

Two Year Local Plan for  
Title I – Workforce Investment Act and the Wagner-Peyser Act  
County of Maui Local Plan

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## Cover and Signature Page

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This comprehensive Local Area Plan is submitted for the period of February 1, 2008 through June 30, 2009 in accordance with the provision of the Workforce Investment Act and the Wagner-Peyser Act. We further certify that we will operate our Workforce Investment Act and Wagner-Peyser programs in accordance with this plan and applicable Federal and State laws and regulations.

  
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Chair of Maui County Workforce  
Investment Board

\_\_\_\_\_  
Sananda Baz

\_\_\_\_\_  
12/6/07  
Date

  
\_\_\_\_\_  
Mayor of the County of Maui

\_\_\_\_\_  
Charmaine Tavares

\_\_\_\_\_  
12-06-2007  
Date

Title I – Workforce Investment Act and the Wagner-Peyser Act  
County of Maui Local Plan

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Exhibit A: MOU between MCWIB and One-Stop Partners

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## I. LOCAL VISION AND GOALS

1. The vision of the Maui County Workforce Investment Board (MCWIB) is to have a globally competitive and skilled workforce, which promotes and nurtures a diverse and prosperous economy and preserves the special quality of life in the County of Maui.

The local strategic goals with respect to specific areas as guided by the Hawaii State Plan of concentration are:

- A. Economic Development: To be able to utilize our workforce as part of the community's economic development strategy. To contribute to the business retention and growth strategy of the community, as well as the more traditional business attraction that is an ongoing effort for the County.

Possible methods of accomplishing this goal is:

- have cross representation on Economic Development and workforce development related agencies and/or Boards
- participate in overall economic development planning for the County
- collect and provide information about the community's workers and their skills
- collaborate/partner with higher education institutions to provide training in high growth industries

- B. Worker Supply: Collaborate with the community to develop a competitive workforce advantage whereby our workers (our residents) are viewed as assets in our community and to our business sector. The investment in our "human capital" would enable our County to remain competitive in attracting new businesses to the islands, as well as help us meet both present and future needs that contribute to the vitality of our business climate.

Possible methods of accomplishing this goal is:

- convene employers in the same industry cluster to discuss skill needs
- connect employers to public resources for skills upgrade training
- provide data about prevailing wages, occupations, future trends, etc.
- assist WorkSource Maui to act as a human resource department for small business
- collaborate with the local community college, business community, and other training providers for skills training curriculum design.

- C. Education and Training: To help facilitate collaboration and communication between industry and local education/training entities. This will also include

trade unions and their respective apprenticeship programs. Facilitating this connection will help both employers and employees/individuals understand their respective potential and career pathways and ultimately encourage skill development to attain these goals.

Possible methods of accomplishing this goal is:

- convene employers within an industry to study career pathways
- train career guidance counselors and others in alternative career information
- partner with local unions to expose these industries as possible career pathways
- assist WorkSource Maui to act as a human resource department for small business
- collaborate with the local community college, business community, and other training sites for curriculum design for training

D. One-Stop Job Center Services: A critical component of providing our workforce with adequate training, various educational opportunities and access to services is via our One-Stop Centers on Maui and Molokai and their partners. The One-Stop Centers also serve as a resource for the local business community in providing services and potential candidates for employment. The MCWIB will continue to work with the One-Stop Centers to aide in meeting the needs of our community and contribute to the economic growth and vitality of our County.

E. Youth Development: Empower high school graduates (or equivalent) with the requisite skills to enter the labor force or continue on to post-secondary education. Enable students to have access to the supportive services they need, career guidance, caring adults (e.g. mentors), leadership opportunities and academic excellence.

Possible methods of accomplishing this goal is:

- nurture a strong Youth Council that works for all youths
- utilize the MCWIB and the Youth Council as mentors
- collect and provide information about skill needs
- include youth in WorkSource Maui's system services
- provide accessible information about careers (e.g. via HireNet Hawaii)
- provide accessible information about performance of job training programs and providers
- collaborate/partner with the local community college, and other training providers for skills training curriculum design.
- collaborate/partner with employers for on-the-job training opportunities (i.e. job shadowing and job training with potential employment opportunities)

- ensure involvement from the Maui County Business Education Partnership program to assist with skills and educational development

F. Use of Resources: Workforce development is a key economic development component for business attraction within our local area. To develop our labor pool to have the knowledge, skills and ability needed by employers (current and potential). The effectiveness of training programs and the outcomes as a result of the programs contributes to business attraction for our community.

Possible methods of accomplishing this goal is:

- develop measures to evaluate the quality of job training programs
- assist with the development of customized training to meet employers' needs
- partner with the community college, trade unions, and other agencies to deliver quality training with a focus on high growth industry jobs
- utilize WorkSource Maui and their partners to do extensive outreach to connect people to jobs and training
- seek alternative funding to meet community needs for training

G. Performance Accountability: The MCWIB along with the One-Stop, Youth Council and County will evaluate outcomes of organizations involved with delivery of services to ensure positive outcomes for the client (job seeker or employer). A review of the types of services offered will be conducted periodically to evaluate usefulness and demand.

H. Other Local Priorities: The MCWIB will continue efforts to hear the voice of the community, both job seekers and employers, to evaluate workforce development priorities in the local area.

2. The MCWIB's goals are in line with that of the State's, although the approach may vary based on community needs.
3. Although the MCWIB realizes the importance of all of the goals and the importance in customizing the State goals to meet local area goals, their intent is to focus on two main areas: (1) nurturing the newly established Business-Education Partnership (BEP) program here in Maui County; (2) strengthening a relationship with education, post-secondary education, and the trade unions, other training providers, and employers to assist youth with career pathways; and (3) increasing training and educational opportunities available through higher educational institutions and/or other educational programs to aide in alignment with high growth industries here in Maui County.
4. The method in which the MCWIB will convey its goal and vision is via the Board members that represent the partnering agencies along with information being

disseminated at the One-Stop partners meetings. Ensuring that all the “players” are informed will aid in the efforts of attaining and then ultimately sustaining these goals. This same mechanism will also be utilized for receiving feedback and providing on-going reinforcement.

## II. ASSESSMENT OF LABOR MARKET NEEDS

Maui County's Comprehensive Economic Development Strategy (CEDS) was designed to help focus on goals and strategies that will create jobs, foster a more stable and diversified economy, and enhance the quality of life of the County's residents over the next 8 years.

Based on previous studies, on-going focus group meetings (e.g. Focus Maui Nui, etc.) and the Mayor's Economic Summit, the CEDS reported the following economic development goals for the County of Maui over the next 10 years:

Goal 1: A focused economic development strategy that diversifies the economy and creates well-paying jobs for residents by targeting sectors including high technology, healthcare, agriculture, sports and recreation, film and entertainment, small town revitalization and by fully exploring growth opportunities in the niche areas of tourism which relate to the aforementioned targeted sectors.

Goal 2: Address the need for affordable housing to ensure that local residents can afford to remain in the County, and to ensure that the County's growth industries continue to attract and retain a quality workforce.

Goal 3: Improve education and training to prepare our workforce for the future and to ensure that the workforce needs of our growth industries continue to be met.

Goal 4: Address infrastructure challenges including, but not limited to, the need for adequate water, power, roads, and the inter-island transportation systems.

Goal 5: Pursue growth that is consistent with local vision and values, and which preserves, protects and enhances our natural and cultural resources.

The MCWIB will consider these goals as it pursues its own workforce development goals that were previously identified. These goals will also help to focus on labor market needs as identified by various means (e.g. industry group meetings, CEDS, Focus Maui Nui, etc.)

1. Current employment opportunities in the County of Maui, as well as throughout the State, include construction jobs which have increased due to renovations and the building of single-family homes. Occupations in the Service Producing field account for more than half of the labor market. Jobs related to computers, health care and social services will provide much of the growth. Occupations include retail sales people, office clerks/secretaries, kitchen workers, computer-related jobs, nurse aides, dental assistants, social/human service assistants and social workers.

Recommended guidelines of one WIB's choice of demand occupations to concentrate on:



1. Select large industries that are expected to provide the largest number of job openings (not fastest growing; no government).
2. Concentrate on industries with the greatest projected growth (those for which the number of job openings are more due to growth than to replacement).
3. From the growth industries above, further concentrate on those offering above average weekly wages.
4. Select occupations that might provide long-term employment (again, where the number of job openings are more due to growth than to replacement).
5. Select occupations with high average wages.
6. Emphasize occupations that require no more than 2 years' training.
7. Provide and/or include "career ladder" information demonstrating the ability to advance to higher paying jobs.

Projected Employment - The County of Maui's civilian labor force is anticipated to grow in the coming years as the County continues to benefit from its diverse economic environment. Total nonagricultural jobs are expected to rise.

The construction industry will continue to grow with commercial and housing construction currently in the works or planned for next few years including:

Island of Maui:

- Kahului Town Center (Kahului Town Center Redevelopment)
- Kai Ani Village Mixed Use Development Project
- Kane Street Mixed Use Project
- Wailea Gateway Center
- Lahaina Gateway Center
- Kapalua Central Resort
- Lahaina Cannery Mall Expansion
- Kulamalu Town Center
- Hana Store Additions
- Bluffs at Wailea
- Wailea 9-lot subdivision
- Kai Malu at Wailea Duplex Project
- The Residences at Kapalua Bay
- Kapalua 6-0 Workforce Housing Project
- Makaena Place - Pukalani
- Ukumehame Subdivision
- Hoolei in Wailea
- DHHL Keokea/Waiohuli Project
- Na Hale O Kilinahe Housing Project - Makawao
- Cove Beach Villas
- Maui Lani Increment 7.4
- The Cottages at Kulamalu
- Hoonanea at Lahaina - 100 multi-family condo homes

- Maluaka in Makena
- Cottages at Kehalani
- Villas at Kehalani
- Hoolea at Kehalani multi-family project
- Milo Park at Kehalani
- Maui Breakers
- Honua Kai
- Maui Ocean Club Expansion
- Royal Lahaina Resort Redevelopment
- Wailea Beach Resort (Wailea Renaissance Hotel Redevelopment)
- Kapalua Ritz Carlton Upgrades
- Maui Palms Redevelopment
- Kahului Airport Hotel

#### Lanai

- Manele and Koele Home Construction
- Koele Wellness Center
- Koele Wellbeing Center

#### Molokai

- New Kaunakakai Fire Station
- A few Homes at Kaluakoi

Whether or not the construction industry will sustain this growth is unclear. However, the jobs that will be created when these projects are completed will include not only retail positions but numerous other opportunities. Occupations include managers/supervisors, reservation agents, receptionists/information clerks, general office clerks, sales people, cooks, kitchen helpers/food preparation workers, security guards and others. Also among the fastest growing will be health-related, including home health aides, personal/home care aides, LPNs, RNs, medical assistants and therapists.

Other growth areas include:

#### A. Science- and Technology-based Industries

The Maui Research and Technology Park in Kihei is one of Hawaii's centerpieces in its efforts to nurture and attract high technology businesses. With the presence of the Maui High Performance Computing Center, expanding fiber optic links and other services, the Park hopes to expand its tenant list beyond the already impressive line-up. The Park currently houses over 30 companies and 350 employees within its 415 acre site. The Park recently underwent an expansion to be able to provide additional business incubator space.

Whether located in the Maui Research and Technology Park or elsewhere on island, there is little doubt that high technology industries will represent an increasingly important component of Maui's economy.

Program such as Women In Technology and Project E.A.S.T. have also contributed to the supply of skilled workers for high tech jobs.

B. Entrepreneurship

The development of entrepreneurship skills is important to the success of Maui's small businesses. Data collected by the Department of Business, Economic Development & Tourism and other organizations suggest that more and more residents are turning to self-employment.

The Maui County Business Resource Center (MCBRC) was established in 2005 to assist individuals and small businesses with training and technical assistance. Entrepreneurship is a viable option for numerous individuals and the MCBRC is the conduit to business education. The MCBRC assists an average of 175 individuals per month and the numbers continue to increase.

The County's Kuha'o Business Center on Molokai was established in response to the community's needs. Established in 2006, the Center assists an average of 100 individuals per month and just like the MCBRC, their numbers continue to increase.

C. Diversified Agriculture

The County of Maui has the second highest number of acreage used for farming. Maui, like the rest of the State, benefits from the abundance of sunshine and moderate temperatures. Although sugar production has dropped, coffee production may be expanded and new corn fields, for consumption and for seed crop, are being prepared for production. Also being planted are grass for pastureland and alfalfa.

Flower farming on Maui has also increased production and marketing over the years. The flower industry is and continues to be increasing in demand by world markets. The development of new cultivars has also been the focus of researchers to aid in keeping the Maui products in the forefront of the flower industry.

Value-added products have added to the popularity and uniqueness of Maui products. Farmers and businesses are realizing the value and the demand in the market place for these products. A Food Innovation Center has been established and is aimed at helping businesses market their products world-wide.

2. The job skills that are required by the County of Maui's economy in the coming years are as varied as the labor force itself. Although a detailed review of all the job-specific skill needs of Maui's economy is beyond the scope of this Plan, the following are several occupations and the skills and knowledge needed to perform the job.

Receptionists/information clerks - Active listening, be willing to help people and understand why people act in certain ways. They must know clerical/administrative procedures and systems including word processing systems, customer satisfaction techniques, the English language and mathematics.

Supervisors - Speaking, time management, motivation of staff, recognition of who can do the best job, monitoring of staff. They need to know the English language, mathematics, business and organizational planning. Also personnel recruitment, training, benefit packages, etc. For clerical occupations, they must know clerical procedures and systems. Sales supervisors must know marketing strategies and tactics, sales techniques and sales control systems.

Systems Analysts, electronic data processing - Programming, reading comprehension, testing, problem identification. They must know the English language, mathematics, electronics, computers, and customer satisfaction techniques.

Management - Judgment and decision making, management of financial resources, be able to identify what needs to be changed in order to reach a goal. They must know about business and organizational planning, including strategic planning, resource allocation; economic and accounting practices; sales and marketing principles.

Security Guards - Problem identification, speaking, active listening, critical thinking, judgment and decision making, social perceptiveness. They must know public safety and security regulations, English language, customer satisfaction techniques, telecommunications.

Nursing aides, attendants - Service orientation, social perceptiveness, active listening, coordination, speaking. They must know customer satisfaction techniques, chemistry, public safety and security, therapy and counseling, medicine and dentistry.

Salespersons, retail - Service orientation, speaking, social perceptiveness, active listening, mathematics. They must know sales and marketing, customer satisfaction techniques, mathematics, English language, clerical procedures.

Cooks, restaurants - Equipment selection, product inspection, coordination, information organization. They must know mathematics, public safety and

security, food production, customer satisfaction techniques, personnel practices and policies.

Construction workers - Equipment selection, product inspection, monitoring the job. They need to know machines and tools and how to maintain and repair them, building and construction methods, physical principles and laws.

3. Describe the current and projected labor pool:

Maui County is comprised of the islands of Maui, Molokai and Lanai. Maui County is the third most populous of four Counties within the State of Hawaii, with a population of 139,995 (2005 Census) with most of the residents living on the island of Maui.

The median age of Maui County's population was 36.8 years in 2000 and of the major ethnic groups, Whites made up 33.9 percent, Asian 31.0 percent, two or more races 22.2 percent, Native Hawaiian or Pacific Islander 10.7 percent, Black or African American and American Indian or Alaska native at 0.04 percent each and some other race 1.4 percent. Hispanic or Latino accounted for 7.8 percent of the population.

The average annual unemployment rate for the County of Maui dropped from 3.8 percent in 2003 to 2.6 percent in 2005. As of October 2007, the State's unemployment for Maui county was at 3.1 percent unemployment with Maui island at 3.1 percent, Molokai island at 5.0 percent and Lanai island at 1.1 percent. The State's unemployment rate for October 2007 was 2.6 percent. While the National unemployment rate for the same period was at 4.4 percent.

Currently, 73,750 people are employed within the County of Maui, with a projection of 74,200 by 2010. Leisure and hospitality, trade, transportation and utilities and government make up the major sources of employment for the County, 32.0 percent, 21.0 percent and 13.0 percent respectively. Combined these three industry sectors account for about two-thirds of the total employment. With tourism being the driving force in Maui County, it is no surprise that one out of three workers are employed in leisure and hospitality, which includes hotels, resorts and restaurants. Two-thirds of workers in trade, transportation and utilities are employed in retail trade. In government, the majority continues to be employed at the State level.

Services will account for more than one-half of employment growth in Maui County in 2010. Service industries include hotels, resorts, business, health, amusement and recreation, nearly one-third of new jobs will be in the trade industry and together will create an estimated 84 percent of new jobs in Maui County and will be the fastest growing industries to 2010. Construction, communication and utilities are also projected to expand considerably.

Service industry occupations such as hotel/motel clerks, general office clerks, landscape laborers, building and grounds maintenance workers, maids, security, medical assistants and registered nurses will require short-term on-the-job training to associates degrees. Occupations predicted to have the most job opportunities in trade industry are eating and drinking places (food preparation/serving related) and sales related, retail salesperson, cashier, first-line supervisor/manager) will require short to long term on-the-job training and work experience.

There will also be a significant number of jobs for medical assistants – nurses, home health care providers and nursing home/residential care facilities showing a growth increase of 56.3 percent to 2010.

4. Based on the analysis, describe the current and projected skill gaps and the sufficiency of the Local Area's labor pool.

As previously identified, jobs in the service industry and health industry continue to be in demand. Jobs in the construction, along with accompanying trades, are also on the rise. These shortages are currently being addressed with training programs offered by Maui Community College and other community partners. Workforce Development Division/WorkSource Maui has been working with the various trade unions and the high schools to ensure the youth are exposed to employment opportunities, along with post secondary education opportunities.

Incumbent worker training is also an area that requires attention to help ensure workforce retention in the workplace and the upgrading of skills. First-line management and middle management have been identified as areas where labor shortages occur. With pro-active training and/or customized training for employers, these gap areas can be addressed.

References: Department of Labor & Industrial Relations, Research and Statistics, LOIHI  
Department of Business, Economic Development & Tourism  
First Hawaiian Bank, Maui Economic Forecast  
Maui County Planning Department  
Maui County Data Book

### **III. LOCAL ORGANIZATION AND ADMINISTRATION**

1. The Office of Economic Development, on behalf of the Mayor of the County of Maui, serves as the local grant recipient responsible for disbursement of WIA formula funds.
2. The roles and relationships between the Mayor/OED, MCWIB, DLIR and the Workforce Development Division, Maui (WDD) are as follows:
  - A. The Mayor, MCWIB, and WDD's role is to ensure that MCWIB's vision and goals are met and clients (both employers and individuals) are served appropriately as intended under WIA.
  - B. The Mayor's role is to:
    1. Serve as the local grant recipient responsible for WIA funds allocated to the County of Maui.
    2. Maintain membership of the MCWIB to ensure compliance under WIA.
    3. Appoint members of the local board and assignment of duties.
    4. Work in partnership with the MCWIB to set policies, define roles and responsibilities, and develop the local workforce investment plan.
    5. Negotiate and reach agreement on local performance measures.
    6. Approve the local area budget as recommended by the MCWIB.
  - C. Membership of the MCWIB is comprised of representatives of local businesses, educational entities, labor organizations, community-based organizations, economic development agencies, and One-Stop partners. The role of the MCWIB is to:
    1. Develop and submit a two-year local workforce investment plan, in partnership with the Mayor, to the Governor.
    2. Conduct oversight of the One-Stop system, youth activities and employment and training activities under Title I-Workforce Investment Systems of the WIA, in partnership with the Mayor.
    3. Assist with selection of the One-Stop operator with the agreement of the Mayor.
    4. Select eligible youth service provider(s) based on the recommendations of the Youth Council.
    5. Identify eligible providers of adult and dislocated worker training services, and maintain a list of eligible training providers (both short-term and long-term) with performance and cost information.
    6. Identify eligible providers of adult and dislocated worker intensive services, if the One-Stop operator does not provide intensive services in the local area.

7. Develop a budget for the purpose of carrying out the duties of the MCWIB, subject to the approval of the Mayor.
  8. Assist the Governor on developing the statewide employment statistics system under Wagner-Peyser Act.
  9. Coordinate workforce investment activities with economic development strategies and develop employer linkages.
  10. Promote private sector involvement in the Statewide workforce investment system through effective connecting, brokering, and coaching activities through intermediaries such as the One-Stop operator to assist employers in meeting hiring needs.
- D. County's role as the lead agency in the One-Stop consortium is to administer the One-Stop Center/System and coordinate services among providers as stated in Section IV – One Stop Delivery System/Services.
3. Describe measures in place or planned towards effective and efficient use of administrative resources:
- A. Improved procedures for data flow and entry: County will ensure data be relayed to the appropriate agency and/or Committee. Reports are generated by the State on a quarterly basis, therefore this information will be disseminated to the WIA Service Providers and appropriate WIB sub-Committees (e.g. Executive Committee, Youth Council, etc.), then ultimately shared with the MCWIB. Each sub-Committee and the MCWIB has an opportunity to commend/question the respective program service provider on these reports and the reflected outcomes. Distribution of information to the service providers will occur upon receipt of the reports. Distribution of reports to the Committees will occur prior to their regular meetings (WIB - every other month; and Youth Council - quarterly). After reviewing the reports, County staff will discuss with the respective service provider to any concerns, issues and/or corrective action that is needed. The discussion, whether at the Board level or staff level, will lend opportunity for the possibility of establishment of new operational policies by the MCWIB if necessary.

With the implementation of HireNet Hawaii, the County and Service Providers have the ability to print reports on a daily/weekly basis. This serves as a tool for pro-active measures to help ensure program participants remain on track and services received are in-line with their respective assessments.

Entry of data pertaining to all WIA and Wagner Peyser participants will continue to be entered by the respective program's Service Provider. Data entry by the current service provider for the Adult and Dislocated Worker program is done on a daily basis or when contact is made with the participant. Data entry by the current Youth program service



provider is done on a weekly basis due to the gathering of data for each of their clients. Data for the out-of-school youth (OSY) is received and discussed with their sub-contractor on a monthly basis and entered at that time.

- B. Single Administrative structure to support the MCWIB and serve as the fiscal agent for WIA funds: The County's Office of Economic Development (OED), on behalf of the Mayor, will continue to serve as staff to the MCWIB for both administrative and fiscal matters.
  - C. Simplifying and combining programs: Collaboration with community partners to streamline service delivery and to ensure proper and adequate training of program participants will continue to be a priority amongst the local agencies. The One-Stop partnerships aid in this collaboration whereby allowing co-enrollment of clients to help ensure maximum benefit of training and educational opportunities. Services for clients have been shared between WIA services providers and ALU LIKE, Inc., Hawaii Job Corps, and Maui Economic Opportunity. This has allowed the agencies and the participants the opportunity to obtain the appropriate training along with assistance to secure employment.
  - D. Reducing overlapping services by affiliated entities: Same as item C, collaboration along with communication is the key to ensuring services are streamlined and reducing any overlapping of services.
  - E. Leveraging resources with interested parties: It is, and will continue to be, policy by the MCWIB and our Service Providers to work with community partners to leverage resources (e.g. financial, materials, services, etc.) to ensure that our joint "resources" stretch as far as possible to service our customers.
  - F. Limited travel policy: Travel is quite limited due to reduced funding. Travel expenses are currently limited to: (1) Board member travel to/from Molokai for bi-monthly MCWIB meetings; and (2) MCWIB member, staff and/or service provider staff for training.
  - G. Joint activities with other Local Areas, including joint implementation of functions and join support of certain infrastructure: This has become even more critical as WIA funding has been on the decline. It is the intent of the local area WIB Chairs to continue their bi-monthly meetings to work on joint efforts and discuss "best practices" in each of respective areas. The WIB staff have continued to work together based on similarities of some of their programs.
4. The MCWIB will engage in periodic training sessions on ethics, conflict of interest and similar types of sessions.

5. The MCWIB's ability to provide staff with support (e.g. training, equipment, etc.) is quite limited to the availability of funding. The County, on behalf of the MCWIB, makes all efforts to provide the Service Providers with opportunities for training (e.g. conferences, etc.). Opportunities may arise whereby training opportunities are offered by "partners", thereby keeping costs to a minimum. The County, on behalf of the MCWIB, also seeks other opportunities for "support" of program activities.

The State has also, upon request and based on funds available, has provided on-site technical assistance to address specific areas of concern. This contributes to the capacity building for staff and service providers at minimal cost to the local area.

The State has also conducted technical assistance via video conferencing and webinars to be able to reach a broader audience and remain cost effective.

6. The MCWIB, with assistance from the County, plans to seek grant funding (e.g. Federal, State, County, private Foundations, etc.) to further enhance and/or compliment the current program. Another option is to also work with the State Department of Labor and Industrial Relations on other funding opportunities (e.g. Reed Act funds, etc.).
7. Waivers that would help to facilitate MCWIB program operations:
  - A. Ability to transfer funds to/from the Youth Program
  - B. Ability to transfer more than 20% of either the Adult or Dislocated Worker program funds between each other.
  - C. Performance Measures

#### **IV. ONE-STOP DELIVERY SYSTEM/SERVICES**

1. The Maui Workforce Investment Board (MCWIB), with the agreement of the Mayor, has designated a consortium comprised of a) Department of Education, Maui School for Adults; b) Department of Labor and Industrial Relations, Unemployment Insurance Division; c) ALU LIKE, Inc.; and d) Department of Labor and Industrial Relations, Workforce Development Division (WDD), as the One-Stop Operator, with the County as the lead agency.

The standards and outcomes used in selecting, evaluating and retaining the Workforce Development Division as the lead agency of the One-Stop consortium was based upon the MCWIB's decision to select the entity with the strongest qualifications in the following areas:

- A. Documentation of sound fiscal procedures, integrity and accountability;
  - B. Defined management structure and organization chart;
  - C. Plan for use and training of staff from partner agencies;
  - D. Infrastructure which provides sufficient space for partners and enables partners to interact electronically;
  - E. Demonstrated understanding of and commitment to the One-Stop Center strategy of seamless service;
2. The One-Stop infrastructure of the County of Maui includes a comprehensive physical center, located at Workforce Development Division, 2064 Wells Street, Suite 108, Wailuku, Maui. This Center, called WorkSource Maui, provides the core and intensive services as well as coordinates training services specified in the WIA. The Center also provides access to other programs, services, and activities carried out through the network of eligible One-Stop partners and sites. The One-Stop Center reflects the four guiding principles of universality, customer choice, integration and performance accountability.

Workforce Development Division/WorkSource Molokai located at 55 Makaena Street in Kaunakakai hosts the One-Stop office on the island of Molokai. The Center provides the same types of services to the residents of Molokai as WorkSource Maui provides for both Maui and Lanai.

The local system may include a network of satellite One-Stop sites and specialized centers that address specific needs. Built into the infrastructure will be a mechanism to periodically evaluate the effectiveness and feasibility of the existing and future sites. Plans for electronic links to service between and among sites and partners will also allow for broader coverage. This link throughout the County of Maui includes access points on Lanai and Molokai, and will include other areas of Maui.

3. The MCWIB will provide the One-Stop operator with the MCWIB's respective goals and expectations for workforce development. This will be conveyed through various mechanisms – WIB meetings, One-Stop Partners meetings, etc. The feedback on services and offerings at the One-Stop will be provided via the One-Stop partners along with information gathered from the users (both individuals and employers).
4. The One-Stop, along with its partners, will work with the MCWIB to ensure goals are pursued in a unified manner. Policies and directions provided by the MCWIB and community partners will aid in this guidance. Identification by the MCWIB of demand occupations and/or industries for the County will also provide guidelines as to training assistance offered by the One-Stop to clients. The MCWIB has expressed its desire for the One-Stop to focus on local business needs along with the job seekers. Recognizing the importance of adequately and appropriately servicing the employers helps to establish a solid customer base for clients utilizing the One-Stop and its services.
5. The One-Stop staff, along with its partnering agencies, have programs in place to ensure that outreach to the local businesses are conducted on an on-going basis. Site visits are conducted not only to increase the visibility of the One-Stop and its services, but also to provide the staff with an opportunity to obtain information about the employment/training needs of the local employers. This information, if deemed to be feasible, is utilized to initiate new programs offered by either the One-Stop or its partners.

Employers are made aware of the specific employer services available through the One-Stop (WorkSource Maui) which include but are not limited to:

- a. Tax credit or I-9 processing information;
- b. Assessment of client skills, interests, aptitudes and/or work values of applicants prior to referral;
- c. Job specification development;
- d. Business fee or licensing information;
- e. Business assistance center referral;
- f. Interviewing and recruitment facilities;
- g. Customized training;
- h. Skills training for incumbent workers;
- i. Job readiness training information;
- j. Information on filing UI and Workers Compensation claims;
- k. Program information and preliminary screening for program eligibility of prospective employees;
- l. Information on eligibility for housing assistance;
- m. Employer Directory;
- n. Video interviewing capabilities;
- o. Application screening and job matching;
- p. Consultation about what constitutes "reasonable accommodations" for people with disabilities; and

- q. Seminars on labor laws and hiring and retaining employees; and
- s. Training videos.

The strategic goal for WorkSource Maui is to serve as a human resource department for a small business and/or assist human resource departments from larger businesses. Whereby employers are able to access a variety of services offered as noted above.

The MCWIB and the WDC can also aid in providing information on employers' needs because the Board/Council is comprised of private sector business leaders. These Board/Council members can provide some insight and guidance as to the needs of their respective industries.

The WDC can also assist with providing information on best practices and/or innovative programs from other areas on servicing businesses.

- 6. Along with Wagner-Peyser labor exchange services, the required adult and dislocated worker services (described as core, intensive and training services) form the backbone of the One-Stop delivery system. The WIA goal of universal access to core services will be achieved through close integration of services provided by the Wagner-Peyser, the WIA adult and dislocated worker programs and other partners in the One-Stop Center and system. With the requirement for universal access to core services for all employers and job seekers, the operator will have self-service, facilitated self-help service and staff-assisted service.

Core services will be available to individuals who are adults or dislocated workers through the comprehensive One-Stop Center in accordance with the WIA and shall, at a minimum, include:

- A. Determinations of whether the individuals are eligible to receive assistance under this subtitle;
- B. Outreach, intake (which may include worker profiling) and orientation to the information and other services available through the One-Stop delivery system;
- C. Initial assessment of skill levels, aptitudes, abilities and supportive service needs;
- D. Job search and placement assistance, and where appropriate, career counseling;
- E. Provision of employment statistics information, including the provision of accurate information relating to local, regional and national labor market areas, including:
  - 1. Job vacancy listings in such labor market areas;
  - 2. Information on job skills necessary to obtain the jobs as described above; and
  - 3. Information relating to local occupations in demand and the earnings and skill requirements for such occupations; and

- F. Provision of performance information and program cost information on eligible providers of training services, eligible providers of youth activities, providers of adult education described in Title II, providers of post-secondary vocational education activities and vocational education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act, and providers of vocational rehabilitation program activities described in Title I of the Rehabilitation Act of 1973;
- G. Provision of information regarding how the local area is performing on the local performance measures and any additional performance information with respect to the One-Stop delivery system in the local area;
- H. Provision of accurate information relating to the availability of supportive services, including child care and transportation, available in the local area, and referral to such services as appropriate;
- I. Provision of information regarding filing claims for unemployment compensation;
- J. Assistance in establishing eligibility for:
  - 1. Welfare-to-work activities available in the local area; and
  - 2. Programs of financial aid assistance for training and education programs that are not funded under this Act and are available in the local area; and
- K. Follow-up services, including counseling regarding the workplace, for participants in workforce investment activities that are placed in unsubsidized employment for not less than 12 months after the first day of the employment, as appropriate.

7. The intensive services that will be provided through the One-Stop system are:

- A. Comprehensive and specialized assessments of skill levels and service needs;
- B. Development of individual employment plans;
- C. Group counseling;
- D. Individual counseling and career planning;
- E. Case management; and
- F. Short term prevocational services such as interviewing skills, punctuality, communication skills, etc.

These services will be delivered either directly through the One-Stop operator or through contracts with service providers, which may include contracts with public, private for profit and private non-profit service providers, approved by the MCWIB.

- 8. By request of WorkSource Maui (our One-Stop) the MCWIB has previously established a policy to service those individuals most in need of services. The driving factor for this policy was, and continues to be, the diminishing amount of WIA funds available to service clients. By leveraging resources with partnering

agencies, WorkSource Maui is able to assist non-WIA clients with training and/or job seeking services.

9. The training services that will be available through the One-Stop system are:
- A. Occupational skills training, including training for nontraditional employment;
  - B. On-the-job training;
  - C. Programs that combine workplace training with related instruction, which may include cooperative education programs;
  - D. Training programs operated by the private sector;
  - E. Skills upgrading and retraining, including computers, food service, nurse aide, clerical, landscaping, etc.;
  - F. Entrepreneurial training;
  - G. Job readiness training;
  - H. Adult education and literacy activities;
  - I. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Policies and procedures as it relates to contracting with employers for on-the-job-training (OJT) are established at the State level. Therefore, both the MCWIB and the One-Stop will abide by these established policies and procedures.

10. The local Individual Training Account (ITA) system is in accordance with the unified State Workforce Investment Act plan. An ITA allocated to a WIA participant is \$1,500.00 for a 12-month period and no more than one ITA will be allowed per participant per program year. However, the counselor does have the ability, with approval from their supervisor, to override this limit based on training needs identified in the client's IEP (individual employment plan).

The local ITA system is the primary method of funding training services for eligible individuals. An ITA is an account established by the One-Stop operator on behalf of an eligible customer to finance programs of training services directly linked to employment opportunities.

Exceptions to ITA. Contracts for services may be used instead of ITA's only when one of the following three exceptions applies:

- On-the-Job (OJT) and customized training.
- Insufficient number of local eligible providers for an ITA system.
- MCWIB determines that Community Based Organizations (CBO's) or other private organizations offer training service programs which have demonstrated effectiveness in serving special populations with multiple

barriers to employment, i.e., low-income individuals who are included in one or more of the following categories:

1. Individuals with substantial language or cultural barriers;
2. Offenders;
3. Homeless individuals;
4. Welfare recipients;
5. Persons with disabilities;
6. Those requiring services for substance abuse;
7. Individuals age 55 and older; and
8. Migrant and seasonal farm workers.

A. ITA's are used to cover any training costs; including but not limited to:

1. Tuition and fees for training courses required to prepare a customer for a job;
2. Text books, supplies, uniforms and necessary training materials;
3. Testing fees for certification; and
4. Admission examinations.

If the customer qualifies for any type of financial aid awards (except Pell grants, which are to be awarded after other funds are used), the awards are first applied towards the training costs before ITA's are provided. The customer will not be required to take out student loans. There will be a maximum of \$1,500.00 toward an ITA per customer. ITA's will have a duration of twelve (12) months and no more than one ITA will be allowed per participant per program year. ITA's may be extended if the class is postponed or cancelled.

B. Procedure for paying the vendor. State and County procurement procedures will be used. The program operator will arrange for paying the training costs and deducting the costs from the customer's ITA balance.

Controlling and tracking ITA. ITA's will be controlled and tracked through a data base system. The interviewer will be responsible for ensuring a participant does not receive any services in excess of the maximum allowable ITA by maintaining copies of payment records such as agreements, invoices, time sheets and other supporting documents in the participant record folder. The program operator will ensure all payments are input into the data base system. Requests for payment will be approved only upon satisfaction of the interviewer that the requests are reasonable and within limitation.

If the cost of the training is greater than the maximum amount set by the MCWIB, the customer may be required to pay the difference. Obligated funds will follow the customer if the customer moves to another county



within the state, provided that the move is consistent with the customer's individual employment plan (IEP).

MCWIB will comply with applicable County, State, and Federal procurement laws.

- C. Eligible/ineligible training providers. If a training provider becomes ineligible once a training program has started, the participant may finish the training if he has already begun training when the training provider was on the eligibility list. However, once the training provider has become ineligible, classes that have not begun will not be recognized by the program operator as classes eligible for training, even if the participant was scheduled to attend.
11. The current Partners of the One-Stop System in the County of Maui are entities that carry out programs authorized under Title I of WIA, serving:
- A. Adults ..... Workforce Development Div.
  - B. Dislocated workers ..... Workforce Development Div.
  - C. Youth ..... Maui Community College
  - D. Job Corps ..... Hawaii Job Corps-Maui Campus
  - E. Native Americans ..... ALU LIKE, Inc.
  - F. Migrant and Seasonal Farmworkers ..... Maui Economic Opportunity
  - G. Veterans' Workforce Investment ..... Workforce Development Div.
  - H. Wagner-Peyser Act ..... Workforce Development Div.
  - I. Adult education and literacy  
activities authorized under  
Title II of WIA ..... Maui Community School for Adults
  - J. Vocational rehabilitation programs  
authorized under parts A and B of  
Title I of the Rehabilitation Act ..... Vocational Rehabilitation
  - K. Welfare-to-work programs  
authorized under the Social Security  
Act ..... Dept. of Human Services
  - L. Senior community service employment  
activities authorized under Title V of the  
Older Americans Act of 1965 ..... Maui Economic Opportunity
  - M. Post-secondary vocational education  
activities under the Carl D. Perkins  
Vocational and Applied Technology  
Education Act ..... Maui Community College
  - N. Trade Adjustment Assistance and  
NAFTA Transitional Adjustment  
Assistance activities authorized under  
Chapter 2 of Title II of the Trade Act  
of 1974 ..... Workforce Development Div.

- O. Activities authorized under chapter 41 of Title 38, U.S.C. veterans' employment representatives and disabled veterans ..... Workforce Development Div.
- P. Employment and training activities carried out under the Community Services Block Grant ..... Maui Economic Opportunity
- Q. Employment and training activities carried out by the Department of Housing and Urban Development ..... County of Maui DHHC
- R. Programs authorized under State Unemployment compensation laws (in accordance with applicable Federal law) ..... Unemployment Insurance Division

12. The Memoranda of Understanding (MOU) have been executed between the MCWIB and each of the One-Stop Partners in good faith negotiation and in accordance with the WIA requirements. The current MOU amongst the partners is attached as Exhibit A.
13. Reed Act Funds are being utilized to increase business outreach and labor pool expansion. The One-Stop staff have increased the number of local employers that they provide outreach services to. This provides an opportunity to nurture relationships and educate the employers about the services available at the One-Stop. This contributes to establishing and maintaining a strong client base.
14. The Act encourages coordination with all other relevant programs and entities. The One-Stop system will allow for greater communication and collaboration and access between partners of the One-Stop, entities that are not designated as mandatory partners and programs that will benefit through collaboration, to deliver more and better services to individuals and avoid duplication of services. Informational summaries of basic services will be delivered and offered through the One-Stop system. The MCWIB's coordination with the programs and entities that are not partners of the One-Stop system will be offered through outreach conducted by the One Stop staff, board meetings, brochures located within the One Stop location, State and County offices, public service announcements and other forms of communication.

The One-Stop partnership is comprised of representatives from Maui Community School for Adults, ALU LIKE Inc., Hawaii Job Corps, Maui Community College, Department of Human Services, Maui Economic Opportunity Inc., Vocational Rehabilitation, Unemployment Insurance, and Workforce Development. And the MCWIB and Youth Council have additional representation from the Judiciary, Law Enforcement, Maui Economic Development Board, Rural Development

Project, Youth Opportunity program, Department of Housing and Human Concerns, and most importantly the private sector. With access to representatives from various organizations and/or agencies, the accessibility to a variety of programs through both public and private sector is unlimited.

15. Businesses and workers must meet world class standards to remain competitive in the workplace. Employers seek adaptability in workers and the ability to learn and work in teams. Input from business owners, public employers, business managers, union officials and individual workers agreed with the skill standards of the federal initiative, the Secretary's Commission on Achieving Necessary Skills (SCANS). The following skill standards form the basis of workforce development needs of businesses and workers that can be effective and productively used:
  - A. Resources - allocating time, money, materials, space and staff;
  - B. Interpersonal skills - working on teams, teaching others, serving customers, leading, negotiating and working well with people from culturally diverse backgrounds;
  - C. Information - acquiring and evaluating data, organizing and maintaining files, interpreting and communicating, and using computers to process information;
  - D. Systems - understanding social, organizational and technological systems, monitoring and correcting performance, and designing or improving systems;
  - E. Technology - selecting equipment and tools, applying technology to specific tasks, and maintaining and troubleshooting technologies.

The foundation of these competencies require Basic Skills - reading, writing, arithmetic and mathematics, speaking and listening; Thinking Skills - thinking creatively, making decisions, solving problems, seeing things in the mind's eye, knowing how to learn and reasoning; and Personal Qualities - individual responsibility, self-esteem, sociability, self-management and integrity.

Employers and workers are able to access a variety of services through the One Stop Center. A wide range of labor market and occupational information is available from the Center and any other personal computer with Internet connectivity. They may also contact the One-Stop Centers for assistance with recruitment activities, local labor market information, incumbent worker training, training videos, rapid response layoff services, information about tax credit programs and On-the-Job training programs and other services. Employers are able to pursue recruitment activities on their own by listing their vacancies on America's Job Bank.

The One-Stop system will allow all job seekers access to integrated services. Through workforce services as described in previous sections of this plan,

specific needs will be addressed through comprehensive and specialized assessment of skill levels and service needs; intake; development of an individual employment plan; case management for individuals seeking training services; short-term prevocational services such as the development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct; and other services available through the One Stop delivery system. The specific needs of the job seeker will correlate with needs of businesses to allow use of job skills attained during training.

To ensure that these needs will be met with nondiscrimination and equal opportunity, the One-Stop Operator will meet the needs of specific target groups as follows:

- A. Dislocated Workers - As required partners in the One-Stop system, the Department of Labor and Industrial Relations' Unemployment Insurance Division (UI) and Workforce Development Division (WDD), which administers Wagner-Peyser programs, will work in concert to identify dislocated workers and provide them with the services necessary to become re-employed.

Dislocated workers will be identified through WARN and the State's Plant Closing Notification law, rapid response activities, and the Worker Profiling and Re-employment Services program.

Services to be provided will include assessment; counseling; provision of information on employment statistics, training providers and support services; assistance in filing for unemployment compensation; job search and placement assistance; and referral to intensive services and training as appropriate.

- B. Displaced Homemakers - Displaced homemakers will be identified primarily through referrals from other agencies such as the State Department of Human Services (the State's welfare agency) and community-based organizations concerned with women's and family issues.

Although One-Stop core services will be available to this target group, past experience has shown that displaced homemakers are generally in need of intensive services, training, and a wide variety of support services. Those services available under the WIA will be coordinated with programs for displaced homemakers available at the local community college through the Carl D. Perkins Vocational Education Program.

- C. Migrant and Seasonal Farmworkers - Services to Migrant and Seasonal Farmworkers (MSFW) will comply with federal requirements under the Wagner-Peyser Act which states that counseling, testing, and referral to

jobs and training opportunities shall be provided on a basis that is qualitatively and quantitatively proportionate to services afforded non-MSFW individuals. A part-time State Monitor Advocate will monitor compliance with this regulation.

- D. Public Assistance Recipients - DLIR has a close working relationship with the Department of Human Services (DHS) which administers the Temporary Assistance to Needy Families (TANF) program and other federal and State funded public assistance programs. DHS is also a One-Stop partner in the system and collaborative case management between DHS and One-Stop Center staff will be used in providing intensive and training services to welfare recipients.

The Work Opportunity Program and Welfare-to-Work Tax Credits will be made available to employers as a further inducement to hire welfare recipients.

- E. Women - In the past, Hawaii has not experienced difficulty in enrolling women in job training and placement programs. Women tend to seek out these programs on their own to a greater extent than men. Program staff will speak before women's groups and family issue organizations on a regular basis to provide information on services available.

Previous experience with this target group has shown that they are usually in need of intensive services and occupational training as well as supportive services such as childcare and transportation. The One-Stop Center will experiment with various approaches for serving this group including group counseling, job clubs, mentoring and flexible training and work schedules.

- F. Minorities - In Hawaii, no racial or ethnic group constitutes more than 50% of the population. Therefore, the term "minority group" does not have the same connotation in Hawaii as in other states. However, Hawaii's training and job placement programs have always made an effort to target services to disenfranchised groups and will continue to do so under the WIA.

- G. Non-traditional Employment - DLIR is a member of the Non-traditional Employment Taskforce (NET), an organization of public and private employers, education and training agencies, and community based organizations that was formed to encourage the training and employment of persons, primarily women in non-traditional occupations.

The local operator will receive direction from the State to use the information and insights gained from participation in NET to assist the One-Stop Center staff in encouraging both men and women to consider

non-traditional employment. Information on non-traditional employment will be available in the One-Stop Center's resource room and will be provided as part of career counseling.

- H. Veterans - The One-Stop Center will ensure priority of service is given to veterans when providing labor exchange and counseling services. Veterans will be screened at the service delivery point to determine the level of services needed. Those requiring intensive services, or specifically request them, will be assisted by dedicated Local Veterans Employment Representatives or by Disabled Veterans Outreach staff as appropriate.

In addition to labor exchange services and services available through the WIA Adult and Dislocated Worker Programs, training and job placement services will be provided through grants from USDOL/VETS when available. Veterans programs' staff also will continue to participate in the Transition Assistance program to help separating veterans re-enter civilian life and employment.

- I. Individuals with Multiple Barriers to Employment - Special provisions will be made to serve individuals with unique needs such as older individuals, people with limited English-speaking ability and people with disabilities.

Staff at the One-Stop Center will include individuals who understand the needs of older individuals. Also, as required One-Stop partners, the Senior Community Services Employment Program (SCSEP) staff will be enlisted to help in providing services to this group, as currently served by Maui Economic Opportunity in this county.

Translation services will be available to assist those individuals with limited English-speaking ability. Training in English as a Second Language will also be made available.

The State DLIR and One-Stop Center staff will work closely with the State Department of Human Services, Vocational Rehabilitation and Services to the Blind Division to ensure that program access and services meet the needs of persons with disabilities.

All One-Stop Center and affiliated sites will meet Americans Disability Act (ADA) requirements for accessibility. Resource rooms will be equipped with at least one computer/terminal designed for use by disabled persons. Other accommodations for this target group will be made as necessary.

The One-Stop system is the basic delivery system for adult and dislocated worker services. The services are organized into three levels: core, intensive and training. These levels of services were described on pages 16 - 17. At a minimum, an individual must receive at least one core service, such as an initial assessment or job search and placement assistance, before receiving intensive services. The initial assessment determines the individual's skill levels, aptitudes and supportive services needs. The job search and placement assistance help the individual determine whether he or she is unable to obtain employment and thus requires more intensive services to obtain employment. The decision on which level of services to provide will be made on a case-by-case basis depending upon the needs of the participant.

Through this system, adults and dislocated workers can access a continuum of training services such as occupational skills training, On-The-Job training, work experience training, entrepreneurial training, job readiness training, adult education and literacy, and customized training.

16. As the WIA requires that other available funds be utilized first, an assessment of service providers for recipients of public assistance and low-income special populations and the funds available for these services will be made to determine if WIA funds are limited. If adequate funds are available, no priority system will be established.

As the WIA allocations were on a continuous decrease from year to year, there became an immediate need to set guidelines of clients to be serviced with these limited funds. Therefore, the MCWIB, by request of WorkSource Maui, adopted a policy to utilize WIA funds to service clients that are deemed "most in need". This would allow WorkSource Maui to place priority of individuals whose income at or below the Lower Living Standards. In many cases these were individuals on government assistance seeking training and employment.

17. The coordination of the local activities with state rapid response activities will be handled through the DLIR's Dislocated Worker Unit (DWU). WARN Act notices sent to the Director of DLIR are simultaneously forwarded to the DLIR Workforce Development Division (WDD), the Unemployment Insurance Division, and the Research and Statistics Office. As required by law, companies also transmit a notice to the Mayor of the county in which a closing will occur.

Upon receipt of such a notice, WDD forwards copies of the notice to the Local Workforce Investment Boards for appropriate action and coordination with Rapid Response activities. Rapid Response functions are carried out primarily by the staff of the local WDD offices and One-Stop partners. Soon after a WARN notice is received, the employer is contacted and a Rapid Response Team is formed if necessary. When appropriate, a Labor-Management Committee (LMC) comprised of the employer, the employees' local union representative and the appropriate One-Stop partner staff person(s), is formed to assist the State DWU in

determining services required and early intervention strategies. Based on this assessment, One-Stop partners will form one or more rapid response teams if necessary to provide appropriate services. Wherever possible, services will be provided at the employer's job site.

Pre-layoff assistance will be provided as appropriate. These services may include classroom training at the work site if facilities are available, and the employer and union or employee representative agree with the activity. Training topics may include stress management, resume writing and job search skills. Other services provided can include but are not limited to initial intake and assessment, vocational counseling, dissemination of labor market and self-service information, assistance in filing for unemployment compensation, job search and placement services, and referral to intensive services and training as appropriate. When, in the initial assessment, workers with multiple barriers to employment are identified, partner agency staff conduct further assessment of the need for intensive or training services and possible referral to supportive services.

18. Worker Re-Employment Services fall under the under the Wagner Peyser program, which was established for UI claimants to facilitate their re-entry into the workforce. Early intervention efforts with intensive job search assistance, specific labor market information and counseling will be provided for all individuals who voluntarily participate in the Worker Re-Employment Services.

Claimants will be individually oriented on this service, complete a Worker Re-Employment Service Individual Service Plan (ISP) and receive universal access to all services provided through the One-Stop system. In accordance with each individual ISP, claimants will be case managed based on their individual needs and goals, immediate job referrals and job development, coordination and referral to partnering entities for supportive services, job search workshops and customized job finding services will be provided.

19. Currently all services are provided by the One-Stop and/or their partners. Therefore no procurement procedures are utilized.
20. The MCWIB along with the One-Stop and its partners will periodically evaluate the activities and services to ensure client (job seeker and employers) satisfaction. Information gathered will be considered for possible program implementation and or integration.



## **V. YOUTH SERVICES**

1. The Youth Council is responsible for:
  - A. Coordinating youth activities in a local area.
  - B. Developing portions of the local plan related to eligible youth, as determined by the MCWIB.
  - C. Recommending eligible youth service providers, subject to the approval of the MCWIB.
  - D. Conducting oversight with respect to eligible providers of youth activities in the local area, subject to the approval of the MCWIB.
  - E. Carrying out other duties as authorized by the MCWIB, such as establishing linkages with educational agencies and other youth entities.
2. Youth reading at or below the 8<sup>th</sup> grade level on a nationally validated test are considered “deficient in basic literacy skills”.
3. To be considered as a youth that “requires additional assistance to complete an educational program or to secure and hold employment”, the youth will need to be within one or more of the following categories:
  - A. Deficient in basic literacy skills;
  - B. School dropout;
  - C. Homeless, runaway, or foster child;
  - D. Pregnant or parenting;
  - E. Offender; and
  - F. Is an individual (including a youth with a disability) who requires additional assistance to complete an educational program or to secure and hold employment.
4. A maximum of 5% of youth participants served by the local area youth program may be individuals who do not meet the income criteria for eligible youth, provided that they are within one or more of the following categories:
  - A. School dropout;
  - B. Basic skills deficient;
  - C. Are one or more grade levels below the grade level appropriate to the individual’s age;
  - D. Pregnant or parenting
  - E. Possess one or more disabilities, including learning disabilities;
  - F. Homeless or runaway;
  - G. Offender; or
  - H. Face serious barriers to employment as identified by the Local Board.
5. The procurement process will be used for competitively selecting providers of youth activities and to distinguish effective and ineffective providers. Some of the criteria will be:

- A. The provider documents that the program provides for each youth:
1. The presence and support of a caring adult;
  2. The integration of academic and occupational learning;
  3. Opportunities for contextual work-based experiences;
  4. Individual career planning and the accompanying guidance and counseling services;
  5. The influence and support of work-site mentors;
  6. The support of a cohort peer learning group which builds teaming skills, work habits and attitudes;
  7. Recognition and rewards including leadership skills; and
  8. Activities which are appropriate to the individual's age and stage.
  9. Continuity of service, including a) timely intake and exit, and b) transition to the next provider, should the provider's contract end and a new provider take over.

- B. The provider documents that it is well managed.

1. Staff has strong qualifications and experience;
2. Provider has the capacity to achieved desired outcomes;
3. Provider has capacity to measure the WIA youth outcomes;
4. Provider follows generally accepted financial practices as evidenced by a financial statement or auditor's report;
5. Program complies with laws:
  - a. Compliance with child labor and wage and hour laws;
  - b. Compliance with laws ensuring nondiscrimination and equal opportunity;
  - c. Compliance with laws governing the treatment of persons with disabilities; and
  - d. Has all licenses, certificates and permits required to conduct the provider's business in the State of Hawaii.
6. Is committed to continuous improvement;
7. Has a clear and consistent mission;
8. Has ongoing staff development and training;
9. Is a part of a community network of services; and
10. Attracts diverse funding.

- C. Extra points, up to 10% of the total possible base points, will be awarded to proposals from coalitions of providers that use collaborative strategies to provide youth services addressing all the program elements that each local workforce investment area must make available to youth, as appropriate.

6. One-Stop Centers, local community colleges, high schools, youth centers, human services agencies, juvenile justice agencies, local police department, local public

housing authorities, State and local web sites providing information to youth, youth newsletters and posters will be used to disseminate the list of eligible providers and the services available to the youth. Service providers will also be required to disseminate the list.

7. The Reed Act Funds will be utilized to build career awareness for the youth of Maui County. Increased outreach will be provided to Molokai, Lanai and East Maui. The Ku'ina Program at Maui Community College will be providing these "career exploration" opportunities to the County's youth via various mechanisms including HireNet Hawaii.
8. The Youth Program has established and continues to nurture its relationship with the local public high schools. School counselors along with Youth Provider staff meet regularly to discuss WIA youth participants and their academic progress. Partnerships with agencies such as QLCC and Kamehameha Schools have enabled WIA students along with the students from the partnering agency to benefit from workshops, career and college fairs, etc. that were coordinated for them specifically.

Partnership and collaboration between the WIA Youth Program, Kamehameha Schools, and MCC's Culinary Arts Program resulted in a "Summer Bridge Program" which was established in Summer 2004. This program is intended to expose high school students to culinary arts as a possible career and course of study after high school. Curriculum was designed specifically for this course and students have been very receptive to the program. Due to the popularity of this program, exploration is currently being conducted by MCC to attempt a Summer Bridge Program for the automotive field of study.

A transitional program was also established in Summer 2005 to assist WIA participants that were soon to start their first semester at MCC. "Start Smart" was an program designed by the Youth Service Provider and funded in partnership with the County of Maui, Department of Housing and Human Concerns. The sessions started approximately 3 weeks before the semester began, and aimed to help the student ease into "college life". Once the semester began, each student was assigned an on-campus mentor that would remain with them throughout their first year of college. This is another program that has proven to be well received by both the students and the faculty members that serve as the mentors.

In dealing with the WIA youth participants, the methods on keeping the youth engaged and focused, along with providing them with services provides avenues for innovation and creativity in some cases. The MCWIB and the Maui County Youth Council along with the Youth Service Provider will continue to explore other programs that can assist the youth.

9. Planned youth activities include:

In-School Youth:

- A. Financial Literacy Training – participants through the Youth Program are required to be a part of a cohort. The cohort is comprised of various training sessions including Personal Financial Literacy.
- B. Assessment – Upon intake, participants complete a Comprehensive Assessment to find background information and establish individual goals. Various assessment tools are also used to determine student progress. Academic achievement is measured by CASAS. Work readiness training will include different types of training materials such as Career Access. Career Access, an online tutorial, was developed by the University of Hawaii to enhance the job placement and work readiness skills. At the end of each tutorial, an assessment is given to determine student learning outcomes. Students who are placed in a Summer Work Experience are assessed by their trainer/supervisor using the Performance Review form.
- C. Individual Service Strategy (ISS) – The Individual Service Strategy (ISS) is participant driven with the assistance of the case manager. It is a helpful tool for the case manager and participant to focus on the individual's goals. The program will provide the necessary services/training prompting the attainment of an individual's specific goal.
- D. Coordination Requirements – Coordination is done throughout the client's involvement both during and after participation in the program. Referrals are given to the Youth Program staff by school counselors, teachers, and other agencies. When deemed necessary, conferences are held between the client and involved parties.
- E. Description of methods of delivery of the different elements:
  - 1. Tutoring, study skill training and instruction leading to secondary school completion, including dropout prevention strategies;
    - a. Students are offered workshop training provided by program staff, MCC faculty, and other on-campus supportive programs.
  - 2. Alternative secondary school programs;
    - a. Maui Community School for Adults and Hui Malama Learning Center.
  - 3. Summer employment opportunities directly linked to academic and occupational learning;
    - a. Workforce Development Division (WDD) and MCC Job Placement and Co-op Program.
  - 4. Paid and unpaid work experiences, including internships and job shadowing;
    - a. Workforce Development Division (WDD) and MCC Job Placement and Co-op Program.

5. Occupational skill training;
    - a. MCC Summer Bridge Programs
  6. Leadership development opportunities, which may include such activities as positive social behavior, decision making, teamwork and other activities;
    - a. MCC Ku`ina Cohort and other training sessions.
  7. Supportive services;
    - a. MCC Ku`ina staff and outside community agencies.
  8. Adult mentoring for a duration of at least twelve (12) months that may occur both during and after program participation;
    - a. MCC faculty, MCC student leaders, seasoned MCC students, and community role models.
  9. Follow-up services;
    - a. MCC Ku`ina staff
  10. Comprehensive guidance and counseling, including drug and alcohol abuse counseling as well as referrals to counseling, as appropriate to the needs of the individual youth;
    - a. MCC Ku`ina staff and outside community agencies.
  11. Job placement services;
    - a. Workforce Development Division (WDD) and MCC Job Placement and Co-op Program.
  12. Pre-Vocational Training;
    - a. MCC Ku`ina Cohort and other training sessions.
  13. Technology Literacy;
    - a. MCC Ku`ina Cohort and other training sessions.
  14. Personal Financial Literacy Training;
    - a. MCC Ku`ina Cohort and other training sessions.
- F. Clarify the "Phase 2" nature of program services during Follow-up:  
 The Follow-up phase of the program will begin the day after the client has completed the program up until a minimum of twelve months. In these twelve months, Youth Program staff will contact individuals via in-person meetings at home, school, or the workplace; by phone; and/or email. Consistent contact with the clients will help to offer guidance and support that will aid in employment retention and enrollment in post-secondary education.
- G. Interim Indicators of success that will be used to achieve the Performance Measures as well as help each youth progress:  
 Youth Provider staff will closely monitor participant advancements by correlating the services provided with the goals set by the student in their Individual Service Strategy (ISS) form. Example: In the ISS, the student has a goal to "increase work readiness skills". Work readiness training will include, but not be limited to: 1) cover letter writing; 2) resume preparation; 3) job interview skills; and 4) filling out job applications. Each training section will be a service that is attached to their work

readiness goal. The interim indicator for this goal would be passing the section test with a predetermined percentage.

Out-of-School Youth:

- A. Financial Literacy Training – This training is conducted by program counselors and is provided to the client on a need basis or as interest arises.
- B. Assessment – With the partnership of the DOE Maui Community School for Adults and MEO Youth Bank, the pre and post CASAS assessment is coordinated and conducted by MEO Youth Bank staff. The scoring of the assessment is done by the DOE Maui Community School for Adults.

Career Assessments are done in collaboration with Kamehameha Schools - Maui Campus, program specialist by using Hawaii Career Planning System. MEO Youth Bank coordinates the time and location for the training.

- C. Individual Service Strategy (ISS) – With the input from each client, MEO Youth Bank staff coordinates, sets and plans each client's ISS. The client is involved in the step-by-step planning process. The staff works with the client to identify at least three goals.
- D. Coordination Requirements – Referrals, recommendations, setting conferences between clients, parents, counselors, teachers and other agency case managers. Meeting in-person and calling potential employers to help service clients. Also follow-up with employment progress for the individual client at the place of employment.
- E. Description of methods of delivery of the different elements:
  - 1. Clients can receive tutoring through MEO and/or MCC. Some clients prefer to direct their efforts into obtaining a GED.
  - 2. Employment opportunities are provided to participants that provide training opportunities.
  - 3. Opportunities for occupational skills training are acquired on the job.
  - 4. Training in team building skills is offered by MEO's Youth Bank staff.
  - 5. Various types of support services are offered to participants. In some instances, services are needed to remove barriers to gain employment. Whereby in other cases, services are needed to help ensure employment retention.
  - 6. Mentoring is offered to all participants and is conducted by MEO staff members and members of the community.
  - 7. Guidance and general counseling is a mainstay of the Out-of-School Youth Program. The case managers have gained the respect and trust

by the clients, resulting in open communication about success or about barriers that may impede their progress.

- F. Clarify the "Phase 2" nature of program services during Follow-up:  
Follow-up services are conducted every three months after exit. This is conducted by phone, one-on-one meetings, home visits, job site visits, and follow-up with employers.
- G. Interim Indicators of success that will be used to achieve the Performance Measures as well as help each youth progress:  
Using step-by-step guidance, regular meetings to check status, and walk-the-talk to success. Indicators in education are: regular attendance and raising the level of grades. Indicators for employment are: regular attendance; job satisfaction; favorable reports by employers; and increase of wages.

#### Youth Program Overall:

Incorporating continuous improvement strategies, the program will attempt to expand and will enroll an increasing number of youth during each year of the program pending availability of funding under WIA.

The RFP will require site providers to describe how each of the activities will be accomplished.

Coordination between agencies will occur with the formation of a Coordinating Committee. As part of the Youth Council, the Coordination Committee is responsible for monitoring all youth services being provided and will report to the Youth Council.

Youth service providers will be required to expend a minimum of 50% of funding on services for out-of-school youth. Expenditures not in compliance will be considered disallowed. Service providers will be held liable for any disallowed cost. This provision will be included in all contracts or other agreements with service providers.

- 10. The requirement for Maui County's Youth Provider is to spend an equal amount of our local area youth allocation on in-school youth (ISY) and out-of-school youth (OSY) as required under the RFP issued for this period. Contracts have been executed to reflect this service level. The County will closely monitor expenditures and services to ensure this requirement is adhered to.
- 11. The local grant recipient for the youth program is included as a One-Stop partner and is subject to the requirements that apply to such partners.

Connections between the youth program and the One-Stop system may include:

- A. The coordination and provision of youth activities.
- B. Linkages to the job market and employers.
- C. Access for eligible youth to information and services.
- D. Other activities designed to achieve the purposes of the youth program and youth activities.

12. The MCWIB will stipulate in the WIA Year-Round Youth Service Provider RFP that the provider shall work with Maui County high school counseling departments, particularly counselors of at-risk students, to render appropriate support services for potential dropout youth.

Option to, via the Youth Service Provider, provide for more links and opportunities for participation with various youth groups and youth programs including Boys & Girls Clubs, various Youth Centers, Hui Noeau, Aloha House's Maui Hero Project, and Hawaiian Canoe Club.

Supportive services such as assistance with transportation, childrens day care services, school supplies, etc. are possible options to assist and to encourage these students to remain in school. Partnering with other community agencies would also aid in shared cost for the supportive services.

13. The MCWIB will stipulate in the WIA Year-Round Youth Service Provider RFP that the provider shall work with various community agencies to place youngsters in a broad spectrum of employment experiences for career path explorations. Local WIB members will be encouraged to provide suggestions, leads and other similar opportunities expanding the possible employment experience sites. Documentation of efforts to align work experiences with career goals as stipulated by their individual career plans shall be maintained by the Youth Service Provider.

The employment experience component could be accomplished with assistance of: Maui Hotel Association; Chamber of Commerce; Maui Visitors Bureau; local labor unions; local business-education partnership; finance academies and/or Association of Hospitality and Tourism (AOHT); and other like organizations.

14. The MCWIB will stipulate in the WIA Year-Round Youth Service Provider RFP that the provider shall conduct training for program youth to utilize WorkSource Maui services to develop skills for accessing career, employment and labor market information.
15. The MCWIB along with the Youth Council has provided support and participated in new programs introduced by the current youth Service Provider. On occasion, and when deemed appropriate, recommendations have been offered to improve and/or enhance the program.



The WDC and State Youth Council can also assist with identifying best practices and/or innovative programs that have resulted in positive outcomes that could be implemented in our local areas.

## MAUI COUNTY YOUTH COUNCIL ROSTER

Gwen Ueoka (Chair)  
Principal  
Maui Community School for Adults

Marlene Burgess  
Employment and Training Manager  
ALU LIKE, Inc.

Kevin Kimizuka  
Branch Manager  
Workforce Development Division

Paul Kiang  
Maui Branch Administrator  
Vocational Rehabilitation

Sharane Gomes  
OCET Program Coordinator  
Maui Community College, VITEC

Joanne Ka'aea  
Administrator, Juvenile Client and  
Family Services Branch  
Family Court

Wendy Stebbins  
Grants Administrator  
County of Maui,  
Dept of Housing & Human Concerns

Jim Crowe  
Program Director  
Maui Economic Opportunity, Inc.

Lt. Randal Leval  
Juvenile Division  
Maui Police Department

Robert Upton  
Site Director  
Hawaii Job Corps – Maui Center

Cliff Libed  
Housing Manager  
Housing & Community Development  
Corporation of Hawaii

Kelly Pearson  
Director of Operations  
Boys & Girls Club of Maui

Amanda Farmer  
(student representative)

## **VI. OTHER SERVICES**

1. The MCWIB shall work with its Service Providers to consider the following:
  - a. Partnerships with post-secondary education institutions
  - b. Partnerships with trade unions and/or trade schools
  - c. Provide information on the services available at WorkSource Maui
  - d. Job shadowing opportunities with major industries such as the hotel, health care, travel, financial (e.g. banks, etc.), and agricultural industries.
  - e. Large group visits to same industries above as well as other businesses such as utility companies, high tech companies and non-profits that provide social services.
  - f. Opportunities through MCC to meet with participants to gain insights into current and future employment growth areas.
  - g. Opportunities through MCC to observe trade school and/or apprenticeship programs.
2. The MCWIB will work with community partners to establish programs with faith-based organizations.
3. The MCWIB, along with its partners, shall conduct informational sessions on services available at WorkSource Maui and via their service partners.

Options also to: coordinate with the Maui non-profit directors group for job opportunities and job training programs they provide; and coordinate with private elementary and high schools (mostly faith based) for providing basic educational curricula that will lead to successful employment.

4. Other services and program descriptions will be available via the WorkSource Maui website established by the MCWIB.

## VII. PERFORMANCE GOALS AND LEVELS

The performance levels for the State apply to all the Local Areas. [Ref: WIA Reg. 661.350(a)(4)]

Hawaii's Negotiated Performance Levels, 2007-2008

WIA		PY 2007	PY 2008
ADULT	Entered Employment Rate	77%	78%
	Employment Retention Rate	83.7%	84.4%
	Earnings Change	\$10,482	\$10,632
	Employment and Credential Rate	61%	62%
DISLOCATED WORKER	Entered Employment Rate	76.5%	77%
	Employment Retention Rate	82.5%	83%
	Earnings Change	\$13,119	\$13,219
	Employment and Credential Rate	65.5%	66%
OLDER YOUTH	Entered Employment Rate	73%	74%
	Employment Retention Rate	80%	81%
	Earnings Change	\$3,200	\$3,300
	Credential Rate	68%	69%
YOUNGER YOUTH	Skill Attainment Rate	69%	70%
	Diploma Attainment Rate	42%	44%
	Retention Rate	50%	51%
CUSTOMER SATISFACTION	Employer Customer	72% 82%	72% 82%
WAGNER-PEYSER	Entered Employment Rate	59%	60%
	Employment Retention Rate	81.5%	82%
	Average Six Months Earnings	\$12,000	\$12,276

Although Local Areas will be collecting and reporting data for the new Common Measures, there are no performance levels that must be met this program year.

1. The first few years under WIA was a learning experience for both the MCWIB and WorkSource Maui (service provider for the Adult and Dislocated Worker programs). Performance Measures demonstrated the need for policy changes which were implemented and proved to have a direct effect on outcomes for these programs. Continued dialog and evaluation amongst both parties aid in continuous improvement and communication with regards to performance outcomes for both of these WIA programs.
  - a. Periodic assessments were conducted between the MCWIB, the One-Stop (including its partners), and the County throughout the first 5 years of the WIA program to ensure demand occupations were being addressed. Input

was also sought from the local businesses to ensure services were appropriate and meeting the needs of the employers..

The One-Stop utilizes a customer/participant evaluation process in which all users of the One-Stop are requested to complete a form evaluating the services they received and their overall experience at the One-Stop. This has proven to be a useful method in which improvement and changes have been initiated.

- b. The strengths of the One-Stop system is the ability to operate on a high level while maximizing the limited funds available through WIA for the respective programs. This, along with maintaining and nurturing the community partnerships to leverage funds and deliver services to a larger client base than possible with only WIA funds.

A challenge that the One-Stop encounters is the limited amount of WIA Eligible Training Providers (ETP's) qualified to offer training under WIA.

- c. Over the upcoming two years the MCWIB will continue its efforts of awareness and outreach for the MCWIB, but with heavy emphasis on WorkSource Maui. These efforts have been initiated, but are still ongoing. Projects/improvements along with capacity building depends heavily on the availability of funds.

Within the first year (of these two years) more extensive training opportunities will be made available to program staff and when deemed appropriate, to program partners.

- 2. The Maui County Youth Council, on behalf of the MCWIB, and the County continues to work with MCC Ku'ina (the Youth Service Provider) to provide oversight and guidance for the program. Performance measures have demonstrated the need for increased contact/oversight of participants (both active and exited) along with the need for a better assessment of potential WIA program participants. All things combined may contribute to an increase in the performance outcomes.

- a. The Youth Service Provider has established and nurtured partnerships with the DOE and various community organizations to enable WIA youth to be exposed and benefit to a broader array of programs than initially proposed. Special programs and new classes have been created to meet the needs of the WIA participants along with clients of partnering agencies.
- b. The Youth Program has contributed to improved opportunities for the program participants and has offered the individuals guidance through the program. This is reflected in both the in-school and out-of-school

program. The dedication demonstrated by the Youth Service Provider to “program” was evident through the students.

The challenges lay between the timeliness of the inputting of information into the data collection system. This accompanied by the lack of selecting the “appropriate” candidates as participants in the programs proved to quite detrimental and was reflective in the performance outcomes.

Improvements have been reflected over the years and outcomes should continue to improve with the increased capacity building opportunities that have been extended and the technical assistance that has been offered to the service provider.

- c. Over the next two years the MCWIB and the Youth Council will increase its oversight and offer a heightened level of input and guidance to the Youth Service provider to ensure higher attainment of performance outcomes. Capacity building is always on the forefront, but may be limited by the availability of funding.

## **VIII. MONITORING AND EVALUATION**

1. The timeliness of data entry has been addressed by the County (on behalf of the MCWIB) with the service providers. The Adult and Dislocated Worker program data entry is entered at time of contact with the client. Hard copy of the information is also maintained in the client files.

Data entry for the Youth program has been modified to provide for a more timely period of data entry. Data from the local schools are collected on a weekly basis and entered promptly. Data for the out-of-school youth (OSY) is received from the sub-contractor on a monthly basis and data is then entered. Timing is adequate whereby reports generated by the State would then be inclusive of this information. The dates for completing data entry for each month was discussed with the State to ensure accurate data on the reports.

Through technical assistance offered by the State a better flow of information/data has surfaced along with the importance of accurate and timely data entry to enable the reports to be utilized as a "tool" for each respective program.

2. The MCWIB ensures continuous improvement of the One-Stop (WorkSource Maui) via reports provided by the One-Stop Operator. The County conducts periodic assessment on services available, evaluations completed by users of the One-Stop, resources available, etc.

Evaluation of the eligible training providers are done by feedback received from clients and counselors at the One-Stop. Since Maui has only a few training providers with an excellent history in providing quality training the comments have remained positive. Data provided by the State also provides a tool for evaluation of the training provider.

In the case whereby eligible training providers are not adhering to their contract provision, the County (on behalf of the MCWIB) will issue a letter notifying the agency of the non-compliance issue. Depending of the severity of the issue, the ultimate would be to have the training provider removed from the approved list. To date, no such cases have arisen in Maui County.

Currently no incentives are being offered to the training providers and is no indication that this will occur in the future due to levels of funding diminishing.

Regular meetings with the WIA program service providers to discuss quarterly reports on performance measures have provided a mechanism in which discussion of challenges and strategies can be shared. In some cases, requests to the State have been made for technical assistance to better understand the effects of data entry to performance measures.

3. The local Workforce Investment Board will monitor and evaluate service providers and One-Stop operators in accordance with the State's monitoring system to ensure that grant, program and financial management systems satisfy the requirement of the WIA.

- A. Grant Management systems will be monitored as appropriate, to ensure that the administrative controls, contract management, equal opportunity and other grant management areas satisfy the requirements of the WIA.

Program management systems, including systems of subcontractors, will be monitored as appropriate to ensure that systems for determining eligibility, verification, intake, selection of eligible providers, support services, training activities, OJT agreements and other program management areas satisfy the requirements of WIA.

Financial management systems, including systems of subcontractors, will be monitored to ensure that systems for accounting, cash and fiscal management, procurement, property management, management of contractors and other financial management areas satisfy the requirements of the WIA.

- B. Monitoring to ensure compliance will be conducted on an annual basis. Desk monitoring of program accomplishments and financial expenditures will be conducted monthly. On-site monitoring of grant, program and financial management systems will be conducted at least once during the program year according to established procedures.

A written report will be prepared of any on-site monitoring review, including a summary of findings, identification of problems and recommendations for corrective action. The written report will be prepared and sent to appropriate offices, agencies, employers or training facility. Any resolution to a corrective action plan resulting from a desk or on-site review will be monitored to prevent any recurrence of the problem.

- C. The MCWIB, in collaboration with the One Stop, will establish benchmarks for goals and performance.
- D. The MCWIB will identify the areas needing improvement by analyzing performance and customer satisfaction data and through periodic reviews of eligible providers of service. Technical assistance will be provided as needed or requested to ensure providers meet the employment needs of local employers and participants.
- E. The MCWIB will collaborate with the One-Stop to review the effectiveness of training providers on an annual basis unless otherwise needed.



F. The MCWIB will identify effective and ineffective training providers in accordance with the State's procedure for designating training providers. The criteria used will include but not be limited to the following:

1. Qualifications;
2. Past performances;
3. Fiscal responsibility; and
4. Compliance with laws.

## **IX. BUDGET**

The currently approved WIA budget for Maui County is attached at Exhibit B.

## **X. LOCAL PLAN DEVELOPMENT PROCESS**

1. The opportunity for public comment on and input into the development of the local plan was provided via a public notice dated December 12, 2007 in The Maui News. The document will be made available for review at:

Office of Economic Development  
County of Maui  
One Main Plaza  
2200 Main Street, Suite 305  
Wailuku, Maui, Hawaii 96793

Workforce Development Division/WorkSource Maui  
2064 Wells Street, Suite 108  
Wailuku, Maui, Hawaii 96793

Workforce Development Division/WorkSource Molokai  
55 Makaena Place  
Kaunakakai, Molokai, Hawaii 96748

2. Public comments, if any, will be incorporated if deemed appropriate.

## **XI. PLAN MODIFICATION**

The MCWIB plans to submit formal modifications of its plan to the WDC when:

1. There are significant changes to local economic conditions;
2. Changes in partner-provider services;
3. Changes in the MCWIB structure;
4. Strategies need to be revised to meet performance goals; or
5. As deemed necessary by the MCWIB.

# **Exhibit A-1**

## **Memorandum of Understanding (MOU) between MCWIB and One-Stop Partners**

**MEMORANDUM OF UNDERSTANDING (MOU)**  
An Agreement between the Maui Workforce Investment Board  
and its One Stop Resource Center Partners

In accordance with Section 121 (c) of the Workforce Investment Act of 1998, this Memorandum of Understanding has been developed, with the agreement of the Mayor of the County of Maui, and entered into in the spirit of cooperation and collaboration by the Maui County Workforce Investment Board, hereafter referred to as the "MCWIB" and the Maui One Stop Service Delivery Partners, which intending to be bound with respect to the operation of the system agree as follows:

I. PURPOSE

The purpose of this Memorandum of Understanding (MOU) is to establish a viable framework in which the MCWIB and One Stop Service Delivery Partners will be able to provide one-stop services for employers, their employees, those seeking employment, and other interested parties within the County of Maui.

The purpose of WorkSource Maui (our One Stop Career Resource Center) is to create a seamless system of service delivery that will enhance access to the individual programs' services while improving long-term employment outcomes for both job seeker and employer customers receiving assistance.

In entering into this agreement the parties make the commitment to maintain not only the basic provisions of WIA but also to enact the basic guiding principles for Hawai'i's One-Stop delivery system, that services be:

- ▶ Integrated (offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills) and affording universal access;
- ▶ Comprehensive (offering a large array of useful information with wide and easy access to needed services);
- ▶ Customer Focused (providing the means for customers to judge the quality of services and make informed choices); and
- ▶ Performance Based (or based on clear outcomes to be achieved; mutually negotiated outcomes and methods for measurements; and the means toward measuring and attaining customer satisfaction).

II. VISION / MISSION OF THE ONE STOP SERVICE DELIVERY SYSTEM

The vision/mission of the WorkSource Maui is to advance the economic well being of the County of Maui by developing and maintaining a quality workforce and by serving as the focal point for all regional and local workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce investment, education, and economic development services for job seekers, incumbent workers, and employers.

### III. PARTIES TO THE MOU

The Workforce Investment Act (WIA) identifies the one-stop system as the service delivery system for WIA and the One Stop Service Delivery Partner programs. In Maui County, WorkSource Maui has been designated as the WIA one-stop delivery system. The following are the parties involved with the administration and operation of the One Stop Service Delivery System.

- A. The MCWIB, in partnership with the Mayor of the County of Maui, was established for the purposes of developing the local workforce investment plan and performs the functions described in WIA Section 117(d).
- B. The MCWIB, with the agreement of the Mayor of the County of Maui have the mutual commitment and cooperation of the following One Stop Service Delivery Partners to operate WorkSource Maui:

<b>Agency</b>	<b>Required Funding Source under WIA</b>
Alu Like, Inc.	WIA Title I
Maui Community School for Adults (MCSA)	WIA Title II
DHS Vocational Rehabilitation	WIA Title IV
Job Corps Hawaii	WIA Title I
Maui Community College (MCC)	Post Secondary Vocational Education
Maui County Office of Housing and Human Concerns (HHC)	Section 8 Housing Assistance Payments Program
Community Development Block Grant	Community Services Block Grant
Unemployment Insurance (UI)	Federal Unemployment Insurance
Workforce Development Division - Maui Branch (WDD)	Wagner-Peyser Act, WIA Title I, Welfare-to-Work, Trade Adjustment Assistance (TAA), NAFTA Transitional TAA, Veterans Employment & Training Programs, Migrant & Seasonal Farm Worker, Title V of the Older Americans Act of 1965
Maui Economic Opportunity, Inc. (MEO)	Migrant & Seasonal Farm Worker, Title V of the Older Americans Act of 1965

(See Attachment I for contact persons for the above.)

IV. CUSTOMER SERVICES TO BE PROVIDED THROUGH THE ONE STOP CAREER CENTER

Services shall be focused on two customer groups – job seekers and employers. Services shall be available at or through WorkSource Maui.

A. CORE SERVICES (WIA, SECTION 134(D)(2) SHALL INCLUDE:

1. Determination of individual eligibility for WIA services;
2. Outreach, intake, and orientation to the information and services available through WorkSource Maui;
3. Initial assessment of skill levels, aptitudes, abilities, and supportive service needs;
4. Job search and placement assistance, career counseling where appropriate;
5. Provision of employment statistics information and labor market information such as job vacancy listings, job skills necessary to obtain jobs, local demand occupations, earnings, and skill requirements;
6. Provision of performance information and program cost information on eligible providers of training services;
7. Provision of information regarding how the local area is performing on the local performance measures and any additional performance information with respect to WorkSource Maui;
8. Provision of accurate information relating to the availability of supportive services, including child care and transportation available in the local area, and referral to such services, as appropriate;
9. Provision of information regarding filing claims for unemployment compensation;
10. Assistance in establishing eligibility for welfare-to-work activities and programs of financial aid assistance for training and education programs;
11. Follow-up services, including counseling regarding the workplace, for WIA participants who are placed in unsubsidized employment for not less than 12 months after the first day of the employment, as appropriate; and
12. Other core services as determined by a One Stop Service Delivery Partner agency's governing legislation.

B. INTENSIVE SERVICES

1. Comprehensive and specialized assessments of the skill levels of adult and dislocated workers;



2. Development of individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the individual's employment goals;
3. Group counseling;
4. Individual counseling and career planning;
5. Case management for participants seeking training services;
6. Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals or unsubsidized employment or training; and
7. Other intensive services as determined by a One Stop Service Delivery Partner agency's governing legislation.

C. TRAINING SERVICES

1. Occupational skills training, including training for nontraditional employment;
2. On-the-job training;
3. Programs that combine workplace training with related instruction which may include cooperative education programs;
4. Skills upgrading and retraining;
5. Entrepreneurial training;
6. Job readiness training;
7. Adult education and literacy activities provided in combination with services described in items 1-7 above;
8. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training; and
9. Other training services as determined by a One Stop Service Delivery Partner agency's governing legislation.

D. ONE STOP SERVICE DELIVERY PARTNERS PROVIDING CORE, INTENSIVE, TRAINING SERVICES

(See Attachment II)

E. EMPLOYER SERVICES

Parties to the MOU acknowledge that employers are the primary One Stop Service Delivery customer and agree that:

1. Direct employer input shall be sought in matters related to WorkSource Maui's planning and operations;
2. The guidance of the employer members of the MCWIB shall be specifically sought in designing targeted employer services;

3. Service provision will be provided recognizing the fact that time is of the essence for employers;
4. Specific employer services to be provided through WorkSource Maui include but are not limited to:
  - a. Tax credit or I-9 processing information;
  - b. Assessment of client skills, interests, aptitude and/or work values of applicants prior to referral;
  - c. Job specification development;
  - d. Business fee or licensing information;
  - e. Business assistance center referral;
  - f. Interviewing facilities;
  - g. Customized training;
  - h. Skills training for incumbent workers;
  - i. Job readiness training information;
  - j. Information on filing UI & Workers Compensation claims;
  - k. Program information and preliminary screening for program eligibility of prospective employees;
  - l. Information on eligibility for housing assistance;
  - m. Employer Directory;
  - n. Video interviewing capabilities;
  - o. Application screening and job matching.

#### F. OTHER SERVICE PROVISIONS

1. Use of Individual Training Accounts (ITAs)

WIA Title I Adult and Dislocated Worker training will be provided through the use of ITAs. An Individual Employability Plan (IEP) signed by both the participant and appropriate program service staff will be required for the issuance of an ITA. Only one ITA can be established per participant's IEP. Only one IEP can be active at any given time. ITAs may only be used for tuition and fees.

The maximum amount per ITA customer will be \$1,500.00. ITA's will have a duration of twelve (12) months and no more than one ITA will be allowed per participant per program year. ITA's may be extended if the class is postponed or cancelled. Should training funds be limited, priority will be given to those individuals and/or training areas designated as priority by the local plan. During the term of this agreement, credits/vouchers to an individual's ITA will be issued on a course-by-course basis. Participant will be required to demonstrate motivation and capacity for success to receive additional credits and opportunities for training.

## 2. Use of Training Contracts

Contracts for training may be entered into under the following circumstances:

- A. To provide on-the-job training or training customized to employers or provided by employers.
- B. Upon determination by the MCWIB that an insufficient number of eligible providers of training exist within an area to accomplish the goals of WIA; or;
- C. Upon determination by the MCWIB that there is a training program of demonstrated effectiveness offered in the local area by a community based organization or another private organization to serve special, participant populations facing multiple barriers to employment.

Such contractors will be selected through an appropriate open, competitive selection or request for proposal processes.

## G. METHODS OF REFERRAL

Parties to the MOU agree to develop, implement, and modify the processes, procedures, and forms necessary for the seamless referral of WorkSource Maui customers. Parties agree to cross-train and/or cross-inform each other's staff on their policies, procedures and services to minimize confusion and misinformation. As appropriate, site visits; field trips and joint training shall be available for appropriate staff.

Customer referrals from one One Stop Service Delivery Partner agency to another One Stop Service Delivery Partner agency require that:

- 1. An individual receive at least one core service before being referred to intensive services and at least one intensive service before being referred to training services.
- 2. Customers receive a referral form with a list of appropriate referrals made by the referring agency.
- 3. Share mutually agreed upon intake and service history information, and assessment results, in accordance with applicable federal, state statutes and if and when appropriate.
- 4. One Stop Service Delivery Partners adhere to their respective laws and procedures regarding confidentiality and will share among each other only that customer information that is pertinent and necessary for the provision of services under the Act. That securing all appropriate written releases of information to protect customer confidentiality will be the responsibility of the referring agency. In all cases, the respective federal or state statute, Hawaii

Administrative Rules or rules of Confidentiality that govern the respective One Stop Service Delivery Partners shall prevail.

Customer referrals from non-One Stop Service Delivery Partner agencies to One Stop Service Delivery System Partners will require that referring agencies:

1. Notify WorkSource Maui (One Stop Service Delivery Partner) of the referral by telephone.
2. Agency staff making the appointment follow-up within two working days of the scheduled appointment to insure a continuum of services for the customer.
3. Share mutually agreed upon and intake and enrollment information, and assessment results, in accordance with applicable federal, state statutes and if and when appropriate.
4. Adhere to their respective laws and procedures regarding confidentiality and will share only that customer information that is pertinent and necessary for the provision of services required by the customer. That securing all appropriate written releases of information to protect customer confidentiality will be the responsibility of the referring agency. In all cases, the respective federal or state statute, Hawaii Administrative Rules or rules of Confidentiality that govern the referring agency shall prevail.

H. SERVICE LOCATIONS:

While specific service delivery contributions or resources may be delineated in individual site agreement(s), the parties to the MOU agree that many one-stop services will be provided at One Stop Service Delivery Partner agency offices or at the sites of training or services providers. For the County of Maui, the following comprehensive core service One Stop Center site(s) have been established:

Agency	Address	Telephone	Hours of Operation
WDD Maui / WorkSource Maui (services both Maui and Lanai)	2064 Wells Street Suite 108 Wailuku, HI 96793	984-2091	7:45 a.m. to 4:30 p.m.
WDD Molokai / WorkSource Molokai	75 Makaena Street Kaunakakai, HI 96748	553-1755	7:45 a.m. to 4:30 p.m.

Additionally, the following "specialized" One Stop Service Delivery system points have been established:

<b>Agency</b>	<b>Address</b>	<b>Telephone</b>	<b>Hours of Operation</b>
Alu Like, Inc.	1977 Kaohu Street Wailuku, HI 96793	242-9774	8:00 a.m. to 4:30 p.m.
MCSA	179 Kaahumanu Avenue Kahului, HI 96732	873-3082	7:30 a.m. to 4:30 p.m.
DHS-VRS	54 South High St., Rm. 309 Wailuku, HI 96793	984-8350	7:45 a.m. to 4:30 p.m.
Job Corps Hawaii	500 Ike Drive Makawao, HI 96768	579-8450	7:45 a.m. to 4:30 p.m.
MCC	310 Kaahumanu Avenue Kahului, HI 96732	984-3553	8:00 a.m. to 4:30 p.m.
HHC (Section 8)	86 Kamehameha Avenue Kahului, HI 96732	270-7751	7:45 a.m. to 4:30 p.m.
UI	54 South High St., Rm. 201 Wailuku, HI 96793	984-8400	7:45 a.m. to 4:30 p.m.
MEO	99 Mahalani Street Wailuku, HI 96793	249-2990	7:45 a.m. to 4:30 p.m.

#### **V. TECHNOLOGY AND SYSTEM INFRASTRUCTURE**

The parties agree that electronic technology is a critical tool for making efficient information exchange possible and that such technology shall be in place to support WorkSource Maui.

- A. WDD will continue to procure and maintain the shared technology system for the WIA program. Maintenance and enhancement costs eventually may be shared by all One Stop Service Delivery Partners as specified by section XI. A. How Costs of Services and Activities Shall Be Allocated/Shared Among One Stop Service Delivery Partners.
- B. System security and confidentiality shall be agreed upon by all parties and recorded in an Information Security and Access Agreement to be signed by individuals using the system.

## VI. CAPACITY BUILDING

- A. Parties to the MOU agree that high standards of professional service and conduct as well as professional work environments are required at WorkSource Maui.
- B. System staff will utilize continuous improvement tools and methods such as Malcolm Baldrige Total Quality Management, Simply Better, and others.
- C. Capacity-building efforts shall be examined periodically for their effectiveness in staff adaptability to change, improvements in customer service, and continuous improvement progress.
- D. The parties agree to ensure collaboration with State and regional efforts to identified capacity building needs.

## VII. MARKETING

The parties to the MOU agree that a collaborative marketing strategy informing job seekers, employed individuals, employers and the community at large about the services available through WorkSource Maui will be required and will be developed.

## VIII. SITE SUPERVISION

- A. Parties to the MOU recognize that by implementing WorkSource Maui's operations, broad-based agency practices and management structures as well as day-to-day WorkSource Maui site supervision will need to be negotiated. Parties to the MOU agree to work out in advance (and specify in relevant agreements) any arrangements for supervision.
- B. One Stop Service Delivery Partners also agree to respect each other's organizational practices and management structures in the provision of services under the agreement.

## IX. FUTURE GRANT FUNDING

The parties agree that awards from grant applications submitted on behalf of WorkSource Maui will go to the County of Maui (OED) on behalf of WorkSource Maui, and not the respective entity or entities that applied for the funds.

X. DESIGNATION OF FISCAL AGENT

The Mayor, with the agreement of the One Stop Service Delivery Partners, may designate a fiscal agent with the authority to carry out the fiscal activities for WorkSource Maui.

XI. COST ALLOCATION & RESOURCE SHARING

A. How Career Connection Costs Shall Be Allocated Among the One Stop Center Partners.

The One Stop Center (WorkSource Maui) operator will identify its expected total operational costs including its direct costs, shared costs, and indirect costs. Once these costs have been determined, a budget will be prepared to describe the total common costs of the system. The budget will also include how much of the total costs are allocable to each partner.

Each partner acknowledges that as a result of their participation in WorkSource Maui there will be a minimum benefit realized by their respective agency and their customers. And that initially each partner will equally benefit from the services provided at WorkSource Maui. WorkSource Maui, with agreeance from the One Stop Partners, has developed a cost allocation plan that demonstrates a methodology of benefit and contribution.

B. Resource Sharing and Paying for the Allocated Shares of One Stop Resource Center Costs.

Cash and/or other resources including in-kind contributions will be acceptable methods of payment by partner program operators. Under no circumstances will any partner program pay for more than its total allocable share of total allowable costs and/or pay for costs that are not allowable under its governing statutes and regulations. A budget will detail how each partner's program will fund its allocable fair share.

C. Review of Cost Allocation & Resource Sharing Methods.

The cost allocation method(s) used to determine the equitable allocation of costs will be effective for the term of this agreement, and may be modified, following the terms and provision(s) of this agreement.

One Stop Resource Center costs, partner resource sharing methods of payments, and the value of obligations shall be reviewed quarterly and the One Stop Resource Center budgets adjusted to best conform to actual circumstances.

Any cost allocation plan that is developed and/or implemented must be reviewed and discussed periodically by all parties. Modifications to the plan must be mutually agreed upon in writing.

## XII. CONFIDENTIALITY

Parties to this MOU agree to comply with the confidentiality provisions of WIA Sections 10850 of the Welfare and Institutions code, Hawaii Administrative Rules, Employment Security Law of the State of Hawaii, and/or any other One Stop Service Delivery Partner's statute or requirement as applicable to assure that:

- A. All applications and individual records related to services provided under this MOU, including eligibility for services, enrollment, and referral shall be kept confidential by each One Stop Service Delivery Partner except that such information may be shared with other One Stop Service Delivery Partners purposes directly connected with the delivery of such services.
- B. No person will publish or disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to WorkSource Maui applicants, participants, or customers overall.

## GENERAL TERMS AND PROVISIONS

### I. APPROVAL

This MOU is of no force or effect until signed by authorized representatives of all One Stop Service Delivery Partner agencies and until approved by the Mayor of the County of Maui. The MOU, once signed, becomes a part of the MCWIB local plan. Individual signatories to this agreement may or may not be represented on the MCWIB itself, at local discretion. One Stop Service Delivery Partners cannot commence activities under this MOU until State Workforce Investment Board approval has been obtained.



## II. NON-FINANCIAL AGREEMENT CLAUSE

This MOU binds no party or the One Stop Service Delivery Partner to the financial obligation(s) to any other. Any financial or fiduciary arrangements involving WorkSource Maui will be outlined in separate financial agreement(s) between the MCWIB and respective One Stop Service Delivery Partner agencies.

## III. TERM/DURATION AGREEMENT CLAUSE

The term of this agreement is from July 1, 2007 to June 30, 2009. Unless otherwise prescribed by the MCWIB or the County.

One Stop Service Delivery Partner(s) may request in writing any amendment to the MOU through the MCWIB. The MCWIB may amend the MOU whenever the Board determines it is appropriate or necessary. To be valid, any modifications to this Agreement must be in writing, signed and dated under the conditions agreed upon by all the One Stop Service Delivery Partners, and attached to the original Agreement.

The MCWIB reserves the right to extend the term of agreement for another period of up to twelve (12) months, contingent on the performance of the One Stop Service Delivery Partners meeting and/or exceeding the performance measures set by the MCWIB in the local plan. Extension approval must be made prior to June 30, 2009 and must be mutually agreed upon by the MCWIB and the One Stop Service Delivery Partners.

## IV. TERMINATION

### A. Termination

The agreement may be terminated by any of the parties upon written notice to the other parties with cause or upon 30 days of written notice to the other parties without cause.

### B. Termination for Cause

The MCWIB may terminate any practice related to failure to perform the provisions or requirements of this MOU, and it may proceed with the work required under effected provision in any manner deemed effective by the One Stop Service Delivery Partners, or proper by the State.

V. DISPUTES

Parties shall continue with the responsibilities under this agreement during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. In the event that an impasse should arise between the One Stop Service Delivery Partner(s) and/or the MCWIB regarding the terms and conditions, the performance, or administration of this Agreement, the following procedure will be initiated: (1) the MCWIB and One Stop Service Delivery Partner(s) should document the negotiations and efforts that have taken place to resolve the issue. (2) The MCWIB Chairperson would meet with the local elected official(s) and/or the One Stop Service Delivery Partner(s) and/or WorkSource Maui operator and/or WorkSource Maui's site manager based on the nature of the impasse to resolve the issue. (3) If an agreement cannot be reached, the Hawaii Department of Labor and Industrial Relations will provide assistance in resolving the issue.

VI. AUDIT

The Bureau of State Audits, the Mayor, and other parties as appropriate, or their designated representatives shall have the right to review and to copy any records and supporting documentation pertaining to performance under this MOU, subject to the confidentiality requirements stated in section XII. CONFIDENTIALITY. Auditors will be allowed access to such information or records during normal business hours. Parties to the MOU agree to maintain such records for three years unless differing periods are stipulated by impacted funding sources. Further, the parties to this MOU agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

VII. DISCRIMINATION CLAUSE

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant, or applicant for employment due to gender, race, color, ancestry, creed, religion, national origin, physical or mental disability, medical conditions, age, veteran's status, or marital status. Parties shall comply with the provisions Hawaii Revised Statutes (HRS) Chapter 378 part 1, and the Hawaii Administrative Rules (HAR) Chapter 12 - 46 and related, applicable regulations. Parties shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement.

Parties assure compliance with the Americans with Disabilities Act of 1990, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

Parties to this MOU shall include non-discrimination and compliance provisions of this clause in all related subcontracts or financial agreements.

VIII. GOVERNING LAW

This MOU is governed by and shall be interpreted in accordance with the laws of the State of Hawai'i, State WIA enabling legislation, and the Workforce Investment Act of 1998.

IX. UNENFORCEABLE PROVISIONS

In the event that any provision of this MOU is unenforceable or held to be unenforceable, then the parties agree that all other provisions of this agreement have force and effect, and shall not be effected.

X. RESOLUTION

The Maui Workforce Investment Area must agree to a resolution, order, motion, or ordinance of the Mayor whom by law may authorize designation of the area, boards, and operators comprising the system and parties to this MOU. Such resolution or order must be provided to the State as part of the local Workforce Investment Plan.