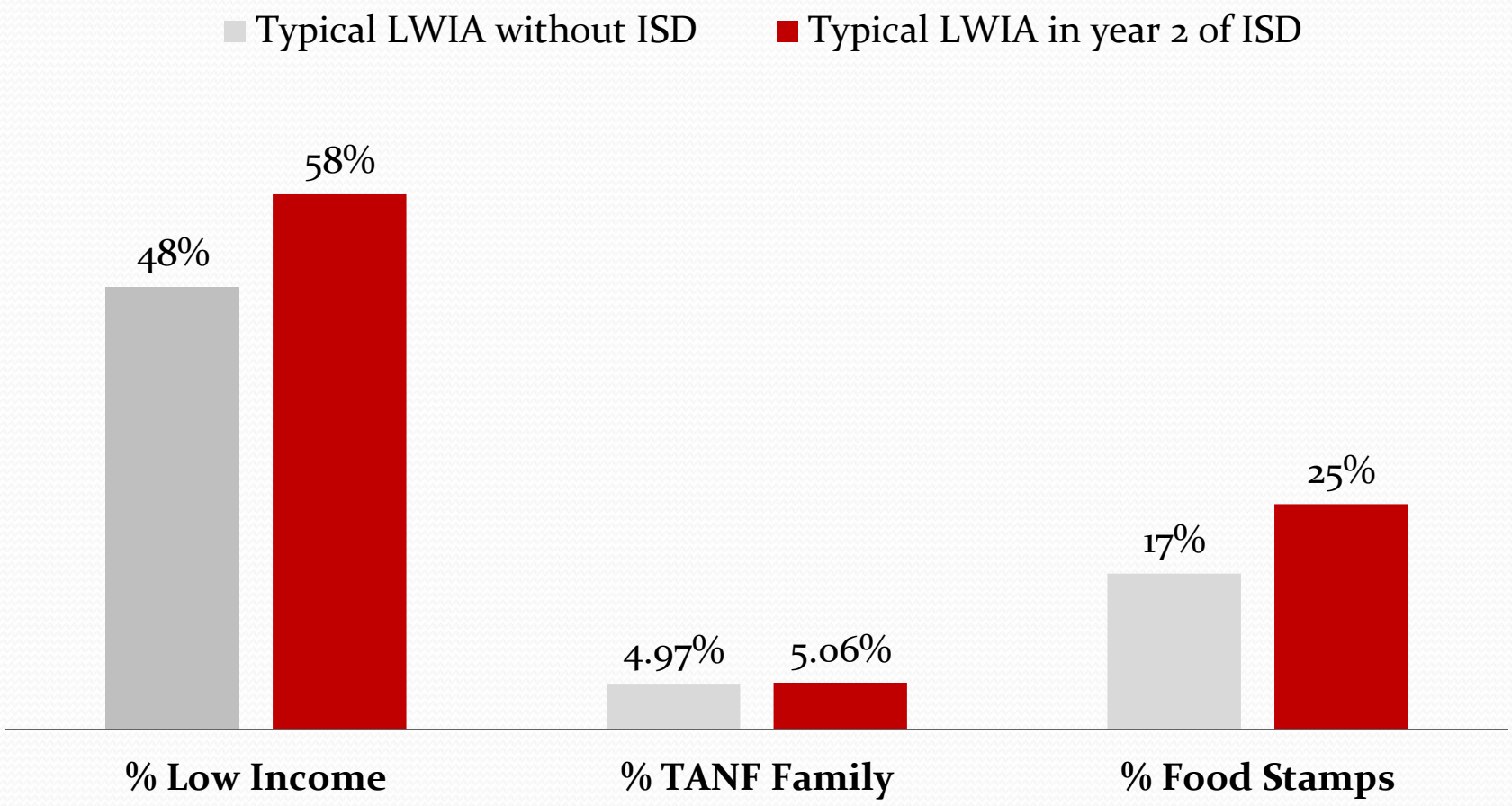
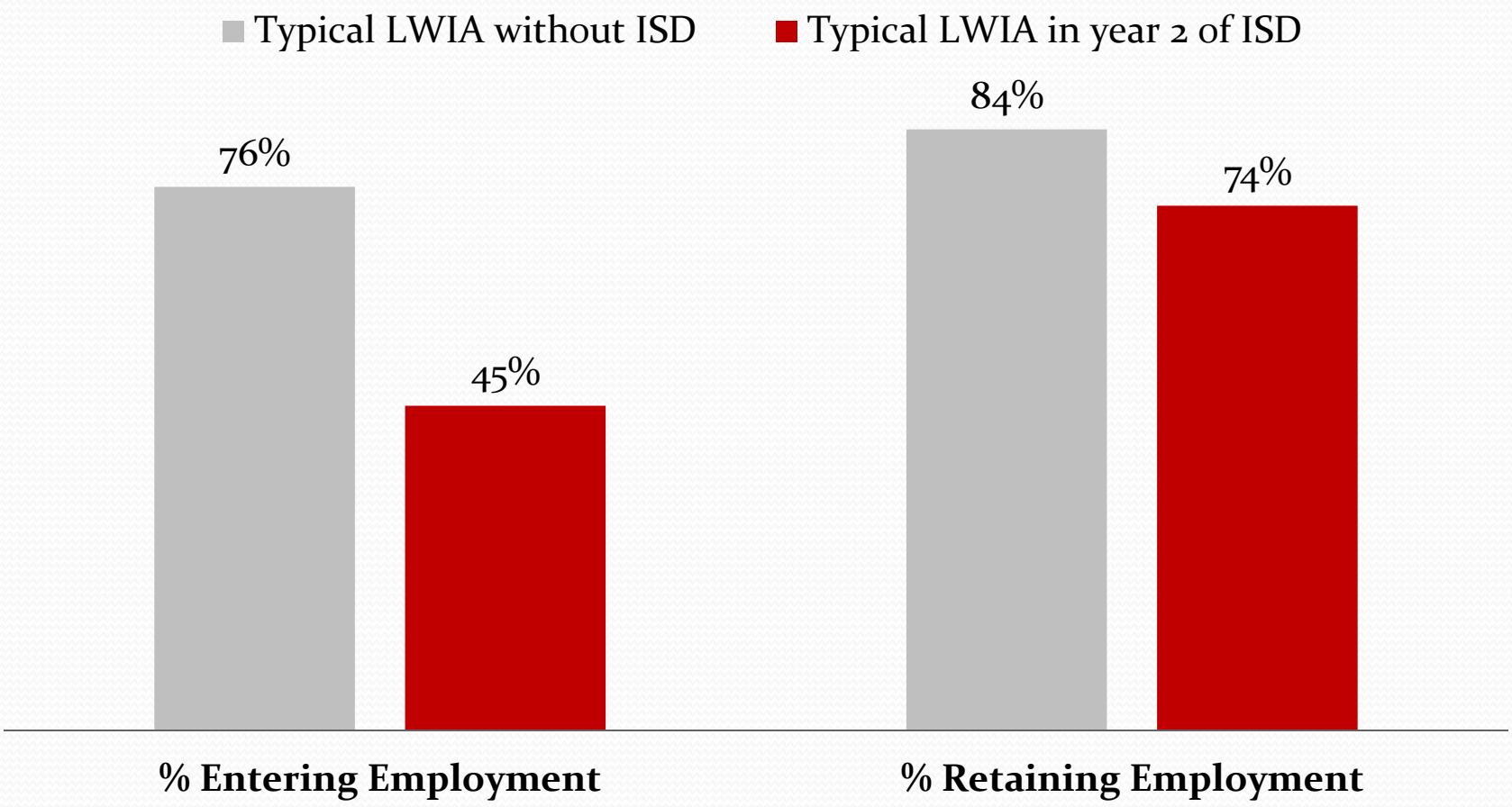
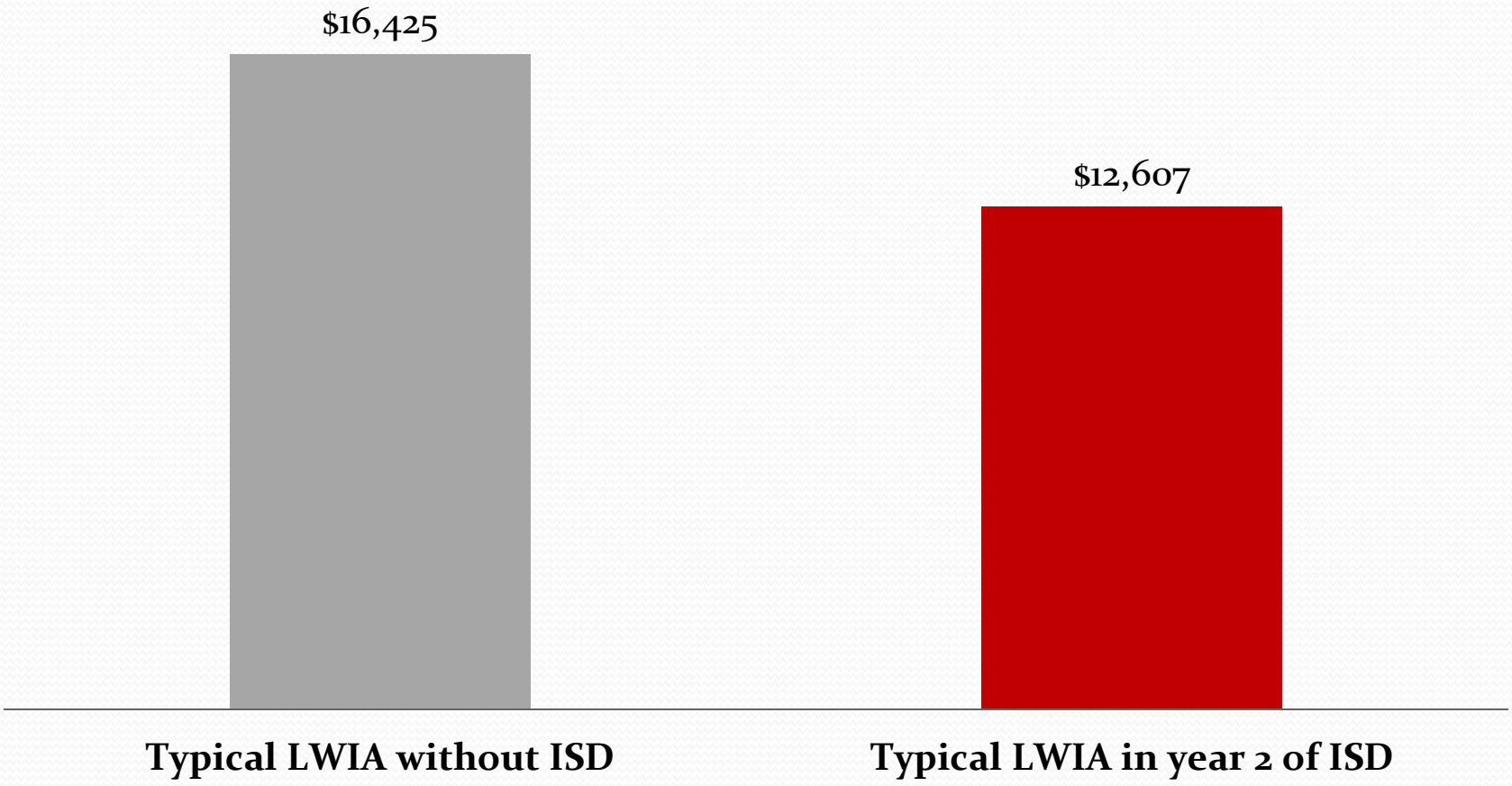
ISD Serves More Disadvantaged Clients



ISD Lowers Performance on Federal Measures



Average Earnings Decline With ISD



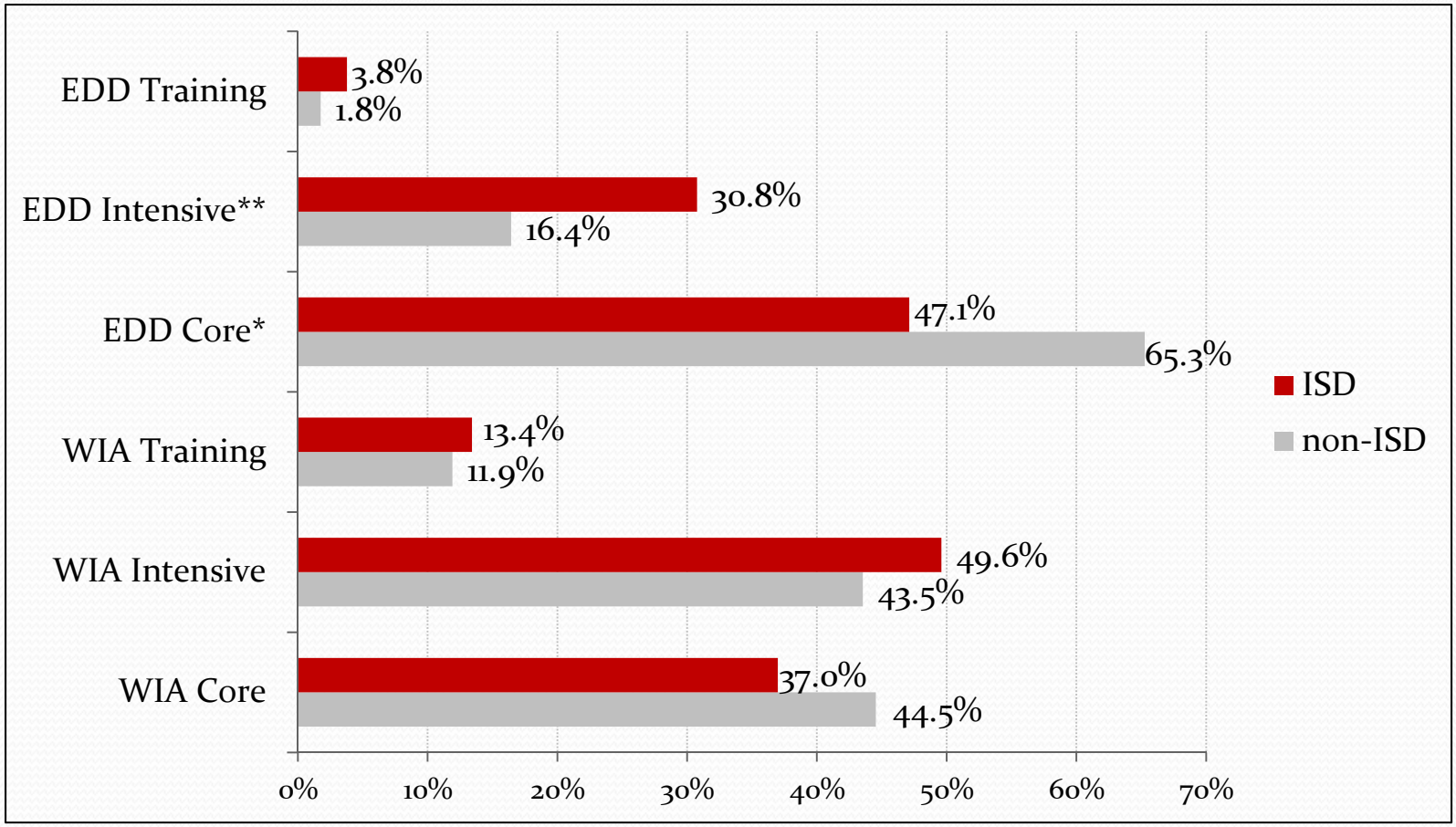
What impact has the ISD model had on the cost and volume of services produced?

No significant differences between ISD and non-ISD sites in:

- Volume of service
- Cost per client
- Business services

ISD Leads to More Investment in Intensive and Less in Core Services

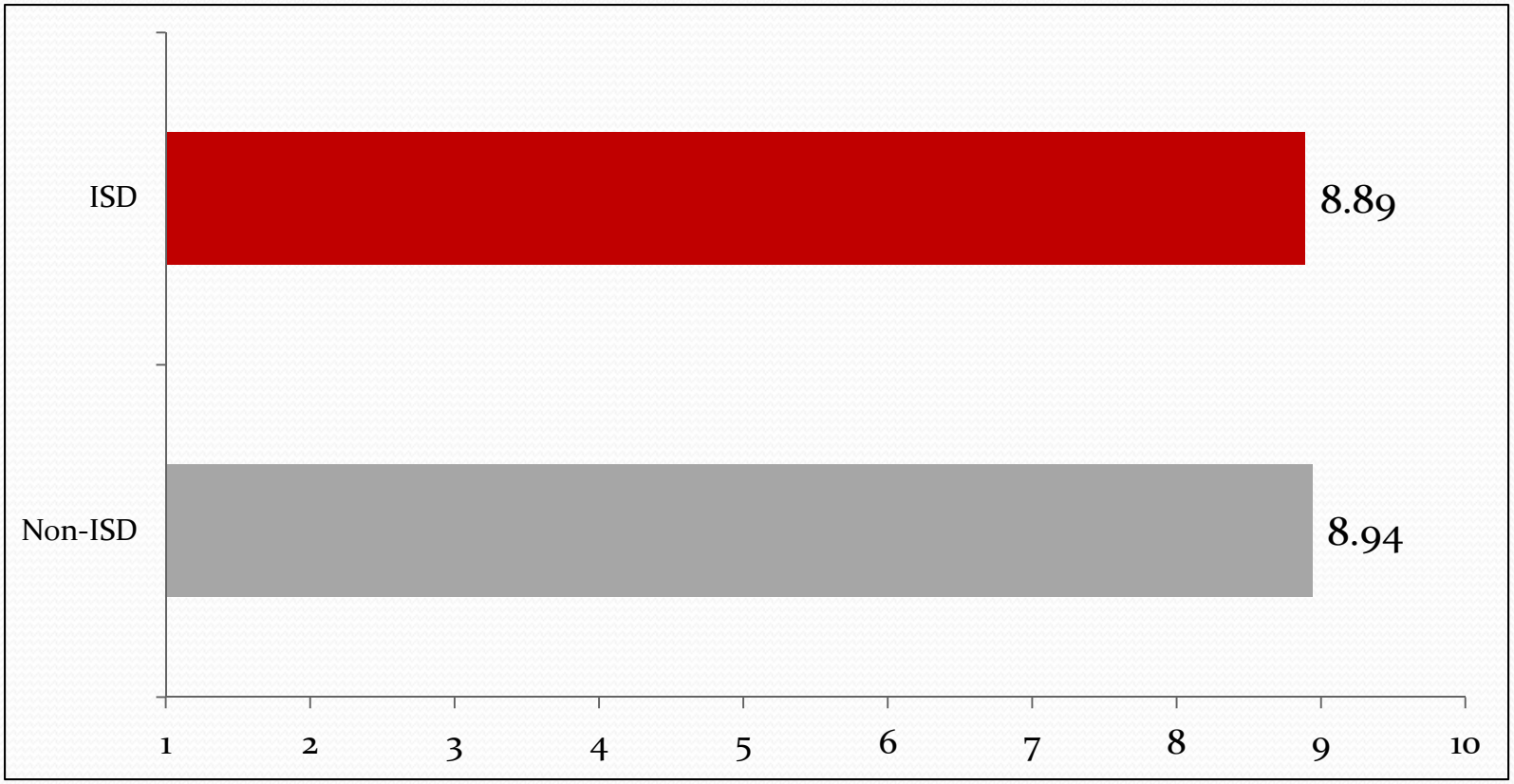
Average Grouped Effort by EDD and WIA by ISD and non-ISD Sites



What impact has the ISD model had on customer satisfaction?

No Difference in Customer Satisfaction

Overall Satisfaction with Service, ISD and non-ISD Sites on a 10-Point Scale



Strategic Options

1. Laissez-faire approach
2. Supporting and encouraging, but not mandating ISD
3. Requiring some, but not all elements of ISD
4. Mandating all elements of ISD in all areas

Strategic Options: Pros and Cons

Option	Pros	Cons
Laissez - Faire	❑ Not controversial. ❑ Protects local autonomy. ❑ Encourages continued experimentation. ❑ Volunteers are committed to the model. ❑ Maximum flexibility for local WIA directors and EDD managers. ❑ Minimal integration and coordination costs.	❑ No unified state strategy for integrating WIA and EDD. ❑ Implementation of ISD will remain uneven. ❑ Diminishes the usefulness of common performance management system. ❑ Makes impact on larger system hard to measure. ❑ New data system will have to accommodate multiple different models. ❑ Best practices less likely to be diffused.
Encourage but not mandate ISD	❑ Sends a message that ISD Model is more effective. ❑ Allows organic expansion of ISD Practices. ❑ Best practices can be identified and disseminated. ❑ Supports local autonomy. ❑ Volunteers are more likely to be committed to the model. ❑ Reduced resistance to change.	❑ No unified state strategy for integrating WIA and EDD. ❑ Implementation of ISD will remain uneven. ❑ Diminishes the usefulness of performance management system. ❑ Makes impact on larger system hard to measure. ❑ New data system will have to accommodate multiple models.

Strategic Options: Pros and Cons (2)

Option	Pros	Cons
Require selected elements of ISD	❑ Leverages best practices of ISD. ❑ Preserves a substantial amount of local autonomy. ❑ Creates a uniform model for a typical client. ❑ Allows standard measures of performance across sites. ❑ Creates a clear model for new data system.	❑ May be resisted by local areas. ❑ Calls for enforcement system which may be hard to manage. ❑ Requires substantial reallocation of EDD resources.
Mandate ISD in all local areas	❑ Creates a unified statewide system for delivering WIA and EDD workforce services. ❑ Makes performance measures uniform. ❑ Makes statewide management easier. ❑ Creates a clear model for new data system.	❑ Limits local autonomy. ❑ May generate resistance. ❑ Calls for enforcement system, which may be hard to manage. ❑ Local managers may lack personal commitment. ❑ Requires substantial restructuring of EDD service delivery to be effective.

Enrollment Strategy : Pros and Cons

Option	Pros	Cons
All OneStops enroll all clients	❑ Increases "official count" of the number of clients served. ❑ Improves perception of WIA productivity. ❑ Makes local areas accountable for outcomes for all clients. ❑ Uniform state-wide method for measuring volume and performance. ❑ Creates honest measure of performance.	❑ Costs of enrolling everyone are substantial. ❑ Local areas may resist. ❑ Performance on existing federal measures will be relatively low.
All OneStops use universal service model	❑ Reduces paper work for clients and local areas. ❑ Uniform state-wide method for measuring enrolled clients and performance. ❑ Improves performance on federal measures.	❑ ISD sites may resist "changing back". ❑ Local areas are not accountable for most people served. ❑ State will continue to not know how many people system serves.

Recommendations

- **Strategic Recommendations**
  - Encourage but not mandate the existing ISD model
  - Have all local areas enroll all clients

Implementation Recommendations

- Over a five year period locate a substantial EDD presence in all comprehensive OneStops.
- State should establish shared performance measures for local WIA and EDD operations, and evaluate them through an integrated data management system.

Implementation Recommendations

- Incent local areas to integrate with EDD by providing preference to integrated OneStops in the award of discretionary funds.

- Continue to support identification, evaluation and the dissemination of best practices among OneStops, Local Areas and EDD.

Discussion