Modification No. 01-14

to

Hawaii 2012-2017 Integrated Workforce Investment Act and Wagner-Peyser State Plan

This proposed modification is posted for comments effective 5/20/14 to 6/4/2014. If you have any comments, please provide them in writing to:

State Department of Labor and Industrial Relations, Workforce Development Division, 830 Punchbowl Street, Room 329, Honolulu, Hawaii, 96813;

or email

dlir.workforce.develop@hawaii.gov

Modification No. 01-14 to Hawaii 2012-2017

Integrated Workforce Investment Act and Wagner-Peyser State Plan (5/20/14)

Purpose

This modification proposes to do the following:

- 1. Extend three (3) waivers that expire June 30, 2014; and
- 2. Revise the WIA organizational structure on the Counties of Maui and Kauai.

Waivers

It is requested that the following waivers expiring June 30, 2014 be extended until June 30, 2017:

- 1. Waiver of Requirement to Provide Assistance to Local Areas with High Concentration of Eligible Youth;
- 2. Waiver to Eliminate the Distribution of Incentive Grants to Local Areas for Regional Cooperation and Local Coordination; and
- 3. Waiver to Eliminate the Requirement of Evaluation of Workforce Activities for Adults, Dislocated Workers, and Youth.

The current waiver requests, with the USDOL approval letter dated September 30, 2013, are provided as Attachment 1. All information included in the waiver requests still apply. As part of the modification, the waivers were posted for public comment and distributed to LWIBs, Counties, and the State Workforce Development Council for review as described below.

Revision of Organizational Structure on Counties of Maui and Kauai

In collaboration with Maui County, Maui County WIB, Kauai County, and Kauai WIB, this waiver requests to revise the local grant recipients and fiscal agents for the WIA Adult and Dislocated Worker programs on those Counties to the State of Hawaii, Department of Labor and Industrial Relations. More information on this waiver request is provided in Attachment 2.

Publication and Comment

The proposed modification was posted on the State Workforce Development Council site at http://labor.hawaii.gov/wdc/reports/ effective May 20, 2014 for public comment and made available to the Local WIBs, Counties, and State Workforce Development Council for their review at that time. The public comment period will end on June 4, 2014. After the comment period, any comments received regarding the waivers or the revised organizational structure will be forwarded to U.S. Department of Labor with a description of how the comments were addressed.

Attachment 1 Extension of Waiver Requests

Assistant Secretary for Employment and Training Washington, D.C. 20210



SEP 3 0 2013

The Honorable Neil Abercrombie Governor of Hawaii Executive Chambers State Capitol Honolulu, Hawaii 96813

Dear Governor Abercrombie:

The Employment and Training Administration (ETA) is pleased to respond to your request for waivers of statutory and regulatory requirements under the Workforce Investment Act (WIA). This action is taken under the Secretary's authority to waive certain requirements of WIA Title I, Subtitles B and E, and sections 8-10 of the Wagner-Peyser Act. The original request was written in the format identified in WIA section 189(i)(4)(B) and 20 CFR 661.420(c), and meets the standard for approval at 20 CFR 661.420(e). The following is the disposition of the State's request for waivers.

Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) to exempt a state from the requirement to provide local workforce investment area incentive grants.

The State is requesting a waiver of the requirement to provide local workforce investment areas incentive grants to reward regional cooperation, local coordination of activities, and exemplary performance. The State is granted this waiver effective from July 1, 2013 through June 30, 2014.

Waiver of WIA Section 129(b)(2)(C) and 20 CFR 665.200(h) to exempt the state from the requirement to provide additional assistance to local areas that have a high concentration of eligible youth.

The State is requesting a waiver of the requirement to provide additional assistance to local areas that have a high concentration of eligible youth. The State is granted this waiver from July 1, 2013 through June 30, 2014.

Waiver of WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d)) to exempt the state from the requirement to conduct evaluations.

The State is requesting a waiver of the requirement to conduct evaluations of workforce investment activities for adults, dislocated workers, and youth in order to establish and promote continuous improvement of the statewide workforce investment system. The State is granted this waiver effective through from July 1, 2013 through June 30, 2014.

The State must continue to comply with customer satisfaction measurement requirements discussed in WIA section 136(b)(2)(B).

The approved waivers are incorporated by reference into the State's WIA Grant Agreement, as provided for under paragraph 3 of the executed Agreement, and this constitutes a modification of the State Plan. A copy of this letter should be filed with the State's WIA Grant Agreement and the approved State Plan. In addition, as required by TEGL No. 29-11, the State should address the impact these waivers have had on the State's performance in the WIA annual performance report, due on October 1 of each year.

We look forward to continuing our partnership with you and achieving better workforce outcomes. If you have any questions related to the issues discussed above, please contact Janice Shordike, the Federal Project Officer for Hawaii, at 415-625-7943 or Shordike,Janice@dol.gov.

Sincerely,

Eric M. Seleznow

Acting Assistant Secretary

Enclosure

cc: Virginia Hamilton, Regional Administrator, ETA San Francisco Regional Office

Janice Shordike, Federal Project Officer for Hawaii

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Requests to Waive Statutory and Regulatory Requirements under the Workforce Investment Act (WIA)

The State of Hawaii, Department of Labor and industrial Relations, will be submitting three requests to the U.S. Department of Labor to waive statutory and regulatory requirements under the Workforce Investment Act. The requests are being posted on this website for at least 30 days for public review and comment. These waivers, if granted, will be included in the State of Hawaii 2012 Integrated Workforce Investment Act and Wagner Peyser State Plan as modified.

If you have any comments regarding the requests, please email them to: Cynthia.Y.Nakamura @hawaii.gov by August 30, 2013.

HAWAII STATE REQUEST FOR WAIVER

Request to Waive Requirement of Providing Assistance to Local Areas With High Concentration of Eligible Youth

The State of Hawaii is submitting a request to waive the requirement of providing assistance to local areas that have high concentrations of eligible youth. Due to a severe limitation on statewide funds, Hawaii is requesting that financial assistance not be distributed to identified local areas. This waiver was granted for Program Year 2012 and the State is requesting an extension of the waiver.

Identify the Statutory or Regulatory Requirements to be Waived

Section 129 (b)(2)(C) of the Workforce Investment Act and 20 CFR 652 § 665.200(h) require the provision of additional assistance to local areas that have high concentration of eligible youth to carry out the activities described in subsection (c), Local Elements and Requirements. State Administrative Funds capped at 5% and a decrease in the total allotment of funds for Youth Programs have greatly reduced the funds available to carry out this requirement. In the past, amounts of \$2,000 were available for two of the four local areas: Hawaii County received \$1,500, while Maui County received \$500. The administrative costs to gather relevant data, calculate the distribution of funds, and modify agreements to incorporate such amounts far outweigh the actual benefit to the receiving agencies.

State or Local Statutory and/or Regulatory Barriers

There are no state or local statutory or regulatory barriers to implementing the requested waiver.

Goals to be Achieved by the Waiver

In the past, only two Local Areas benefited from the \$2,000 set aside for serving a high concentration of eligible youth. With a decrease in the funding of WIA, it is anticipated that less than \$2,000 may be available for this purpose. The funds will be better utilized by providing technical assistance to all local areas in meeting youth performance goals.

As stated above, the administrative costs at the State level, at a minimum, will involve time spent by a program specialist, accountant, and Deputy Attorney General to gather relevant information, calculate the distribution of funds, and modify agreements to include the small amount of additional funds to local areas. Similar staff time will be spent at the local level to prepare budgets that reflect the additional funds and process modifications to existing agreements. The cost to prepare these modifications outweighs the benefits.

The 5% maximum in State administrative funds, estimated to be approximately \$350,000, will create great hardship for the State to carry out all responsibilities. Eliminating the need to distribute small amounts of incentive funds will assist the State in focusing on responsibilities that will have a greater impact on the State, while preserving the basic functions of the statewide workforce investment system.

Programmatic Outcomes by the Waiver

The waiver will allow the DLIR to provide technical assistance to all local areas instead of conducting administrative paperwork that will have minimal impact on only half the local areas. In addition, the waiver will allow the State greater flexibility in directing funds for required activities are deemed most essential to Hawaii's eligible youth.

Impact on Individuals by the Waiver

There will be no discernible impact on participants.

Monitoring the Waiver's Implementation

The Workforce Development Council will be responsible for monitoring the effectiveness of the waiver on the Local Areas. If there is an increase in the funds allotted to the State, the need for this waiver will be evaluated and the waiver may be rescinded.

Notice and Opportunity to Comment

This waiver request has been posted on the Workforce Development Division <u>website</u> for public and board review, with notices to members of the State Council and Local WIBs, on July 31, 2013.

HAWAII STATE REQUEST FOR WAIVER:

To Eliminate Incentive Grants to Local Areas For Regional Cooperation and Local Coordination

Statutory and Regulatory Requirements to be Waived.

WIA §134(a)(2)(B)(iii) and WIA Regulations at 20 CFR §665.200(e)(1) and (2) require, as statewide workforce investment activities, providing incentive grants (1) to local areas for regional cooperation among Local Boards and (2) for local coordination of activities carried out under WIA.

Furthermore, under 20 CFR §661.290, it states that the State may require Local Boards within a designated region (1) Participate in a regional planning process that results in regional performance measures for workforce investment activities under title I of WIA. Regions that meet or exceed the regional performance measures may receive regional incentive grants; (2) Share, where feasible, employment and other types of information that will assist in improving the performance of all local areas in the designated region on local performance measures; and (3) Coordinate the provision of WIA title I services, including supportive services such as transportation, across the boundaries of local areas within the designated region.

The Hawaii Department of Labor and Industrial Relations (DLIR), the state administrative entity for the Workforce Investment Act (WIA), requests a waiver to eliminate the requirement to provide incentive grants to local areas for regional cooperation among local boards and for local coordination of WIA activities.

In implementing this waiver, the DLIR will ensure that local areas' performance information is recorded accurately, One-Stop operations are made more efficient and responsive to customers, and the youth programs receive additional technical assistance.

This waiver request follows the format identified in WIA §189(i)(4)(B) and WIA Regulations at 20 CFR §661.420(c).

State or Local Statutory and/or Regulatory Barriers.

There are no state or local statutory or regulatory barriers to implementing the award or the waiver.

Goals to be achieved by the Waiver.

The following goals will be achieved with the approval of the waiver request:

- The funds will be put to better, more productive use by streamlining (1) the management accountability information system and (2) providing more technical assistance to youth service providers and local monitors in local areas having poor performance; and
- Data entry by the local areas will be more accurate, which will improve the performance measures. Historically, Hawaii's poor data entry has meant successful outcomes have not been consistently reported. Local workforce investment boards and their staff will eliminate the Coordination/Cooperation incentive application process from their workload.

Programmatic Outcomes by the Waiver.

The waiver will create administrative efficiencies for both the DLIR and the local areas by eliminating the incentive award application process and requiring fewer contract amendments and modifications.

Impacts on Individuals by the Waiver.

Employers and WIA participants will be empowered to select and use the services of the One-Stops more independently. Through the HireNet Hawaii system, potential WIA participants can self-identify and access WIA services. Individual youth will receive better service and outcomes due to technical assistance targeted toward them.

Monitoring the Waiver's Implementation.

The Workforce Development Council will be responsible for monitoring the effectiveness of this waiver on the Local Areas. The WDC will periodically request information from the Local Areas on how this specific wavier is being effectuated in the Local Area. From these monitoring reports, the WDC will determine whether this specific Waiver will continue to be requested in future extensions of the State Plan.

Notice and Opportunity to Comment.

This waiver request has been posted on the Workforce Development Division <u>website</u> for public and board review, with notices to members of the State Council and Local WIBs, on July 31, 2013.

HAWAII STATE REQUEST FOR WAIVER:

To Eliminate the Requirement of Evaluation of Workforce Activities for Adult, Dislocated Workers and Youth

Statutory and Regulatory Requirements to be Waived.

WIA §134(a)(2)(B)(ii) and WIA Regulations at 20 CFR §665.200(d) require the conduct of an evaluation of workforce investment activities for adults, dislocated workers and youth, in order to establish and promote methods for continuously Improving such activities to achieve high-level performance within, and high-level outcomes, from the Statewide workforce investment system. Evaluations must be designed and conducted in conjunction with the State and Local board, and must include analysis of customer feedback, outcome and process measures in the workforce investment system.

The Hawaii Department of Labor and Industrial Relations (DLIR), the state administrative entity for the Workforce Investment Act (WIA), requests a waiver to eliminate the requirement of conducting such evaluations.

This waiver request follows the format identified in WIA §189(i)(4)(B) and WIA Regulations at 20 CFR §661.420(c).

State or Local Statutory and/or Regulatory Barriers.

There are no state or local statutory or regulatory barriers to implementing the award or the waiver.

Goals to be achieved by the Waiver.

The restriction of 5% of the State allotment for administrative purposes, estimated to be approximately \$350,000, will create great hardship for the State and its ability to carry out all required statewide workforce investment activities. The current funding level is insufficient to cover the costs of evaluation and incentive grants to the local areas. Eliminating the need to conduct evaluations by staff already reduced by budget cuts will allow the State to focus on responsibilities that will have a greater impact on the State, while preserving the basic functions of the statewide workforce investment system.

Programmatic Outcomes by the Waiver.

The waiver will create administrative efficiencies for both the DLIR and the local areas by eliminating the information gathering and analysis necessary for the evaluation. The State will continue to conduct on-site and desk reviews of the local areas for compliance issues, performance and outcomes and disseminate relevant information obtained through the workforce development system. To encourage continuous improvement In the workforce development, there will be quarterly sessions with the local areas to address any current issues/directions, sharing of best practices and coordination with local partners at the state and local areas. The Department of Labor and Industrial Relations will also continue to foster coordination and collaboration with partners in the educational system and the private sector to strive for high quality workforce development activities and effective use of all federally funded efforts in Hawaii.

Impacts on Individuals by the Waiver.

This waiver will allow the state more flexibility In directing the limited state administrative funds to activities that best preserve basic functions of the statewide workforce investment system.

Monitoring the Waiver's Implementation.

The State will review the effectiveness of not conducting formal evaluations of the local areas and their programs through quarterly performance and financial reports of activities, customer satisfaction surveys and discussions with local areas.

Notice and Opportunity to Comment.

This waiver request has been posted on the Workforce Development Division <u>website</u> for public and board review, with notices to members of the State Council and Local WIBs, on July 31, 2013.

Attachment 2 Revision of Organizational Structure on Counties of Maui and Kauai

Revision of Organizational Structure on Counties of Maui and Kauai

Summary of Waiver Request

This waiver requests to implement a pilot project that was collaboratively designed with Maui County, Maui County WIB, Kauai County, and Kauai WIB to address the shortfall in Statewide and local funds by streamlining functions and processes at the State, County, and service provider levels. It seeks to replace the County with the State Department of Labor and Industrial Relations as the local grant recipient and fiscal agent for the WIA Adult and Dislocated Worker Programs on the Counties of Maui and Kauai. Hawaii County and the Hawaii WIB may choose to do so later as well.

This change is envisioned as an innovative solution that addresses inefficiencies caused by the different layers of responsibilities in the local area while retaining and supporting the decision-making and oversight responsibilities of the Counties and Local WIBs. The pilot project was developed based on extensive discussions with the affected Counties and their Local WIBs and reflects their priorities for local autonomy and decision-making while reducing costs. Firewalls will be in place to separate duties of the State in serving as a local grant recipient and to conduct statewide activities.

Being a pilot project, the new arrangement will be continuously assessed by the State and local areas, and it will be flexible to change, as mutually determined by the State, Counties, and LWIBs. At any time, if any party disagrees with the arrangement and a mutually agreeable solution cannot be developed, or if the project is deemed to be falling short of its intended result or becomes non-compliant with federal requirements, the project will be terminated, and the arrangement will revert to the one preceding the pilot project.

Current Configuration

Currently, there are four (4) local areas in the State of Hawaii: the City and County of Honolulu, the County of Hawaii, the County of Maui, and the County of Kauai. Each County serves as its own grant recipient and fiscal agent and works in partnership with its own Local WIB. On each County, the One-Stop Operator consists of a consortium of at least three (3) workforce partners that includes the Department of Labor and Industrial Relations (DLIR), Workforce Development Division (WDD).

On the Counties of Hawaii, Maui, and Kauai, the primary service provider for the WIA Adult and Dislocated Worker Programs is the DLIR WDD. Youth providers on those counties consist of State or private non-profit operators that were competitively selected by their respective Counties and LWIBs.

On the City and County of Honolulu, the lead entity in the One-Stop consortium is the City and County of Honolulu (City), which is the primary service provider for the WIA Adult and Dislocated Worker Programs. The City is also the primary provider of services in the WIA Youth Program under the waiver granted by the USDOL enabling the local grant recipient to operate the design framework of services.

Background

When Congress lowered the ceiling for Statewide activities from a maximum 15% to 5% of WIA formula funds on July 2011, the State implemented aggressive cost-cutting measures. Through layoffs, attrition, reassignment of staff, not filling vacancies, and eliminating or reducing travel and other cost items, total costs were reduced by over 25%. With assistance from federal partners, waivers from federal requirements were successfully sought.

During the State's 2013 legislative session, the State secured funds to temporarily supplement WIA funds for statewide activities until June 30, 2014 while seeking longer-term solutions. Although other federal funds such as Wagner-Peyser leverage WIA resources, no state or local funds directly support mandated WIA statewide activities.

When total WIA funds were projected to decrease (which it did for PY 2014), it became apparent that both the State and local areas needed to address shrinking dollars for administrative type activities. Because the issue would be more acute on the Counties of Hawaii, Maui, and Kauai where the proportion of WIA funds is much smaller, the focus was on those counties. Having exhausted other options, a structural change was the only remaining alternative.

Structural Options Considered

In consultation with LWIBs, Workforce Development Council, Counties, and Region 6 of U.S. DOL, the following structural changes were considered:

1. Combine all four (4) local areas into a statewide local area, with State Workforce Development Council acting as the statewide WIB.

Result: Over a two (2) year period of discussions with local areas, in consultation with USDOL, none of the local areas considered this to be a viable option at any time.

- 2. Form two (2) local areas:
 - a. City and County of Honolulu (entitled to automatic designation as a local area by virtue of its population); and
 - b. Combined local area consisting of Counties of Hawaii, Maui, and Kauai.

Result: The Counties of Hawaii, Maui, and Kauai, and their LWIBs did not agree with this option because they preferred to retain their LWIBs and local autonomy. Each of these Counties expressed how their labor market area presented a unique set of conditions and issues that were best met by their own solutions. Being separated by hundreds of miles of ocean produced different needs and strengths that did not lend themselves to a combined governance structure.

3. Maintain four (4) local areas, each with its own LWIB, and replace the Counties of Hawaii, Maui, and Kauai by the State DLIR (as allowed in Section 117(d)(3)(B)(i) of WIA) as their local grant recipients and fiscal agents.

Result: The Counties of Hawaii, Maui, and Kauai, and their LWIBs were most receptive to this option because their decision-making authority and oversight role would be retained while reducing staff costs at State and local levels for administrative type activities. This option was the only one that kept the Local WIBs intact and did not dilute their authority. Initially, the Counties of Hawaii, Maui, and Kauai were supportive of this structure in concept but after reviewing potential budgets for the revised configuration, Hawaii County declined to participate in the change. However, they may consider in the future. Maui and Kauai Counties and their LWIBs remain committed to this option. (No change is proposed to the City and County of Honolulu.)

Proposed Change for the Counties of Maui and Kauai

A written agreement will be developed between the Governor and each Mayor on the Counties of Maui and Kauai to clearly describe the roles and responsibilities of each party. These Counties, Maui County WIB, and Kauai WIB will continue to be responsible for monitoring programs, developing plans, establishing policies, selecting providers, coordinating services with other resources and providers, and complying with all other federal requirements.

As grant recipient and fiscal agent, the State DLIR will act on behalf of the Counties and Local WIBs to help draft plans (both short-range and long-range), prepare reports, solicit providers, and manage day-to-day operations.

The contracting, communicating, and financial reporting processes would be streamlined between the State and Counties, and between Counties and their service providers. The streamlining will reduce staff workload and costs when all levels of administration are viewed on each County. DLIR will maintain a distinct separation of duties to avoid conflict of interest in all areas between its role as the State administrative entity and the local grant recipient.

A timetable and highlights of the major responsibilities of Maui and Kauai Counties, their LWIBs, and DLIR as local grant recipient are provided below.

Timetable for Program Year 2014

PY 2014 will be a period during which DLIR's new role as grant recipient for Counties of Maui and Kauai will be phased in to avoid possible disruptions in services as follows:

- Effective July 1, 2014, DLIR will be the local grant recipient for the PY 14 Adult and
 Dislocated Worker programs on Counties of Maui and Kauai. On each County, the OneStop Operators will continue to be a consortium of partners, including DLIR WDD.
 DLIR WDD will continue to be the provider for the Adult and Dislocated Worker
 programs, unless the LWIB and County select another provider from the Consortium or
 decide to competitively procure another provider.
- During PY 14, Maui and Kauai Counties will continue to administer Youth Programs until their current contracts with Youth Providers end in PY 14. DLIR will conduct the

RFP for youth providers on these Counties with LWIB direction and input for implementation effective July 1, 2015.

Timetable for Program Year 2015

Effective July 1, 2015, DLIR will become the grant recipient and fiscal agent for the Youth Programs and WIA Adult and Dislocated Worker Programs for Maui and Kauai Counties.

Decision-Making of LWIBs, Counties, and Youth Councils

The Maui County WIB with Maui County and Kauai WIB with Kauai County will continue to monitor programs and provide direction and policies. These policies include, but are not limited to, priority groups to be served, supportive services, outreach, and business services. The LWIBs and Counties also will continue to select providers for their Adult, Dislocated Worker, and Youth programs. Youth Councils will continue to meet to give direction and oversight over services to youth. The Mayors will appoint LWIB members as required and County staff will support LWIBs and Youth Council meetings, activities, and decision-making.

Major Functions and Responsibilities

Some of the major activities and functions of each party on Maui and Kauai Counties are summarized below.

- **Development of Local Area Plans**. DLIR WDD, as Grant Recipient, will draft or update existing 5-Year Local Plans based on input from the Counties and LWIBs, past activities, new and ongoing trends, and short and long-term outlook. Counties and LWIBs will review and accept, reject, or revise the drafts and submit them to the State Workforce Development Council for review.
- Oversight. Maui and Kauai LWIBs will continue to fulfill their oversight function with County staff who will conduct fiscal and program monitoring of DLIR as their grant recipient and service providers, including DLIR WDD. As local grant recipient, DLIR will provide regular reports to the LWIBs and Counties for review.
- Selecting One-Stop Operators. The One-Stop Center consortium on each County will continue to operate, with updates to the One-Stop partners Memoranda of Understanding, as approved by Maui and KauaiWIBs and Counties. If a County and LWIB choose to select different members for the One-Stop Consortium, DLIR, as local grant recipient, will assist in that effort as necessary and a final decision will be made by the local area.
- Selecting Youth Providers. Maui and Kauai LWIBs will select youth providers through a competitive process based on recommendations from their Youth Councils. DLIR, as the local grant recipient, will draft and conduct the RFP based on input and direction from the LWIBs, Youth Councils, and Counties. Selection will be made by the LWIB with agreement from their respective County.

- Selecting Eligible Training Providers. Maui and Kauai LWIBs will recommend selection of eligible training providers from a solicitation conducted by DLIR WDD as their local grant recipient with guidance from the LWIBs and Counties. A statewide eligible training provider list will be maintained by DLIR.
- Budgets for LWIBs. LWIB activities will be supported by a budget that will be part of
 the County's budget under WIA. Sufficient funds will be provided for their activities as
 mutually agreed by the Counties, LWIBs, and DLIR WDD.
- **Performance Measures.** DLIR, as the local grant recipient, will provide data and analysis of past performance and trends with federal perspectives and goals. LWIBs, with Counties, will determine their intended targets and negotiate local performance goals with the State Workforce Development Council.
- Coordination of Workforce Activities with Economic Development Strategies.

 Maui and Kauai LWIBs and Counties will continue to coordinate economic development activities with workforce investment services and plans. The Counties will support LWIB efforts, and DLIR, as grant recipient, will aid their efforts as requested.
- **Promoting Private Sector Involvement.** Maui and Kauai WIBs and their Counties will continue to promote private sector engagement through their One-Stop Operators and LWIB activities, as assisted by their LWIB members and providers, and as may be requested of DLIR as their grant recipient.
- Rapid Response. Rapid Response activities will continue to be implemented by a Rapid Response team consisting of the DLIR Unemployment Insurance Division, DLIR WDD, WIA providers, and other applicable organizations. LWIBs and Counties will continue to support the effort and mobilize other agencies as needed.