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WIOA TITLE 1 SERVICE PROVIDER INTERVIEWS

November 2021

Service Provider
WIOA Title 1

Date 7/21/21 Organization Goodwill Industries Hawai'i

Name Kealoha Daubert _ Location Hawaii County

Role Asst Director for Youth Services

1. **Which program do you work in?** Youth

2. **How many years have you been with the organization?** Since 2007

3. **How many years has the organization been offering services (Youth/Adult/Dislocated Worker)?** Since 2004/2005

4. **Please describe the training/career services that you offer.**

   We offer the 14 Youth Program Elements:
   1. Tutoring, study skills training, instruction, and dropout prevention services
   2. Alternative secondary school services and dropout recovery services
   3. Paid and unpaid experiences
   4. Occupational skills training
   5. Education offered concurrently with workforce preparation and training
   6. Leadership development opportunities
   7. Supportive services
   8. Adult mentoring
   9. Follow-up services
   10. Comprehensive guidance and counseling
   11. Financial literacy education
   12. Entrepreneurial skills training
   13. Services that provide labor market information
   14. Post-secondary preparation and transition activities

   The staff goes through the 14 elements with program participants and we update the content of the training based on the participants' inputs

5. **Which of these training/career services is the most popular?**

   Before, we were not meeting the goals because the participants were not informed that follow-ups are part of the process. Telling them that we will follow-up on them for 12 months after they exit program during Orientation has made a difference. Since then, we have been achieving the goals.

6. **Have you had training within the past year to carry out the programs/s that you work in?** Yes

7. **Briefly describe the training have you received?**

   The Human Resource provides the ff trainings to new hires: Orientation, safety guidelines, mission services (e.g. case management and data entry)

   I have 3 case managers and 1 administrative assistant working with me. I trained them on our outreach efforts and keep them updated of the state and federal laws about the program.

However, since Sandra receives the new policies quite late, so when she forwards it to us, we have to rush complying.

8. **How often do you meet with the AJC? Describe your relationship with the AJC.**

   Before 2019, we were not required to set up an office at the AJC. But during COVID, we have to manage social distancing, so we continue to set-up shop in our Goodwill office.

9. **Are you satisfied with the financial/material resources that are available to your program/s?**

   With the amount of work we are doing, I feel that my staff should be paid more but the funds are limited so I try to apply to smaller grants to supplement.

OUTREACH

10. **How are you currently reaching out to individuals to encourage them to take advantage of your service/s?**

    Pre-Covid we used to visit schools and organizations, we have community-type events (e.g. job fairs). During COVID-19, more email promotion and phone calls.

    But mostly, we get our clients through word of mouth from our networks.

11. **How are you currently reaching out to individuals with barriers to employment to encourage them to take advantage of your service/s?**

    Our clients prefer text messaging to communicate with their case manager. We use a text messaging app.

12. **If necessary, how do you prioritize serving individuals with barriers to employment?**

    We do blended learning. If they want to come to office, they have to make an appointment.

13. **Does the organization offer the services in person only, online only, or both?**

    Both. Before COVID-19, it was in person but during the pandemic and presently, we are offering services both online and in-person.

14. **Do you feel HireNet as a system to manage files is adequate?**

    The current HireNet system is a lot better now because it's more comprehensive. However, we have our own tracking system because I cannot access the reports with my own account if I want to see how our clients are performing. If I want to see the reports, I have to inform Sandra and she gets its for us.

IN THE PROGRAM

15. **Please describe the training/career service process.**

    Each class is 2-3 hours. Some students want to come back, while some students want to continue studying virtually.

16. **How do you track the attendance of participants in training?**
 We have sign-up sheets for each class and if a student does not attend a class, it is the responsibility of the case manager to contact the student via phone call. If the case manager cannot get hold of the student, we call their parents.

17. **Please describe the organization's capacity to work remotely before COVID-19? During COVID-19?**

 We only closed for 2 weeks, but after that I would come back every day to office. My staff and I would meet regularly. We were able to transition easily and the students were given zoom accounts so they can continue attending classes.

18. **Do you feel the <u>case managers</u> have adequate capacity to access the service/s remotely before COVID-19? During COVID-19? What are the challenges, if any?**

 Yes

19. **In what ways do you communicate with program participants?**

_____ In person	__x__ Social media
__x__ Via phone call	_____ All of the above
__x__ Via text messaging	_____ Other, please specify _______
_____ Via email	

EXITING THE PROGRAM

20. **How often do you monitor the participants that have exited the program?**

 Minimum twice per quarter

21. **What do you consider the strengths of your organization and the service/s you provide?**

 Teamwork and communication. Everybody is on the same page

22. **Are there any aspects of the service you provide that could be improved? In what way?**

 Entrepreneurship as we do not have much resources. Many of our young participants want to build their own business and be their own bosses but no company wants to lend them money for capital.

COVID-19

23. **What were the challenges faced because of the pandemic in relation to the delivery of services?**

 Access to staff from the office

Service Provider
WIOA Title 1

Date __7/21/21__________________ Organization __Goodwill Industries_________

Name _Siniva Pota and Ray Saludares______ Location __Hilo, Hawaii______________

Role ___________________________________

1. **Which program do you work in?** Adult and Dislocated Worker

   Siniva Pota – Program Coordinator overseeing both the Adult and Dislocated Worker programs. I have three staff under me that provide the direct client support and services which include job placement and assistance, counseling, mentorship, all the ground level work designed to help the clients achieve their desired outcomes as far as career is concerned. Both Ray and I oversee the two programs and is not separated between the two of us.

   As the program coordinator, I assure that the program is managed in the right direction – provide support to the staff, oversee the programmatic budget: training costs, enrollment, eligibility screening review and approval. We have our tiered systems in place to assure that we are doing things accurately and separation of duties. I pretty much manage the day-to-day operations of the program.

   Ray Saludares – Assistant Director of Career Services. I provide Siniva the administrative support that she needs from the upper level. I manage the grant from the implementation and outcomes. I take into consideration the recommendations she has in case we need to change process or if there's anything new that comes up administratively, from the Board or from the County that we need to implement. If there's new policies that filters to me and I send it to her and to her staff

2. **How many years have you been with the organization?**

   Siniva – 3 years
   Ray – 7.5 years

   Employment counselors are Bachelor holders, administrative assistant is not required to have a Bachelor's degree. If they don't have a bachelor's degree, then we look at experience.

   The counselors have also undergone training with us. One of them came directly under Ray's other program.

   We also provided other trainings to our staff. Last week, we had a training on Motivational Interviewing to help steer the conversation about eligibility, barriers. This has been done in-person recently because our team is so small, we feel comfortable. During COVID, we did all trainings online. Specifically, during COVID, we launched professional development training for our staff so we would have a professional series every other month. We would train them on topics that they are interested in to help them service their clients better.

   In the beginning, Siniva was the one choosing the topic then she would talk to Ray and after two rounds we opened it up to staff and they let us know what kind of training they need.

   Towards their professional development during COVID, Siniva had her staff train her on a topic because they are the ones training the clients, so she wants to know what they are training them on.

3. How many years has the organization been offering services (Youth/Adult/Dislocated Worker)?

We are a very new grantee. We just completed our second year.

4. Please describe the training/career services that you offer.

The services are identical for either program. From the inception, when they walk through the door and when they exit.

We assess their needs; we look for what it is that they are interested in. Some folks come to us and they know what they want. Example, they want to become a CDL driver. The person comes to us and they want to do CDL driving. What our employment counselors are trained to do is to provide them with the assessment and the discussions they need if that is even an appropriate fit for them. They'll do several assessments, screen for eligibility, then they will have the counselors will several discussions to ensure that the participants understand the commitment of the program, what the program is about, and the long-term trajectory of the program. It is very essential that our employment counselors help them to understand that we are not just a funding source but a holistic program that focuses not just on giving the money but helping them with the support and services that they need to attain gainful employment and once they are employed to stay within employment for a year.

Program has several phases.
The active phase consists of assessment, the development of individual employment plan, through orientation, coaching, one-on-one career guidance, counseling, mentorship. We have a wide array of activities that we do with the participant and the beautiful about it is it's based on their need. Once we address their needs, once they get to where as far as employment is concerned, we help them, if they need clothing, uniform, if they need access to financial resources to help them get the license or the permit. Of course, there are thresholds that we must abide by. After all of that is done, one month post-employment, we begin to prepare them for the second phase of the program, which is the follow-up phase.

The aim of the follow-up phase is to ensure that they stay gainfully employed. If for whatever reason, employment is lost during that one year, the employment counselors assist them with finding another employment and giving them support for the entire year.

5. Have you had training within the past year to carry out the programs/s that you work in?

My team and I manage the whole island. We walked into this contract with a lot!
Currently, we have one assistant direct, one program coordinator, two full-time employment counselors, and one administrative assistant. We are a small team but we have accomplished a lot. But we are actively looking to expand. We've conducted interviews and now it's just a matter of finding that qualified candidate to come and join us.

Ray – non-profit background and have experienced working with federal grants such as an HIV program. I'm familiar with federal regulations, policies and interpreting that. I could make some sense of it but not everything. There's a federal policy, there's a state policy, then a local policy and we have to know all of that.

Siniva – prior to transitioning to this side, I was managing a Native Hawaiian contract which provides direct services to the Native Hawaiian population. I had that experience of case management and working with clients. My background is not even human services but accounting and finances. I teach accounting at UHH in my role here. That time, this opportunity came up and Ray and I worked together. He and I have a good relationship. He knew where my areas of concern where and was always willing to work with me.

From September to December 2019, we were really on our own. We were also brought on board when one of the grant specialists we relied on was also hired around the same time. It didn't help that she doesn't know either.

Ray and I were called on the day of. September 3rd, to come down here at the AJC because we got the contract. We were expected to start executing the services. We were already with Goodwill doing something else. We were provided a crash course right there and then with a client coming at the same time. He had one client and I had one.

6. Briefly describe the training you have received.

We received the contract in September 2019. We inherited the contract from another provider, which was challenging in itself because it wasn't a smooth transition. There was very little mentorship and preparation for the transition.

There were several issues and the big piece was the technical issue. We didn't know how to navigate the HireNet database.

We were given a crash course on HireNet late October. Jason from WDC flew down. We had no HireNet experience, we had no understanding of the federal guidelines or the process. We were in that hot seat trying to provide case management, trying to understand the eligibility criteria.

We inherited over 100 clients. About 80 Adults and about 20 DW. That time, I didn't know what the two programs meant nor the eligibility requirements for each. We were also told to work with the Youth provider. The youth provider is Goodwill so she's raised counterpart. But the issue was the programs and training services offered are different.

It was a bumpy start. We took what we were given and we thought of what Goodwill does best and that is case management and made everything our own. We decided to be consistent with the way we run and manage our other programs. For the most part of 2019, we didn't get any training. The other training that we got was recent; end of 2020.

7. Do you need additional training for current service/s or training for new service/s that you may be required to assist in the near future?

We had our first hire in 2019. He was not necessarily hired for this program but for our prison program but because there was so much pressure, Ray shifted him this way and we provided him with the training that he needed. Just to get started so we can have someone in here dedicated to case management.

When 2020 came around, we hired one more February then hired another one. When COVID-19 came, we had to restructure, there was furloughs that happened. Thankfully one of the case counselors from Ray's side of the program we were able to retain her. We have two now.

Luckily, the services provided by the American Job Center were considered essential so the program didn't shut down. The AJC closed to the public but services didn't stop. Because we still have staff on board, rather than furlough, we did lateral moves.

8. How often do you meet with the AJC? Describe your relationship with the AJC.

We were able to build a relationship with our funder. She has been more receptive and coming from a good place. She has provided us with some technical training already and she is now meeting with both Ray and I, once a month. She decided to launch it for us because we kept having questions and so she started to find the need to start doing that. I did share with her that some technical trainings that we would need in the near future surround HireNet – activities or exits, the measurable outcomes.

9. Are you satisfied with the financial/material/ administrative resources that are available to your program/s?

We created this budget and we knew where the money will be allocated. The problem was we didn't have enough eligible training providers to spend money on. It was hard to spend a tremendous amount of training budget, when you only got three eligible training providers to choose from. Not everyone that comes through our door are interested in becoming CNEs or medical assistants or security guards. The cost of those trainings are very minimal. A lot of people that are coming to us were interested in CDL. We are taking about $3500 vs $900 to 1,000. Spending money was an issue and our funder constantly reminded us to spend money otherwise we have to return it, which is not a good thing. That left me struggling how am I going to spend this down if we don't have the system set in place to do so.

We have more than enough money. It was just frustrating how to spend it down without really understanding what we are spending. We walked in and they kept saying PY18 and PY19. I didn't know what it meant.

We applied for PY20. But we also got PY17 money. And this was never explained to us. We kept asking why do we have this much of money. Then it was explained to us that there were different program years and we have access to it.

When things were carried over when we came in the middle of an existing program, we had to spend two years' worth of money. We were one year behind and it expires next year. Our previous programs did not operate that way. We were strict with our budgeting. That's the kind of training that we need. The case management piece, we are very confident that we've got it under control.

OUTREACH

10. How are you currently reaching out to individuals to encourage them to take advantage of your service/s?

We have specifically have not used AJC videos for our outreach. I know that when AJC have gone out to do outreach to promote all AJC programs they use the video.

We never really have access to a video. We didn't know there were AJC videos until recently when Kevin was filming that was the time when we found out there was a video. We found out after it was done, late last year. They called us in to show the video had filmed. That was our first viewing of the video.

As for social media, our marketing department centralized on Oahu that utilizes social media. We go that route. We funnel things through our marketing department and they publish the information. We try to steer clear of that with our staff because theirs a fine line. It is not that we discourage it, we just don't encourage the staff promoting the program unless they talk about it with their friends and family.

AJC does not have a dedicated social media account. There were discussions about an AJC website, we even voted on the AJC domain name, tried to help in our partner meeting – nothing came out of it. No social media presence.

11. How are you currently reaching out to <u>individuals with barriers to employment</u> to encourage them to take advantage of your service/s?

First and foremost, we didn't want to reinvent the wheel. We just work starting with the local partners. Majority of the partners with the AJC service clients that have barriers. We start it off with them and we have checklist and we do assessments that help us identify what their barriers are and we service them that way. When it comes to priority of service, we were informed through reading the TEGLs and the laws that veterans have priority of service and that's what we do. For everybody else that has barriers, we still service them. But there's no necessary first-come-first-serve. We have a nice flow.

I give a lot of credit to our two staff. Currently, we don't have a backlog or waitlist of participants who have to be enrolled. As people come in, they are able to come in and enroll, granted eligibility and documents are correct.

While they are waiting for training providers, there are counselors who come in that offers job readiness training, resume building. So there are still services that can be provided

12. If necessary, how do you prioritize serving individuals with barriers to employment?

I believe Ray and I were selected because we are connected with our community. Outreach was not a problem with us. We were able to set up meetings, send out flyers, created our own rack card and our own marketing material and being able to dispersed that to our partners. A big advantage of being part of the AJC though is that we have the network of the existing AJC partners. Ray and I knew a lot of them so it was just a matter of us saying that "hey, we have inherited the program, and now let's get to work." That came from community partners, existing training providers, schools, agencies. With the amount of Ray and I had, at the time, that was what we could have done.

Currently, from January 2021 to present, I've been working closely with my staff to develop outreach plans. We have documented outreach list of companies and employers that we work with. And Goodwill as a whole (including Oahu), leaders meet once a month to discuss are outreach and business engagement. We have a database of organizations and companies that we work with that we add on to our list. It really starts from the top and from there, we help funnel it down through our staff, but also including our staff in those kinds of discussions. They are also well-versed as far as promoting the program. That's how we do it in Goodwill. We want everybody to be aware and cross-trained. We don't have one person doing outreach in business engagement, we all play a part in it.

13. Do you conduct different outreach for adult and dislocated worker?

With the adult population, we are free to outreach but with DW, depending on how it is defined and where it comes from. The AJC works on Rapid Response, whose purpose is diversion and also the first responders for any kind of large mass furloughs. Siniva and I come from a place where when we hear about it, we say, come on let's go. Didn't quite work that way. It was more like this is the responsibility of Rapid Response and "you guys participate" in the Rapid Response activity. We cannot coordinate it but we participated in the Rapid Response activity plan for DW.

It was difficult because it was almost, we had to take a back seat. There was a particular case when Siniva took the initiative and I found out and we sent letters and folks enrolled but when the funder found out, they were happy with the action but some were not happy because we didn't go the Rapid Response route. That was not communicated to us until after the fact.

It has become a challenge to reach out to DW especially in the event of company closing. We had a staff meeting about it where we informed the case managers that we must inform Rapid Response first if we hear rumors of pending closing and then we wait.

Yes, the outreach to different demographics is different. Adult we have a lot of flexibility, but for DW, we take the backseat to RR.

ENROLLMENT PROCESS

14. Please describe the enrollment process including the ways you assess the eligibility of each program participant.

Case managers go over the policies at the time of intake. We have a participant handbook that we give so they would know who to contact and the services they need from the employment counselor

15. <u>For the Youth Program</u>, how do you assess the eligibility of the participant for each element?

16. Does the organization offer the services in person only, online only, or both?

Both. One thing we are proud about. When everything had happen, prior to the state shutting down, we were already anticipating it. We started transitioning by purchasing the needed equipment – headsets, access to Zoom, training our staff on how to use Zoom, started to conduct meetings with our staff through Zoom. We do a mixture of both services – virtual and in-person. The staff communicate that to the participants because we want them to feel comfortable and safe. They have been able to come by and drop off their documents – social distancing.

The HireNet is upgraded so people can remote-sign the application.

It is a client driven. Whatever the client is comfortable doing, we do our best to accommodate.

We also digitized our form to be fillable. We have set up Zoom meetings to go over the application.

We've also done agreements with the ETPs, because more often than not, they need to come in and sign paperwork. If they can't come here, the ETPs will print out the application and give it to them so they have something tangible for those that are not text savvy. Different routes are explored. Now I would say that since everyone is vaccinated or slowly getting there, the community is much safer with in-person

17. Do you feel HireNet as a system to manage files is adequate?

We have our performance measures particularly around the 2nd and 4th quarter outcomes. That is something that we do not get regularly. When we need to go to a meeting, they have to run the reports for us which makes it difficult in terms of steering the program.

If you know you're behind or need to make adjustments, it's easy when you know what the target is then you already pass the goal and it's already too late

18. What specific rights and privileges do you have when accessing your user accounts?

We have developed our own internal tracking system. Siniva manages this. How many enrollments do we have, how are we doing with completing their training. But the piece that continues to bother us is this percentages. Based on our trackers, it's difficult for us to know in real-time if we are meeting the 55% of the Q2 because it's rolling quarters and that's new to us too and we just learned about the rolling quarters last week.

Some of the numbers in the cohort, predate Goodwill. They are included in that number but we never served them. Our trackers show real-time of who we are actively serving. But Sandra was here last week and she was the only one able to pull this particular report. She showed us what this rolling quarters mean and how it's capturing a different timeframe. If we could get that in a consistent basis, we would know more or less if we are getting there and what needs to be done vs after the fact. That has been something that we have already expressed to her.

19. In the communities that you serve, what are the issues that you are dealing now that frame what you are doing now?

The biggest issue we have to deal with is, which we are seeing more this year, surrounds selective service (a required eligibility component) in males because we deal a lot with immigrant men. Having to get that status information letter or trying to get the exception prolongs the enrollment because we can't just enroll them without documentation. That was already a challenge from the very beginning because we didn't know about selective service; and serving immigrants is already a challenge to begin with, particularly COFA migrants, who come in with no valid passports, they've lost their N94, essentially you're an immigrant in the island and you are trapped here because you cannot go anywhere. You have to get a new passport in Micronesia which costs $450 and they have very limited resources to get those. If you can't prove who you are and if you can't get the docs needed, so they send is over to us to start getting some of these documents together.

Usually, immigrants have difficulty getting selective service because they are not US citizens. This holds up the process. Moving forward, we work closely with one of the programs that Ray manages and we get them in that way.

They are not getting service, they are just getting it through a different route. In the meantime, our staff here help them get some kind of exemption. Our message to the staff is "let's not make the wait." The case managers write a letter for them and send them to Ray for enrollment.

We built a strong relationship with the Office of Housing Section 8. They send us quite a lot of people including one gentleman who is an immigrant and didn't have selective service. My question back to the coordinator was how did he get county housing because that is another federal program? "What document are you using? Maybe you can share that with us." Currently, she is talking to her administrators to see if that's a possibility to make the process faster

IN THE PROGRAM

20. How do you track the attendance of participants in training?

There is several ETPs and there is one eligible provider for online course called MedCerts, they make it really easy. They have always sent us attendance trackers but on the bigger scheme of things, our case managers for our Goodwill policy are required to make contact twice a month to the clients. That contact can come in the form of phone call, email, contacting the ET. Employment counselors for those in training essential that they call twice a month and they are required to get the status updates on attendance directly from the ETP, that's how we verify. They do that up until the person completes the training.

21. In what ways by which the program participants communicate/engage with the case manager?

It depends. We have a certain generation that prefers email, the technology piece. At intake/orientation, we advise our staff to obtain that information. Clients are asked their preferred method of communication. If they email, they will be contacted through that at the first round of contact and if there's no response given then we do a phone call. We also have disclosures to reach out to an alternate contact. We at Goodwill, we try to cover all our bases as far as being able to communicate with our clients effectively. But it really depends on each client.

EXITING THE PROGRAM

22. How often do you monitor the participants that have exited the program?

They have three surveys that they conduct: (1) satisfaction surveys; (ii) upon discharged from the program, they have successfully completed, dropped out from the program; (iii) quarterly surveys and end of the year surveys. These surveys are Goodwill standards. Goodwill is CARF accredited.

These surveys are sent to the clients via email, paper, whatever is convenient for the participants. AJC has a kiosk wing for them to complete the survey

In conjunction to programmatic things, Siniva calls random clients monthly specially that are near training, starting employment. Her staff are aware that I'm doing this. It keeps everybody accountable. Generally, the feedback she's got is that the participants have received a lot of support from the counselors, sometimes too much.

Every month, staff are required to submit internal audits. Siniva reviews then sends to Ray and quality assurance on Oahu. That person compiles all the audits and comes down to Hilo to make sure they are on target. Based on those internal audits, Siniva generally makes four phone calls sometimes a mixture of who the staff choose to be called and a surprise participant.

23. What do you consider the strengths of your organization and the service/s you provide?

One of the strengths that Goodwill brought to the table is our existing infrastructure in managing programs. Very consistent with the financial management, internal processes (filing system, how to approve expenditures).

We have a lot of processes because the big issue was that there were no policies and procedures on enrollment, on assessing individual training accounts, support services. We were constantly being asked to refer to TEGLs so between Ray and I, we began to develop internal processes.

From there, the County has asked us to send them our internal processes. So they worked backwards, which then became policy.

When we came in, there was no system.

From the program level, the biggest strength that we provide is our case management. When we inherited the contract, we called every client and issued letters to the existing clients and heard from them that there has been no contact from any one in 3-4 months. For us, in Goodwill, we are required twice a month. Our case management services are direct services, all individualized and personalized, doing it on a consistent basis so that the client knows who we are, build a rapport, have that communication that they didn't have with a prior funder.

From the service provider perspective, our biggest strength is our chain of command. There is a direct line from Siniva to Ray; and a direct line from Ray to the VP of mission services. The communication is very transparent from ground level all the way up. And very quick. If I don't know I can go directly to the VP or to Sandra and get answers; the turn around to get answers is relatively quick. We meet regularly to strategize.

There is a clear-cut separation of duties vs who-does-what, There's no one person here who does it all. In conversation with the previous funder, I really felt bad for her, she has been doing everything by herself. That's why it caused a lot of issues because it's hard. But for us, we have that team support that I feel is our strength.

24. Are there any aspects of the service you provide that could be improved? In what way?

Our training providers are vetted through the county. The person who vets the training providers is Sandra. It will depend on her workload and the paperwork that is required. We have recorded CDL as a very highly-popular/interested industry that we needed and it was not only in June 2021 that we finally got a CDL provider.

In our other programs that we used to managed, we didn't have that issue of "only-a-select pool" so we work with any CDL provider that's available as long as they are reputable. When we step foot here we realized that their was a whole list of eligibility factor that the county manages. The current CDL provider started his application in 2019. He was not happy with the amount of time that it took. Eligibility is only 2 years.

We have 10 folks in our waitlist to be approved for eligibility. Our direction to our case managers is to never turn away any client who is interested in the services. Let's enroll them but we have to be transparent with them and make sure that we keep in close contact with them and the county.

What we are working on actively now is expanding our team because we could only do so much with four people. We are hiring 1 for Kona that will take off strain from Ray, who travels there twice a week. We are also looking for another case manager in Hilo. We already hired, we are just finalizing the start date for an outreach in business engagement and support specialist. We believe that expanding that way, outside case management, it will spread the word out more about what we do.

We are actively securing on-the-job training with employers. We build the contract ground-up, and we are finalizing it with two employers. Once they become eligible, we will be able to expand services outside of training because we know training is not only the route for people. We try to diversify.

COVID-19

25. What were the challenges faced because of the pandemic in relation to the delivery of services?

Pre-COVID, we were still battling of not understanding on top of not having any staff. We were consistently getting warnings from funder to really hire people.

From Sept to Dec 2019 was a nightmare. We were in several meetings where we had to have our administrator, our VP, come down here to support us as we figured it all out. We had several meetings trying to iron out the kinks. In the beginning it was a hard start, sitting at those tables as being told that we need to do this and this, "I told you about that." Why haven't you hired?"

26. Did the pandemic affected the organization's capacity to provide service to current participants? In what ways?

At the beginning of COVID, we had very new staff. Part of the AJC closed at the time was we could focus a little bit about learning more and train staff as best that we could; the intricacies of this is what you put in; as much as the information is available to us

At the outbreak of COVID-19, when we went primarily virtual, they loved it because they were too scared to come in. However, the ETPs were reducing class sizes, canceling it, postponing it. So from march to May 2020, while the ETPs were trying to figure out what they were doing, the clients were okay with that route and they understood there were no class to enroll in. Therefore, there was no pressure or no sense of urgency.

As we navigated in the year though and as things becoming more ease, they feel this is going to be more challenging now. Why can't they just come in and see you? So we started implementing the process of "okay, we can meet you right at the door, we will have your document/packet ready for you." We started making these accommodations as we went. Ultimately, they were welcoming that we were trying to keep them safe.

The ones in Kona were very receptive to online trainings and worked very well with the case managers based in Hilo. We also have a Goodwill location in Kona, there is no AJC so we have the latitude to go out there. There were several instances when we had to schedule appointments out there, and we would travel there. We also would meet them where they are at. The flexibility of what we can do also serves as a strength for us

27. Did the pandemic affect the organization's capacity to reach out to individuals with barriers to employment? In what ways?

At first, we thought that we would have more clients because of the pandemic, but ironically, we saw that people were afraid, they didn't want to come in, they were more concerned with their employment insurance. Our staff were on high alert to be ready the Wayner-Peyser folks to help screen accounts and screen people. So we did not see an uptick of DWs until last month. We enrolled about 15. But for the entire year 2020, we struggled with our DW enrollments.

We literally have participants tell us that "I am making more through unemployment, so why not ride this out." It was a struggle in all our employment programs. We've seen the same reasoning and people have become comfortable receiving money and staying home

28. Are you satisfied with the measures put in place by the organization in response to COVID?

We really appreciate working with Sandra and we understood where she came from as far as doing everything. We are hopeful that where we are moving is in a good direction. We appreciate her efforts and look forward in keeping this contract and finishing it the best way we can.

What Ray wants to see is coordinate better the services provided out of the AJC. Right now, in Hilo there is Goodwill and Workforce Development. Want to see more coordinated efforts of services by departments would be ideal. Easy to handle referrals. Would like to see more of the partners in the AJC. This is something that Sandra harps to the partners every meeting. But there is no participation if it's not mandated. The issue of space within AJC has also been shared with Sandra

Service Provider
WIOA Title 1

Date ____8/10/21________________ Organization ____WorkHawaii____________

Name __Nisa Tokunaga _________________ Location __Oahu____________________

Role __Program Manager_________________ Program _Youth_______________________

1. **How many years have you been with the organization?**

Three years in the manager role. Previously, was a supervisor under Erick Pascua with the Adult program. Background in organizational management with a non-profit – 20 years – providing services and training, employment services to adults with disabilities.

Been with City and County going on 8 years.

2. **How many years has the organization been offering services (Youth/Adult/DW)?**

Over 20 years utilizing different grants as grants evolve.

3. **Have you had training within the past year to carry out the programs/s that you work in? If yes, briefly describe the training you have received.**

If TEGLs are in the grant, need to change work performance. Trainings are provided by the Board, WDC, workforce training available online. People also come in to conduct training on new grants, work performance outcomes/targets. There are trainings periodically during the year depending on what it is geared for.

Latest training was Trauma Informed Care – for youth dealing with trauma and getting them the service they need.

4. **Who selects what kind of training for case managers?**

The City puts out training like Self-Awareness training, etc. Case managers have the option to get training and it gets approved by the program manager. Other than that, for the program training is dependent on the changes of grants, changes in TEGLs, if there's something new. Everyone is trying to get something new and innovative. How can the youth be serviced especially during this time.

Tries the case managers to get to attend trainings whenever they can based on their schedule. It's always good to have a lot of knowledge whether it's national or Oahu based.

General background of case managers: Majority came from non-profit. They have different titles; it could be a case manager, or a program specialist but all dealing with program roll-out. Whether it was youth, adult, disabilities, infant care (there's a staff who used to provide 0 to 5 years in CPS), they have a case management background. I have teachers that used to teach at Job Core, providing employment services. My team is very diverse in what they do including case management teaching as well as program structure and the diversity of working with the youth ages 16 to 24.

I have 5 case managers, 1 supervisor.

5. Please describe the training/career services that you provide.

Had to restructure during the pandemic, which meant that luckily under youth, there is an equipment budget. Bought laptops for the youth. How to still provide learning at home. At point, we had to work from home. How to get the case managers. It was new for everyone, but learned very quickly so that (1) still engaging with the youth and not losing them, that the youth are not just sitting at home and be depressed.

Designed a program that Essential Education is still being provided to help the youth prepare for the High School Equivalency Test to get a diploma.

We have teacher/case manager who was doing Leadership Days to just engage all the youth on Zoom platform. Talk about youth things, doing activities. To keep engaging the youth

Distributing hotspots, laptops, mouses, whatever they need. When the bus finally run, we'd give them their bus passes.

We got a lot of outcomes and day enrollments. We couldn't go out to schools for outreach but somehow word-of-mouth because families were scared and didn't want to send their kids to school or the kids just got discouraged. When the word-of-mouth got around from peer-to-peer, it really engaged the youth and their families "okay I don't want to send my child to school, is there an alternative?"

6. Are you satisfied with the resources (financial, material and administrative) that are available to your program/s?

We have a Board that goes through WDC. There's only a certain time to get things moving that I'll contact WDC themselves, example things that involve HireNet. But for the most part, if I need something to move on, they help me a lot.

I do my own budget for the program and submit it to the board and the approval gets done. Coming down from the state, I could use more for programs.

I don't really interact with WDC with regards to roll-out or any type of financial. As for salaries, government positions are on a scale and nothing to do with WDC.

OUTREACH

7. How are you currently reaching out to individuals to encourage them to take advantage of your service/s?

There's an outreach person who is also a case manager. Case managers do not only have a case management role they may have a teaching role, an outreach specialist role, an orientation role. They may have case loads but they have other roles because case loads do not take 40 hours a week to manage so they are given other roles.

The outreach person as well as other case managers, we used to do community events, schedule with high school counselors to conduct a presentation sometimes high schools have events, and if the city has events we put a banner up. We put a little pop-up-tent with information. But majority is word-of-mouth, cousin, boyfriend, girlfriend, etc

8. How are you currently reaching out to <u>individuals with barriers to employment</u> to encourage them to take advantage of your service/s?

Not familiar with the AJC videos or it might be on our website. My website is currently being updated right now

Social media helped during the pandemic. We have an Instagram and Facebook, on our business cards there's a QR code. Youth nowadays love social media. There are a few millennials in my staff.

9. **What were the challenges faced because of the pandemic in relation to the outreach and delivery of services? Coordinating with other service providers? Success stories?**

They were all focused because the kids were all at home so had a lot of outcomes on module gains on Essential Ed and to get their HiSET/HS Diploma. Of course, HISET is going away in December so these kids have to get it their GED. We are now in transition to get them ready for DED because some of them are having difficulty in certain subjects. We cannot continue on in testing them for their HISET. We have to divert them to the GED testing.

I think during the pandemic while they are home, focusing and having a case manager/teacher on the zoom with them really helped them focused in getting their diploma. We have a lot of students graduating.

Every one has to be logged on at 9am because that's the first module. If they are not logged on, another case manager would be calling them. It's a team effort for us.

ENROLLMENT PROCESS

10. **Please describe the enrollment process including the ways you assess the eligibility of each participant.**

Assesses eligibility based on income, disability, incarcerated parents.

There's an Orientation and they undergo a two-week Fundamental Skills Training class. They have to show up at 9am M-F. During that class, the teacher covers soft skills, what they are going to be learning in the program, what is expected of them, what is expected of the case manager. During the Fundamental Skills Training, that's when the youth gets to see if they want this or not. During the enrollment process, done with the two weeks, then we enroll them and have them submit documents. Once you sign the documents and enroll with us, I expect that your 100% and we are giving you our 100% to provide you the services that you need to be successful. I expect that you adhere with the rules of the program, do your occupational training, essential ed. We are going to do work experience and then find you employment. All those steps for the program, I want your commitment. Some dropped out after two weeks and that's fine.

11. **Does the organization offer the services in person only, online only, or both?**

Both
We have class in-house but some still like to zoom in and that's fine. We are running both at the same time. These youth need one-on-one that is why some of them cannot focused in traditional high school. Majority of them like to come to the center to get that attention. But some around 5 who will zoom in on a daily basis.

Going forward, are you keeping the hybrid system?

Yes. If that's the youth are comfortable with, that's fine

We have a Leadership Day once a month, sometimes twice, where we have an activity outside of the office. We have a Leadership Council, which consists of the president and other youth members they vote in. This youth council will decide on engaging other youths on Friday to plan on their monthly outing or what kind of community service they are going to do (pick up rubbish). Or going to a museum. It's all about skills, they have to call and ask the $ amount and the times, planning. That's the only time we don't have the Essential Ed online and we urge them to come to the office and participate.

12. **Do you feel HireNet as a system to manage files is adequate? Why do you say that? (probe for things that work well, solutions to problems)**

The good thing about HireNet is for the case managers because there's a 20-day lock on it. If they are not on it inputting information for the participants, it's going to get locked. The program manager will know if their case management is up to par or not.

But there are some drop boxes that I would like to see added because I cannot tag certain things. I think certain program services need to be tagged. For example, disabilities, there is nothing in there that tells me except the question "Does this person have disability?" It doesn't tell me…
Right now, I also have a program that is called DEI (Disability Employment Initiative) project, this is also under the state. There are certain things you cannot tagged.

I don't really do the inputting in HireNet that would be the case manager but nobody said anything to me about HireNet. I used to do HireNet under the Adult program. It wasn't so bad.

13. **Can you track your metrics and outcomes in HireNet?**

Yes, if we tagged it. If we input it. If we tag certain measurable gains and outcomes. But I know my case managers will say it's another database because they have to input on three databases. It depends if they are working on their Youth Build or WIOA Title 1 or Juvenile Justice, which is another database. I'm sure in their heads they have these databases to manage and input that as some point they will get frustrated. If we can just join one and make one database, that would be good. But I know HireNet is costly and we have the DCS database which is free. But you can tagged as much as HireNet. The case managers would just tell you there's so much databases we have to enter.

For the juvenile justice program, we enter into the DCS database which is the city.

I ran performance report from HireNet. It will tell you, all my actives, cases. It will give you percentage of different activities. Running report is good in HireNet because it's all right there. The tagging option to classify things I would see most changed.

<u>IN THE PROGRAM</u>

14. **How do you track the attendance of participants in training? How did you assess/measure the development/improvement of the participants during the pandemic?**

From the businesses, under the timesheet there is a survey. Every week, they fill out and once I see the number going to 3, 2 or 1; the case managers have to call the business because they have to know what's going on and then meet with the participants. The participant gets counseled by the case manager, reiterating timeliness, etc.

15. **Please describe the <u>organization and case managers'</u> capacity to work remotely before COVID-19? During COVID-19?**

The transition was tough but the case managers were very encouraging. Eventually we got them all to go online.

We all had to learn the Zoom platform, who was going to manage that but somehow we all got it together. Specifically, one person was in-charge of the Zoom. All the case managers worked together.

Did the city provide resources?

The city gave us a zoom account

16. **Do you feel the <u>program participants</u> have adequate capacity to access the service/s remotely before COVID-19? During COVID-19? What are the challenges, if any?**

The youth were very comfortable. That age group is used to digital. They know what's going on, unmute themselves

17. **In what ways do you communicate with program participants?**

During the pandemic, call or text. I know some of my case managers get messages on social media – Facebook.

18. **In what ways by which the program participants communicate/engage with the case manager?**

But only a few of the students use the social media to communicate. Don't know, maybe they don't have cellphones or got cut off but they had our computer where they could use a hotspot.

<u>EXITING THE PROGRAM</u>

19. **How often do you monitor the participants that have exited the program? How about those that did not complete the program?**

Monitoring is every three months – 4 quarters every exit.

We have been successful in reaching out to them especially those who have exited in good outcome meaning they have been employed – gathering their paystub, seeing how they are doing. We always want to keep them engaged as some of them want to change jobs.

If we exit them from the youth program, they are usually 18 and over. Say if they want to get more training or if they want to find another employment, that is when I work with Erick under the Adult program. Doesn't meet that you have exited the youth it doesn't mean the AJCH cannot provide you with other programs. That is highly encouraged when we do follow-up.

We have experienced youth where they exited without completing the program, while we do encourage them, some don't want to continue. "I have a boyfriend now." They are just being teenagers wanting to do their own thing.

The case managers have three months to follow-up through phone calls, emails, letters sent home. If they don't respond, I am not going to keep that file open because it doesn't make sense and no response back. I have my case managers exit them and it is a bad exit. It's better than having an open file and no contact, nothing has been done, it is repetitive and time-consuming. Unfortunately, at that time they may not want to be with the Youth program. But we always let them know that if they need assistance to give us a call.

Tracks?

We have different tracks. We have Customer Service (I want all my students to take that), which is a basic class that they take – Leeward CC teaches this.

They can branch off to Medical Billing and Coding; Construction; Culinary.

We have different work experience providers. These are businesses they can get work experience from.

It's finding their path and it may take two years for one youth to figure it.

20. What do you consider are the strengths of your organization and the service/s you provide?

My team is very outgoing and has a diverse personality, which really works with the youth. We have a diverse youth – some doesn't talk, shy, some don't know how to stop talking. My team members are all willing to assist these youth and go over. They still reach out beyond office hours. We all know what to do to provide program services and to engage and re-engage with the youth and the community. We are all on the same page. I don't have strugglers.

Everybody brings in different ideas to the table which helps each one of us decide how to reach out to the youth, how to roll out services and where to take it from them.

21. Are there any aspects of the service you provide that could be improved? In what way?

The most challenging part is to keep them engaged because it's always changing. It may not work today, or tomorrow and after a week nothing is changing, we're going to change. The attention span of these youth is very short. We have to be innovative with what's going on, new trends, what catches their eyes. How to keep them engage is a good, fun challenge because it helps us think all together as a team. This new thing came out, how can we make that into a learning tool. As a manager, I'm all about change, some in my team don't like it but it doesn't matter. If I see nothing's working, nothing's going to change and I'm not going to wait months.

The youth are very vocal with things that they don't like. If the case managers get more reports that we come together on Fridays when we have team meetings after lunch where we discuss on the youth's concerns. I don't do written surveys but they have discussion class. Some of the topics discussed cover not only module on Essential Ed but also topics that are happening in today's world, career pathways. We get verbal feedback from the youth and we then decide whether to change or shift the program.

Since our enrollment went up, we need more space, using the 6-ft social distancing. I have 30 kids coming in at one time so we have to be strategic about it

Service Provider
WIOA Title 1

Date _8/10/21___________________ Organization __WorkHawaii_____________

Name _Erick Pascua_______________ Location _Oahu_______________

Role __Program Manager________________ Program _Adult & DW____________

1. **How many years have you been with the organization? Describe your role.**

Under the City Department of Community Services – Work Hawaii Division. The AJC is one of the sections for the WorkHawaii Division, where the one-stop system where we are the service provider.

We provide basic career services to any individuals 18 years and older. We provide individualized services as well as training services. Career services encompasses whether providing initial assessment for those who are looking for jobs to upgrade their skillsets or providing comprehensive guidance counseling in terms of their career pathways. After providing the initial assessment, if they needed to be able upgraded. If they are interested in training we can enroll them to training services.

Regardless whether you are a Title 1 staff or co-located partners, we are all going to be able to provide basic services, individual services. The training services will always be a part of the WIOA because we have the training funds here. The other partners co-located here, we coordinate services with them towards whatever the needs of the individual. For example if they need training on something that the other partners offer, then we refer him/her to them. As well as with DVR who is a co-located part time here.

If we do have a client that needs their services because they have more resources in the DVR so we will refer it to them. Again, what we are trying to do is make sure that the center of all the services that we provide is focused on the client.

The wrap-around case management services is beneficial to the client. We are not focusing on what we can offer to our program. We find first the need of that individual and provide it, ensuring that there is no duplication among the programs.

For example, if DVR is already providing the training and paying the cost of that training, we make sure that we are not doing the same thing but maybe WIOA Title 1 can support it. Same thing, if we are able to provide the training services and they need additional support because the training costs is higher than what is allotted to us because we have the ITA cap that's only $4K for an individual. We look for resources within our co-located partners on what is available and what is allowable in their programs. That is how we coordinate in terms of training services.

2. **Have you had training within the past year to carry out the programs/s that you work in? If yes, briefly describe the training you have received.**

The City and County have professional development training that is free and anybody can sign-up. There are different resources. For example GPS Workforce offers one of the best professional trainings out

3. **Are you satisfied with the resources (financial, material and administrative) that are available to your program/s?**

Right now I have 8 staff members

OUTREACH

4. If necessary, how do you prioritize serving individuals with barriers to employment?

We don't set goals on the percentage of individual. I do know TeamWork Hawaii. I think 100% of them has barriers for employment. With someone who has been homeless. The good thing about TeamWork Hawaii is that their funding has more flexibility especially in helping homelessness. For example, if that person needs a ID, TeamWork can pay for the cost as oppose to WIOA which cannot because they are not an enrolled participant. If they need housing because how can you help this person if they don't have the support system. No stable housing, no ID and it's great that they are doing that before referring to us. If they assess/identify this person that is ready for employment, and it's committed for us to help him/her, and that is where we come in. That is done across the board with all the people they are outreaching. They have a comprehensive assessment to identify the barriers, strengths and needs of the people they talk to and they will refer them among the partner/services available in the WorkHawaii Division, not exactly within the AJCH because the housing is the number 1 priority. The best thing is that they are very knowledgeable about the services

5. What were the challenges faced because of the pandemic in relation to the outreach and delivery of services? Coordinating with other service providers?

We are very blessed as AJCH is one of the sections of the WorkHawaii Division under the Department of Community Services and we have a section within the division called Teamwork Hawaii. Teamwork Hawaii is funded by another grant primarily coming from the Department of Housing and Urban Development Hub and CBDG. They gave that money and what they do is that Teamwork Hawaii is the outreach and recruitment arm of the division for WorkHawaii. Theya re augmenting AJCH. They are out there 3x a week doing outreach, whether these individuals are experiencing homelessness (sheltered or unsheltered), individuals who have been incarcerated, and ready to go back to the community. They are the ones going to the prisons – ex-felons. Anyone out there they do the outreach for us.

We provide our outreach materials to them, there are point of contacts if there is a presentation about AJCH or the division.

Teamwork Hawaii has been very valuable to us because the most vulnerable population is targeted. As we are co-located with JVSG grant, in terms of our mandate to be able to outreach to veterans, we have them in here, they are referred to us. In terms of people with disability, we have the referral process with DVR and we have the youth there as well that can also be dually-enrolled into our program.

Oahu has been more advance in terms of the process but we can do more, because we have the people. In terms of outreach, we have been doing job fairs which have been very successful because we want to be able to outreach not only the job seeker but also the employer. Employers are our second client since we have to link our clients to them.

The opportunity populations of sector partnership committee at the WDC, we met with them and one of my staff is Micronesian, who is very active in the community, providing outreach for us. We've been using her in that type of population. The other population, I am Filipino, I've been out there and I do outreach in the community and provide information of the services we offer through the AJCH.

At the peak of the pandemic with lockdown and you cannot go out, what Teamwork Hawaii did was through phone call, doing virtual. But it wasn't that long because they went back. I remember them because they were full on PPE. Our department, particularly our division, was one of those that hardly worked from home. Because our job is to assist individuals face-to-face. Although there were some weeks wherein that was how we communicated with our enrolled participants when lockdown was imposed. After that, we went back to full-on face-to-face in-person.

My team's capacity to work remotely was hard. They are not technologically-savvy. When we were told that we have all the laptops, we made sure that all are connected because everything is on shared drive but there are certain access that we could only allow our staff to be able to have access with and we have to identify all of that to work with our DIT and for the staff it was their first time to use zoom to connect with clients even for us. It was an opportunity. It was challenging in the beginning because they City, as they rolled out these new programs and initiatives, ways to continue our job; they don't come out with a policy and procedures and after you start implementing and that's when all the policies come back after. Thankfully at our old office, it was big and because we were not meeting with clients and we have social distancing and the State was primarily working remotely. It was easier and my staff was better for them to come to work. So we did. I was the only one working remotely, 2-3x a week. It's different because we still have to man the phone, I am not allowing them to bring the case files home and those case files are not in shared drive neither they are electronic. Not that I don't trust them but I know that when they are working from home, they are not producing the same amount of work vs when they are in the workplace. Even after you have zoom meeting after zoom meeting, you can only do so much so it's better if they come to the office. It was staggard. Half of them work from home today, half work at home.

It was challenging at the time because the service providers are also adjusting. A lot of those currently enrolled in our program are either enrolled into trainings but because the training providers are also trying to figure out how they can continue to train these participants. At one point, they stopped , until they were able to figure out that they need to do virtual and distance learning. Not all of them but majority. But when the training providers figured out how to continue with the training, that's when we communicated back to the participant. The training providers are good with communicating with them as well. That this is now the new module.

On our part, we have to make sure that they are equipped with the resources. There are some trainings that require them to have a laptop or connectivity to the internet and that's where we have to make some adjustments. We had to make sure we follow the rules/regulations of the procurement process.

All those experiences is an opportunity for us. Now, we are ready. All my staff now have their own laptop and they can connect. One of the great things that happened is that we were able to get cellphone for each one of them. That way they can communicate with the client if they are allowed to work from home.

ENROLLMENT PROCESS

6. **Please describe the enrollment process including the ways you assess the eligibility of each participant.**

When they walk in here, there is a process where they will be referred at the back and will be assisted by one of our employment consultants or employment specialists on the Wegner-Peyser side on the State side.

If that individual is just looking for a job on HireNet or using the resource center, then we will direct that client to the resource center.

If we identify that person has no direction on how to get to where they needed, that's when we have to bring them in. We have staff members to assist them to assess them, identify their needs. We direct them to see what the labor market looks like. We use different assessment tools. How are we able to help you from your previous jobs, perhaps your traumatize because you lose your job due to the pandemic, but you do have skillsets that is transferable to another occupation. That's how we individualized our services to a particular job seeker.

Because we also have a business services unit. We have a full-time employee now, whose specific role is business engagement as well as rapid response. If this particular job seeker does not need training service perhaps because the person already has a masters degree or good work experience, just needs to go where I go from here. This happened to many people this pandemic who were traumatized losing their jobs for 20+ years and they don't know how to start and that's where we come in. We could either link them with employers that we have worked with or provide them putting on-the-job training for a new occupation.

We can offer very limited training opportunities especially now that in order to get WIOA funds you have to go to a rigorous eligibility process and because so much funding is available to the State that sometimes there's duplication.

For example, currently, the UH system community college have this Hana career pathways and they also offer trainings. In order to get into those trainings, it's a lot simpler and easier to enroll vs WIOA, they have to provide all the documentation to deem them eligible to the services. This is a challenge.

It's not that we are competing. Thankfully, we work together because there are certain trainings that Hana career pathways offer… there are trainings that we are able to help with the costs since it's not going to be paid off by the grant. That is the kind of collaboration we have now with Hana Career Pathways. For trainings that we could assist in paying, they refer to us. We do have a referral process with them.

With other non-profit organization, who may also have received some Cares Act funding or other funding such as from the defense forces. They can also provide training opportunities for cost. We are looking at how we can leverage. With Alu Like and HCAP we have the collaboration and coordination. But the enrollment is not as many as we would like. But at least we have it. The partnership and leveraging of funds is very important. Because they are also our partners. They are not the core partners of WIOA but they are the mandatory partners under WIOA.

Thats the current process but as I mentioned to my bosses the last couple of weeks, we really need to sit down, especially the core partners, to figure out a seamless process on coordinating and integration of all the services. For the job seeker and employers perspectives, they don't need to know who is funding. They don't need to know if you are with the State or DOE, we should not be identified or labeled. All they need to care is the service based on the needs. The coordination should be put in an SOP that's blessed by the authority above us. The challenge is regardless of whether we can put up an SOP here for everyone to follow but if its not being mandated or required by higher up (e.g. State), it is not going to happen because we don't have authority over our partners. For them, it's going to be more work. They are focused on their own program and ensure that they are meeting their enrolment goal and performance outcomes which I have also been focusing most of the time. The reason why I said that bluntly is because we are service providers and if we don't meet performance outcomes, there is a possibility that the Board may decide to RFP out. Thankfully for this past program year, we exceeded the performance outcomes under the Adult and DW programs. I am not going to give the Board a reason to say that "hey, you are not doing your job." But I do know that we can do more by putting together a seamless process of integration and coordination of services; even just among the co-located partners. The dual-enrolment process is very critical for us because if that particular job seeker, if that person got a job, have a sustainable income, retain the job – all the partners, everybody, is going to get a positive outcome. I always see that as a good way to do but I can't speak for the rest of the partners.

I have shared this with the partners and to my bosses during meetings because it's a win-win, but again, it's a personal commitment. If it's coming from that top and put in writing, we are going to be trained and we have a process, I think it's going to be successful. I've mentioned this to the one-stop operator. It is their job to able to coordinate and integrate the services because they are conducting of all these players – must be in sync – like an orchestra. I am sure they already have a plan on how to tackle this because the core partners and other partners must be able to sit in and figure it out so that at least.

Right now, things are siloed. While we do have the dual-enrollment process but only for certain individuals in the programs but not everybody is buying that. I do have an individual in my team that because she has relationship with other partners, they get that but not everybody is doing it.

For State and city workers, regardless, if they are doing the task today, they are still getting paid tomorrow – an entitlement. You have to change the mindset. There are certain individuals that I don't really know if it's self-serving. That's the hardest.

But even you are the operator, you don't have an administrative authority over them. You can only tell them this is what to do, benefit the client. I'm hoping that with what's happening at the state level, they may come up. Right now, WDD is controlling everything. I would expect some changes if they buy this, because then they would have to imposed this. If I'm the one who has control, I will put it in all the contracts.

7. **Does the organization offer the services in person only, online only, or both?**

Hybrid - I think that is what's happening. They are offering in-person and online. Majority though is still online. Our biggest training provider is the Community Colleges. Some of them are in the mainland such as the MedSearch

8. **Do you feel HireNet as a system to manage files is adequate? Why do you say that? (probe for things that work well, solutions to problems)**

Yes, HireNet is adequate. I've been using HireNet for the longest time here. If you are a new HireNet user, you will be frustrated. It is not the most user-friendly. True. It is not the simplest database you could imagine. True. However, all the reporting requirements are right there. All the reporting you could be able to generate, for example finding out if this participant is active, what services are being offered/delivered/entered; is right there.

It is a system that would make a case manager's job easier, if they do it correctly. We should be using HireNet for all the programs especially the core programs because that's where they generate the reports for the federal.

What I like about HireNet is that you can create your own template when you are doing a follow-up, whether it's an email template or follow-up. It's there. It's just a matter of if you want to make your life as a case manager, it's in HireNet. The reason why they put so much information there and ask for so much information is for reporting purposes. They want to know whether those individuals enrolled in WIOA are receiving services, everything – those are reportable information to the feds. I always tell them that regardless of the efforts that you put out to the client or job seeker, if it's not in HireNet it didn't happen because that's the only official database that validates the work that you do. I lot of people don't get that.

If they were going to use HireNet to be totally, I mean ger rid of the case file and everything is going to be saved in HireNet Cloud – perfect! That way, dual-enrollment processes is going to be easier. If I am the job seeker and I've been assisted with many programs, I wouldn't know but you as case managers of these programs, you see my record and you know what's happening in my career pathways/training goals.

Again it's silos. Nothing. You as a program associated. For example, on WIOA you can only see this. This is another thing from above. But I understand, there's so many players. You don't want to give the same access to every single case managers, so many service providers, I understand them for being conservative and making sure, that you can only edit information in your program. Until we get to build that trust that you come from Goodwill, you from the City, you from the HCAP, you have the same access so that it is easier to see. By then, it would be a true one-stop system.

As a program manager, I am using HireNet to pull predictive reports. That's how I manage and see how many people in that predictive reports that has not been followed-up. As well as a reminder to them, "hey, this person is about to exit, make sure follow-up.

HireNet gives case managers an ALERT to all cases, depending on how you set it up.

In HireNet, the eligible training providers have already been incorporated. We have the career assessments in there, we have different platforms for different tools and its free. Like the ALISON, there's so many things in there. That is why, I don't see why HireNet is heavily criticized as not being a good system. I know that it's not a very user-friendly system but for the purpose of case management and program reporting, I have no problem with it. Of course, there are some glitches like any other database

IN THE PROGRAM

9. **How do you track the attendance of participants in training? How did you assess/measure the development/improvement of the participants during the pandemic?**

There are two ways to track attendance. The case manager, once they enroll a person to a training. Before they can even submit an invoice for that particular person, I want to make sure that they follow-up that person attended the training first-day – depending on the training because there's a module, a semester. The community colleges is by semester, depending on what the training program is.

If it is by module, we require attendance sheet before they could continue to the second module. Part of our outcomes is measurable skills and in order for my staff to enter that gain, they need to be able to have the supporting documents that says that this person finished this module or whatever progress. We need to have that.

Unlike the Youth where they come here everyday and they have an attendance.

If it's a short training of a week or two, we'll probably get the certificate and attendance at the end if er are able to issue an incentive.

But for those that have modules that can be counted towards their progress into the measurable gains, we need to have those source documents.

The training providers and very good. We also pressure the participants that they cannot go to the next modules if they are not able to. I am not going to sign off the next purchase order if I don't see that. This is one of the internal control checks and balances that we have in place.

One of the things that I'd like my case managers to do is to go out there. I want them to be able to follow-up in person. One of the things that we incorporate in or intake process is provide the participant to provide three contact information so that we will be able to follow through. Also, it is stipulated in the participant agreement that they need to be able to communicate with their case manager while in the program and one year after they exited the program. But some for whatever reason, they don't. Maybe their situation changed or maybe moved out of the state or changed address but if they have that sheet of paper identifying emergency contact. If we are still unlucky to get hold of them, we go to the last address. But we haven't done that.

10. **In what ways do you communicate with program participants?**

_____ In person
__x___ Via phone call
_____ Via text messaging
__x___ Via email
_____ Social media
_____ All of the above
_____ Other, please specify _________

Letters.
We have process that if they have been MIA and they are not responding to emails or phone calls, we send them a letter of notice

EXITING THE PROGRAM

11. **How often do you monitor the participants that have exited the program? How about those that did not complete the program?**

We conduct monthly follow-ups as required.

As for case files, we don't do a thorough monthly monitoring. Aside from HireNet, we have an internal tracking system, where all the participants are listed and what services they are in, including the geographic area. I review that almost everyday and if I know that this participant has been there forever so I have a talk with the case managers. I do it randomly and my staff hates me because I would just ask for the file. That's how I am able to mentor and guide them. You always have to be ready the reason why I asked this file and they have been enrolled in the program for 2 years now and what's happening.

Each case managers has their own strengths and weaknesses. I just want to make sure that after they did the initial training with these individuals that they would be able to help them with their job placement, look jobs, help find opportunities or help with additional support. Perhaps identify their needs, maybe there are other underlying issues we don't know. Wholistically, you don't only help a person look for a job. I don't work that way. Because if something is going on with that person. How do you expect that person to hold a job when their primary focus is childcare and there is no support system, or that person has not been paying rent on time. You have to identify all of that but how are you able to identify all of that if you don't have a good rapport with them. One has to build trust first.

12. What do you consider are the strengths of your organization and the service/s you provide?

Our ability to be able to collaborate with community partners. Not only the one we are co-located with because we have been established long been enacted. We already have this partnership with service providers. Now, it's just a matter of strengthening more and putting the best practices in order we can do more for the clients.

13. Are there any aspects of the service you provide that could be improved? In what way?

Leadership communication. Communication from the top. That has to be improved. There's a lot of miscommunication of who's in-charge, who do we report to. That has to be streamlined as well. Not on our side, but from the top. From WDD, WDC because right now, we don't know who we need to report to.

I know we need to report to the Board but there are some things that come across. It's not clear.

There's supposed to be a communication protocol that should have been provided to the local areas as well as service providers so we know what part we communicate directly to the State as well as to the Board, same thing from the State to the Board to the service provider. That is not clear.

Service Provider
WIOA Title 1

Date __8/23/21__________________ Organization __Ku'ina c/o UH_____________

Name _Keku De Ponte_______________ _____ Location __Maui_________________

Role _Program Coordinator________________ Program __Youth______________

24. **How many years have you been with the organization? Describe your role.**

For the Ku'ina Youth program we are housed at Maui college. Ku'ina means connect so our tagline is connecting to the future. We take the youth and we essentially connect them to the future whether in academics, training, or employment. Within employment, it includes military and any other employment that they would be out-of-state

25. **Have you had training within the past year to carry out the programs/s that you work in? If yes, briefly describe the training you have received.**

I have a BA through the University of Hawaii Hilo and currently finishing my Masters degree in Military Social Work. In turn, I would be working with veterans and their families.

I did serve in the military, did 10 years in the US military. I did one tour in Iraq, came back and upon returning decided to pursue school, which is when I went through my Associates Degree, Bachelors degree and now finishing my masters.

As far as training for the youth program, WDC did provide grants management training for us in partnership with the Department of Labor. They also do direct technical assistance with the providers. The procedure for that is that we go through the county liaison and the county liaison will directly contact us or we keep them in the loop or we would forward the question to them. I guess they are the chain. Because some of the technical stuff is sometimes too technical to explain. The county has been kind enough to allow us (or me) to directly go to the WDC folks to inquire. But give them a heads up that I would talk to somebody or HireNet.

I have been engaging with the memos that WIOA bulletins have posted. As far as any FYIs provided to me, I go through the county liaison, AJC or the WDC directly. In partnering with WDD on Maui, they also provide guidance and support as for the procedures in understanding the WDD system.

As far as training relative to social work, I was able to participate in Crisis Intervention Training which works with youth and adults that are experiencing/attempting suicide. I'm also working with Homeland Security as a partner with the crisis intervention team through the Maui college working on counterterrorism or any type of terrorism or bullying, which can apply to youth because some of them would apply as far as targeting is concerned.

Recently I attended a juvenile/judicial training with the county prosecuting attorney's office that works with youth that have experienced domestic violence or have experienced any sexual trauma that their perpetrator will be actually tried in court as an offender.

Annually, I attend the child welfare, they do have a refresher every year to provide providers in the community on updates in their processes, what they do. If there are questions on any of the clients that we are working with that are in child welfare services, the process on working with social worker/case manager.

26. **Do you need additional training for current service/s or training for new service/s that you may be required to assist in the near future?**

For the youth program, I would definitely want ETP. Two years ago, WDC has been teaching me what they need as far as how to get the program on the list, the information they need, the type of reporting the training provider would have to provide them to maintain them on the ETP and to meet the WIOA requirements. But with the shift now of WDC being embedded into WDD, from April I had brought it up to our local workforce meeting to say that with the shift, is there going to be gap or a disruption trying to add more programs into the ETP list. I was told 'no' because this should be a fluid transition. Fast forward today, there's no opportunity for us to get more programs into the ETP. It's inconsistent as far what's been told to me. County tells me that WDC/WDD is hiring a third party to maintain the ETP list which is news to me because I haven't heard of any program that's paying a third party or subcontracted to maintain the ETP. That was the inconsistency of that aspect. Because of that the submissions we were trying to push such as trade (construction, electrician) because these trainings are not on the ETP and I want to get them into the ETP because I have participants interested in that. But it's expensive and they don't qualify for PAL/PEL??? Because it's non-credit. I want to get them as much support as they can plus we co-enroll them into the adult program. We get 3x funding for youth, adult, and DW. We can actually completely pay their full tuition but because of that inconsistency or thought, that has been a hindrance trying to get more programs that correlate with the county's in-demand high occupation plan so the ETP would be a good training and then more specific types of programs service training/more technical assistance such as how to ascertain this being completed employed that is actually on the reporting or if just the employment that we don't get credit for the report. But it's something the youth has completed. If this is something that we need to focus more at least we have a heads up or guidance. So I can have time to transition the participant.

More program-specific as they modify and ETP.

27. **Please describe the training/career services that you provide.**

My active case load currently is 57.

28. **Are you satisfied with the resources (financial, material and administrative) that are available to your program/s?**

    I'm the only staff. It was by design only because of funding. Because of the limited funding provided for the youth program, we had to collapse the program assistant within the program coordinator position. Not only do I do case management, I also assist with the fiscal, administrative, outreach.

    Right now, my supervisor is parsing out the fiscal and administrative parts to another entity within the college that works specifically with extra…programs that does administrative and fiscal support. She'll be paying them a portion based on limited hours, like 5 hours a week. They have a specified rate depending on the type of work that's been done. This only happened recently because of the barriers and the findings that they saw, the files weren't as prepared as properly as it should because I am prioritizing programmatic services than administrative. My fiscal tracking is a specific way that is relative to how they want it tracked but it's easier for me and I can easily go through it but it still tracks.

    If I have my way, I would hire at least a case manager to be my back up in case I am out then the program can still push forward. But since I've been in the program from August 2018, I haven't really taken a vacation and my sick leave has been sparse only because if I take off, work will pile up, then services will not be delivered and processed.

29. **How often do you meet with the AJC? Describe your relationship with the AJC.**

My office is still at Mai college but I am moving in AJC office, sometime this month. Because we are getting the movers try to transfer some furniture over.

In my current situation/office, to move here at AJC would be beneficial because the room I am in there's a lot of industrial issues, such as the AC does not consistently work (it's in an older building), and although it is centralized and ore opportune for a lot of the youth at the shelter because of the close proximity, at least here, if we can get them here, the adults and dislocated worker programs here then we have the TAA programs here as well, we can do a comprehensive co-enrollment, rather then meeting with me at the college then I refer them to the adult program.

My relationship with the other service providers has been very positive. I've worked with Goodwill previously with different programs at the campus. I have built a rapport with their new case managers although they are new to the WIOA program, their heart is wanting to support the community. For me, that's priority one. Teaching them and giving them guidance on the WIOA is isn't too bad of an idea vs teaching them how to work with the community.

The AJC manager is very flexible. She has been patient and accommodating with me when we have all these shifts and changes in the schedule. With the WDD folks here, I've had history with them and it's been positive. They have coached me when I started with WIOA. Gave me the basics and backbone of WIOA and gave me the courage to stand up. I felt inferior to WDC in the beginning because of their stance as an entity, superseding authority. Since I wasn't used to that kind of working relationship different from the military, I felt very reserved, retracted; but at least with WDD gave me the support stance. I had to built on that and through them I became more of an advocate of the youth in the community

OUTREACH

30. **How are you currently reaching out to individuals to encourage them to take advantage of your service/s?**

Even before I started with the youth program, I've built rapport with agencies outside within the community through my work in social work. That has helped me tremendously to get referrals, save time to do outreach, continue to collaborate with other agencies for co-enrollment/funds, etc.

As for platforms, we do have an Instagram but because of the timing I don't use it as much. When I get human services interns, to supervise, I ask them to do that as part of their job duties as well as I assign them 3-4 participants to do check-ins/case management to get their hours in. Those are all supervised , I don't allow them to do their own due to liability and risk.

As far as outreach, I have just been fortunate with the agencies that I work with. They been doing referrals and throughout the year, I do refresher presentations for some they may have new staff. I usually give a 15-min presentation and 30 minutes for Q&A. or hypotheticals because of the complexity of the WIOA youth program ; exceptions for in-school and out-of-school.

During the pandemic, there was a brief break of services in the beginning. It was at the end of March where UH had told everybody to work from home. Because some of my participants didn't have access to technology, and we didn't have a transition plan, it was very immediate I had to work to reach out to them that this is the deal we won't be able to meet in-person for a while, are you okay accessing telephone or zoom. How about your internet access or data. From there, if the participant didn't have access to technology or data, I would put a gap on services, essentially giving them a leeway that 'hey, it's not their fault they don't have access, we should not fault them for not being able to meet with us for the quarterly check-ins. I would document that I would give them a break for now until things get better of we can get them connected to adequate resources.

It wasn't an issue for those who have access to technology or telephone. We remained consistent except that the modality was different. We used video conferencing instead of in-person to do our meetings. We still use our telephones but I would call them block number using my personal phone. With the UH policy at the time, we wouldn't be able to get compensated for using our personal devices. Recently they did make a change but I never claimed for that because it is what it is I had to adapt.

Throughout the pandemic and 2019, that was our process. There were times that participants would cease communication so I would make any attempt to contact, email, call and as a last resort I would send a letter and see if they would get it. With the college at the time, they didn't have signature certified so if I didn't hear back after sending the letter, maybe 2-3 months, then I'll just close them out.

Those who were inconsistent, I would try to identify what resources they needed, se if they could connect and since I was able to receive some feedback from them, I would plan accordingly and give them extension for those services provided because of access limitation.

Last year, when I was able to get the vaccine, I was fortunate to be able to get into the early group as part of the social work community. Two weeks after getting the second dose, I changed my process where I was meeting participants in-person again as long as they are comfortable. I had to clear with the supervisor. They did accept it as long as I was able to fulfill what was needed., sanitize the room, do temperature checks. Some of them had transportation issues because of the bus. Since I wasn't given permission to go to there residents or some place close in the public., those I had documented that they didn't access to mass transit.

This year has been a mixed bag. Recently, because the COVID cases have spiked tremendously, there has been more inconsistency with responses because , now the youth has to tend to family or their obligated to have drop-out of school to get employment to help with the finances at home, perhaps the parents cannot work because of underlying conditions or things have just been scarce for them. There have been inconsistencies with them meeting outcomes based on plans. I've been flexible in creating their employment plans, service strategies, not really making as finite as I used to do it because of the adaptations within the community because of covid.

Also of training opportunities because there is not a lot of service providers that can provide employment, that is on the ETP. We have reevaluated to see if we could work with them on still trying to find employment and training opportunities to get them livable wage vs. having them do 2-3 jobs to meet livable wage that is more entry level or beginner or career entry.

31. How are you currently reaching out to <u>individuals with barriers to employment</u> to encourage them to take advantage of your service/s?

Yes. I was able to get new participants during Covid. That is one of the great parts with the agencies I work with. Because of the pandemic, it brought out a lot of barriers and gaps that youth weren't telling or sharing up front because of culture, etc. With that, the high schools were reaching out to me more, asking for support although our priority is out-of-school, we do have a percentage for in-school. However, because of funding our in-school support fund is zero. All I can do is case management for in-school in this program year.

But through collaboration with other agencies, I didn't have to do outreach. They pushed them forward to me. "Hey, I have 10 youth that have disabilities, how can we get them connected for support?" I reached out to each one of their families and see what I could do. If I can't enroll them in my program, then I would do an assessment with them and see what they would qualify for and based on those qualifications I would refer them to other agencies or other service providers. If I couldn't enroll them, I would not document them, but would just refer them over.

Once that I did outreach. The McKinley Community School for Adults I would reach out to them and let them know I have 10 OSY spots, send them over. What they would do is pick those who are wanting to succeed but have the most barriers. They could be English language learners, they could be low-income, or with disability or documented disability, basic skills deficient, those in foster care, child welfare services, or single parents. Those are the main ones that they would refer over to me. If there is no one, then they would at those who have a little bit lesser barriers – maybe their basic skills deficient only but they are high school drop outs; refer them because they want to succeed. The support will be minimal. From there, once they graduate from McKinley, we would identify if they want to college or to trade or enter the military. We just direct them that way.

As far as me doing outreach recently, I only did a few which are more feelers and refreshers. One was with the drug court because of their funding. I guess the state legislator had to scrap some of their fundings. So I reached out to them if they needed additional support. And with the probation's office to see if they have any youth or adults up 18 that were going to U Challenge at Hilo and returning to Maui once they're done. They could be connected with me and then we can get them either through college or getting them to trade or military.

ENROLLMENT PROCESS

32. Please describe the enrollment process including the ways you assess the eligibility of each participant.

It's case by case. But generally, they would get a flyer which has a QR code that links to a google form where they can put their basic information – first and last name, yes or no (14-24 age), yes or no (if attending school), yes or no (if documented disability). Doesn't ask what is their disability or if they think they have one. From there, I get the form feedback because it has their telephone and email, then I would provide them the application via email. The application is 14-pages long. That does include the EEO form and our fiscal form in UH to register them in our financial system so we can pay their stipend or tuition, etc. Because of Covid I had converted the form electronically so I can email it and they can use their tablet or phone or laptop or desktop. If they don't have adobe sign/docu sign, I would tell them don't worry about that, just send it back to me and I would work with them to see if we can meet for them to sign or I can mail it to them and they can mail it back.

HireNet has an e-signature process that they were using previously but isn't there anymore because of the term limit but they are thinking of bringing it back. With that, I heavily used that service. I was able to text it where they could use their smartphone to sign. Then I could send them the HireNet application instead of using the paper application. It was useful and helpful.

Because of access and limitations, I tell them to send me the supporting documents when they can. There were times when they couldn't get certain documents such as the SSN card, birth certificate, 4140, exemption for school, court records from probations or child welfare. I made conditions or exemptions since they told me need more time getting the documents. I didn't want to delay getting them enrolled. I did a conditional enrollment just to get them onboard. Once I got the documentation, I verify it, we did more of the financial support. During that waiting time, I did more case management, until I got everything the documentation needed to qualify them. If I have the basic ones like the SSN card, birth certificate, state ID, and 4140 to qualify them as a drop-out, then I would just qualify them as a drop-out, then later, if they need to provide me their SNAP benefit to show that they are low income then I'll add that barrier later on. But just to get the basic stuff to get them going.

I work with them on the most minimal documentation to get them in for the time being. So we can enroll them in the McKinley, start with the semester. If they are not able to provide the documents within a certain amount of time. I give them 2 weeks, I accept them conditionally but if I still don't receive all the documentation after a certain time, I don't push for the enrollment. There were times that happened and they have been in communication with on what happened. But if they send me poof that they've been finding the documents but needed more time, I add another week for them to comply.

Most common documentation that they have a hard time complying are the state ID, drivers license (because of inconsistency of mandates – expired license are "acceptable" for the state while county it should be unexpired). Because of the inconsistencies, I just took expired ones for now (pandemic); SS card is another one, 4140, then court documents from child welfare and foster care.

Pre-pandemic the hardest to get was the SS card (unaware how to do it), SNAP (because doing in-person), selective service letters or trying to find out how to get exemptions because some of them have severe disabilities, where they didn't feel comfortable having their male child enrolled in selective service. There were issues on what would be deemed exempt for them to get services because they need to.

33. Does the organization offer the services in person only, online only, or both?

In person and virtual

34. Do you feel HireNet as a system to manage files is adequate? Why do you say that? (probe for things that work well, solutions to problems)

I would say no but I do know that it's a work in progress and I do understand that money is a significant factor because all these additional functions have cost. I always try to be flexible and I continuously provide feedback to the data coordinator as far as adding functions to do this subset. They have been very accommodating. But overall, no, because we're having to maintain these files yet (everything has to be in HireNet) and they tell us to maintain these files and with the files because I'm focusing more on HireNet ensuring everything is there, because that is going to be reported. Because that is so important, I put more focus and emphasis on HireNet. I've been getting a lot of findings with the case folders because it is poor. But if we want everything in HireNet, we have to make sure everything is in HireNet vs critiquing the file. It is just counterproductive. I can see the case files holding the supporting documents that we couldn't upload in HireNet yet.

With the added features, I am able to do more. For example, ETP. One of the youth activities is training and because we can only pay for training that's on the ETP list, having the function where we can actually choose the program that's on ETP in HireNet, we were able to put the cost in HireNet for the tuition, books, having them parsed out and putting it into HireNet to track in the case file. This has been a huge file. It's all in there. The activities are there tied into the ETP program. If the ETP program isn't on the list, it won't be in HireNet.

Also the cost tracking. Depending on the situation, we need to have ITAs. That's an example of a small tweak that they added on regarding co-enrollment that has helped me personally with managing the participants.

The other function that is not there yet but I think they are bringing back is the e-sign. If that can be embedded in the employment plan, service strategies, activities, etc, the would be a huge help especially the youth who mostly use their cellphones via text.

35. Data validation process? How often: within and outside annual audit?

Because of the activities that needed to be reported on HireNet, presents those numbers vs having supporting documents in the file that yes we did this. But if we didn't report properly on HireNet then they don't count. In that sense, I would say I'm hoping that at least with the academic or at least them obtaining at least a HS equivalency or Associates Degree or industry recognized credential, I am hoping that at least I met the minimum.

For work experience, this past year, I just met it. We've never met before and I'm fortunate because the amount of participant we could pay out the business and agencies we could that has been all good contributions. As far as them obtaining employment, I do believe that we would not have met because a lot of the participants were not getting jobs because there were no jobs. For some of them because they have higher expectations because of their Associates Degree. And now AD is pretty much a HS diploma. For that, they felt inadequate for even some of the entry-level jobs. At least for the minimum I met this.

I believe for the employment part, I didn't meet because I didn't exit that many participants and those that exited were non-compliant or volunteered not to participate anymore in the program.

IN THE PROGRAM

36. **How do you track the attendance of participants in training? How did you assess/measure the development/improvement of the participants during the pandemic?**

    When I first explain to them the program, I tell them straight up what the expectations of the program are. Gives them a fair sense if they want to apply or not. I don't wait until they apply to give them the spiel. When they do enroll, I reinforce. Communication and documentation are important.

    I give them the gist upfront. When they complete the packet and enroll, I send them a congratulatory email saying that they have been accepted and date of enrollment and schedule an assessment, when I go through and identify their barriers not only the youth barriers but also the household. Because if it affects the family, it's going to affect the youth. Instead of part-ways, I try to be collective and holistic. I try to refer the family to services but my focus is on the youth

37. **In what ways by which the program participants communicate/engage with the case manager?**

Email just to get communicated and use this as the foundation of my case notes
Through zoom or in-person. Many want the fac-to-face and talk to me. So they can see the facial expression
Telephone – if I'm having to use the telephone I have to prepare everything and block out time and focus on that.

They want texting but since program doesn't have smart phone he will email.
Zoom or in-person.
Telephone (3rd): but difficult because have to prepare ahead and commit time.
Don't use much snail mail only for last resort (exhausting all other options).

Participants want to text or meet in person.
In-person – comfortable to share personal issues
Email

EXITING THE PROGRAM

38. **How often do you monitor the participants that have exited the program? How about those that did not complete the program?**

If exit in good status: only the minimum 3 months 15 minutes. Call or meet in-person. Sometimes they remind him. There have been situation where the participants remind Keku to check-in. If not working then asks youth to email with a statement that they are not working.

For those who exit with no communication with no contact info he doesn't try to follow-up or make attempts unless the person contacts him or the contact is still valid. I document those in case notes. I'm supposed to make attempts but I always refer on exit notes

39. **What do you consider are the strengths of your organization and the service/s you provide?**

Focusing on youth with barriers
Allows implementation of social work practices for youth and family to build resiliency and advocacy for them in the community. Even though this is an employment and training program, hopefully there is a shift towards identifying more of the personal/foundational barriers of the individual vs the problem to help them get and keep the job. There are these foundational barriers such as shelter, food. Support services and

comprehensive assessments (health, hygiene, food, transportation, housing, access to technology), address their needs. So they don't act out, act tough.

Because of the support, they would not be worried or anxious to do interviews with potential employers.

40. Are there any aspects of the service you provide that could be improved? In what way?

Could be bias because just him. I do my best to make impartial decisions based on evidence-based that were taught and utilized in the community. Trying to use the models from other agencies in the community and try to incorporate that. In trying to advocate for the youth he can push back. I am heavy set in ensuring that my participants are not being taken advantage of, that they have a voice. I could be hardheaded in pushing back against the county and state only because how they present themselves is almost like discounting the Maui youth.

Funding. I do understand that WIOA has a formula, feels the formula needs to change. But he doesn't even know what the formula is. Allocation for each state, distributed in Hawaii based on population. Shifted to looking at areas that don't have resources, not just population. Oahu is heavy with resources. Not having DOD on Maui County limits resources. Since more rural then should have more funding. Then reassess to see how money is spent.

Business Engagement

I've been doing recently. It was before the pandemic started. The reason I was not able to do it previously when I started with the program was a lot of the youth I had there were more focused on their academics first – getting their HS equivalency or Associates Degree so they could be more competitive in getting employment. Their focus was wanting to get one job that pays more vs. them getting 2 jobs that would equal one full-time. Because of that, I told them to focus on their education instead.

I started business engagement because work experience numbers were low. With the work experience, I reached out to some businesses and it was a mixed bag. The good thing was that the agencies I worked with like the Maui Family Support Services, Maui Economic Opportunity, Hooikaika Partnership – they had contacts with these businesses. They were the ones helped me because I never did work with the only ones I could directly get them in were with social work agencies. When I had to be more diverse with the participants I needed to pull them to get what they want. I did get a handle that wanted trades. But I didn't know anybody in trades. When I reached out to the agencies, they connected me. From there, I made sure that I found out everything – union and non-union – requirement, pathways etc. The I would work with the youth to get the placement. Then in turn we can subsidize the pay. Talk about the timeline. I tell the businesses they will not be forced to hire or their own and they can terminate anytime as long as it's reasonable cause and documented.

These businesses were private, public, state. They had people, they could refer. I am still lacking with some field like construction but I have connections with electrical. Retail I don't have because that is not the interest of my participants. Culinary is a gap

<u>COMMENTS/SUGGESTIONS</u>

OUTREACH
Would send letters if didn't hear back for 2-3 weeks then terminated.
After 2nd dose vaccine he started in-person meetings again.
Some didn't have access to mass transit (bus limited). He logged as gap in services.

Youth are dropping out of school to work/help out because parents cannot work due to underlying conditions or they are unemployed.

Was able to gain during pandemic

Pandemic brought out the gaps and issues

- HS were reaching to them (didn't have to do outreach)
    - No in-school funds so can only do case management
- Also reached out to McKinley
    - They provided most willing to succeed but had the most barriers.

Direct engagement outreach

Drug Court

- Reached out to them because they had some cuts in budget

Probation Officers

- Youth challenge in Hilo, since no follow-up provided

Business engagement:

- Only recently because youth were wanting more to complete academics
- Reached out to agencies to help connect to the actual trades and businesses.
- Did research of MQ and then work with youth
- Asked businesses to take on youth in a real situation (program pays salary) but hiring and firing process was practical
- Lacking in construction but have good contacts with plumbers, pipefitters, electricians, etc
- Also connections with the Unions.
- Not too much interest in retail.
- Gap with Culinary but now working with college culinary program to match up with restaurants.

Try to do something that the youth are interested in.

Meeting criteria:

- Academic: should have met but depends if they were able to put enough into HireNet
- Work experience just met the criteria because they were able to pay out

Employment criteria: didn't meet because didn't exit that many and many did not meet follow-up

Service Provider
WIOA Title 1

Date __8/23/21__________________ Organization _Goodwill Industries_______

Name __Chentelle Rowland____________ Location __Maui______________

Role _Program Manager____________ Program __Adult & DW_____________

1. **How many years have you been with the organization? Describe your role.**

Went to school to become an optometrist (biology degree). Life had different plans. My grandma was a social worker and that was part of our upbringing. When a position opened that was servicing native Hawaiians (NH), which was funded by the Department of Hawaiian Homelands to get NH back into the work field and into their homes. Ultimately we were looking at the beneficiaries list and why they were not taking that, why homeownership was such a toll task for them. It was because of lack of training, lack of job placement, other barriers such as substance abuse. When that position came up I said yes, this is my way of serving my NH community.

I've been Goodwill for 13 years, but that program went to another management. When there was a change in management the program ended. I went into worksite funded by the Department of Human Services. Up until last year when we got the WIOA contract, I was overseeing the First to work program and SNAP program. Again identifying barriers to employment – working with my community and sharing the resources with the Maui county as we oversee Molokai and Lanai.

I've been here since and the reward is seeing our clients succeed, going point A to whatever journey they are on.

2. **How many years has the organization been offering services (Adult/DW)?**

Goodwill took over the Title 1 contract in March 2020 from WDD. In the middle of the pandemic, we are learning this new program. AJC shutdown for about a month bust still open remotely. Our Goodwill office was still open remotely.

For the transition, we did a site visit. Linda she's been great in bridging the gap with meeting. We were able to meet before the pandemic. Because we were all in the same building. They are here. They are still a service provider. Theya re accessible. If we ran into issues, we can ask them. It is good to have a warm hand-off so we wouldn't have hiccups.

3. **Have you had training within the past year to carry out the programs/s that you work in? If yes, briefly describe the training you have received.**

As for training, we have internal training whether it's on the technical side – with HireNet and we also have our case management training, providing individualized services to our clients. Data entry, career goal setting.

All of the job readiness training that we do is more less like train the trainer. We have resume writing, interviewing skills, digital literacy, financial literacy.

There is no cookie-cutter client so our day-to-day challenges we see it as a challenge on how we can improve our services. Everything is actually training.

Our two staff are relatively new. We do quarterly trainings. Kalai started in July 2021. She's new here but she used to be my case manager in the SNAP program. Kurt came on board in June.

4. **Do you need additional training for current service/s or training for new service/s that you may be required to assist in the near future?**

HireNet. They continue to make modifications on it. Just a quick intro of what are the changes or modifications. How can we maximized its features to the benefit of the clients.

I like to take advantage of all of these trainings. Additionally, I'm also doing an online training on employer engagement, ethics. My supervisor sets it up for me.

My case managers are sometimes with me in these training. Definitely take bits and pieces to appropriately train my staff.

5. **Please describe the training/career services that you provide.**

Definitely our services are individualized, group is a possibility but because of Covid, we identify there needs and where they are at. If they have a resume, they can come in person or we can send documents via mail or email.

The great thing about Goodwill being a statewide program is my peers and I take turns in holding virtual job readiness training courses, digital literacy, financial literacy. There is a link that we can send to all our clients to participate. There is no general database for these trainings, because it depends on the needs of our clients. The core of supervisors have been meeting monthly and we discuss what trainings are needed to roll-out. This is Goodwill.

6. **Are you satisfied with the resources (financial, material and administrative) that are available to your program/s?**

There are no issues as far as access to resources. My supervisor always scolds I take…I don't need a lot to execute a program. It's really doing…leveraging what we have. Our clients. There was no in providing services to clients.

I don't get to see the financials because we have our workforce development supervisor and VP on Oahu. I don't get to see the backside of that but we did purchase laptops. AJC have computers for our clients to use but I already access from my Goodwill side to provide these services. A lot was over the phone and we already have phones in placed.

OUTREACH

7. **How are you currently reaching out to individuals to encourage them to take advantage of your service/s?**

Maui County virtual job fair website. We have our HR department, our talent specialist who sends out job postings. But as far as programs, I am thankful for the connections that I've already made over the years.

I have strong community foundations prior to the program. I also have a strong connection with Keku, the youth program and he has a lot of connections; with the shelter. We have Maui Food Banks – looking into our rolodex of resources. and just sharing it.

Prior to the pandemic, I was going out there, in-person, to share our services. Now it's just our rac cards. I would drop it off. Email as well.

Social media through the county. There's a Facebook which I believe Karen is managing. Goodwill marketing department. We have our website. Hi.goodwill.org. listing all our services.

I was part of the recent AJC video. We have shared the links to our clients and peers. I've done radio plugs with KISS FM, KPOA. Through our marketing department on Oahu. In addition to radio plugs, Linda has set-up a akaku. That's another TV station on Maui. I sat on that with Keku, AJC, Rapid Response.
We are only as strong as our community resources.

8. How are you currently reaching out to <u>individuals with barriers to employment</u> to encourage them to take advantage of your service/s?

As they come in, we address it every client that comes through our door. We don't discriminate or turn away clients. If there is a person who needs housing, while we don't do housing, we refer them to the shelter resource center; food we don't provide but we can assist.

Many of those we are serving now are the unemployed, primarily in the hospitality industry. Over the past year, in terms of barriers, we have served more those with school-age children because schools were affected; finding childcare, motivating them to go back into the work field; those who have no family to assist with childcare; even the kupuna whose digital literacy is not their strength.

Things that were beyond our control is the scheduling of the schools

Transportation, food medial – those we can all adjust. Because health insurance can be expensive, we refer them to MedQuest and we help them fill out the application as well as SNAP for food.

9. What were the challenges faced because of the pandemic in relation to the outreach and delivery of services? Coordinating with other service providers?

My staff and I were able to use Zoom, Microsoft Teams. We have access to those as the AJC was able to open up
.
Between client and staff there was a lot of phone and email, not too much at the beginning.

There was no challenge in terms of communicating with training providers. I speak so highly of AJC service providers because honestly to have survived the year together, it just amazes. At the beginning, we have weekly integrated resource meetings, this is with AJC service providers. Then it became every other week – We have Kuina program, DVR (Division of Vocational Rehabilitation), WDD. We also have the McKinley there which is the community school for adults. We had a triple enrolled client – with adult, Keku's program and McKinley. There is no challenges in that, we were able to provide services no hiccups to our clients, who actually even comes for tutoring because he needed access to the tutoring site so he would come weekly, we set him up and that is to get his GED.

Did the transfer from Maui mall to the new office affect the participation? Is there a difference with the participants' satisfaction?

Our main concern was that there is transport or bus hub, which there is outside this building. There is a bus stop right across the mall. My concern was accessibility and I'm sure that was thought of. We don't definitely have that foot traffic where people just walking, window shopping. We just have to advertised elsewhere, virtually, radio plugs, AJC videos, website, recently we participated with the job fair at the UH, with rac cards, physical representation – we were there.

<u>ENROLLMENT PROCESS</u>

10. Please describe the enrollment process including the ways you assess the eligibility of each participant.

At the mall, it was also the Maui County Business Center – there was also where you can pay the water, hub for everything in the county. There is Jelyn on the front and the service providers at the back with Karen and the main conference room at the middle. She would be the first person of contact, based on their needs we also have rac cards or she would get one of us to be able to do some gaging interest: what are you looking for? What are the barriers of employment? What are your needs?. Right now there's the WIOA and WDD programs

These are the list of acceptable source documents for eligibility. We would check of and physically verify the eligibility. From there, we schedule an appointment with our case managers once we verified the documentation.

From the point of interest to the time the client registers, the timeline depends on the client when they are able to bring in the documents. We've actually seen it within that week they provide the documentation and we can schedule the appointment the following week already.

At the beginning, one of the challenges is getting their warn letters from the employers, letting them know their lay off date. But there are some companies that shut down or the HR department is shutdown and there was no way to get the documentation or there was a delay in getting it. Those were some of the challenges but they were able to secure it so that can affect the time of interest to the time of having our intake and initial orientation.

I've gotten referrals or I would call the client letting them know that I will be following up with an email with this list. If they are not able to physically get this paper, I'll email it to them as well as the application. They have the option to send it electronically, but if they feel comfortable because of privacy reasons (ex SSN), we schedule a time to come in person and make copies. Everything is by appointment because of COVID, we just let Karen and Jelyn know as a courtesy, who we are expecting. Assuming we have everything, we can schedule based on the availability of our case managers.

11. Does the organization offer the services in person only, online only, or both?

Both. Good thing training with MedCerts were done remotely so our clients can do it from home. Because UH closed for a bit.

12. Do you feel HireNet as a system to manage files is adequate? Why do you say that? (probe for things that work well, solutions to problems)

I'm still learning HireNet. I have nothing to compare it to other than DHS, my Hanna side. I've utilized that system for over then years and they continuously making improvements. I really don't have complains about HireNet. It has everything that I need. If I questions (for example, printing the report), I can call Jason. If I do need assistance in accessing that.

Outcomes we used HireNet looking at the follow-up stage. Print that out monthly. What is required, what is complete. I'm a more tangible person so yes I can see it in front of me but I also want to make notes. It's pretty well-laid out, case notes is there, I know how to navigate. There's a lot in there that I haven't touched on but for reporting purposes or case management, I know how to navigate.

We had our audit two weeks ago and we had to send 27 files to Oahu and that was great training for Kalai – for her to familiarize the files (data validation put the labels on) and familiarize with HireNet – know what files to be printed out. That was her training. Any issues that they have they are not afraid to ask me.

We do monthly file audit using file audit sheet, chosen randomly. Two per case manager. We have a quality assurance team on Oahu that I send the audit sheet. My random checks. I have told them I want to see the source documents first to see if they are really eligible for the program. We cannot enroll unless they submit proper document. That will go through me then I spot check the file. Monthly file audits are due every 5th of the month to our quality assurance team on Oahu. The QA team also conducts a file team every six months.

13. Data validation process? How often: within and outside annual audit?

Each case manager has their own internal client tracker in an excel spreadsheet. I'll do my monthly reports to Linda which then Goodwill has a quarterly report that we report -how many were enrolled in Adult and DW. We even have a narrative – how many are enrolled, how many ere carried over from the previous one. We talk about what's in que for next month, our highlights and services. Employers we have added in the Job Lead List we have for our clients. Who we specifically spoke to from employers, community partnerships – what resources we have reconnected with or new resources that we found for our clients.

IN THE PROGRAM

14. How do you track the attendance of participants in training? How did you assess/measure the development/improvement of the participants during the pandemic?

Resume writing is followed up with a case note. We don't have a sign up sheet. As far as a training like MedCerts, something in the ETP list, there's the progress report that is sent in by the institution/ETP (e.g. UH or MedCerts) will progress checks on the client and we file. We case not our receipt on it and we file.

I have two in Behavioral Health, medical billing and coding. That came with a front desk administration.

We are able to provide training providers as long as they are in the ETP approved list. Of course, it has to be in alignment of their goals.

For example, CDL. UH was providing it but for some reason that stopped. We would just communicate with Keku, with Linda, our funder, expressing the needs of our clients. While that is in the process of approval, we send that to Linda, we look for other resources – Alulike has a training for CDL and they provide funding for that, again leveraging resources. If we can't provide it here, we are looking outside.

For ETP, there's an application that goes to Oahu, I don't get to see that part. And our clients are very understanding and we don't make any promises to them.

The processing of ETP cannot be immediate. I understand that they have their own process. It has lead to occupation-in-demand. I'm sure they have their checklist to ensure that it gets approved. I'm not sure what the turnover is. If it's not set, maybe we could do a policy or guideline on that. For example, SNAP and MedQuest have 45 days to determine eligibility. I don't know if ETP has something like that.

15. In what ways do you communicate with program participants?

In-person, emails, phone calls. Our Goodwill expectation is that if our clients are job searching that there should be daily or weekly check-ins. More so now that the State has opened up, there should be daily check-ins on their progress.

16. In what ways by which the program participants communicate/engage with the case manager?

No texting. Email, phone-call, in-person. We ae always open if they want to come.

EXITING THE PROGRAM

17. How often do you monitor the participants that have exited the program? How about those that did not complete the program?

Every quarter for the next year. Some clients exit but not in the middle of training. They stop responding to us. But I always tell my case managers to exhaust all efforts through phone, email, mail in the system. Guidance from Linda to let the system exit them out.

When we first started, there was one client we took over from the previous who thought we were a scam. Rightfully so, because at the middle of a pandemic, they are getting a call. I just did a follow-up email to let that person know that we are not a scam and I case-noted everything.

It seemed like the previous service provider was also monitoring the clients regularly because when we took over we immediately made calls and sent out mass mail to let them know that we are now the new service provider, our contact information, our hours of operation.

Business Engagement
We have an internal spreadsheet where we list all our employers and even on my monthly reports to Linda – employers that I spoke to. I will also share that too with Rapid Response because that's their responsibility to talk to employers. So as not to duplicate as well.

Goodwill also has a SEE program – Supporting Employment Empowerment. We have an individual in Maui. Their job is to be a liaison between clients and employers. They will share that information as well.

Goodwill has this one mission, one team mentality. Regardless of funder, if there is a position or job openings that's available they will share to all of us.

18. **What do you consider are the strengths of your organization and the service/s you provide?**

Strengths. We are only as strong as our community resources.
Leveraging what is available because there are clients with multiple barriers so the success of our clients. There is no one provider who can provide all barriers so the strength of that is our partners as a whole.

19. **Are there any aspects of the service you provide that could be improved? In what way?**

I really don't have complaints. I put together first and foremost and what we can provide to them. The resources are there for them, its whether or not they want it for themselves.

With the schools opening, we are looking to co-enroll to maximize funding as much as possible.

COMMENTS/SUGGESTIONS

My mom is in the tourism industry and they were waiting for the hotels to be over 60% capacity. It's getting there. Maui has over 1,000 visitors a day. I think the concern is to make sure that there are resources for the locals. We just don't want to deplete. But tourism. One thing the service providers were thinking was how can we flip this around on not relying too much on tourism but on agriculture, rural areas engaging other areas with limited resources. When we are not so dependent on tourism. Linda is a great leader because she has led a farm (background) Seeing where we can flip that and create jobs elsewhere.

Participants survey we have conducted. Employers survey our director does all that. Share if there are complaints and I guess there are no complaints because I haven't see one.

But checks in with our clients. Would love to see, not only the goal of obtaining employment but also maintain it, what does it look like. What are the issues we need to look at such as time management, conflict management or what's the next for you to take the management position. My supervisor will handle the employer side and we'll handle the client.

Service Provider
WIOA Title 1

Date ___8/25_________________ Organization Hale Opio___________

Name _______________________________ Location Kauai_____________

Role ________________________________ Program ____________________________

1. **How many years have you been with the organization? Describe your role.**

   Maya programs director:2 years from psychology background with experience with non-profit
   First Jobs Academy in place already – curriculum to teach youth about resume etc., HS youth and schools.
   1 hour per week.
   Joined WDC council.
   2020 April. Only had two months to use funds. Then ended latest year.
   Just starting to set up networks especially with Covid

   Tiffany Youth empowerment specialist – October 2020. But only had limited hours (less than 12 hours to bill to the contract).
   Community program assistant – 4 hours per week.

2. **How many years has the organization been offering services for the youth?**

   1975. Tiffany been here for 13 years and always had First Jobs Academy
   Started as group home foster care and then treatment. Homeless. Multiple programs to provide service

3. **Have you had training within the past year to carry out the programs/s that you work in? If yes, briefly describe the training you have received.**

   Webinars and training on their own. Also on boards and committees in community.
   Received very little guidance.
   One 14 elements training. One HireNet training. One Federal for performance measurements.
   Felt that there should be a template or standard to use since it is a federal program. That's what set them back. They had to create the eligibility guidance,

   Oahu had provided some training and guidance but nothing from state or fed level.

   Had to develop all the forms themselves.

   Just understanding what WIOA was took time. Not until the most recent NADA conference

   Didn't understand the process.

   Didn't receive any hand overs from previous Salvation Army

4. **Do you need additional training for current service/s or training for new service/s that you may be required to assist in the near future?**

   Starting at the very beginning. What is WIOA. How is it supposed to be run. What is intent. Forms. Need reporting format and standardized training and orientation.

5. **Please describe the training/career services that you provide.**

   First jobs academy. Would refer any youth from that program.

Networks with KCC Office of Continuing Education.

Did three intakes but 0 showing because not all documents are in place

Networking with employers and partners groundwork

6. **Are you satisfied with the resources (financial, material and administrative) that are available to your program/s?**

   Had the money for supplies and the staffing.
   With Covid and not knowing what the objectives should be.
   3 enrolled and 2 pending but getting all of the documents.
   Foster kids , homeless– don't have SSC
   Getting them in person during Covid was difficult.
   Youth don't want to be that response.

7. **How often do you meet with the AJC? Describe your relationship with the AJC.**

   Going there once a week to be present and recruit. 4 hours a week. They would share documents
   Adele came over to help with HireNet
   Had desk for them.
   Adele made herself available, also learned a little about the orientation.
   Thinking about shadowing with Oahu office but couldn't do that for Covid.

   They have great partners on Kauai but felt like starting from ground zero.

<u>OUTREACH</u>

8. **How are you currently reaching out to individuals to encourage them to take advantage of your service/s?**

   Through other Hale Opio programs and outreach to communities
   Most difficult was getting people to come in and the paperwork

<u>ENROLLMENT PROCESS</u>

9. **Does the organization offer the services in person only, online only, or both?**

   Live 2x week 6 people. In person.
   22 in 2021. 2020 6 people starting from October.
   Once a quarter and workshops once a quarter.

10. **Do you feel HireNet as a system to manage files is adequate? Why do you say that? (probe for things that work well, solutions to problems)**

    Able to log on an enroll into WIOA - add. Can't go beyond that.
    Can't really do reports.
    Bi-weekly reports done manually, keeping stats external on your own.

11. **Data validation process? How often: within and outside annual audit?**

    Consumer survey – internal. After completing the program.
    Pre and post test also done (Hale Opio internal forms).
    All cabinets locked. And separate drive with password protection just for this program.

IN THE PROGRAM

12. **Please describe the <u>organization and case managers'</u> capacity to work remotely before COVID-19? During COVID-19?**

    Youth can drop in at anytime. Had Thursday office hours. Once computer is available in conference room for the youth. 8-4:30
    Training done upstairs.
    Starting to set up mentoring

13. **Do you feel the <u>program participants</u> have adequate capacity to access the service/s remotely before COVID-19? During COVID-19? What are the challenges, if any?**

    Most of the youth were not prepared for the pandemic. Missed the social interaction. Still struggling.
    Tried to keep them engaged with whatever opportunity was available.

    Building up confidence/self-sufficiency programs. Because they have a lot of Foster kids
    Have a voice in their future. Can choose on their own.

14. **In what ways do you communicate with program participants?**

    Texting. Cell phone. Use the work staff phone. SEL platform for them to journal.
    Many will just stop in during the week or volunteering.

EXITING THE PROGRAM

15. **What do you consider are the strengths of your organization and the service/s you provide?**

    Organization: focused on doing the mission. Do what we say. Staff is very passionate but also collaborate and partner. Community is a strength in terms of partnerships. Willing to share and allow other partners to do if they can provide better.

    Hale Opio has the ability to find and engage the foster youth.
    One of the only agencies that has continued and even increased during Covid. Could do online and also more create.

16. **Are there any aspects of the service you provide that could be improved? In what way?**

    Training: should have been a manual handed over. Monthly template. Accountability from the outside – more guidance. Someone at the national level to take through step by step.

    Didn't know the goals and the priorities.

    Scared of enrolling someone and then getting dinged for doing something wrong so they decided to be cautious and ensure the program processes were in place.

COMMENTS/SUGGESTIONS

Don't have much to show in HireNet. We did a lot but don't have evidence.
Did the best with what we have given the time frame and where they were starting from.

Try to find a mentor for the kids but they needed a mentor to check in with them monthly to make sure to help them along.
The outside focus was only looking for the numbers.

Workforce Development Board stopped meeting. Dan had better understanding of the adult program not the Youth. So they called Oahu program.
Tried to set up monthly check in but didn't workout with scheduling.
There was some towards the end but was almost too late.

Misconception that it would be easy to pick up where other's left off.

Would be nice to have a check in statewide or regional national.

Maybe breakouts at conferences for regional providers.

If could just shadow for a couple of weeks on the forms and procedures.

First Job Academy incentive is interview clothes.

Service Provider
WIOA Title 1

Date __8/25__________________ Organization WDD________________________

Name Adele___________________________ Location Kauai___________________________

Role ____________________________________ Program Adult & DW

1. **How many years have you been with the organization? Describe your role.**

   12 years including 89
   3-4 years management
   3 in ADJ plus two out station – VHS for first to work and SNAP.
   1 assigned to Title 1: Altima

2. **How many years has the organization been offering services (Youth/Adult/DW)?**

   Prior to 2010

3. **Have you had training within the past year to carry out the programs/s that you work in? If yes, briefly describe the training you have received.**

   With board: used to have training for everyone 2014 to learn about WIOA didn't really get into to 2018. Not all partners agreed Because all small agencies
   Also Hirenet Hawaii training. How to input and utilize system

   Every year update on HireNet from Jonie

   TEGLs updated and information. But feel not always in the loop when the info goes directly to Dan administrator but when he does get it, he forwards to Adele.

4. **Do you need additional training for current service/s or training for new service/s that you may be required to assist in the near future?**

   Provide information to the staff (new updates and scenarios, how to manage, case notating).

5. **Please describe the training/career services that you provide.**

   Current due to covid:
   Email and phone and since Sept 2020 by appt only.
   Utilize resource room for job searches and resume assistance.
   ETP: KCC is main partner. Employer Training Fund – Leadership Kauai and KCC.
   KCC Adult education for credit and non-credit. Then KCC for ETF
   Hawaii Employer Council and Carnegie for online training course – May 2020.

6. **Are you satisfied with the resources (financial, material and administrative) that are available to your program/s?**

   Should be more, Kauai County allocation is so small can't do much
   $65K Adult $47K for DW. Then within that amount includes staffing and benefits so not much allowed for training and travel. ASMT NPS. So left with $10K so work experience not always allocated. 2018-2019 didn't even do work experience. OJT not done but desired

7. **How often do you meet with the AJC? Describe your relationship with the AJC.**

   AJC run by County. Dan is in charge of WIOA. WIOA is only partner located in the AJC with one other county worker answering phones sometimes.
   No DVR no KCC or Youth provider haven't been company
   PY 2019 just completed but waiting for PY2020 but haven't been submitted.

   Notified all participants that it would not be continued.
   Just a few still needing services mainly medical field

OUTREACH

8. **How are you currently reaching out to individuals to encourage them to take advantage of your service/s?**

   (DW) RESEA program – at orientation they would talk about

   (Adult) usually person at KCC and KCC sends them to WIOA.
   Try to look for dual enrollment with senior programs

   The youth provider came on late so no dual enrollment this program year.

   Sometimes employers hear about OJT so they will send a candidate to see if they qualify

9. **How are you currently reaching out to <u>individuals with barriers to employment</u> to encourage them to take advantage of your service/s?**

   Veterans are first priority but don't do targeted outreach – because of the limited funds cannot do broad outreach because can't help everyone. Have to be selective. But then at end have to spend money but don't have

   KCC classes get cancelled for under enrollment, so they lose the service and the applicant
For basic office skills class they will do a waitlist and contact applicant when available

10. **If necessary, how do you prioritize serving individuals with barriers to employment?**

    Veteran and most needed.
    Used CARES Act money referred to County to help DW.
    At KCC: computer skills, no credit course

11. **What were the challenges faced because of the pandemic in relation to the outreach and delivery of services? Coordinating with other service providers?**

    Email only. Not doing Zoom except for the RESEA
    But tough to follow-up with a telephone call.
    By appointment

    The telephone number shows a blocked number so they have to leave a phone message.
    If they can't reach then they will use their personal phone for texting.
    Haven't used FB or Instagram

ENROLLMENT PROCESS

12. **Please describe the enrollment process including the ways you assess the eligibility of each participant.**

    Last enrollment was fall of 2020. In person and telephone. Drop off documents.

Birth certificates for older usually don't have so have to request BC but there is a fee.
Request for Income.
UI provides form to be filled out by WIOA. So individual doesn't have to go to UI to make the request. UI provides documents.
Barriers: N1927 – have doctors' documentation.

13. **Do you feel HireNet as a system to manage files is adequate? Why do you say that? (probe for things that work well, solutions to problems)**

    Run reports and summaries and can few groupings and how many registered and how many employers.

    Not user friendly on how to navigate especially the report. Learning what to printout.

14. **Data validation process? How often: within and outside annual audit?**

    In HireNet the alerts are set up to allow case manager to go back to case and do follow-ups. If nothing comes up then shorten the period for follow-up. Especially if short training. Education they will put 2 years. So don't end up self-exiting.

    The most problematic issue is putting in the wrong date, so the case is locked 20 days.

    Or close the case then realize they want to go back and add more: especially if they are working part time then need to decide if they need more training or close record.

    No formal process for Manager to check work. But case manager will ask if there are questions

IN THE PROGRAM

15. **How do you track the attendance of participants in training? How did you assess/measure the development/improvement of the participants during the pandemic?**

    Rely on provider to send attendance. Sometimes provider needs a reminder call.

16. **Please describe the <u>organization and case managers'</u> capacity to work remotely before COVID-19? During COVID-19?**

    In the office full time only one day was closed
    Helping with the UI calls

    DHS used to come twice a month but now they work remotely. So no one comes to the AJC
    McKinley not here either. DVR or KCC

17. **Do you feel the <u>program participants</u> have adequate capacity to access the service/s remotely before COVID-19? During COVID-19? What are the challenges, if any?**

    Communicate via phone. Didn't lose anyone.

18. **In what ways do you communicate with program participants?**

    By phone mainly and email. Some personal texting. Ones without email difficult.

Follow the alerts in HIRENET: 15 days prior to self-exit.

19. In what ways by which the program participants communicate/engage with the case manager?

In-person. Some that are more computer savvy, email.

EXITING THE PROGRAM

20. How often do you monitor the participants that have exited the program? How about those that did not complete the program?

Quarterly HireNet notification
Most difficult with the homeless

21. What do you consider are the strengths of your organization and the service/s you provide?

Keeping track of the individuals records, follow-up, try to inform customers of the programs. Try to provide as many services. Assessments. Meeting IEP and Individual training. Help them in the plan and goals.
Getting them ready for employment (resume, application, interview). Following up with individual and case notes.

22. Are there any aspects of the service you provide that could be improved? In what way?

Funding.
If the partners were more available in the center in person then maybe could have serviced better without
At least have a calendar of when available. Scheduled
UI is also a partner but wants to use the phone.
No one wants to put money into this AJC.
DV and WIOA are the only ones.

COMMENTS/SUGGESTIONS

HIRENET: try to measure everything. Have to make the time for the evaluations.
Check list for which forms need to be in the file for monitoring.
Used to have one but don't have a recent
Not doing the yellow stickers.

Number coding is different so don't have a master to know what labels to print out.
Only do it for the names that are requested but not all files.