

Cover and Signature Page

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**This comprehensive plan is submitted for the period of February 1, 2008 through June 30, 2009 in accordance with the provisions of the Workforce Investment Act. We further certify that we will operate our Workforce Investment Act Program in accordance with this plan and applicable federal and state laws and regulations.**

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Chair of Oahu Workforce  
**Investment Board**

Mayor of City & County of Honolulu

JAMES C. TOLLEFSON  
**Name (printed or typed)**

MUFI HANNEMANN  
**Name (printed or typed)**

10/30/07  
**Date**

10/30/07  
**Date**

TABLE OF CONTENTS

I. LOCAL VISION AND GOALS -----	3
II. ASSESSMENT OF LABOR MARKET NEEDS -----	8
III. LOCAL ORGANIZATION AND ADMINISTRATION -----	10
IV. ONE-STOP DELIVERY SYSTEM/SERVICES -----	14
V. YOUTH SERVICES -----	37
VI. OTHER SERVICES -----	43
VII. PERFORMANCE GOALS AND LEVELS -----	44
VIII. MONITORING AND EVALUATION -----	48
IX. BUDGET -----	50
X. LOCAL PLAN DEVELOPMENT PROCESS -----	51
XI. PLAN MODIFICATION -----	52
XII. REQUIRED ATTACHMENTS -----	53
XIII. EXHIBITS -----	54

## **I. LOCAL VISION AND GOALS**

### **Background**

Under the Workforce Investment Act of 1998 (WIA), the statewide and local workforce investment systems have the responsibility to “. . . increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation.” While Hawaii touts the lowest unemployment rate in the nation, due to the high cost of living and an affordable housing crisis, we continue to see a greater than desirable portion of our population living in poverty.

Since the publication of books like “The World is Flat” by Thomas Friedman and “Flight Capital” by David Heenan, there has been a nationwide push to focus on developing our Science, Technology, Engineering, and Mathematics (STEM) programs and recruiting individuals in these fields of studies and retaining them in the U.S. workforce. However, while an understanding of scientific and mathematical principles, a working knowledge of computer hardware and software, and the problem solving skills developed by courses in STEM are necessary for most jobs, Oahu still has a large service and labor industry that has unmet workforce needs.

In 2005, OWIB’s Quality Assurance Committee (QA) produced a report of Oahu’s workforce development needs (Exhibit I) which incorporated data collected from focus groups in three high-growth industries on Oahu studied by the QA Committee: (1) healthcare, (2) construction, and (3) hospitality.

The report recommended three strategies, which were designed to serve as a guide to specifically enhance OWIB’s WIA programs. The first strategy provided recommendations to improve Oahu’s workforce development programs being supported by WIA funding. The second strategy recommended a greater focus on the promotion of WIA funded programs. And, the third strategy emphasized the need to improve the tracking of performance of WIA funded programs.

Over the past year, the OWIB established a Program & Direction Planning Committee to develop recommendations for the broader, strategic direction of the OWIB. The board subsequently adopted the following three priorities and recommended strategies by this committee.

**Priority 1:** To address the critical need for employees who possess basic work-readiness skills.

**Priority 2:** To promote and support efforts to expand recruitment and retaining of underutilized or unrepresented individuals in the workforce pool.

**Priority 3:** To maintain a pulse on current and emerging workforce and economic development issues for the purpose of partnering with other agencies and promoting initiatives that are consistent with the OWIB’s mission and goals.

OWIB's vision is to ensure that those businesses and job seekers in greatest need are being served. With this in mind, OWIB's goal for the business sector is to provide access to entry-level employees who possess at least the basic skills to perform well. For the job seeker, OWIB seeks to facilitate opportunities for economically disadvantaged, marginalized, or underemployed individuals to be able to earn a living wage.

***1. Describe your vision and strategic goals, providing rationale for:***

***a. Economic Development***

A vibrant workforce plays an integral role in the well being of the local economy, and it is OWIB's mission to ensure that the local workforce is capable of meeting the demands of businesses driven to promote local economic development.

One of OWIB's three priorities is to keep a pulse on current and emerging workforce and economic development issues. To address this, the OWIB plans to work more closely with the local private and government economic development agencies to identify opportunities to collaborate and share resources.

***b. Worker Supply***

OWIB's mission is to ensure that Oahu's workforce development system is customer-focused and addresses both the demand of employers for a qualified workforce and the need for employees to earn a living wage. This has been a challenge given Honolulu's (and the State's) unprecedented low unemployment rate. However, the following strategies have been recommended and are in various stages of implementation.

- Educate employers on ways to provide incentives for individuals who have expressed the desire to retire to remain in the workforce, such as offering flexible or part-time work hours or opportunities to serve as a mentor or trainer to new employees;
- For individuals who clearly want to retire from the field they are in, facilitating opportunities to enter new careers or develop new income earning opportunities;
- Recruiting from marginalized populations who are underrepresented in the workforce such as, ex-offenders, people who may have very limited employment experience (such as people transitioning out of homelessness), people with disabilities, immigrant populations, etc.

***c. Education and Training***

OWIB members have repeatedly expressed concerns about the lack of basic skills and poor work ethic of the existing and incoming workforce. While the Adult and Youth Operators offer training opportunities to people who meet the WIA income requirements, OWIB recognizes that this is not sufficient in addressing the state of the current local workforce demand.

To address the immediate challenge of meeting businesses' need for workers who possess at least basic "work readiness" skills, the OWIB has hired a consultant whose scope of work is to research existing credentialing programs (either national or local) that assess "work readiness" or "soft skills" and to recommend how this instrument could best be incorporated into the local workforce investment system.

OWIB members also strongly believe they have a role to play in ensuring that the public education system is able to produce a skilled and work-ready workforce that is capable of meeting the needs of local businesses and the economy. To accomplish this, the board has begun a partnership with Roosevelt High School to establish a pilot program that will allow businesses to easily partner with schools to offer students exposure to career options, opportunities for students to experience different careers through job shadowing, mentorship, and student training programs, and/or summer job opportunities.

*d. One-Stop Job Center Services*

The OWIB's vision and goal for One-Stop Job Centers is to ensure that both businesses and job seekers are able to receive and benefit from comprehensive services that fit their needs within the constraints of its resources. The OWIB selected the Oahu One-Stop Consortium, a group of multiple agencies, as the One-Stop Operator. The Consortium was formed in June 1999 to implement the Workforce Investment Act (WIA) in the City and County of Honolulu. WIA provides the framework for a unique national workforce preparation and employment system designed to meet the needs of businesses and job seekers or workers who want to further their careers. It requires the establishment of a One-Stop system of job centers to enable customers to easily access the information and services to meet their employment needs.

Oahu WorkLinks offers services from five One-Stop centers located in Dillingham/Kalihi, downtown Honolulu, Kaneohe, Waianae, Waipahu, and two satellite resource centers in Kapolei and Waialua. The centers have the flexibility to respond to unique community needs while at the same time being held to the same standard of customer service excellence. One-Stop center services include job information services, employment-related workshops, training opportunities, a computer resource center, a library-learning center, and complimentary office support service.

Oahu WorkLinks offers specific services to businesses that may need to expand staff or enhance the skills of existing employees, such as streamlining the hiring and training processes by:

- Posting employer listings with local and national job banks;
- Providing financial support for employer-driven on-the-job training programs;
- Providing support, facilities, and resources for customized job fairs;
- Providing funds to pay for company-site or classroom training;
- Customizing programs or course work training in computers, interpersonal skills, team building, customer service, sales, English as a Second Language;
- Providing assistance with the application and certification process for Work Opportunity Tax Credits;
- And by matching qualified applicants with federal contractor job requirements.

***e. Youth Development***

OWIB's vision is to expand youth development opportunities by serving more out-of-school, hard-to-serve youth through the Youth Operator. OWIB's goals in this area include:

- Ensuring that youth from all of Oahu have access to services and activities in the coming year;
- Ensuring that services and activities cover areas that are not currently covered;
- Ensuring that a majority of its Youth Program funds are used to serve out-of-school youth.

To achieve our goals, OWIB will advocate more vigilantly for service provider organizations to expand their programs to offer services in areas that are currently not being served and/or encouraging organizations to expand service activities currently not being offered.

***f. Communication and Coordination, and g. Use of Resources***

Oahu's workforce issues are highly challenging and diverse. The key to the OWIB's success in achieving its goals is through collaboration and partnerships as we generally all share the same goals. We must also ensure that we maximize the use of tools and systems that can enhance our efficiency and effectiveness, such as capitalizing on the use of technology (HIRENET) and systems that are already in place, such as the community college system and the State Department of Labor and Industrial Relations (DLIR).

The OWIB has also chosen to focus on enhancing its performance outcomes in those areas where there is already a network of support and resources, such as high growth industries that pull from the unskilled labor pool. As resources and collaborative partnerships allow, the OWIB will work with private and government economic development agencies to address workforce needs in the emerging and high growth industries.

***h. Performance Accountability***

One of the three strategies adopted by the board at the recommendation of the QA Committee is to improve the tracking of program performance. Some of the strategies in various stages of implementation include:

- Adult operator monitoring data entry and reporting requirements
- Setting up procedures to capture all statistics that impact outcome measures
- Use of HIRENET
- Tracking wage records when people move out of state
- Tying performance outcomes with actual benefits to both the business employers and job seekers

*i. Other Local Priorities*

OWIB's vision for other local priorities focuses primarily on ensuring there is involvement and buy-in by all stakeholders when assisting job seekers and employers with addressing their workforce development needs. OWIB's goals in this area include: (1) making sure there is a seat at the table for employers; (2) making sure there is a seat at the table for people or entities who speak for and/or who represent the interests and/or concerns of job seekers and workers; and (3) making sure training institutions and/or training providers are included in these discussions.

**2. *Indicate differences, if any, from the State's vision and goals.***

As 75% of the State's workforce is located on Oahu, the OWIB's vision and goals are generally aligned with the State's vision and goals. The OWIB has and will continue to work closely with the Workforce Development Council (WDC) to ensure that both the OWIB and WDC are working collaboratively and synergistically together.

**3. *Identify the LWIB's highest two to four priorities for the next two years.***

As stated previously, the OWIB's highest priorities are:

- To address one of the root causes/issues of today's workforce crisis – the lack of basic skills and poor work ethic of the existing and incoming workforce;
- To better understand and utilize the underrepresented employee pool;
- To maintain a pulse on current and emerging workforce and economic development issues.

**4. *Describe the process by which the LWIB's vision and goals will be conveyed to One-Stop Job Center staff, partners, and service providers. Please include plans for receiving feedback and providing on-going reinforcement.***

One-Stop Job Center staff and Consortium partners are always in attendance at board and committee meetings. Strategies and goals that directly impact the One-Stop Job Center are generally developed in consultation with One-Stop Job Center staff. General visioning and strategic planning activities are further memorialized in minutes from these meetings, which are distributed to administrators from each of the entities identified above, who in turn share that information with their respective staff. Feedback is solicited and received by the board through board staff, One-Stop staff, and service provider staff in attendance at meetings.

**II. ASSESSMENT OF LABOR MARKET NEEDS**

**1. *Identify the current and projected employment opportunities in the Local Area.***

The State of Hawaii published a research study dated August 2007, called “Annual Labor Market Overview for Hawaii” (EXHIBIT # 2 – hard copy or internet link below) provides current and projected overview of the State labor market up to the year 2014.

[http://www.hiwi.org/admin/uploadedPublications/1795\\_Annual\\_Labor\\_Market\\_Overview\\_for\\_Hawaii.pdf](http://www.hiwi.org/admin/uploadedPublications/1795_Annual_Labor_Market_Overview_for_Hawaii.pdf)

Although the study encompasses the entire State of Hawaii, Oahu represents 75% of the total population and economy of the State; therefore the study is a good indication of the projected labor growth for the island of Oahu.

The data indicates that the current and projected employment growth and opportunities in the local area is concentrated in the five major industries: (1) education and health services; (2) professional and business services; (3) trade, transportation, and utilities; (4) leisure and hospitality; and (5) construction.

Figure 9, on page 12, of Exhibit # 2, shows the average annual growth rates of both short-term and long-term projections for the industries as follows:

	<u>Short-Term</u>	<u>Long-Term</u>
⇒ Administration & Support Services	1,210 (2.8%)	1,269 (3.1%)
⇒ Educational Services	1,165 (1.8%)	1,260 (2.1%)
⇒ Health Care & Social Assistance	1,480 (2.5%)	1,129 (1.9%)
⇒ Accommodation & Food Services	1,795 (1.9%)	1,028 (1.1%)
⇒ Retail Trade	1,900 (2.8%)	769 (1.1%)
⇒ Construction	1,680 (5.1%)	606 (2.1%)
⇒ Transportation & Warehousing	845 (3.0%)	596 (2.3%)
⇒ Prof/Scien/Tech Svcs	430 (1.9%)	260 (1.1%)

The above data show that the three highest short-term annual growth rates are found in construction (5%), transportation & warehousing (3%), and administration & support services and retail trade (2.8%). In the long-term, annual growth rate, administrative & support services leads (3.1%), followed by transportation & warehousing (2.3%), and tied for third at 2.1% growth rate are educational services and construction.

**2. *Describe the job skills necessary to obtain employment opportunities identified above.***

The OWIB’s extensive work in addressing the skill sets needed for a work-ready workforce for the island of Oahu is contained in the Exhibit 1 to this Report. In addition, however, Section I of this Report identifies the priorities and strategies that the OWIB is committed to implementing to ensure that the program produces employees who are prepared with the appropriate skills and knowledge for the local workplace.



**3. Describe the current and projected labor pool, including demographics (e.g., age, gender, number of special groups listed at IV.14 of these instructions) of the youth and working age populations.**

The U.S. Census Bureau's data set of the 2006 American Community Survey (EXHIBIT #3), "Sex by Age by Employment Status for the Population 16 Years and Over", indicates that, the total workforce in the City & County of Honolulu, including Armed Forces, is 472,099. Of the total workforce 213,659 (45.26%) are women. Of the total workforce, 20,045 (4.25%) are between the ages of 16 to 19 years old. The data also indicates that 213,425 (45.21%) of the total workforce are in the age bracket of 25 to 44 years old. For more detailed information please see EXHIBIT # 3.

**4. Analyze the information collected on employment opportunities, necessary skills, and the current and projected labor pool. Based on this analysis, describe the current and projected skill gaps and the sufficiency of the local area's labor pool.**

Hawaii clearly has a labor shortage, especially in the area of skilled workers. Many of the job openings for the short- and long-term will occur in entry level, transitional jobs in which there is a constant need for workers. Retail salespersons, waiters and waitresses, cashiers, and combined food preparation and serving workers are expected to be in the highest demand. While short-term on-the-job training may address the skills needed for these occupations, there is a constant turnover because of low wages.

Jobs that pay median annual wages of more than \$40,000 such as teachers, nurses, accountants and operations managers have a substantial number of job openings but require post-secondary education and training. Business, workforce development and community leaders agree that education has a critical role to play in getting more students to complete high school, enter college, and complete college. Adult education has the responsibility of assuring that adults without basic skills are provided the skills necessary to enter the workforce.

**III. LOCAL ORGANIZATION AND ADMINISTRATION**

- 1. Identify the entity responsible for the disbursement of WIA formula funds. [Ref: WIA Reg. 661.350 (a)(9).]**

The entity responsible for disbursing WIA formula funds on Oahu under Section III (1) is the City and County of Honolulu. Please refer to the Attachment 1, Memorandum Of Agreement between the Local Elected Official (LEO) and Oahu Workforce Investment Board (OWIB), for more information.

- 2. Describe the roles and relations between the Mayor, LWIB, grant recipient, sub recipient/fiscal agent, and One-Stop operator(s). Attach any agreements and organizational charts that define the roles and relationships.**

The roles and relations between the parties identified above are fully described in the Attachments listed below and memorialized in the following agreements.

1. Attachment 1 – MOA between Mayor and OWIB (See Section XII. 1)
2. Attachment 2 – MOU between OWIB and One-Stop Operator (See Section XII. 1)
3. Attachment 3 – MOU between OWIB and Youth Operator (See Section XII. 1)
4. Attachment 4 – MOUs between OWIB and One-Stop Partners (See Section XII. 2)

- 3. Describe measures in place or planned towards effective and efficient use of administrative resources including:**

**a. Improved procedures for data flow and entry**

The OWIB is committed to working with the State, service providers, and its operators to maximize the use of the HireNet System. It is believed that this new system will improve the flow of data and reporting. The operators have and continue to work diligently with the State to “debug” the system and utilize it to its maximum capacity.

**b. Single administrative structure to support the LWIB and serve as the fiscal agent for WIA funds**

A simple administrative structure exists under which the City serves as fiscal agent for WIA funds, and this structure is adequate and meets the fiscal agent needs of the board.

**c. Simplifying and combining programs**

The OWIB is always looking for ways to improve and simplify its programs. The most recent effort of the OWIB is the implementation of the “Fee for Service or Activities” method in purchasing services and activities for the Youth Program. This major shift in the method of purchasing services is expected to provide better accountability and control for reporting youth enrollments, has been producing better performance outcomes, and has improved efficiency. The OWIB continuously works with its operators and partners to maximize the use of its resources such as co-locating offices and programs.

***d. Reducing overlapping services by affiliated entities***

The OWIB, with its operators and partners, conducts regular meetings to discuss and assess redundancy and service overlap and to reduce or minimize duplication of services. The OWIB conducts analyses whenever it enters into discussions, which might lead to the development of new programs or partnerships with other entities. These type of analyses are performed in the same manner and fashion that a due-diligence analysis is typically performed by businesses in the private sector.

***e. Leveraging resources with interested parties***

It is the policy of the OWIB to leverage its resources whenever possible. The OWIB continually seeks partnerships with other agencies who are in the business of workforce or economic development or who share the same vision and goals. Currently, the OWIB is in the process of working with Honolulu Community College (HCC) in obtaining grant funds to initiate a pilot program in Information Technology called, "IT Academy". This IT Academy is modeled on HCC's successful "Construction Academy" which was initiated in partnership with the OWIB.

***f. Limited travel policy***

In 2005, OWIB adopted a formal local level travel policy. For detailed information regarding OWIB's travel policy, see EXHIBIT # 4.

***g. Joint activities with other Local Areas, including joint implementation of functions and joint support of certain infrastructure.***

The OWIB's activities in this area include continued work with the other local areas on joint ventures that mutually benefit all parties. For example, all counties worked together with the Workforce Development Council (WDC) to secure legislation to allow extension of the appropriation of the Reed Act funding for the program. The implementation of HireNet also reflects a sharing of resources with the other local areas in the State.

***4. Describe any training that is conducted for LWIB members and staff on ethics, conflict of interest, and the Sunshine Law, including the frequency and date of recent and planned sessions.***

All board members are required by a City ordinance passed in 2001 to undergo a course on ethics, conflicts of interest, and the Sunshine Law conducted by a City attorney. To date, records indicate only newly appointed members have not been through the training. These members are now being scheduled for training. As training opportunities arise for additional training and/or classes in this area, board members will be encouraged to participate in these courses.

5. *Please describe the LWIB's mechanism and plans for providing its staff with the support (training, equipment, etc.) they need to fulfill the LWIB's expectations? This response should cover staff of the LWIB, One-Stop Job Centers, and Youth programs.*

The OWIB has made significant investments in sending board members and staff to the National Association of Workforce Boards annual conference to ensure that they are familiar with emerging trends nationwide. Oahu WorkLinks (OWL) and Youth Program staff attend regular training and development programs offered by Federal, State, City and private agencies to improve their ability to comply with the WIA financial and programmatic rules and regulations, enhancement of customer service and performance outcome, and understanding of the general economic outlook that impacts workforce development. Consultants from the Social Policy Research Institute and Center for Workforce Learning Center provide technical assistance and workshops to staff.

Additionally, staff is encouraged to become certified members of professional organizations such as the National Association of Workforce Development Professionals, the Society of Human Resource Management, and Center for Credentialing and Education, which further allows them to receive in-service training from their professional organizations.

A training plan was also developed to certify staff that has obtained competencies in serving people with disabilities. Staff continues to pursue opportunities to learn how to apply Assistive Technology to assist and guide individuals with disabilities to improve their access to the One-Stop centers' resources. As funding permits, equipment at the One-Stop centers, including computers, are upgraded in a timely manner to allow staff to have the necessary tools to do their work efficiently.

6. *Please describe the LWIB's plans for supplementing WIA funding and/or adjusting its operations to the availability of funding.*

Because of Honolulu's low unemployment, individuals that are unemployed and are seeking services at Oahu WorkLinks often face multiple challenges and have multiple needs for training, retraining, and other employment services. Their needs cannot be met by diminishing WIA funding. Consequently, rather than simply struggling to operate, OWIB's operators have aggressively sought out other federal, State, and private grants to supplement OWIB's efforts under its WIA mandates.

The Youth Operator has received grants under the U.S. Department of Labor's YouthBuild and Youth Offender Programs, as well as the U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention. The Youth Operator also previously operated the Building for Stronger Tomorrows Program, funded by the State Hawaii Public Housing Authority, to offer employment opportunities for residents of public housing projects. These programs address similar issues and goals as those emphasized under the WIA and provide an additional resource to WIA clients.

The Adult Operator has a long-standing relationship with the State Department of Human Services and operates the Ho'ala Program to provide job readiness and life skills training services to the State's welfare clients. Additionally, the Adult Operator manages a Family

Self-Sufficiency Program to assist participants in the State's Section 8 Rental Assistance Voucher Program to increase their earning capacity and ultimately save sufficient monies to purchase a home. More recently, the Adult Operator worked with the State DLIR to obtain and implement a National Emergency Grant from U.S. DOL to assist residents who found themselves unemployed with the sudden closure of the Del Monte plantation. Also, again working with the State DLIR, the Adult Operator will be implementing the U.S. DOL and U.S. DOD jointly funded Military Spouse Demonstration Project to help spouses of active duty military personnel obtain training and education to elevate their employment status.

While these efforts to leverage other sources of funding to help supplement services previously supported by diminishing WIA funding, they do not obviate the OWIB's need to operate more efficiently. In an effort to streamline the OWIB's operations and maximize the use of its administrative allocation, the OWIB moved to lower cost office space, which has substantially reduced its fixed monthly costs. Additionally, the City and County of Honolulu's support of OWIB has reduced the cost of the Executive Director's position by 20%.

**7. *What waivers from WIA requirements would facilitate LWIB operations?***

A waiver allowing Oahu's Youth Program to provide supportive services, work readiness training, and work experience for WIA youth participants would facilitate operations. The waiver ensures that participants receive supportive services (e.g., bus passes) that are not provided by youth vendors providing training activities. Also, the waiver allows the Youth Operator the option to utilize the expertise of other City employment training programs and/or the vendors to provide participants with work readiness and work experience training to produce improved outcomes.

Another waiver to allow youth participants to utilize the Eligible Training Provider list for vocational/occupational training would help to streamline the training process and provide many more choices that address youth customers' interests and needs.

Our last request for consideration of a waiver to allow for greater flexibility in the transfer of funds between Adult and Dislocated Worker programs has been submitted by the State and is pending approval by USDOL.

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

- 1. *Identify the One-Stop operator(s) for the county’s One-Stop System. Identify whether this designation was a result of competitive selection or an agreement between the LWIB and a consortium of at least three or more of the mandatory One-Stop partners. Describe the standards and outcomes used in selecting, evaluating, and retaining the One-Stop operator(s). [Ref: WIA Reg. 661.350(a)(3)]***

The OWIB’s One-Stop operator is the Oahu One-Stop Consortium. The Consortium was selected to serve as the board’s One-Stop operator through designation and is made up of the following partners:

- o WorkHawaii Division, City and County of Honolulu, Department of Community Services
- o Oahu Branch, Workforce Development Division, Hawaii State Department of Labor and Industrial Relations
- o Honolulu Community Action Program, Inc.
- o ALU LIKE, Inc.

The administrator of the WorkHawaii Division was appointed by the Consortium to serve as the administrator of the Consortium and continues to hold this position. The relationship between the board and the Consortium is governed by a Memorandum of Understanding (MOU) that is provided for reference as an Attachment under Section XII.

- 2. *Describe the current and planned One-Stop infrastructure. [Ref: WIA Reg. 661.350(a)(3)] Please include information and date of the most recent assessment of the current system’s adequacy and cost justification.***

**a. *Documented sound fiscal procedures, integrity, and accountability***

WIA funds are administered by the City & County of Honolulu, which has a sound financial management system. There has been no audit issue since the inception of WIA.

**b. *Effective management structure***

Effective management is provided through the OWIB’s oversight of the One-Stop operator and Youth operator. The operators provide monthly performance reports to the board.

Management staff is hired through the City’s Human Resources system ensuring that staff meets the minimum requirements of their job. Current management staff has over twenty to thirty years of experience in the workforce development field.

*c. Effective use and training of staff from partner agencies*

Partner agency staff is provided office space at OWL to perform core services such as assisting customers on HireNet and conducting outreach for their own programs. Partner agency staff is invited to attend OWL staff training sessions. Interagency referral systems are in place with partner agencies and cross training is on going.

*d. Status and plan for partner coordination*

The OWIB through its operator holds regular meetings with partner agencies to ensure proper coordination of all programs. In addition, partner staff stationed at OWL is trained in operational procedures such as HireNet, resource center services, and referral systems.

*e. Infrastructure that provides sufficient space for partners and enables partners to interact electronically*

OWIB's current One-Stop infrastructure consists of five One-Stop centers and two satellites, placed strategically throughout the island of Oahu, to provide residents with easy-access to WIA services. These centers are connected via the internet for seamless electronic interaction between centers and partner agencies.

Current board plans to improve the One-Stop systems' infrastructure include researching the feasibility and ongoing viability of developing satellite One-Stop centers using Reed Act funds and other resources in places such as community college campuses, non-profit organizations that operate programs in areas not currently served by the board and its programs, and a thorough re-evaluation of user needs relative to current program configuration and location.

*f. Demonstrated understanding of and commitment to the One-Stop Job Center strategy of seamless service, and track record of achieving desired outcomes in the past*

Interagency referral systems are in place with partner agencies and internal monitoring is completed on a monthly basis to ensure performance measures are met. To ensure seamless service, partner staff stationed at OWL is trained in operational procedures such as HireNet, resource center services, and referrals. This training is also extended to partner agency staff not currently assigned to an OWL site.

OWIB is committed to working with the State in order to maximize the use of the HireNet for reporting of performance outcomes.

**3. Describe how LWIB expectations of One-Stop operators are conveyed and evaluated, including how feedback is provided. At minimum, the expectations should cover implementation of demand-driven concepts, incorporating non-traditional resources,**

*integration with counselors at affiliated agencies, outreach to underrepresented\* groups, and outreach to incumbent workers.*

The board develops this local plan and the Reed Act Plan in close collaboration with the Adult and Youth Program Operators who share the vision, goals and strategies of the board. The board's expectations are communicated to the Operators through the various committees that meet regularly to discuss progress and to obtain feedback from the Operators.

**4. Describe how the workforce development needs described in response to Section II of these instructions will be met. [Ref: WIA Reg. 661.350(a)(1)]**

Efforts to address workforce development needs for workers filling entry level jobs will focus on work readiness and basic skills, including soft skills, and can be followed by short term on-the job training. To reduce turnover for the workers, training in job keeping and life management skills and follow-up coaching services will be provided so that workers are in a better position to manage the competing priorities in their lives and achieve a better balance between work and family or personal life.

Partnerships with education agencies from K to 20 will focus on improving the education pipeline to produce skilled workers.

**5. Describe how innovative, demand-driven business services will be incorporated at the One-Stop Job Centers. How will you learn business needs and attract increased job postings? How can WDC help?**

With the implementation of the Reed Act plan, outreach will be conducted to over 250 businesses to learn about their needs and to attract additional job postings. Presentations will also be made to industry and business associations to promote OWL services. Some of the services offered by OWL's Business Services staff include, information to employers on financial support for TANF participants, links to private staffing agencies, access to OWL's Business Center, and information on employee management issues such as flexible work rules and benefit policies to improve employee retention.

Businesses may also schedule videoconference meetings, reserve space for recruitment and interviewing, receive assistance with applicant screening, and job matching and referral services. Through partnership with local agencies OWL provides employer driven workshops covering topics on DLIR compliance issues, ADA, violence in the workplace, customer service training, and hiring and retaining employees.

The board, through its members or by committee, plans to provide consultative services to the Administrator of OWL to help identify/clarify the services sought by businesses and to assist in the development of a demand driven system that more closely addresses businesses' needs.

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\* Underrepresented groups include but are not limited to people with disabilities, Temporary Assistance for Needy Families ("TANF") clients, immigrants, out-of-school youth, older workers and retirees, and people with substance abuse and ex-offender backgrounds.



**6. Describe how the One-Stop system will ensure universal access to the mandatory core services. [Ref: WIA Section 134(d)(2)]**

Universal access is ensured through the board's agreements with the One-Stop partners to provide core services through staff co-located at the centers or to provide information and referrals electronically. A Disability Program Navigator acts as the resource person to promote the use of One-Stop services by people with disabilities. Services from the Language Access Line are also available to assist people with limited English proficiency in using the services. The OWIB, as part of its continuous improvement commitment, annually re-evaluates its programs and services to ensure that its programs and services are accessible to any and all persons who wish to use them.

**7. Describe the intensive services that will be provided through the One-Stop system, including the service delivery method. [Ref: WIA Section 134(d)(3)]**

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

- Comprehensive and specialized assessment of the skill levels and service needs
- Development of individual employment plans
- Group counseling
- Individual counseling and career planning
- Case management
- Short-term pre-vocational services such as interviewing skills, punctuality, communication skills, etc.
- Work experience
- Internships
- Out-of-area job search assistance
- Literacy activities related to workforce readiness
- Relocation assistance

**8. Describe policies, if any, to restrict training funds for uses the LWIB has identified as a Local Area priority; e.g., a) direct a certain percentage of training funds to high demand, economically vital, and/or targeted skills and occupations, or b) give priority to training for jobs that pay at least a self-sufficiency wage.**

The OWIB currently does not have any policies in place such as those contemplated by this question or described above. This, however, is an issue and an approach to budgeting, programming, and prioritizing that is currently under review by the board.

**9. Describe the training services that will be provided through the One-Stop system, including the LWIB's:**

- a. Policies and procedures to contract with employers for on-the-job training ("OJT") and customized training**

1) On the job training (OJT) may be provide through the One-Stop center by a negotiated contract with an employer in the public, private non-profit, or private sector under which the employer hires one or more WIA participants and provides occupational training in exchange for the reimbursement of up to 50 percent of the wage rate to compensate for the employer's extraordinary costs. The following policies will apply to OJT agreements:

- Contracts will not be negotiated with any employer who has previously exhibited a pattern of failing to provide OJT participants with continued long-term employment with wages, benefits, and working conditions that are equal to those provided to other employees who have worked a similar length of time and are doing the same type of work.
- An OJT contract must be limited to the period of time required for a participant to become proficient in the occupation for which the training is being provided, depending on the individual's ability and the nature of the job. Consideration will be given to the academic and occupational skill level and prior work experience of the individual participant as well as to the occupational skill requirements of the job.
- An OJT contract may be written for an employed participant only if:
  - ⇒ The employee is not earning a self-sufficient wage as determined by the LWIB; (State or Local boards must set the criteria for determining whether employment leads to self-sufficiency. At a minimum, such criteria must provide that self-sufficiency means employment that pays at least the lower living standard income level, as defined in WIA section 101(24). Self sufficiency for a dislocated worker may be defined in relation to a percentage of the layoff wage,. WIA regulations Sec 663.230); and
  - ⇒ The OJT related to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require skills, workplace literacy, or other purposes identified by the LWIB.
- An OJT contract may be written with an employer only if the employer:
  - ⇒ Has a General Excise License;
  - ⇒ Is registered with the State Department of Commerce and Consumer Affairs to conduct business in Hawaii;
  - ⇒ Has the necessary professional or vocational licensing, if applicable; Has a satisfactory record of integrity and business ethics as determined by reports from the Office of Consumer Protection the Better Business Bureau, and Chamber of Commerce;
  - ⇒ Can demonstrate payment of state and federal taxes; Has an adequate payroll system, including maintenance of attendance records and payroll ledger;

- ⇒ Maintains a satisfactory working environment, including compliance with regulations; and
- ⇒ Has adequate financial resources or the ability to obtain them.

- Performance criteria for OJTs will be set by the LWIB and the One-Stop Center Operator will collect the corresponding performance data. A list of providers that have met such criteria, along with the relevant performance information, will be disseminated through the One-Stop delivery system.

2) Customized training may be provided through the One-Stop Center by an negotiated contract with an employer (or a group of employers) in the public, private non-profit, or private sector under which the employer provides training that: is designed to meet the special requirements of the employer; is conducted with a prior commitment by the employer to employ, or in the case of incumbent workers, continue to employ, the participants n successful completion of the training; and for which the employer pays for not less than 50 percent of the cost of the training. Training components may include classroom instruction in the occupational area or in basis skills needed for entry into the occupation, or in simulated or actual job-site instruction in which the trainees do not perform productive work (e.g. job shadowing). The training may be conducted by the employer or be subcontracted to another training provider. An OJT component will be permitted after the classroom or non-productive job-site training; however, participants must actually be hired prior to the OJT. The placement may be within the organization holding the contract for the training, or with another qualified company, provided that the job is directly training related.

The following policies will apply to customized training agreements:

- Contracts will not be negotiated with any employer who has failed to or employment commitments under previous customized training or OJT agreements.
- A customized training contract may be written for the training of a employed participant when:
  - ⇒ The employee is not earning a self-sufficient wage as determined by the LWIB:
  - ⇒ The customized training relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the LWIB.
- A customized training contract may be written only if the employer making the commitment to hire:
  - ⇒ Has a General Excise License;
  - ⇒ Is registered with the State Department of Commerce and Consumer Affairs to conduct business in Hawaii;
  - ⇒ Has the necessary professional or vocational licensing, if applicable;

- ⇒ Has a satisfactory record of integrity and business ethics as determined by reports from the Office of Consumer Protection the Better Business Bureau, and Chamber of Commerce;
  - ⇒ Can demonstrate payment of state and federal taxes; Has an adequate payroll system, including maintenance of attendance records and payroll ledger;
  - ⇒ Maintains a satisfactory working environment, including compliance with regulations; and
  - ⇒ Has adequate financial resources or the ability to obtain them.
- Performance criteria for customized training will be set by the LWIB and the corresponding performance data will be collected by the One-Stop enter Operator. A list of providers that have met such criteria, along with the relevant performance information, will be disseminated through the One-Stop delivery system.

3) Contracted programs may be provided only in exceptional cases when the LQWIB determines that there is a special population with multiple barriers to employment that is not being adequately served under the ITA system and can also identify an existing program serving that population with demonstrated effectiveness. Special populations are defined as those populations consisting of low-income participants in one or more of the following categories: individuals with substantial language or cultural barriers, offenders; homeless individuals; welfare recipients; persons with disability; individuals requiring services for substance abuse; individuals aged 55 years and older; and migrant or seasonal farm workers.

***b. If applicable, policies and procedures to contract with community-based organizations or other private organizations that offer effective training to special populations with multiple barriers to employment***

The process used by the board is governed by Section 103D of the HRS concerning procurement of services, as well as other pertinent and/or related City rules and/or regulations.

**10. Describe the local Individual Training Account (“ITA”) system, including:**

***a. Any limits the LWIB chooses on the dollar amount, duration, number and scope of ITAs for individuals***

The board decided in 2001 that \$8,000 would be a lifetime maximum dollar amount or cap for an ITA for training provided to any individual enrolled in the WIA Adult or Dislocated Worker program. In 2003, the board decided that while the \$8,000 lifetime cap would still be applicable, WIA would pay the lowest cost for the same type of training program offered by providers. The customer would be able to enroll in the training program, with the provider of his choice, but if the program and provider of his choice charges more than the lowest cost for the same type of training from

another provider, the customer would be responsible for paying the difference between the lowest cost and what is charged by the customer's provider.

***b. ITA procedures, if any, to cover costs of the following items provided by approved training providers:***

- *tuition and fees for training*
- *textbooks, supplies, uniforms, and necessary training materials*
- *testing fees for certification, and licensing examinations*

Tuition and fees for training are covered under the ITA. Textbooks, supplies, uniforms and necessary training materials as well as testing fees for certification and licensing examinations are covered under support services. Payment procedures are the same for ITAs and support services. Payments are made to providers and vendors who invoice the City. Payment must be authorized or pre-approved by the OWL Employment Consultant and Center Manager, prior to receiving the goods or services. In exceptional cases where customers advance the payment for tuition or support service item out of their own pocket, they may request for reimbursement only if pre-approval has been given.

***c. Procedures for how ITA expenditures will be controlled and tracked, and***

Honolulu's Individual Training Account (ITA) system will be in accordance with the State Workforce Development Council Plan. The ITA system will be the primary method of funding training services for eligible individuals. An ITA is an "account" established by the One-Stop Center operator on behalf of an eligible participant to finance training costs directly linked to employment opportunities. All training costs paid to vendors other than for OJT, customized, or special contracted training will be charged again the individual's ITA. Training costs include: tuition and fees for approved programs; text books and other materials or supplies required for training; testing fees for certification; and admission and examination fees.

Prior to establishing a training account for an individual, a counselor will have:

- Determined that the participant is in need of training;
- Assessed the individual's interests, abilities, and need for supportive services;
- Established an appropriate training plan;
- Worked with that participant to estimate the full cost of tuition and other training expenses needed to complete the plan successfully;
- Calculated the amount of total resources available from WIA and other sources;
- Provided guidance and training in evaluating training provider data in order to select wisely from the list of eligible training providers.

The participant chooses which program to attend and what additional necessary training expense to charge again the ITA. However, all charges again an ITA must first be approved as an allowable training cost by the One-Stop Center intensive service staff, usually the participant's counselor. In the case of tuition, the approving staff must also certify that the training is consistent with the training plan based on the participant's

career goals and abilities. Tuition payments may only be made for programs that appear on the state list of approved trainers. Purchasers of other training materials will only be approved if the price is reasonable for the items. Payments may be made directly to the vendor or reimbursed to the participant after submitting proof of payment.

The maximum amount available through an ITA will vary among participants and will be based on anticipated training costs; however, no ITA may exceed \$8,000 for a single individual enrolled in the adult program or in the dislocated worker program without specific approval of the LWIB. If a participant desires to attend a program whose cost exceeds the available ITA balance, that participant must demonstrate his/her ability to pay the excess cost prior to enrollment in the program.

Procedures for paying the vendors: Vendors will submit invoices to the central administrative section of Oahu WorkLinks which will verify the obligation and record receipt of the invoice in the automated ITA tracking system. Verification of the obligation includes verifying the required approvals of the intensive service staff and the eligibility status of the training provider. The billed amount will be included in the next scheduled request to the State for funds. When the money has been received and deposited in the City Treasury, payment will be made by the City using its standard financial policies and procedures.

Control and tracking: The current control and tracking system consists of spreadsheets used and monitored at each of the Oahu WorkLinks centers. The OWL Administration Section uses a FileMaker Pro database to track and manage the aggregate data from the centers. With the implementation of a new financial management system at the City, C2HERPS Advantage Financial System, it is hoped that there will be control and tracking components for federal grants that can include ITAs. The ideal system would provide for real-time updating, produce summary reports, and allow data to be correlated to case management purposes.

***d. Procedures for how a customer will be able to complete training planned if the applicable training program is removed from the list of eligible training providers before that customer completes training.***

The following procedure shall be used: (1) verify the training program or provider has been removed from the Eligible Training Provider (ETP) list; (2) determine an appropriate placement from another training program or provider on the ETP list for the participant using established policies and procedures; and, (3) place the participant using established policies and procedures.

***11. Identify all partners of the One-Stop system.***

- ⇒ ALU LIKE, Inc. Native American Employment & Training Program
- ⇒ Community School for Adults, Hawaii Department of Education
- ⇒ Hawaii Job Corps
- ⇒ Honolulu Community Action Program, Inc.: Senior Community Service Employment;

- ⇒ Unemployment Insurance Division, Hawaii State DLIR
- ⇒ University of Hawaii, Community Colleges: Postsecondary Vocational Education
- ⇒ Vocational Rehabilitation Division, Hawaii State DHS
- ⇒ Oahu Branch, Workforce Development Division (WDD), Hawaii State DLIR
- ⇒ WIA Adult & Dislocated Worker Program: C&C of Honolulu, DCS

**12. Provide a copy of the Memorandum(s) of Understanding (“MOU”) as described in WIA Section 121(c) between the LWIB and each of the One-Stop partners. [Ref: WIA Reg. 661.350(a)(3)(ii)] Each MOU must delineate:**

- a. *The role of each partner (services, implementation responsibilities),*
- b. *How services will be funded,*
- c. *How operating costs of the One-Stop Job Center will be funded,*
- d. *How individuals will be referred between services,*
- e. *How confidentiality will be protected,*
- f. *Coordinated employer services and job development, with a single repository of job orders and applications,*
- g. *Procedures for compliance with the Americans with Disabilities Act (“ADA”), and*
- h. *Other strategies intended to increase the efficiency of One-Stop Job Centers. At minimum, discuss:*
  - *how duplicative services can be reduced,*
  - *current and planned electronic connectivity between partners,*
  - *development of and resource support for innovative strategies, and identification of training for skills identified by business partners.*

The requested MOUs are included in this plan as attachments located in Section XII. Each MOU discusses and addresses the issues raised above.

**13. Describe how Reed Act funds are being used to improve the One-Stop system. Include how initiatives that are supported by Reed Act funds will become self-sustaining.**

The OWIB’s plan to use the Reed Act Funds in the One-Stop system is detailed in its proposed plan to the State (EXHIBIT # 5). The highlights of the plan are as follow:

**a. Satellite Business Resource Center in Kapolei**

Oahu WorkLinks’ Business Services Section will operate a satellite Business Resource Center in Kapolei to assist businesses with their human resource and workforce development needs. Kapolei’s job market has grown by 24 % in the past five years, driven by residential, commercial and industrial development, and is expected to more than double by 2020. The number of jobs in the West Oahu community increased from 18,750 in 2000 to 24,516 in 2005, according to the City’s Department of Planning and Permitting, which uses census and state land use date to project both population and job growth.

Projected growth within the next 3-4 years in Kapolei is as follows:

- ⇒ Twenty new businesses are opening across from Home Depot.
- ⇒ MacNaughton Group is planning a 200, 000-plus square foot, open air shopping center with nationally branded retail and food tenants providing thousands of jobs.
- ⇒ Wal-Mart & Costco both plan to open full service stores.

New businesses including e-commerce companies are entering the region at a growth rate of 160% with a projected increase to 40,000 jobs in Campbell Industrial Park, Ewa Beach/ Genry/Village, Makakilo and Ko Olina by the year 2010. A study by the West Oahu Economic Development Association found that 67 percent of the Kapolei residents who do not work in Kapolei want to work in the new city and closer to home.

The Center will be staffed with two Business Developers (one full-time and one part-time employee) with the use of Reed Act funds. The center will serve job seekers and workers in Kapolei and the surrounding community to meet the recruitment and training needs of the businesses for qualified personnel. Counselors and volunteers from the Small Business Administration and Small Business Development Corporation, serving as consultants and guest speakers, may provide individual or group counseling to entrepreneurs, technical assistance sessions and training workshops. Workshops will include HireNet Hawaii, labor laws, hiring and retention strategies, Workers Comp, Unemployment requirements, ADA, Occupational Safety & Health etc.

Sustainability:

It is OWL's intent to establish successful relationships that will lead to a willingness of a number of parties to continue to partner and support this level of service in the Kapolei region. Examples of organizations that might consider collaborating to continue these services include the Small Business Administration, Small Business Development Corporation, various Chambers of Commerce, the City and County's Office of Economic Development, the State Department of Business and Economic Development, Enterprise Honolulu, or one or several of the nonprofit organizations expanding with new facilities in the area.

Desired Outcome:

OWL's goal is to increase Leeward employer usage of OWL services (resource center, job posting, training, referral and hiring) by 40% (36 additional West Oahu businesses). From the period January 2005 to June 2006, a total of 89 West Oahu businesses used OWL job posting services, of which 39 were major accounts that had a Business Developer assigned to service them.

**b. Expansion of Business Services to Small Businesses**

OWL plans to enhance its current services to small and medium size businesses by providing two full time employees in the Business Services Section (Honolulu Center) to serve as business representatives to support the following services:



- ⇒ Outreach and marketing of One-Stop programs and services to businesses (e.g. HireNet Hawaii) and dissemination of promotional materials
- ⇒ Educating and supporting small and medium size businesses with their recruitment, placement and retention strategies
- ⇒ Coordinating or facilitating workshops/training sessions to address business need for rapid technological or organizational changes
- ⇒ Assisting businesses in planning and re-designing workplace practices to be more productive in working with special workers such as job accommodations for people with disabilities
- ⇒ Attending industry/business organization meetings and utilizing membership to better assess and service industry workforce needs
- ⇒ Assisting in the implementation of recommendations from employer forums or focus groups convened by OWIB
- ⇒ Facilitating meetings to connect industry with secondary and post-secondary education to promote partnerships, internships, or mentoring opportunities
- ⇒ Conducting labor market research for specific industries or businesses
- ⇒ Conducting customized job fairs

Sustainability:

OWL plans to use Reed Act funds to establish new initiatives and enhance programs and services that were not always feasible under the WIA funding stream. Once established, many of these programs and services would be self-sustaining as they would support WIA activities and could easily be maintained without additional costs to the WIA funded programs. Additionally, OWL intends to be successful enough to generate sufficient demand for these services whereby fees could be imposed to defray some of the costs.

Desired Outcome:

Increase employer participation with OWL by 30% (expand the participation of an additional 200 businesses) through job posting, resource center use, training, referrals or hiring. From the period January 2005 to June 2006, 665 businesses used OWL job posting services, of which 110 businesses were major accounts with Business Developers assigned to service them.

**c. Programs for under-represented groups**

OWL intends to utilize Reed Act funds to address one of the priorities identified by the board, which was to expand the under-represented labor pool. Working in partnership with education, non-profit organizations and other entities in the community and by conducting outreach to populations that are currently under-represented in the workforce such as immigrants with limited English proficiency, ex-offenders, individuals with disabilities, discouraged workers and people experiencing homelessness, OWL believes it can better assist businesses in the service and labor industries in meeting their workforce needs.

It is OWIB's plan to partner with interested providers of programs and services that engage these populations with special needs to develop strategies to prepare them for

the workplace. While occupational training will not be provided as it is not allowable under the Reed Act, programs that provide assessment, vocational counseling, workshops on job search assistance, career planning, job placement and retention services that demonstrate successful outcomes with these populations are eligible.

Sustainability:

There is a return on investment in expanding the labor pool. Each unemployed person who becomes employed will increase contributions to the tax base. It is estimated that an annual salary of \$16,000 to \$20,000 yields an annual tax contribution of \$3,240 to \$3,840. An annual salary of \$20,000 to \$30,000 yields an annual tax contribution of \$4,128 to \$5,628.

In addition to increased tax contributions, returning unemployed people to the workforce will decrease the costs of current taxpayers' burden to fund services for prisons (\$40,150 per in-state inmate); General Assistance (\$5,016/person); TANF (\$9,600/person); SSI (\$7,236/person); SSI in foster care home (\$13,499/person) etc.

It is OWL's hope that at the completion of these programs:

- ⇒ The Community Colleges, Adult Education, non-profit or faith-based organizations, and OWL can embrace the lessons and strategies learned from these pilot programs and leverage appropriate resources to continue outreach and job preparation efforts.
- ⇒ Based on the success of the pilot programs, OWIB and other entities would seek necessary funding or grants to sustain the programs.

Desired Outcomes:

- ⇒ A model program can be identified that could be replicated to engage one or more under-represented population successfully into the workforce.
- ⇒ 300 people who are currently unemployed and from under-represented groups will receive information about OWL services and complete intake and registration as a result of the outreach.
- ⇒ 240 people will complete assessment of their career interests, aptitudes and skills.
- ⇒ 192 people will complete career counseling and job readiness training.
- ⇒ 30 people will enter employment.

**d. Expansion of OWL Services for Improved Job Matching**

To enhance successful matching of employers with job seekers, OWL staff will use Reed Act funds to focus on systems designed to allow for more in depth screening, verification of qualifications and matching of interests and career goals, and coaching of job seekers. Additionally, the two employees, called Employer Liaisons, to be funded with Reed Act funds, will be better able to develop employer profiles which will contain desirable characteristics, job skill requirements, as well as more detailed descriptions of the work environment and the opportunities and benefits afforded by the employer.

Also important to note is that currently 60% of job seekers visiting OWL Centers do not have adequate computer skills or access to the Internet and have difficulty in navigating HireNet Hawaii on their own. These and other individuals with more challenges require one-on-one staff assistance in developing their resumes and job readiness preparation. The current 3-hour long job search workshops do not offer the support structure for these customers to succeed in meeting employer expectations for job referrals. With the special populations that OWIB plans to target, it is anticipated that more customers will require intensive staff assistance.

To encourage these job seekers with limited skills to continue to participate successfully, OWL will develop a Job Club program for the customers that will provide opportunities for structured daily interactions with instructors/counselors in a supportive environment with a small group of their peers. Job Club activities include values and interest assessment, work ethic development, job retention strategies, communication skills, time management, problem solving skills, and life-work balance strategies.

Job seekers conduct research on the specific jobs and companies they are interested in; complete applications accurately; run through mock interviews to handle the stress of job interviewing and practice the various approaches to job search (networking; using employment agencies; web job boards etc.) The two Instructors/Counselors to be funded by the Reed Act will implement the Job Club program to improve the quality of job referrals made to employers. They will follow up with the referrals with regular, on-going contacts for a 6-month period.

Sustainability:

Once the front-end work of establishing a system to gather information from employers and job seekers is completed, and data is gathered from the employers, the program should be sustainable without the additional funding. As with all of the other Reed Act funded activities, OWL intends to be successful and hopes to generate sufficient demand for these services whereby fees could be imposed to defray some of the costs.

Desired Outcome:

- ⇒ 30% of the applicants referred to employers will be hired.
- ⇒ There will be improved access for individuals with limited English proficiency, including language line services, development of forms, automated voice messages, etc. in languages other than English.

**e. Career Advancement/Promotional Materials/Activities**

Reed Act funds dedicated to this activity will be used to promote One-Stop system services by developing and producing informational and educational materials that are attractive to businesses and job seekers. Costs will be allocated to programs benefiting from the promotion based on the ratio of participants registered in Wagner-Peyser to those registered in WIA or other programs. The following are some of the activities OWL has planned:

- ⇒ A consultant will be hired to conduct pre and post surveys to assess the name recognition and the community's knowledge of OWIB, OWL's services and Youth Programs, and to make recommendations on effective promotions.
- ⇒ To assist businesses to recruit and retain entry-level workers in the targeted industries of hospitality, construction and healthcare, videos and/or other materials will be produced to showcase career advancement in these industries.
- ⇒ Promotional materials and websites are developed or upgraded to provide current content information and/or interactive capability. Access to these materials is provided to people with disabilities and limited English proficiency.
- ⇒ Active recruiting for all job candidates will be conducted and the system being set up through the ongoing marketing and recruitment campaign should be self-sustaining once developed.
- ⇒ Presentations to business associations, job fairs, employer recognition functions, success story celebrations, outreach functions and focus groups will be conducted.

Sustainability:

- ⇒ The City's Department of Information Technology will host and maintain the websites.
- ⇒ Based on the success of these programs, OWIB and other entities would seek discretionary or earmark funding from federal agencies such as the Department of Labor, Department of Justice, and Department of Health and Human Services to continue these programs.

Desired Outcomes:

- ⇒ Based on survey results, there will be a 10% increase in name recognition and understanding of services provided by OWL and Youth Services, and OWIB.
- ⇒ 15 presentations will be made to business and industry associations such as Rotary Clubs, Chambers of Commerce, Hotel & Lodging Association etc.

**f. Training for OWIB Members and Staff**

Costs will be allocated to benefiting programs based on the ratio of participants registered in Wagner-Peyser to those registered in WIA or other programs to allow for the training of OWIB members and staff to learn about globalization and the emergence of completely new social, political and business models; to evaluate strategic plans and measure outcomes; to align vision and mission with a more demand-driven workforce system; to gather information about global or national issues related to economic development, education and workforce development; and to learn about best practices regarding board development and leadership as well as One-Stop operations.

Desired Outcomes:

- ⇒ A system will be developed to allow for every board member to understand his role and responsibilities

⇒ A current and dynamic plan to meet Oahu’s workforce needs as prioritized by the board will be developed and implemented

**g. Certification and Training for OWL Staff and Partners**

Costs will be allocated to benefiting programs based on the proportion of staff in Wagner-Peyser program versus staff in WIA or other non -WIA programs to allow for the training and development of staff and One-Stop partner agencies to improve customer services to both job seekers and employers; enhance knowledge of labor market trends and needs of specific industry clusters; improve understanding of service integration of One-Stop system; follow up on additional training on HireNet; attain and maintain competencies as workforce development professionals through credentialing or certification process.

Desired Outcomes:

- ⇒ 90% of OWL professional staff will obtain a credential or become certified as a workforce development professional
- ⇒ All OWL professional staff will be proficient in the use of HireNet

**h. Training for Youth Staff and Providers**

Costs will be allocated to benefiting programs based on the proportion of staff in Wagner-Peyser versus staff in WIA or other non-WIA programs to improve the delivery of services to youth and employers by providing training and professional development for Youth Services Center staff who deliver employment and workforce information services.

Desired Outcomes:

90% of the Youth Services Center staff that participate in training and development will obtain a credential or become certified as a workforce development professional

**i. Establish a Satellite One-Stop Center in Hauula Civic Center**

Oahu WorkLinks plans to establish a satellite One-Stop center in Hauula to provide services to the currently underserved areas along Koolauloa and the North Shore. OWL plans to conduct outreach to the local communities and collaborate with faith-based and community organizations to promote their employment services to under-represented populations such as people experiencing homelessness, immigrants with limited English proficiency, and individuals with disabilities.

Desired Outcomes:

- ⇒ OWL will partner with 3 faith-based and community organizations in conducting outreach to promote OWL services
- ⇒ Orientation and registration will be provided to 100 residents
- ⇒ Career counseling and job referrals will be provided to 50 residents

**j. Upgrading of computer equipment/software for OWL and YSC**

Reed Act funds will also be used to replace and upgrade computer equipment and install necessary infrastructure to ensure speed, efficiency, and reliability of the centers' networks.

**k. HireNet Hawaii**

Reed Act funds will also be used to improve the delivery of services to businesses and job seekers by funding the necessary maintenance and enhancements to the HireNet Hawaii system.

**14. Describe the LWIB's coordination with the following entities, if they are not partners in the county's One-Stop system:**

- ⇒ *Adult Education and Family Literacy* (representative serves on board)
- ⇒ *ALU LIKE, Inc.* (representative serves on board)
- ⇒ ***Child Care Providers* (representative being sought for service on youth council)**
- ⇒ *Child Protection Agency* (representative serves on youth council)
- ⇒ *Community Colleges* (representative serves on board)
- ⇒ *Community Service Block Grant activities* (representatives serve on board)
- ⇒ ***Corrections* (representative being sought for service on youth council)**
- ⇒ *Department of Education* (representative serves on board)
- ⇒ *Economic Development Agencies* (representative serves on board)
- ⇒ *Faith-Based and Community-Based organizations* (service on board)
- ⇒ *Foster Care* (representative being sought for service on youth council)
- ⇒ *HUD employment and training activities* (N/A)
- ⇒ *Job Corps* (representative serves on board, youth council)
- ⇒ *Judiciary* (representative serves on youth council)
- ⇒ ***Libraries* (representative being sought for youth council)**
- ⇒ *Migrant and Seasonal Farmworker Programs* (representative serves on board)
- ⇒ *Native Hawaiian, Indian and Native American Programs* (representative serves on board)
- ⇒ *Post-secondary Vocational Education* (representative serves on board)
- ⇒ *Private sector* (majority of board members represent private sector)
- ⇒ *Rural Development Project & Rural Job Training Project* (representative serves on board)
- ⇒ ***TANF (Temporary Assistance for Needy Families)* (no representation at present time)**
- ⇒ ***Transportation* (no representation at present time)**
- ⇒ *Unemployment Insurance* (representative serves on board)
- ⇒ ***U.S. Department of Defense* (no representation at present time)**
- ⇒ *Vocational Rehabilitation* (representative serves on board)
- ⇒ *Youth Opportunity Grants* (N/A)

Coordination with each of the above entities may become necessary should the board undertake the development of a new program, expand the reach of existing programs, or reduce the availability of programs or services. In these instances, board staff will make contact with these organizations, provide these organizations with background information on the undertaking, and solicit comments from these entities with regard to their prospective interest, in any, in participating in the development, funding, and/or oversight of the initiative.

**15. Describe how the particular workforce development needs of the following groups will be met, ensuring accessibility, nondiscrimination and equal opportunity, and consistency of service across the county: [Ref: WIA Reg. 661.350(a)(1)]**

- a. *Dislocated workers,*
- b. *Displaced homemakers,*
- c. *Low-income individuals such as migrants and seasonal farm workers,*
- d. *Public assistance recipients,*
- e. *Women,*
- f. *Minorities,*
- g. *Individuals training for non-traditional employment,*
- h. *Veterans,*
- i. *Older individuals,*
- j. *People with limited English-speaking ability, and*
- k. *People with disabilities.*

To ensure responsibility, nondiscrimination and equal opportunity, the One-Stop operator(s) will meet the needs of specific target groups as follows:

Dislocated Workers: Dislocated workers will be identified through the WARN Act and the State's Plant Closing Notification law, and rapid response activities will be provided. As required partners in the One-Stop system, the Department of Labor and Industrial Relations' Unemployment Insurance (UI) and Workforce Development Division (WDD), which administers Wagner-Peyser programs, work together to identify or profile dislocated workers who are most likely to exhaust their benefits and provide them with timely services to get them re-employed under the Worker Profiling and Re-Employment Services program.

Services to be provided to dislocated workers include assessment, counseling, information on employment statistics, training providers and support services, entrepreneurial training, assistance in filing for unemployment compensation, job search and placement assistance, and referrals to intensive services, training, or micro-lending, as appropriate.

Displaced Homemakers: Displaced homemakers will be identified primarily through referrals from partner agencies such as the State Department of Human Services, and community-based organizations such as YWCA and Hawaii Women's Business Center that focus on women and family concerns.

Displaced homemakers generally require intensive services and training and a wide variety of support services. Problems these women often face are low self-esteem, lack of direction,

feeling they have no skills to offer, that the few jobs available to them are low-skill, and age discrimination. Training services under WIA will be coordinated with programs for displaced homemakers available at the local community colleges through the Carl Perkins Applied Technology and Vocational Education Program and from other programs. Training especially needed is in computer skills, entrepreneurship (business plan, loan package preparation, etc.), money management and in interview preparation so the women learn to promote themselves to counter age discrimination in employment. (In Hawaii, 45 percent of small businesses are owned by women and stay successful longer.)

Migrant and Seasonal Farm Workers: Services to Migrant and Seasonal Farm workers (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.

Public Assistance Recipients: The State Department of Human Services (DHS) which administers the Temporary Assistance to Needy Families (TANF), Food Stamps Employment and Training and other federal and State funded public assistance programs is a One-Stop partner in the system. DHS also contracts with other partners in the system, such as WDD and WorkHawaii, to provide case management, job search assistance, job readiness training and job club activities to public assistance recipients. Staff from partner agencies are co-located and provide services at DHS First-to-Work units. DHS units are access points for the One-Stop system with customers being registered into HireNet. Collaborative case management between DSH and One-Stop center staff may be used in providing intensive and training services to public assistance recipients.

The Work Opportunity and Welfare to Work Tax Credits will be made available to employers as an added incentive to hire welfare recipients.

Women: Previous program experience demonstrates that women constitute the majority of participants who utilize employment and training services. This target group is usually in need of intensive services, occupational skills, training, money management, entrepreneurship, and a wide range of support services such as child care, transportation, and domestic violence counseling. The One-Stop system will continue to experiment with various approaches for serving this group including group counseling, mentoring, and flexible training and work schedules and information about non-traditional careers for women.

Minorities: In Hawaii, no racial or ethnic group constitutes more than 50% of the population. The term “minority group” does not have the same connotation in Hawaii as in other states. Workforce investment programs will continue to outreach and serve groups that are over-represented in unemployment statistics.

Non-traditional Employment: One-Stop partners such as WDD, Community Colleges and WorkHawaii are members of the State’s Non-traditional Employment Taskforce (NET). NET is an organization comprised of public and private employers, education and training



agencies, and community-based organizations that were formed to encourage the training and employment of persons, particularly women, in non-traditional occupations. Information on non-traditional employment will be available at the One-Stop Centers and will be provided as part of career counseling.

Veterans: The One-Stop centers 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 such services, will be assisted by dedicated Local Veterans' Employment Representatives or by Disabled Veteran Outreach staff as appropriate. Those unemployed or underemployed will receive retraining. A small minority, who are substance abusers or homeless, will receive socialization skills.

In addition to labor exchange services and services available through WIA, training and placement services will be provided through grants from USDOL/VETS when available. Veterans program staff also will continue to participate in the Transition Assistance Program to help separation military service members re-enter civilian life and employment.

Older Individual: One-Stop partners staff have experience serving older individuals in their programs, particularly Honolulu Community Action Program, Inc. (HCAP), whose staff are skilled in operating the Senior Community Services Employment Program (SCSEP) and the Older Individuals Program under JTPA. The City's Department of Community Services has an Elderly Affairs Division (EAD), which administers federal- and State-funded programs on aging as well as the Senior Information and Assistance Service Program supported by City funds. In addition to providing a rich variety of in-home, health, and community services to self-sufficient, transitional and vulnerable elders, this extensive network provides public awareness, outreach, and advocacy to seniors living on O`ahu. This network will serve as the outreach and intake point for seniors with employment and training needs. In return, information on community resources for senior services will be available at the One-Stop centers.

People with Limited English Speaking Ability: Translation and interpretation services will be available to assist individuals with limited English-speaking ability, with bilingual staff stationed at the One-Stop centers as appropriate. Training in English as a Second Language (ESL) and vocational ESL will be conducted by One-Stop partners, such as the Department of Education Community Schools and community-based organizations as appropriate.

People with Disabilities: The Division of Vocational Rehabilitation (DVR) is a mandatory partner and has been taking the lead in planning, assessing, and designing the One-Stop system to ensure program access and services meet the needs of persons with disabilities. DVR staff will have a presence at the One-Stop centers to continue to provide technical assistance to center staff, and to conduct assessments for individuals with disabilities to determine the best strategies for them to access services. A Disability Program Navigator (DPN) is stationed at the Centers and acts as resource people to promote accessibility of one-stop services to people with disabilities.

All One-Stop centers and affiliated sites will meet ADA requirements for accessibility. Resource rooms will be equipped with at least one computer designed for use by people with disabilities. Assistive technology options, such as JobLine, so people with vision impairment can access job bank information, will be made available. Intensive and training services may be provided through coordination with organizations that specialize in serving this target population such as DVR, Abilities Unlimited and Assistive Technology Resource Center.

System improvements include increased efforts to better serve segments of the veteran population that has been substantially underserved relative to the total number of people in this discreet population – homeless veterans. The board has partnered and will continue to partner with other organizations in the development of new programs targeted at helping this underserved community. Other system improvements include recent initiatives by the board to secure Reed Act funds to provide limited English-speaking Micronesians with One-Stop and Wagner-Peyser services.

***16. Describe the process for providing priority to public assistance and low-income individuals for intensive and training services when adult program funds are limited. [Ref: WIA Reg. 661.350(a)(11)] What priority is given to veterans? What priority, if any, is given to underrepresented groups? What priority, if any, is given to employed people who earn below the self-sufficiency level?***

Since funding is generally limited, a system is established to give priority to public assistance recipients and low-income individuals for adult intensive and training services. Low-income is defined in similar terms as JTPA, i.e. individuals who are economically disadvantaged because their income in relation to their family size does not exceed the poverty level or 70% of the lower living standard income level. In accordance with WIA Bulletin No. 07-05, which establishes priority for veterans under the Jobs for Veterans Act, priority is further applied as follows:

Persons who meet both the veterans' priority and the targeting provision above have the highest priority for participation. Non-veterans who meet the targeting provision have the next highest priority. Veterans who do not meet the targeting provision have the third highest priority. Persons who are not veterans and who do not meet the targeting provision have the lowest priority.

***17. Describe how the LWIB will coordinate local activities with statewide rapid response activities. [Ref: WIA Reg. 661.350(a)(6)]***

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 WDD, UI, and the Research and Statistics office. As required by law, companies also transmit a notice to the Mayor of the City and County of Honolulu to inform him about a closing.

Upon receipt of such a notice, WDD forwards copies of the notice to the LWIB for appropriate action and coordination with Rapid Response activities. Rapid Response functions are carried out primarily by the staff of the local WDD offices an 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 employee's union representative and the appropriate One-Stop partner staff, 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 work site.

The O`ahu Consortium partners have previous experience with establishing successful LMCs in managing JTPA Title III discretionary grants: In implementing the Pearl Harbor Naval Shipyard grant, a LMC was formed in which management associations representing the shipyard (Federal Managers Association, Chapter 19, National Association of Superintendents, and the Department of the Navy) were at the same table with representatives of the Hawaii Federal Employees Metal Trade Council, made up of 16 labor organizations. The LMC designed, developed, and provided oversight on the implementation of various services by WDD and WorkHawaii for the dislocated workers. Another successful LMC assisted in the closure of O`ahu's last sugar plantations. The Waiialua Sugar Company and the ILWU representatives met regularly with WorkHawaii and other service providers to ensure a smooth transition forth displaced sugar workers and their families.

Pre-layoff assistance will be provided as appropriate. Theses 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 conducts further assessment of the need for intensive or training services, and possible referral to supportive services.

***18. Describe the county's strategy for providing re-employment services to UI claimants most likely to exhaust benefits.***

The Wagner-Peyser funded partner agency in OWL, the Workforce Development Division (WDD) is already mandated by USDOL (though not funded) to provide re-employment services to selected UI claimants who are identified by the UI Division to meet the profile of those most likely to exhaust their benefits. Every week, the UI Division refers a set number of "profiled" individuals to the WDD staff located at selected One-Stop Centers for group orientation sessions and individualized interviews to update each claimant's intake data in HireNet. Staff assesses the individual's needs and evaluates the individual's job knowledge, skills and achievements to develop an Individual Re-employment Plan with each claimant.

While the primary goal is to return the claimant as quickly as possible to unsubsidized employment, many claimants may choose to take intermediate steps to prepare for re-entry into the world of work by participating in re-employment services and activities such as attending One-Stop workshops in interviewing techniques, resume-writing, etc in order to

better prepare for competitive job search. In addition, some claimants may decide they need short-term classes or long-term training to achieve their employment goals. Others are provided one-on-one intensive job search assistance, including job development assistance, by trained WDD and/or other One-Stop personnel.

These activities are incorporated into each individual's re-employment plan of action. If not ready for immediate job search assistance, some claimants are referred to qualified training programs and/or support services that can enhance the claimant's return to employment.

The WDD staff submits quarterly achievement reports for Worker Profiling Re-employment Services program to their agency administration, which reports back to USDOL.

***19. Describe the competitive process that the LWIB uses to award grants and contracts for intensive services that are not provided by the One-Stop Job Centers.***

The process used by the board is governed by Section 103D of the HRS concerning procurement of services, as well as other pertinent and/or related City rules and/or regulations.

***20. Describe past activities and current plans to support the introduction and embedding of continuous improvement concepts into your One-Stop and training programs.***

One-Stop Centers use Customer Satisfaction Surveys to collect feedback from customers, and the evaluations and comments form the basis for continuous improvement.

Training providers have a system to report to the State's Consumer Reporting Card System or Kumu A'o on the percentage of customers completing training, obtaining employment, and job retention in their training programs.

***21. Describe any other policies regarding your One-Stop and training programs.***

One-Stop Centers only refer customers to training programs that will lead to employment in top growing occupations in high growth industries.

## V. YOUTH SERVICES

*Please prepare a comprehensive Youth Services Plan, addressing the needs of both youth-in-need and all other youth, covering areas of education, vocation, and support services, the concept of continuous improvement.*

1. *Describe the responsibilities the LWIB has delegated to the Youth Council. Provide a roster of your current Youth Council. [Ref: WIA Reg. 664.110]*

OWIB has delegated to the Youth Council three chief responsibilities: (1) identifying, selecting, and recommending service provider organizations; (2) assisting the board with development of the Youth Program budget and the annual Request for Proposals (RFP); and (3) monitoring service provider organizations funded by the board based on recommendations by the Youth Council. Additionally, the Youth Council also advises the board on all other youth matters and issues concerning programs and/or services provided by the board.

For detailed information of the current Youth Council members, please see “Youth Council Roster”, EXHIBIT # 6.

2. *Define how the LWIB documents that a youth is “deficient in basic literacy skills.” [Ref: WIA Reg. 664.205]*

A variety of standardized tests will be used, which may include, but not be limited to, the Test of Adult Basic Education (TABE) or the Comprehensive Adult Student Assessment System (CASAS) to determine basic skill levels of youth.

3. *Define “requires additional assistance to complete an educational program or to secure and hold employment.” [Ref: WIA Reg. 664.200(c)(6)]*

This category may include youth who:

- Have little knowledge of what it means to be employed and need some of the supportive activities listed in number 6 of this section, such as the presence and support of a caring adult; support of a cohort peer learning group which builds teamwork skills, work habits and attitudes; and others;
- Youth-at-risk, i.e., contact with the police; one or more grade levels below peers; limited language, lack social and/or work skills; homeless; serious health or social problems; and others;
- Those with employment barriers listed in number 5 of this section.

4. *Identify the serious barriers to employment (eighth eligibility criterion for youth who are not low income) which will qualify up to 5% of youth who are not low-income individuals. [Ref: WIA Reg. 664.220(h)]*

Serious barriers to employment include:

- Lack of employability skills and/or work maturity skills
- Low self-esteem

- Fear of attending school due to peer pressure, gangs, alienation toward other cultures, or having been expelled from school;
- Involved in an abusive relationship with peers, family, and other adults;
- Being homeless;
- Being a teen parent;
- And other barriers.

**5. Describe and assess the type and availability of youth activities in the county. [Ref: WIA Reg. 661.350(a)(7)]**

The youth council continues to gather information on existing non-WIA funded youth programs that will be compiled into a resource list and disseminated to our community partners. Also, the Youth Program Operator will use the list to link youth participants to other community resources.

**6. Describe how local agencies cooperate to provide youth with needed services on a seamless, continual basis throughout the individual's developmental years. Describe planned innovations in the collaborative delivery of services to youth. Does the Local Area give extra points to proposals from coalitions of providers using collaborative strategies to provide youth services? Does the Local Area use contract negotiations to cement collaborative ties between agencies? Describe improvements in the collaborative delivery of services to youth in the past five years.**

Oahu's Youth Operator provides the primary case management system for the Youth Program which includes outreach and recruitment, intake and assessment, development of the participant individual service strategy, referrals to training activities, monitoring of progress and performance during training and post-training follow up services. Participants are referred to training activities that are best suited to address their needs as identified in their Individual Service Strategy (ISS) plan. The shift of case management services to the Operator allows for better management and achievement of enrollment goals, performance outcomes, and use of limited funding.

Cooperation and collaboration is achieved through on-going communication between the Operator's case managers and the vendors. The case managers and vendors discuss the plan for addressing the participants' needs and how their program goals will be achieved. The program's referral system enables one participant to be served by one or multiple vendors. This multi-track referral system ensures that participants get the services needed; and that vendors are compensated for services provided.

**7. Describe how Reed Act funds are being used for youth. Include how initiatives that are supported by Reed Act funds will become self-sustaining.**

OWIB's plan to use Reed Act funds for the Youth Program is detailed in its proposed plan to the State (EXHIBIT # 5).

Programs for At-Risk Youth:

Reed Act fund activities under this program will focus on serving at-risk youth, specifically those youth who have serious barriers to employment, in career development activities by providing the following:

- Intensive outreach and recruitment services that assist youth with establishing positive working relationships with career development specialists;
- Job readiness and preparation services such as assessment of employment skills, resume writing, labor market exploration, and career ladder development; and
- Counseling and guidance services that address youth development issues such as developing positive working relationships with adults, appropriate behavior and coping skills at work, and developing work place values such as integrity and perseverance.

Sustainability:

Youth who engage in career development activities are more likely to secure employment and stay out of trouble. It is the Youth Operator's hope that at the completion of these programs:

- ⇒ The Community Colleges, Adult Education, non-profit or faith-based organizations, and OWL can embrace the lessons and strategies learned from these pilot programs and leverage appropriate resources to continue outreach and job preparation efforts.
- ⇒ Based on the success of the pilot programs, OWIB and other entities would seek necessary funding or grants to sustain the programs.

Desired Outcomes:

- ⇒ A minimum of 200 youth will enroll in the One-Stop system, Oahu WorkLinks
- ⇒ A minimum of 75 youth will complete job readiness and preparation services
- ⇒ A minimum of 50 youth will complete counseling and guidance services

**8. Describe the process that the LWIB uses to provide effective youth services and meet performance outcomes.**

As of July 1, 2007, OWIB through its Youth Council instituted a new method of servicing its youth participants. This new method is based on a fee for service model. The OWIB approved a recommended list of qualified vendors for the Youth Operator to purchase services or activities. This new method provides for better control in tracking and reporting information as the Operator now handles the initial evaluation and case management of clients. The Operator, working with the clients and the qualified vendors are thus able to capture and more accurately report on performance outcomes.

**9. Separately describe the activities of the LWIB's comprehensive plan for a) in-school youth and b) out-of-school youth. Describe how each of the activities will be accomplished. Describe the year-round program, including the summer component. Describe how any coordination occurs with the agencies listed at IV.13.**

In School

The board intends to spend up to 40 percent of its annual Youth Program allocation on year-round services and activities to benefit in-school youth. Services and activities shall include case management, academic instruction, occupational training, youth development, and work readiness training/work experience. The Youth Operator in partnerships with the youth vendors will provide an array of the aforementioned services and activities that best fit the needs of the youth participants. The primary areas of focus for in-school youth are basic skills tutoring, youth development, and work-readiness training/work experience.

Out of School

The board intends to spend up to 60 percent of its annual Youth Program allocation on year-round services and activities to benefit out-of-school youth. Services and activities shall include case management, academic instruction, occupational training, youth development, and work readiness training/work experience. The Youth Operator in partnerships with the youth vendors will provide an array of the aforementioned services and activities that best fit the needs of the youth participants. The primary areas of focus for out-of-school youth are high school diploma attainment, work-readiness training/work experience and post-secondary education and/or job placement.

Year-round Program

Services and activities including a summer component are provided in a 12-month program year. Youth enter and exit the program throughout the year and may continue their participation from one year to the next depending on their need to continue to receive services and activities to attain their goals.

Older youth ages 18-21 may be eligible to participate in the adult and youth programs concurrently. The Youth Operator in partnership with One-Stop staff will determine the appropriate mix of adult and youth services and activities for youth.

The Youth Program Operator staff in collaboration with youth vendors and One-Stop staff will monitor the performance and progress of the youth throughout the year. The youth staff will recommend adjustments to the youth's individual service strategy plan as deemed necessary.

Coordination with entities (Section IV.14)

OSP has existing referral and contractual partnerships with agencies listed in section IV.14 through its Youth Services Center. These partners provide the Youth Program Operator with youth referrals, community resources, and information on non-WIA funding opportunities.

***10. Describe how the LWIB will ensure that 40% of total youth funds will be directed to out-of-school youth.***

The board plans to increase its allocation of funding for its Youth Program for out-of-school youth from 40% to 60%. Also, the board reserves the right to periodically review the expenditures to ensure that funds are being spent according to this distribution.



***11. Describe the youth program(s)' connections to the county One-Stop system.***

The Youth Program Operator is co-located with Oahu WorkLinks, the WIA adult operator in the Kalihi-Dillingham community. The Youth Operator and Oahu WorkLinks staff work together to certify that youth are eligible participants. Also, the youth and adult operators use their combined expertise to familiarize participants with the One-Stop services; to link them to core and intensive services that address their needs; and assist them in achieving their educational and employment goals.

Furthermore, the Youth Program Operator staff encourages participants to view the one-stop system as a community resource that can assist their family members and peers. Consequently, the participants have referred other individuals to the youth and adult programs.

***12. Describe the LWIB's workforce-related prevention strategy towards lessening school dropout rates?***

The OWIB's strategy toward decreasing the school dropout rates involve increasing communication with school counselors, teachers, and other stakeholders to identify youth who are at-risk for dropping out and offering these youth services to keep them engaged in school. Such services are adult mentoring, tutoring, counseling and guidance and support services including transportation assistance.

The OWIB is also in the process of establishing a partnership with Roosevelt High School to develop pilot programs that focus on preventing youth at critical transition points in the educational system from figuratively "dropping out".

***13. Describe the LWIB's strategy for providing youth participants with a broad spectrum of employment experiences to help shape career paths?***

The OWIB's strategy for providing a broad spectrum of employment experiences for the youth is to ensure that vendors have the capability to link youth to employment opportunities that are directly related to their career interests. Also, the Youth Operator will use the resources available on the HireNet system to offer youth additional employment opportunities.

***14. Describe the LWIB's strategy for providing youth participants access to career, employment, and labor market information?***

The Youth Program Operator will educate all vendors and participants on the services available at the One-Stop centers including how to use the HireNet system which has career, employment and labor market information. Youth vendors are expected to utilize the employment services at the One-Stop centers along with other community resources. Since the Youth Operator staff utilizes the HireNet system daily and works closely with the One-Stop centers, staff is able to provide work readiness training and job search and placement services if necessary to assist youth in securing or retaining employment.

Also, the board has begun a partnership with Roosevelt High School to establish a pilot program that will allow businesses to easily partner with schools to offer students exposure to career options, opportunities for students to experience different careers through job shadowing, mentorship, and student training programs, and/or summer job opportunities.

***15. Describe past activities and current plans to support the introduction and embedding of continuous improvement concepts into your youth program.***

As of July 1, 2007, OWIB, through its Youth Council and Youth Program Operator, established a new method of purchasing services and activities. This change is expected to be a more efficient process in working with service providers and in serving participants. Also, it will provide better accountability in the reporting of performance outcomes.

***16. Describe any other policies regarding your youth program. For example, a local area might target 30% turnover in participants each year; or decide to spend 100% of total youth finds on out-of-school youth.***

As it was previously stated, the OWIB will allocate funding for out-of-school youth and in-school youth at 60% and 40% respectively.

#### **IV. OTHER SERVICES**

- 1. Describe steps you will take to encourage participants to seek further training to prepare them for higher-paying jobs; e.g., place in higher education or apprenticeship.***

The OWIB will require service provider organizations receiving funds under the WIA to provide counseling and other services intended to inform participants about their higher education, apprenticeship, and high-paying job options. It will enforce this requirement by requiring service provider organizations to document their efforts at providing the counseling called for under this paragraph.

Also, at OWL centers, Employment Consultants review labor market information with job seekers to provide information on high growth and high wage jobs. The Employment Consultants develop an Individual Employment Plan with each job seeker to encourage them to pursue further education and/or apprenticeship to acquire the skills necessary to obtain higher paying jobs. Most apprenticeship programs conduct their recruitment by using OWL as one of their intake sites. Job seekers receive assistance from OWL staff in filling out apprenticeship applications, especially online applications.

- 2. Describe how faith-based and community-based organizations will be included in your workforce investment system.***

Faith-based and community-based organizations are included in the OWIB's workforce investment system in many ways. Whenever possible, the board tries to establish partnerships with organizations by developing programs and proposals to assist underserved communities in rural and economically depressed areas.

Oahu WorkLinks' partnerships with the Salvation Army Adult Treatment Center and Ho'omau Ke Ola, a non-profit substance abuse shelter in Waianae, are recent examples of agencies working together to expand services to unemployed individuals who otherwise would not participating in the workforce.

- 3. Describe current and planned policies and practices not described elsewhere, to support your goals in Section I, especially regarding:***

- a. Economic development*
- b. Worker supply,*
- c. Education and*
- d. Other local priorities*

The OWIB's current and planned policies have already been described in other sections of this document.

- 4. Describe your other services, activities, projects and policies not described in this plan.***

There are no other services, projects, or activities other than those stated in this plan.

**VII. PERFORMANCE GOALS AND LEVELS**

The performance levels for the State apply to all the Local Areas. Insert the sheet below into your plan. [Ref: WIA Reg. 661.350(a)(4)]

**Hawaii’s Negotiated Performance Levels, 2007-2008**

Hawaii’s Negotiated Performance Levels, 2007-2008

		PY 2007	PY 2008
ADULT	Entered Employment Rate	78%	79%
	Employment Retention Rate	84%	85%
	Average Earnings	\$10,500	\$10,800
	Employment and Credential Rate	61%	62%
DISLOCATED WORKER	Entered Employment Rate	78%	79%
	Employment Retention Rate	85%	86%
	Average Earnings	\$13,500	\$14,000
	Employment and Credential Rate	65.5%	66%
OLDER YOUTH	Entered Employment Rate	72%	73%
	Employment Retention Rate	80%	80.5%
	Earnings	\$3,700	\$3,900
	Credential Rate	68%	69%
YOUNGER YOUTH	Skill Attainment Rate	70%	70.5%
	Diploma Attainment Rate	42%	44%
	Retention Rate	50%	51%
CUSTOMER SATISFACTION	Employer	72%	72%
	Customer	82%	82%

1. *Provide a LWIB assessment of its Adult and Dislocated Worker WIA Performance Measures for the first five years of the WIA program, including a discussion of the LWIB’s level of satisfaction with the outcomes and plans for meeting future targets. Please include the following.*

The board is pleased with the progress of all of its programs. These programs have shown continuous improvement.

- a. *Description and assessment of the type and availability of adult and dislocated worker employment and training activities in the county. [Ref: WIA Reg. 661.350(a)(5)]*

The One-Stop system is the basic delivery system for adult and dislocated worker training and employment services. The services are organized into three levels: core, intensive, and training. At a minimum, an individual will receive at least one core

service, such as initial assessment or job search and placement assistance, before receiving intensive services.

The initial assessment determines the individual's skill levels, aptitudes, and need for support services. The job search and placement assistance helps the individual to find out whether s/he is able to obtain employment, or requires more intensive services and training to obtain employment. The decision as to which level of services is most appropriate is determined on a case-by-case basis depending on the individual participant's needs.

With the launching of HireNet Hawaii, individuals can access services via the internet, twenty-four hours of the day, seven days a week, from any location. Job seekers are able to create and post their resumes online, find available jobs in Hawaii, assess their skills, get career information, review the latest labor market data, locate suitable training and much more. Individuals who need staff assistance and one-on-one help continue to visit the One-Stop Centers for services.

Through the One-Stop system, adults and dislocated workers can access a continuum of training services, such as occupational skills training, on-the-job training, workplace training combined with related instruction, classroom training, skill upgrading and retraining, entrepreneurial training, job readiness training, adult education and literacy training, and customized training. Incumbent workers may obtain training through their employers' utilization of the Employment Training Fund.

***b. Assessment of the county One-Stop system's strengths and weaknesses.***

Strengths: Oahu WorkLinks centers are managed and operated by a consortium of four mandatory One-Stop partners who have demonstrated their commitment to collaborate by cross training and blending their staff. By using their existing facilities to conduct outreach to communities island-wide, they make One-Stop services easily accessible to job seekers and businesses alike. The comprehensive One-Stop center at Dillingham is co-located with the City's Youth Services Center, which operates the WIA Youth Program as one of the five programs focusing on the needs of in-school as well as out-of-school youth.

All the mandatory One-Stop partners have a solid understanding of the principles and goals behind WIA and have agreed to bring their resources in a coordinated manner to improve the employment, training, literacy and vocational rehabilitation services on Oahu. Non-mandatory partners in the community such as PACT, Goodwill, Pacific Gateway Center and Catholic Charities also collaborate with Oahu WorkLinks to coordinate and streamline services so that the One-Stop centers can be most responsive to customers' needs. Through these efforts, partner agencies aim to maximize the use of resources available in the community and leverage limited funds.

Commitment to continuous improvement: There is a strong commitment to customer satisfaction at both the job seeker and employer levels. Satisfaction surveys are administered regularly to obtain timely feedback from customers and to improve services

and business processes to the extent that is within the control of the One-Stop operators. Staff development to ensure that front-line staff has adequate tools and skills to serve customers effectively while preventing burnout. Certification and credentialing are strongly encouraged and supported. Over a dozen Oahu WorkLinks staff has received certification from workforce development and other professional organizations.

Challenges: The challenges facing the One-Stop system include lack of stable funding (e.g. partner agencies canceling their participation); conflicting definitions, requirements and outcomes in the various partner programs; lack of an efficient system for information sharing and data transfer; onerous reporting requirements for eligible training providers which are not enforceable; and insufficient resources to conduct coordinated marketing and outreach efforts, particularly targeting the business community. Through collaboration with the OWIB, the Operators, the Service Providers and the community partners plans and strategies are being developed to address some of these challenges.

***c. Identify planned improvements and capacity building, including a timeline and description of how this will incorporate the LWIB's vision and goals described in Section I.***

Oahu WorkLinks has developed a proposal for system improvement and capacity building using Reed Act funds to support initiatives such as expansion of business services; better connections for under-represented populations to the workforce; replacement of old network infrastructure and computer equipment; and staff training.

In addition, Oahu WorkLinks uses an internal management tool that collects data on customer activities and outcomes as part of case management. This tool includes data on entered employment, retention, credentials and earnings outcomes on the customers that will act as a good predictor in anticipating performance outcomes. There is also an internal monitoring system for quality assurance based on direct customer feedback: e.g. if a customer complains about an eligible training provider who is not delivering what its course catalog describes, this will be reported to OWIB for further investigation. This internal quality assurance methodology has worked well and will continue to be used.

***2. Provide a LWIB assessment of its Older Youth and Younger Youth WIA Performance Measures for the first five years of the WIA program, including a discussion of the LWIB's level of satisfaction with the outcomes and plans for meeting future targets. Please include the following.***

After reviewing program performance data for the first five years, the OWIB concluded that significant changes were necessary to improve outcomes, and therefore implemented the Youth Program Operator. Consequently, the OWIB has witnessed significant improvements in performance outcomes and delivery of services to youth participants. As of the 2007 Program Year, the OWIB through its Youth Council has established a vendor training list that ensures that participants receive services that best fit their needs and goals as identified through their individual service strategy plans.

The board through its Executive Committee periodically reviews the Youth Council to ensure that a vibrant and active membership is complying with federal regulations and working towards continuous improvement of the Youth Program.

The Youth Operator will continue to improve on the delivery of services and outcomes and will seek training in the following areas if deemed necessary: delivery of intensive and/or wraparound case management services, performance measures and outcomes, data collection, and participant engagement and placement retention.

**a. *Description and assessment of the type and availability of youth activities in the county.***  
**[Ref: WIA Reg. 661.350(a)(5)]**

All training activities are available island-wide through vendors who are accustomed to engaging and servicing youth in the community. Additionally, the Youth Operator staff provides assessments and case management and follows up services at vendor training sites or through home visits to ensure that youth are effectively served.

**b. *Assessment of the county service delivery mechanism's strengths and weaknesses.***

Strengths: The County's strengths in service delivery include the physical presence of many programs in one location, which allows youth to have access to multiple programs and services and the leveraging of resources and funds to more effectively address the needs of youth.

Weaknesses: The county is focused on improving service delivery to youth of Micronesian and Marshallese ancestry, youth experiencing homelessness, and youth with disabilities.

**c. *Identification of planned improvements, including a timeline and description of how this will incorporate the LWIB's vision and goals described in Section I.***

Planned improvements include getting more industry, training provider, and job-seeker input and buy-in into board-led or initiated workforce development solutions-development processes aimed at better aligning the board's work with its Youth Programs with the needs of employers. There is no timeline because this is an activity, a process, and undertaking, that will be incorporated into how the board operates when it engages its partners in crafting solutions to workforce development problems, concerns, and/or issues as identified by stakeholder partners. This improvement incorporates easily and logically into the board's vision and goals in that this improvement brings together the boards goals in several areas of the board's strategic plan.

The Youth Council is committed to expanding the 2008 Program Year vendor list to include more occupational skills training and tutoring opportunities that will increase the potential of youth experiencing learning disabilities with attaining a high school diploma; and allow youth to gain job skills necessary to enter high growth/high demand occupations in the construction, health care, and information and technology industries.

## VIII. MONITORING AND EVALUATION

1. *What are the LWIB's policies and procedures to assure that the data entry into the state's MIS is timely and accurate? Describe the frequency, scope, and method of monitoring data entry. What ensures that corrective actions are taken on a timely basis to address identifies problems?*

HireNet Hawaii has a built in monitoring system designed to alert staff of corrective actions needed to monitor caseloads. Supervisors compare the internal database to HireNet data on a monthly basis.

2. *Describe how the LWIB ensures the continuous improvement of the One-Stop Job Centers, eligible training providers, and service providers. Include descriptions of the quality assurance provisions in contracts, interim indicators of achieving performance levels, technical assistance, training, minimum operating guidelines, monitoring, incentives, and method to ensure contract compliance.*

Interim performance indicators used by the board to gauge overall local area performance is tracked by quarters based on quarterly spending and service goals laid out in the board's various budgets. Technical assistance and training are provided by the board as the need for these types of services are identified. In addition, the Adult and Youth Operators both use internal tracking databases as interim indicators of achieving performance levels.

3. *Describe how the LWIB ensures the quality of its One-Stop Job Centers, eligible training providers, and service providers, including a description of the following:*
  - a. *The process for addressing problem areas in performance outcomes and achieving course correction to ensure satisfactory annual outcome*

The OWIB through its Operators are working with the State to accurately input performance outcomes into HireNet. HireNet is a new reporting system that will provide more efficient reporting once its system problems have been worked out. For the Youth Program, the implementation of the fee for services method of purchasing services, training, and activities streamlined the reporting process. The Youth Operator is now responsible for overall case management and follow up services and is therefore more efficient in reporting and achieving performance outcomes.

- b. *Frequency, scope and method of monitoring services, contract compliance, and performance*

If applicable, monitoring of service providers will take place at least once annually. Monitoring scope includes all areas where the board is subject to monitoring by the state and the USDOL. Operator performance monitoring is the primary responsibility of the board.



***c. How the LWIB establishes performance benchmarks for its One-Stop Centers and service providers***

Performance benchmarks for One-Stop Centers follow the Federal Common Measures.

***d. How the LWIB provides feedback to providers about their performance, including, but not limited, to how HireNet reports are used to assess performance***

Vendors or providers for youth services do not receive payment until services are performed satisfactorily. If there are site monitoring visits and local area meetings between the operator and vendors/service providers, and if corrective action is identified, the board will generally require the provider to correct the deficiency within 30 days from the date of the deficiency notice to the vendor/provider. If a deficiency is not corrected within this period, the deficiency will be reported to the Youth Council or board for consideration and action.

***e. At what intervals LWIB provides feedback and follow-up***

Follow-up and feedback on monitoring issues will be done no later than 10 days after the visit. If additional follow up or feedback is required, a response or action must be done within 10 days from the date of the last communication or action.

***f. How the LWIB identifies effective and ineffective providers, and what is done with this information***

The board reviews outcomes reported by Eligible Training Providers (ETP) in Kumu A'o, the State's Consumer Report Card System. This information is reported to the board and is used by the board to determine whether the provider will be allowed to participate as an ETP in the future.

**IX. BUDGET**

**1. *Identify all other amounts and sources of funds that support your activities.***

The sources of funds for this plan are Reed Act Funds and WIA PY07 grants for a total of \$8,841,540. Of the total amount, \$5,004,720, is Reed Act Funds, and \$3,836,820, is PY07 WIA funds. A detailed breakdown of the budget is available upon request. Requests should be submitted to OWIB staff.

**X. LOCAL PLAN DEVELOPMENT PROCESS**

- 1. Describe the process used to ensure public comment on and input into the development of the local plan. Include a description of specific steps taken to include input from members of businesses and labor organizations.***

The OWIB Executive Committee met on October 31, 2007, to authorize the publication of the draft local plan for public review by November 7, 2007. The board published notices on November 7, 2007, for one day, in The Honolulu Advertiser and Honolulu Star Bulletin. The notice invited the public to review and comment on the draft plan.

- 2. Describe how comments were considered in the plan development process.***

Written public comments to the draft plan will be reviewed for consideration by the members of the board for consideration and incorporation to the in the final document.

- 3. Summarize and include as an attachment public comments on the draft Local Area Plan, particularly those that express disagreement with the plan. Please include information on LWIB response to the comments.***

Written comments to the draft plan during the review period will be considered for incorporation as attachment to the final document

**XI. PLAN MODIFICATION**

Formal modifications to the local plan are to be submitted to the WDC when:

1. there are significant changes in local economic conditions,
2. changes in partner-provided services,
3. changes to the LWIB structure, or
4. strategies need to be revised to meet performance goals.

**XII. REQUIRED ATTACHMENTS**

1. Any agreements (Referred to in Sections III.2 and IV.1)

Attachment 1 – MOA between Mayor and OWIB (See Section XII. 1)

Attachment 2 – MOU between OWIB and One-Stop Operator (See Section XII. 1)

Attachment 3 – MOU between OWIB and Youth Operator (See Section XII. 1)

Attachment 4 – MOUs between OWIB and One-Stop Partners (See Section XII. 2)

**XIII. EXHIBITS**

EXHIBIT # 1 – Oahu’s Workforce Development Needs (Report)

EXHIBIT # 2 – Annual Labor Market Overview for Hawaii – August 2007

EXHIBIT # 3 – US Census 2006 American Community Survey, Population 16 Years and Over

EXHIBIT # 4 – Oahu Workforce Investment Board – Policy No. 1 (Travel Policy)

EXHIBIT # 5 – Budget Summary of Reed Act Plan