

# WIOA Review- Kauai Local Plan

## Section 1: Workforce and Economic Analysis

**1.1** An analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations.  
[WIOA Sec. 108(b)(1)(A)]

### DEFICIENT

#### REQUESTED REVISION #1:

- The local plan did not include a discussion on emerging in-demand industry sectors and occupations and the employment needs of employers in those industry sectors and occupations.
- Data was not provided to support narrative on emerging in-demand industries.
- Quotations used were not properly cited.

#### REQUESTED REVISION #2:

- Where is the data to support security guards as a growth industry? Chart 1 does not show that. Where is the data to show results of employer surveys from Job Fairs?
- This is the same response as originally submitted. The resident population table is unrelated to the question.
- Table 1.06 does not address the emerging industries. Please clarify the importance of Table 1.06 and demonstrate the alignment to occupations.
- Is Health Care an emerging in-demand industry?

Supplemental information on the analysis of the economic conditions on the island of Kauai reveal that there are 6 existing and emerging in-demand industries or traded clusters. These are by rank as follows:

1. Hospitality and Tourism
2. Water Transportation
3. Performing Arts
4. Fishing
5. Jewelry
6. Music

Information was derived from the Economic Modeling Specialist, (EMSI) Developer for the period of 2015 to 2020 from the Dept. of Labor. Occupations that are commonly seen advertised are in the Healthcare field- registers nurses to nurse aides, while in the Retail field an abundance of sales positions, customer service positions up to first-line service positions including management are continuously advertised.

Also emerging is the growing need for qualified Security guards on the island and while most jobs only need the basic high school diploma other positions require a second degree with additional experiences or higher. Found in Chart One of the County of Kauai, Economic Outlook and Conditions, on the island that was previously submitted.

According to Table 1.06 (below) from the DEBDT website: [www.hawaii.gov/debdt](http://www.hawaii.gov/debdt), the resident population on the island of Kauai and across the State of Hawaii shows continued growth patterns from the year 2000 to 2015. Increased employment and the need for skilled workers across Chart One, show that the County of Kauai's strongest activities are seen in the Hospitality and Tourism Industry.

Employer Surveys from annual Job Fairs that basic "soft skills" are lacking. On the island of Kauai, while most jobs only need the basic high school diploma other positions require a second degree with additional

experiences or higher(As seen in Chart One of the County of Kauai, Economic Outlook and Conditions, on the island that was previously submitted).

**Table 1.06-- RESIDENT POPULATION, BY COUNTY: 2000 TO 2015**

[Based on place of usual residence, regardless of physical location on the estimate or census date. Includes military personnel stationed or homeported in Hawaii and residents temporarily absent; excludes visitors present] ([www.hawaii.gov/debdt](http://www.hawaii.gov/debdt))

Date	State total	City and of County Honolulu	Hawaii County	Kauai County	Maui County 1/
2000: April 1 2/	1,211,537	876,156	148,677	58,463	128,241
July 1 3/	1,213,519	876,629	149,244	58,568	129,078
2001: July 1 3/	1,225,948	882,755	151,690	59,075	132,428
2002: July 1 3/	1,239,613	890,473	154,576	59,981	134,583
2003: July 1 3/	1,251,154	894,311	158,442	60,805	137,596
2004: July 1 3/	1,273,569	907,997	162,852	62,095	140,625
2005: July 1 3/	1,292,729	918,181	168,237	62,863	143,448
2006: July 1 3/	1,309,731	926,954	173,536	63,465	145,776
2007: July 1 3/	1,315,675	925,335	177,733	64,490	148,117
2008: July 1 3/	1,332,213	933,680	181,506	65,603	151,424
2009: July 1 3/	1,346,717	943,177	183,629	66,518	153,393
2010: April 1 2/	1,360,301	953,207	185,079	67,091	154,924
July 1	1,363,980	956,377	185,326	67,209	155,068
2011: July 1	1,378,227	966,581	186,961	67,794	156,891
2012: July 1	1,392,641	976,711	188,780	68,551	158,599
2013: July 1	1,408,765	986,802	191,224	69,703	161,036
2014: July 1	1,420,257	992,082	194,016	70,672	163,487
2015: July 1	1,431,603	998,714	196,428	71,735	164,726

1. Including Kalawao County (Kalaupapa Settlement). Kalawao had 147 in 2000, 90 in 2010 and 89 in 2015

2. Decennial census figure.

3. Population estimates for 2000 through 2009 were revised based upon the April 1, 2010 figures which were released September 28, 2011. Population estimates after April 1, 2010 were based on revisions released in March 2016 and may differ somewhat from earlier figures cited in other tables.

Source: U.S. Bureau of the Census, Federal-State Cooperative Program for Population Estimates,

"Table 1. Intercensal Estimates of the Resident Population for Counties of Hawaii: April 1, 2000 to July 1, 2010" (CO-EST00INT-01-15)

<http://www.census.gov/popest/data/intercensal/county/tables/CO-EST00INT-01/CO-EST00INT-01-15.xls>

Accessed September 28, 2011 and "Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2015" (PEPANNRES) (released March 24, 2016)

<http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

**1.2** An analysis of the knowledge and skills required to meet the employment needs of the employers in the local area (county), including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)]

**DEFICIENT**

**REQUESTED REVISION #1:**

- The local plan lacks specifics on the knowledge and skills required for Kauai's identified in-demand occupations and industries.
- The local plan fails to explain the projection of Kauai's hospitality and tourism industry in Chart 1. How is it known that the Big Island's tourism outlook is similar to Kauai's?
- Website link to Hiwi does not take you to specific information needed.

**REQUESTED REVISION #2:**

- In the original submission, Charts 2 & 2A were not explained or labeled. Chart 2 is Hawaii's top growth industries, but what is Kauai's data showing?
- A brief narrative on the education level of Kauai's workforce was provided, but data is needed to support statement. Also, what is the education level being required of employers? Data on the soft skills narrative should be provided.
- Please rewrite this section to be more focused on employment requirements of the in-demand industries.
- The response is ok but not complete. Lists skills needed by hospitality but not water transportation, and the other emerging occupations listed above in Section 1.1.
- Identify the performance targets needed for improvement.
- Consider adult education as another alternative for contextualized learning to address basic skills deficiencies.
- Expand further on the purpose of GEOSOL and the connection to the One Stop.

Supplemental information on the analysis of the knowledge and skills required to meet the employment needs of the employers in Kauai County according to the [WIOA Sec. 108(b)(1)(B)] are as follows:

1. Basic Soft Skills - At the forefront all employers and trainers say that a good attitude is number one on the list for soft skills. Having good communication skills and how people inter-relate in any work environment and the employee should have good listening skills with the ability to multi-task as just some of what employers request. GEOSOL Solutions has online training available in the local electronic virtual One-Stop is starting to debut in the community.
2. Basic Academic and Job Readiness Skills – Majority of Job seekers show a deficiency in skills when tested in Reading, Writing and Math in the past. Kauai Community College assists the job seeker and employers in solving these educational deficiencies with iCAN courses in these basic skill areas that aid in the employee's retention on the job thus improving performance targets in that area.
3. Specific Occupational Skills – While there are many skills needed in the variety of industry clusters from Hospitality & Tourism, Healthcare, Customer Services jobs and an emerging industry like Agriculture, the need for a variety of skills to interact within the business organizations become a necessary part of today's lifestyle. Industries today are fast-paced with a myriad of handheld-devices and other advanced technology are available and at our fingertips. The five most important skills in the Hospitality & Tourism industry are:
  1. Customer Service and Aloha Spirit
  2. Ability to effectively Communicate at all levels – Verbally and in Writing
  3. Ability to solve problems and be an independent thinker
  4. Focus and high attention to details in the work tasks and environment
  5. Ability to work in unison and collaborate with others as a team player

**1.3** An analysis of the local workforce in the county, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the county, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)]

**DEFICIENT**

**REQUESTED REVISION #1:**

- The local plan lacks analysis of the current labor force and market trends, as well as the educational and skill levels of Kauai’s workforce.
- There is no discussion on individuals with barriers to employment. It needs to identify the special populations outlined in the Unified State Plan. Address gaps based upon evidence for the educational attainment, individuals in poverty, older individuals, and veterans. Conduct a skills gap analysis to gain an understanding of the workforce needs of the county’s employees.
- Most recent statistics from 2012-2022 should be used in chart, instead of 2008-2018 (pg. 10). Computations on chart requires review for accuracy.

**REQUESTED REVISION #2:**

- The chart showing online advertised jobs shows the education level required of those jobs, but it does not show the occupational fields to support presumptions made. The workforce of the disabled community should be addressed.
- The median wage table seems to be out of place.
- The analysis does not reflect the data.
- This section includes conclusions on data that is not in the local plan and/or not cited.
- There is no discussion on individuals with barriers to employment. It needs to identify the special populations outlined in the Unified State Plan.
- Is there data for the other groups identified with barriers to employment such as the Homeless Individuals & Youth, Native Hawaiians & Other Pacific Islanders, Long-Term Unemployed, etc.?

A supplementary analysis of the local workforce in Kauai County includes current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the county, including individuals with barriers to employment [WIOA Sec. 108(b)(1)(C)].

A summary of the data analysis to follow.

**Median Wages for the County of Kauai in Comparison to the State [www.hiwi.org](http://www.hiwi.org) 3/17**

Soc Title	State of Hawaii			Kauai County		
	Employed	Mean	Median	Employed	Mean	Median
Total						
All Occupations	619,960	\$47,740	\$38,750	29,400	\$44,100	\$37,310

County of Kauai’s current median wage is \$37,310 a year as compared to the State of Hawaii.

	JAN 2017	DEC 2016	JAN 2016
<b>UN EMPLOYMENT RATES</b>			
<b>Seasonally Adjusted</b>			
State	2.8	2.9	3.1
U.S.	4.8	4.7	4.9
<b>Not Seasonally Adjusted</b>			

<b>STATE</b>	<b>2.9</b>	<b>2.6</b>	<b>3.1</b>
<b>Honolulu</b>	<b>2.8</b>	<b>2.4</b>	<b>2.9</b>
<b>Hawaii County</b>	<b>3.4</b>	<b>3.1</b>	<b>3.8</b>
<b>Kauai County</b>	<b>3.1</b>	<b>2.8</b>	<b>3.6</b>
<b>Maui County</b>	<b>3.3</b>	<b>2.7</b>	<b>3.3</b>
<b>Maui Island</b>	<b>3.3</b>	<b>2.6</b>	<b>3.2</b>
<b>Molokai</b>	<b>4.0</b>	<b>5.3</b>	<b>6.0</b>
<b>Lanai</b>	<b>3.3</b>	<b>2.0</b>	<b>2.8</b>
<b>U.S.</b>	<b>5.1</b>	<b>4.5</b>	<b>5.3</b>

DLIR News Release 3/17

## Labor Force, Employment and Unemployment Trends for Kauai County (3/17)

### Labor Force Compared Over Time

Not seasonally adjusted Labor Force, Employment and Unemployment data in Kauai County

Time Period	Labor Force	Employed	Unemployed	Unemployment Rate	Preliminary
January, 2017	35,950	34,800	1,100	3.1%	Yes
December, 2016	35,100	34,100	1,000	2.8%	No
January, 2016	35,250	34,000	1,250	3.6%	No
2016	35,550	34,350	1,200	3.3%	No

Source: Hawaii Dept. of Labor and Industrial Relations, Research and Statistics Office, LAUS Program

## Labor Force, Employment and Unemployment Trends for Kauai County

### Labor Force Compared Over 12 Months

Not seasonally adjusted Labor Force, Employment and Unemployment data in Kauai County between January, 2016 and January, 2017

Time Period	Labor Force	Employed	Unemployed	Unemployment Rate	Preliminary
January, 2017	35,950	34,800	1,100	3.1%	Yes
December, 2016	35,100	34,100	1,000	2.8%	No
November, 2016	35,500	34,350	1,150	3.2%	No
October, 2016	35,100	33,950	1,150	3.2%	No
September, 2016	35,450	34,300	1,150	3.3%	No
August, 2016	36,300	35,200	1,100	3.1%	No
July, 2016	36,550	35,400	1,200	3.2%	No
June, 2016	36,250	34,900	1,400	3.8%	No

May, 2016	35,350	34,200	1,150	3.3%	No
April, 2016	35,300	34,100	1,250	3.5%	No
March, 2016	35,150	33,950	1,200	3.3%	No
February, 2016	35,050	33,800	1,250	3.5%	No
January, 2016	35,250	34,000	1,250	3.6%	No

Source: Hawaii Dept. of Labor and Industrial Relations, Research and Statistics Office, LAUS Program

### Education Requirements on Advertised Jobs

The table below shows the minimum required education level on job openings advertised online in Kauai County, Hawaii on March 16, 2017 (Jobs De-duplication Level 2).

Rank	Minimum Education Level	Job Openings	Percent
1	No Minimum Education Requirement	99	30.18%
2	High School Diploma or Equivalent	158	48.17%
3	1 Year at College or a Technical or Vocational School	1	0.30%
4	2 Years at College or a Technical or Vocational School	1	0.30%
5	Associate's Degree	14	4.27%
6	Bachelor's Degree	48	14.63%
7	Master's Degree	7	2.13%

Job Source: Online advertised jobs data

\*In summary, the analysis of the additional data here shows the decrease in the unemployment rate in the local community. While only a few jobs require advanced degrees, majority of the jobs on the island are service related jobs requiring a high school diploma or less.

As the Local unemployment rate continues to drop at a steady pace, the need for work place and job retention training become necessary. The basic work readiness skills noted in Section 1.2, lists needed training that will aid in the retention of individual with barriers to employment. In most cases, a big barrier to employment is the lack of a high school diploma. The local board is working in collaboration with the adult community school to serve the community's needs.

On the opposite end of the spectrum, a major of jobs requiring higher degrees are seen in the healthcare field of nursing and a few in management. The Registered Nursing Program is one of those programs that required long term assistance. The local board continues to work in collaboration with UH-Kauai Community College by offering degrees and certificates in these areas.

In addition, 4,615 veterans resided in Kauai per the US Census Bureau American Community Survey estimates for 2010-2014. This was 8.7% of the civilian labor force 18 years and older. It was the highest percentage of all counties. Of these veterans, 147 registered in HireNet on Kauai as of June 30, 2016.

As a whole, veterans have had more difficulties transitioning into the civilian workforce as compared to the general population, especially the younger, recently separated veterans, due to having fewer transferable

skills, limited work history, and a higher incidence of disabilities that require re-training and/or career adjustment. These difficulties have resulted in a lower entered employment rates for veterans on Kauai as has been the case for veterans in the State as compared to average entered employment rates for all persons registered in HireNet Hawaii. It is anticipated that more of these returning veterans will experience similar issues as projected by the Veterans Administration Vocational Rehabilitation and Employment.

**1.4 An analysis and description of adult and dislocated worker workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the needs identified in 1.2. [WIOA Sec. 108(b)(1)(D) & 108 (b)(7)]**

**DEFICIENT**

**REQUESTED REVISION #1:**

- The local plan should list education, training and employment activities individually for Adults and Dislocated Workers with descriptions of what they are.
- Analysis of activities such as RESEA/UI strengths and weaknesses and capacity to provide services, uncertainty of RESEA grants, which change annually according to USDOL guidelines.
- The local plan lacks in-depth understanding and analysis and it is not adequate to say the Executive Director has experience in workforce and CTE career pathways without showing proof.

**REQUESTED REVISION #2:**

- Activities should be in line with WIOA 134 (b).
- The response should be more focused on the activities and services of the Adult and DW programs.
- This is poorly organized and does not sufficiently clarify the education programs available for Kauai's Adult and Dislocated workers.

A supplemental analysis and description of adult and dislocated worker workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the needs identified in 1.2. [WIOA Sec. 108(b)(1)(D) & 108 (b)(7)]

Adult & Dislocated Worker Activities – Strengths – Weaknesses (See chart below).

In summary the programs now have the capacity to provide the necessary services needed in the community with the extensive networking and collaboration of stakeholders and core partners, quality of program services will increase with the additional resource support it receives from its partners: State Division of Vocational Rehabilitation, McKinley Community School for Adults, State DHS-TANF office and Kauai Community College help to provide those needed additional services for the Adult & Dislocated Worker Programs to address the needs in section 1.2. This creative innovation allows the group to collaborate on community issues eliminating some of the weaknesses listed below.

Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Initial Consultation and orientation. One-on-One walk in services.</li> <li>• Intake referrals from the unemployment office (UI).</li> <li>• Assess assistance needed; resume needs and skills assessments, barriers to employment, etc. Develops ITP profiles</li> </ul>	<ul style="list-style-type: none"> <li>• Central location, open Monday through Friday from 7:45am to 4:30pm. Location is closed on Holidays.</li> <li>• Serves the employment and training needs for the islands of Kauai and Niihau.</li> <li>• OPEN and FREE to the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Central location, open Monday through Friday from 7:45am to 4:30pm. Location is closed on Holidays.</li> <li>• Limited funding and resources</li> <li>• Limited updated technology in rural areas.</li> <li>• Limited transportation in rural areas.</li> </ul>

<p>of each participant and does follow-up.</p> <ul style="list-style-type: none"> <li>• Eligibility assessments and determination of various programs available to participant.</li> <li>• Disseminate information on the choices and the variety of career pathways using State CTE information used the UH-Kauai Community College.</li> <li>• Other online self-training programs available.</li> <li>• Does referrals for additional training with service providers: Kauai Community College and the Westside CNA Nursing School Program for ETP.</li> <li>• Does referrals to the McKinley Community School for Adults that also works in collaboration with UH-Kauai Community College Office of Continuing Education &amp; Training for types of needed Basic and remedial or other training such as GED or Community-based diploma.</li> <li>• Quarterly and yearly presentations to the workforce boards on outcomes of the program.</li> <li>• Enroll qualified participants in internships, apprenticeships and other programs paid and or unpaid work experiences in the community.</li> <li>• Collaboration and referrals with the State DVR Office, Kauai Branch.</li> <li>• Also have access to DVR technical equipment to be used by special needs participants needing ADA assistance.</li> <li>• Collaborations and referrals with the State-DHS-TANF, BESSD and</li> </ul>	<ul style="list-style-type: none"> <li>• Open collaboration with the Board.</li> <li>• FREE services open to both the job-seeker and to the employer and their business.</li> <li>• Community groups are willing to collaborate.</li> <li>• WIOA Board core partners and Stakeholders willing to collaborate.</li> <li>• Focus on Business-Led industries</li> <li>• Career and training services are basically industry led and are driven to respond to industry needs through the use of “Career Pathways” that lead to higher education, industry recognized credentials and or better paying jobs by and for skilled workers.</li> <li>• Experienced in referral services with community partners.</li> <li>• Experienced in leading Rapid Response Committee helping Businesses recover from major shut down.</li> <li>• Experienced with partners in large Annual Job Fairs and community collaboration.</li> <li>• Experienced in collaborating mini Job fairs in the community.</li> <li>• Potential to expand mini Job Fair days to promote a career day event on a monthly basis.</li> <li>• Experienced participation in Small Business Fairs and other Board collaborated activities in the community.</li> <li>• Referrals to online Soft skills training is available via online GEOSOL training services.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited staffing and personnel</li> <li>• ETP Training program issues were too confusing for service providers.</li> <li>• Intake system for AD &amp; DWP seem to be repetitious and long for the client applying.</li> <li>• Program changes were not systematically done or organized well.</li> <li>• RESEA/UI – Program depends on annual federal grants to UI Division that are subject to change.</li> </ul>
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<p>FTW for training services and placements.</p> <ul style="list-style-type: none"> <li>• Collaborations and referrals with Kauai Economic Opportunity Inc. for Homeless services.</li> <li>• Collaborations and referrals with the Kauai Intake Center helping ex-offenders when transitioning out of prison to get job and or access to training and education.</li> <li>• Collaborations and referrals services for veterans in coordination with the Kauai Veterans Center.</li> <li>• Rapid Response services available on short notices to community.</li> <li>• Provide a venue for job placements and follow-up in coordination with employers.</li> <li>• Weekly <b>RESEA/UI</b> Services for Dislocated Workers and individuals with barriers.</li> </ul>	<ul style="list-style-type: none"> <li>• Referrals to Kauai Community College whom also has training via their iCAN programs – soft skills, job readiness and basic academic courses in Basic Math and English.</li> <li>• Specialized training is also available through core service provider partners on the board in financial literacy.</li> <li>• <b>RESEA reduces UI duration with over \$1 million net savings to UI Trust Fund.</b> Funding has been sufficient for full capacity of services.</li> </ul>	
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**1.5** An analysis and description of youth workforce activities, including activities for youth with disabilities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services. [WIOA Sec. 108(b)(1)(d) and 108(b)(9)]

**DEFICIENT**

**REQUESTED REVISION #1:**

- The same descriptive process used in 1.4 should be followed to describe Youth education training and employment activities, including activities for youth with disabilities.
- The local plan does not adequately address the capacity to provide such services- the local plan does state that an additional \$267,000 came from outside funding sources not related to Title I which could lead to the assumption that the capacity to provide services increased, but not necessarily so.

**REQUESTED REVISION #2:**

- Activities should be line with WIOA 129(b)(2).
- The activities should focus on those in WIOA 129(b)(2).

A supplemental analysis and description of youth workforce activities, including activities for youth with disabilities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, [WIOA Sec. 108(b)(1)(d) and 108(b)(9)]

Capacity to Provide Youth Services Summary:

The Youth Services program offered the following activities listed below for economically disadvantaged youth age 14 to 24 in the Kauai community. In addition to those activities the DVR-SYEP, Summer Youth Employment Program for participants with special needs started their pilot program last year with 14 students successfully completing the program. A budget of \$161,120 was given for the pilot program. Going into its second year, another \$161,120 was giving to help an additional 25 participants with work experience training.

A recent undertaking with the DHS-TANF program to service 15 students with work experiences is underway. This program would bring in \$114, 614 in additional federal funds.

Potential for more collaboration and another funding source is networking experiences with Union Trades Organizations with training fund access. The Board collaborated with Union Representatives to assist in boosting Apprenticeship programs across the State as well as locally. The Board intends to leverage additional funds for youth through this potential resource. Further collaboration is necessary with the various unions within the next fiscal year.

Youth Services Chart See below:

Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Recruitment and referrals by High school counselors and advisors.</li> <li>• Initial Consultation and orientation.</li> <li>• Assess assistance needed; resume needs and skills assessments, barriers to employment, CASAS TESTING etc.</li> <li>• Develops ITP profiles of each participant and does follow-up.</li> </ul>	<ul style="list-style-type: none"> <li>• Central location, open Monday through Friday from 7:45am to 4:30pm. Location is closed on Holidays.</li> <li>• Serves the employment and training needs of youth (in-out of school) for the islands of Kauai and Niihau that qualify for services.</li> <li>• Open collaboration with the Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Central location, open Monday through Friday from 7:45am to 4:30pm. Location is closed on Holidays.</li> <li>• Limited funding and resources</li> <li>• Limited updated technology in rural areas.</li> <li>• Limited transportation in rural areas.</li> <li>• Lack service provider staff and personnel</li> </ul>

<ul style="list-style-type: none"> <li>• Eligibility assessments and determination of various programs available to participant.</li> <li>• Disseminate information on the choices and the variety of career pathways using State CTE information used the UH-Kauai Community College.</li> <li>• Other online self-training programs available at the One Stop Center.</li> <li>• Provide classroom training on soft skills and financial literacy.</li> <li>• Does referrals for additional training with service providers: Kauai Community College and the Westside CNA Nursing School Program for ETP.</li> <li>• Does referrals to the McKinley Community School for Adults that also works in collaboration with UH-Kauai Community College Office of Continuing Education &amp; Training for types of needed Basic and remedial or other training such as GED or Community-based diploma.</li> <li>• Quarterly and yearly presentations to the workforce boards on outcomes of the program.</li> <li>• Enroll qualified participants in internships, apprenticeships and other programs paid and or unpaid work experiences in the community.</li> <li>• Collaboration and referrals with the State DVR Office, Kauai Branch.</li> <li>• Also have access to DVR technical equipment to be used by special needs participants needing ADA assistance at the One Stop Center.</li> </ul>	<ul style="list-style-type: none"> <li>• Job service experience for the youth and paid experience for the employer and their business.</li> <li>• Youth Community groups are willing to collaborate.</li> <li>• WIOA Board core partners and Stakeholders willing to collaborate.</li> <li>• Union Trades leaders willing to train and collaborate.</li> <li>• Career and training services are basically industry led and are driven to respond to industry needs through the use of "Career Pathways" that lead to higher education, industry recognized credentials and or better paying jobs by and for skilled workers.</li> <li>• Experienced in referral services with community partners.</li> <li>• Experienced with partners in large Annual Job Fairs and community collaboration.</li> <li>• Experienced in collaborating mini Job fairs in the community.</li> <li>• Potential to expand mini Job Fair days to promote a career day event on a monthly basis.</li> <li>• Experienced participation in Small Business Fairs and other Board collaborated activities in the community.</li> <li>• Referrals to online Soft skills training is available via online Geosol training services.</li> <li>• Board collaboration with State Government Agencies: DHS TANF and DVR programs to boost the work experience skills of youth in the Kauai community.</li> </ul>	
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<ul style="list-style-type: none"> <li>• Collaborations and referrals with the State-DHS-TANF, BESSD and FTW for services as needed.</li> <li>• Collaborations and referrals with Kauai Economic Opportunity Inc. for Homeless services.</li> <li>• Collaborations and referrals to Hale Opio for troubled and homeless youth services.</li> <li>• Collaborations and referrals with the Kauai Intake Center helping ex-offenders when transitioning out of prison to get job and or access to training and education.</li> <li>• Provide a venue for work experiences, job placements and follow-up in coordination with employers.</li> <li>• DVR-SYEP Summer Youth Employment Program for students with special needs started last year with 14-16 students. Students were placed within the County with various participating worksites for 8 weeks. Successful placements. Program will start again for the second year and will focus on 25 participants.</li> <li>• DHS-TANF Summer Youth Employment program will start this year with a contract agreement still in the works with the County of Kauai. Fifteen student placements are the goal for this first year. Work Experiences for youth introduce needed soft skills for the first time.</li> <li>• Agriculture – FFA High school work experiences available to interested students.</li> </ul>		
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**1.6 Identify successful models and best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]**

**DEFICIENT**

**REQUESTED REVISION #1:**

- The local plan fails to cite models and best practices that leads to post-secondary advancement.
- On pg. 14, clarify what is meant by “The results of this ongoing workshop series that started two years ago show students that are transitioning to post-secondary education are successful in going onto higher education and training by-100%.”
- Summarize the outcomes of the Division of Vocational Rehabilitation and Career & Technical Education career development models.
- Describe the successful model(s) and/or best practice(s) related to Local Board referrals to Alu Like and Hale Opio.
- Data needed to support designation as a “successful model”- (i.e. number of participants, measures of performance, etc.)

**REQUESTED REVISION #2:**

- Of the 3 programs described, were WIOA participants enrolled? Are there any model programs that are WIOA funded? Also, the charter school collaboration would not qualify for WIOA funding.
- There needs to be more substance/evidence/data to claiming that a program is a successful model or best practice.

Supplemental information that identify successful models and best practices for youth workforce activities relevant to the local area [WIOA Sec. 108(b)(9)] are as follows:

1. Best practice for youth workforce activities are included in section one working on a pilot program with local charter schools to disseminate information on CTE Career Pathways. Since the presentations, the School administrator and counselors have reported an increase in retention and attendance at the school. Students (high school seniors-2) that were slated to graduate high school and go on to post-secondary education were – 100%. Those same students are reported to still be in college today.

KANAKA 21 <sup>ST</sup> Century CS	total	Seniors	Post-secondary education
	56	2	1- Kauai Community College 2- Hilo Community College
Retention	54		2

2. The DVR-SYEP program successful career development model gave the participant the opportunity to learn needed soft skills and basic training skills for “on-the-job” training experiences. Many of the participating students continued with their education after their work experience was over while just a handful went out to seek work. Job placement assistance was made available to all of those participants. Thus, the outcomes for the program were successful.

DVR-SYEP 2016	Total	Percentage	Completion	Back to School	Job Placement
	16				
Outcomes		100	16	12	4

3. Another best practice is the board’s networking and collaborations with core partners in the community. The Alu Like Inc. summer employment program for Youth constantly work in collaboration to recruit potential qualified participants to their specialize program that serve Native Hawaiians and Alaskan &

Native American Indians. Likewise, Hale Opio is a specialized program for participants that are displaced disadvantaged and are part of the foster care system on the island. Referrals are made to assist qualified individuals that meet their criteria.

## Section 2: Strategic Vision and Goals

**2.1** Provide the local board’s strategic vision and goals for preparing an educated and skilled workforce in the local area, (including youth and individuals with barriers to employment). [WIOA Sec. 108(b)(1)(E)]

### DEFICIENT

**REQUESTED REVISION #1:**

- Kauai’s vision and goal are provided but their connection to efforts to develop an educated and skilled workforce for individuals with barriers is inadequate.
- Besides youth with disabilities, which other group of individuals with barriers to employment are or will be better prepared and educated for the local workforce.

**REQUESTED REVISION #2:**

- The six industry clusters listed in this section are vastly different from that listed in Section 1.1. If Kauai’s Economic Development Plan specifies these focus industries, shouldn’t the workforce plan be tied to an economic plan?
- Bullet #1 is a general statement for all of Title I, it does not provide additional information and the Board’s goal is not stated.
- How do skills assessment aid in preparing Individuals with Barriers to Employment for the workforce?
- Which state/local agency provides the Career Counselors noted in #5?

A supplement of the local board’s strategic vision and goals for preparing an educated and skilled workforce in the local area, (including youth and individuals with barriers to employment), [WIOA Sec. 108(b)(1)(E)].

Are as follows:

1. In addition to Kauai’s vision and goal to develop an educated and skilled workforce for individuals with barriers, the Local Board provides employment services to all qualified participants in the programs.
2. Initial intake and orientation of all services are provided with a skills assessment and testing to aid in job placement and or training and education.
3. Special priority of services are first given to Veterans and their spouses, then people with disabilities, dislocated workers, dislocated homemakers and homeless.
4. Skills assessments reveal barriers to employment like the lack of a high school diploma, GED, or Community-Based Certificate. Low scores in basic classes such as Reading, English and Math are also barriers to employment.
5. Career Counselors assist in the assessment and placements of participants in educational programs and provide follow-up services for retention and success in the programs. With available funding a participant may be placed in a work experience environment (youth), job placement and or additional training. Completion may result in the participant getting higher wages and skills for a higher paying wage in the local workforce.

**2.2** Describe how the local board’s vision and goals align with and/or supports the vision of the Hawaii Unified State Plan: “All employers have competitively-skilled employees, and all residents have sustainable employment and self-sufficiency.”

**DEFICIENT**

**REQUESTED REVISION #1:**

- Response needs to specify how Kauai’s vision and goals align with the vision of Hawaii’s Unified State Plan. It is insufficient to say that the plans and activities will align.

**REQUESTED REVISION #2:**

- The response does not answer the question of HOW Kauai’s vision and goals and/or supports the State Plan.
- Is it enough to say “supports” along with “aligns?”

The local board’s vision and goals align and support the vision of the Hawaii Unified State Plan: “All employers have competitively-skilled employees, and all residents have sustainable employment and self-sufficiency.”

Below supplements activities previously mentioned:

- The Kauai Workforce Development Board support the State’s Unified Plan and the alignment of all stakeholders, their services and including all core partners across the State of Hawaii.
- In addition, the Kauai Workforce Development Board support the State’s Unified Plan and the alignment of all economic and workforce investment activities and increase awareness through sector strategies across the State of Hawaii that promotes a comprehensive and accessible high quality workforce development system.
- The Kauai Workforce Development Board supports the engagement of the Employer in “employer-led” decision making and customer focused services that benefit the economic outcome of the local area.
- The Kauai Workforce Development Board supports the need for priority of services for qualified individuals that are: Veterans, and or spouses of veterans.
- The Kauai Workforce Development Board also supports others high on the list that immediate services whom are: Dislocated Workers & the unemployed, persons with disabilities, homeless, and Native Hawaiians, Native Americans and Alaskan Natives.
- In addition, the Kauai Workforce Development Board support the State’s Unified Plan and the alignment of all education activities that help to develop sector strategies that promote the use of Career Pathways as part of their program boosting the skill level and quality of the workforce development system.

**2.3 Describe how the local board's vision and goals contribute to each of the Unified State Plan goals:**

- To provide coordinated, aligned services.
- To prioritize services to vulnerable populations with barriers to employment as described under WIOA, including homeless individuals and Native Hawaiians, which are currently of critical concern to the state.
- To develop sector strategies and a career pathways system that will integrate education and training, and move skilled job seekers into growth industries.
- To fully engage employers in the workforce development system to address the talent shortage.

The Hawaii Unified State Plan includes a number of strategies under each goal. It is up to the discretion of the local board to determine what strategies best fit their local needs. (pgs. 77-79)

**DEFICIENT**

**REQUESTED REVISION #1:**

- In general, it is insufficient to repeat summaries of goals in the State Plan. Kauai's plan should list the actions being taken by core and mandatory partners and key stakeholders to achieve these goals locally.
- Specific activities and/or plans to prioritize services to vulnerable populations should be referenced (by document and page number). Priority services for homeless individuals and Native Hawaiians must be included.
- Describe how Kauai's key players are integrating education and training to create sector strategies and a career pathway system. How will each player benefit? What is/are the desired end result(s)?

**REQUESTED REVISION #2:**

- What steps/actions/by what means will the Board be taking to support the Unified State plan?
- Section D is pretty general.
- Add more clarity to the work that is currently in place between the educational institutions and the Kauai Workforce Development Board.
- Explain why "local policies and funding streams need realignment..."

The local board's vision and goals contribute to each of the Unified State Plan goals:

a. The Kauai Workforce Development Board contributes to the goals of the State Unified Plan by providing coordinated, aligned services of all stakeholders and core partners of the One Stop American Job Center, Kauai Branch. These major stakeholders include: Workforce Development Division, State Division of Vocational Rehabilitation, State Dept. of Human Services-TANF and the State Dept. of Education-McKinley Community School for Adults along with Kauai Community College. Other core partners include alignment with the County HUD Housing Agency, KEO Homeless Shelter, Alu Like Inc. Employment Services for Native Hawaiian, Native Americans and Alaskan Natives, the Kauai Intake Center with ex-offenders' going through community integration and the Kauai Island Veterans Center. The One-Stop American Job Center, Kauai Branch will have the full range of Services with all partners prepared to support a "seamless delivery" system.

b. The Kauai Workforce Development Board contributes to the goals of the State Unified Plan by prioritizing services to vulnerable populations with barriers to employment as described under WIOA, that are on the list that immediate services are: Dislocated Workers & the unemployed, persons with disabilities, homeless, and Native Hawaiians, Native Americans and Alaskan Natives. The highest priority of services will be given to Veterans and their spouses. Core partners will coordinate and work with employers in the community to align training and education to improve skill levels to rejoin areas where needed in the local workforce.

c. To develop sector strategies and a career pathways system that will integrate education and training, and move skilled job seekers into growth industries the Kauai Workforce Development Board is committed to providing the support services needed to assist in the development of CTE career pathways especially for emerging industry areas like Agriculture on the island of Kauai. Local policies and funding streams need realignment to focus on program outcomes. The Kauai Workforce Development Board will continue to work closely with Kauai Community College and the McKinley Community School for Adults.



d. The Kauai Workforce Development Board is committed to fully engage employers in the workforce development system to address the talent shortage in the Kauai Community. The One-Stop Consortium of partner agencies will continue to work with businesses in leading industries to promote effective engagement with the promise of successful outcomes to come. The industry needs will focus on both short-term and long-term goals. The One-Stop Consortium of partners are committed to the Unified plan and will sign and MOU regarding their engagement in this endeavor to assist with services, provide oversight and monitor the progress of the programs.

**2.4 Describe how the local board’s goals relate to the achievement of federal performance accountability measures to support local economic growth and economic self-sufficiency. [WIOA Sec. 108(b)(1)(E)]**

**DEFICIENT**

**REQUESTED REVISION #1:**

- The local plan failed to describe how the local board’s goals relate to the achievement of federal performance accountability measures to support local economic growth and economic self-sufficiency.
- Paragraph 11 needs steps and timeline for referral process for Disabled Veteran Outreach Program (DVOP) specialist services. Paragraph 12 needs details of how the Board collaborates and complies with priority of service for veterans and eligible spouses. Customer service section has not mention of priority of service for veterans and how intensive services will be provided to veterans with serious barriers to employment.
- What does the chart (Items 1-12) mean? Why is it included?

**REQUESTED REVISION #2:**

- Performance accountability measures are addressed in WIOA Section 116 – response should address those measures.
- There are no specific goals listed in the response. The response still does not answer the requested revisions.
- Identify the performance measures that relate to each goal.

The local board’s goals are related to the achievement of federal performance accountability measures to support local economic growth and economic self-sufficiency. [WIOA Sec. 108(b)(1)(E)]. Supplemental information to follow:

- In relation to the achievement of federal performance accountability measures the local Board’s goal is: “To ensure Kauai’s workforce is prepared with needed skills and talents to develop a flourishing community.” The local board members are committed and are working together with all core partners and major stakeholders to assist in providing quality services with a ‘seamless delivery” system to provide a skilled workforce. The enhanced One-Stop American Job Center system will focus on quality of services and focus efforts on the employer as well as the job seeker. Partners will work together to avoid duplication of services.
- Qualified individuals will have the opportunity to boost their skill level with additional training and education that lead to obtaining recognized scholarly credentials or employment these of which are measurable skills gains related to performance accountability.
- The board’s commitment to work in collaboration with employers is high on the list to supporting economic growth and economic self-sufficiency. Aligning with the industry needs of the employer will help to build a skilled workforce on the island.
- The newly aligned services at the One Stop American Job Center, identifies and assist the veteran and or their spouse with basic job seeker services as needed. However, immediate attention is given priority to the Veteran as more intensive services are needed. The participant is referred to the local Veterans’ center for additional quality assistance from the Veteran DVOP counselor at that location.

## Section 3: Local Area Partnerships and Investment Strategies

**3.1** Taking into account the analysis in Section 1, describe the local board's strategy to work with the organizations that carry out core programs to align resources in the local area, in support of the vision and goals described in Question 2.1. [WIOA Sec. 108(b)(1)(F)]

### DEFICIENT

#### REQUESTED REVISION #1:

- Instead of describing the framework for the Memorandum of Understanding (MOU) and its contents, the response should:
  - Describe how the local board, through its WIOA Administrator, is working with staff from the core programs, partners and stakeholders to gather and use their input to align resources and integrate services to implement workforce initiatives.
  - Briefly summarize how the MOU commits core, partner and stakeholder programs to delivering their services through the One-Stop Center and/or system in support of Kauai's vision and goals.
  - Outline efforts and/or plans to educate and involve other community stakeholders in this network so that workforce services are delivered in the most comprehensive manner possible.

#### REQUESTED REVISION #2:

- MOUs need to be executed by July 1, 2017 and there are no extensions.
- The response needs to be rewritten to address the question. The vision and goals were not previously addressed.
- Is December 2017 the correct date?

The local board's strategy to work with the organizations that carry out core programs to align resources in the local area, in support of the vision and goals described in Question 2.1. [WIOA Sec. 108(b)(1)(F)]

Supplemental information below on Partnership Benefits:

- The Local Workforce Board and its staff in alignment with the State Unified Plan is meeting on a monthly basis with One Stop Consortium of Core Partners to expand workforce services for individual at all levels of skill and experience.
- Core Partners will have knowledge of all the benefits of an integrated One Stop American Job Center System to aid in the marketing of services across industry systems.
- As part of the vision, core partners will have access to a multiple of services of which may facilitate the leveraging and braiding of resources across systems around the island and across the State.
- Integrated and expert intake process will offer knowledgeable referrals to all partner programs.
- Integrated and aligned business services strategies among partners are shared.
- Expert advice from multiple sources for job seekers experiences to increase their chances for success.
- Relevance to Labor Market conditions. Services provide informed data research on labor market outcomes.
- Expanded community and industry outreach to engage and support businesses.
- Strengthened partnerships through a seamless support system of workforce services with reduction of duplication of services using a common intake system.
- Encouraging the use of efficient and accessible technology today.

As mentioned previously, the Kauai Workforce Development Board is committed to fully engage employers in the workforce development system to address the talent shortage in the Kauai Community. The One-Stop Consortium of partner agencies will continue to work with businesses in leading industries to promote effective engagement with the promise of successful outcomes to come. The industry needs will focus on both short-

term and long-term goals. The One-Stop Consortium of partners are committed to the Unified plan and will sign a MOU regarding their engagement in this endeavor to assist with services, provide oversight and monitor the progress of the programs.

The Board is currently working on a Memorandum of Understanding-MOU and will be ready to include in the Local Plan by December 2017.

**3.2 Identify the programs/partners that are included in the local workforce development system. Include, at a minimum, organizations that provide services for Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, Temporary Assistance for Needy Families, Supplemental Nutritional Assistance Program, and programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006. [WIOA Sec. 108(b)(2)]**

**DEFICIENT**

**REQUESTED REVISION #1:**

- Missing information on the Supplemental Nutritional Assistance Program and programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006.
- Miscellaneous errors on the list;
- No direct reference to TANF
- Funding source citation for Housing & Urban Development is incorrect
- Funding source reference for Alu Like should include “WIOA Title I, Native American Programs”
- Funding source reference for WDD is missing reference to the Adult and Dislocated Worker Programs
- Funding source reference for Wagner-Peyser is WIOA Title III, not Titles I and III

**REQUESTED REVISION #2:**

- For Chart 1, WIOA Youth – why is Paxen, Alu Like & Hale Opio listed?
- For Chart 1, Unemployment Compensation – it should be Unemployment Insurance administered by the State Unemployment Insurance Division.
- For Chart 2, under Career Services, one line is labeled “Assist in establishing eligibility for WTW” – is that Welfare-to-Work? Is that a current program?
- For Chart 2, Paxen is shown for Youth.
- For Chart 2, SCSEP does not provide OJT, private sector training, entrepreneurial trng, GED attainment, tuition assistance or any Youth activities.
- For Chart 2, WDD does not administer UI.
- The Department of Education Adult Education program is a WIOA core partner; hence, there should be additional shared responsibilities between MCSA and the local board.

The programs/partners that are included in the local workforce development system that are as follows below.

**Chart One: Programs and or Activities of the Agency or Organization**

<b>WIOA Section 121 (b) (B) Programs &amp; Activities</b>	<b>AGENCY/ORGANIZATION</b>
Title I Authorization - Adult & Dislocated Worker Programs	Workforce Development Division, Kauai Branch
Title I Authorization - Youth Program	Paxen, Alu Like Inc., Hale Opio Organization
Title I Authorization - Native American Programs	Alu Like Inc.
Title I Authorization - Migrant & Seasonal Farm Workers	Maui Economic Opportunity
Title II Authorization	McKinley School for Adults

- Adult & literacy Program	
Title II Authorization - Trade Act 1974, Chapt. 2	Hawaii State Workforce Development Division
Title III Authorization - Wagner Peyser Act Program	Workforce Development Division, Kauai Branch
Title IV Authorization - Vocational Rehabilitation Act 1973 - DEI- Disability Employment Initiative  - EFSLMP - Employment First State Leadership Mentoring Program	State of Hawaii Division of Vocational Rehabilitation, Kauai Branch Workforce Development Division DVR with DLIR, Dept. of Health Developmental Disabilities Division, Developmental Disabilities Council and Dept. of Education-core partners
Title IV Authorization - BESSD –Benefit, Employment & Support Services Division Program - FTW – First to Work Program - TANF Temporary Assistance to needy Families Program - SNAP - Supplemental Nutrition Assistance Program, Federal USDA Grant - HI/EBT- Hawaii Electronic Benefit Transfer Program provided by BESSD	State of Hawaii, Division of Human Services, Kauai Branch  State of Hawaii, Workforce Development Division collaboration with TANF
Title V Authorization - Older Americans Act 1965	Workforce Development Division, Kauai Branch
CTE Career Pathways Program - Carl D. Perkins Act 2006	Kauai Community College
Veterans Program - State Grant under Title 38, Chapt. 41	Hawaii State Workforce Development Division
State Unemployment Compensation Program - State Authorized	Start Workforce Development Division-UI, Kauai Branch
Employment & Training/Homeless - Community Services Block Grant Act	Kauai Economic Opportunity, State of Hawaii-Child & Family Services, Kauai Branch
Employment & Training - Family Self-Sufficiency Act 2013	County of Kauai HUD Housing
Re-entry Program Ex-offenders - Second Chance Act 2007	State of Hawaii, Kauai Intake Center

**Chart Two: Consortium of Partners, Core Services (below)**

<b>CORE SERVICES PROVIDED</b>	WD D WI OA	WD D SCE SP	WDD Wagn er Peys er	WD D DV OP		PAX EN YOU TH	DH S BE SS D/ TA NF  FT W	Alu like	WD D UI	MC S Adu Its	KC C	DH S DV R	HUD	KEO
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<b>Core Services (registration required)</b>														
Outreach	x	x		x		x		x	x		x	x	X	X
Intake	x	x	x	x		x	x	x	x	x	x	x	X	X
Orientation to Services	x	x	x	x		x	x	x	x	x	x	x	X	X
Initial Assessment of Skill Levels	x	x	x	x		x	x	x	x	x	x	x	X	X
Eligibility Certification	x	x				x		x			x	x	X	X
Job Search and Placement Assistance	x	x	x	x		x	x	x			x	x	X	X
Career Counseling	x	x	x	x		x		x			x	x	X	X
Provision of Labor Market Information	x	x	x	x		x		x			x	x	X	X
Information regarding filing UI Claims	x	x	x	x					x			x	X	X
Assist in establishing eligibility for WTW														X
Assist in establishing eligibility for financial assistance for training	x	x		x				x			x		X	X
Provide information relating to supportive service	x	x		x		x	x	x	-		x	x	X	X

Provide performance and cost information relating to training providers and services	x	x				x		x	-		x		X	X		
Follow up services	x	x		x		x		-	x		-		x	x	X	X
	WD D WI A	WD D SCE SP	WDD Wagn er Peys er	WD D DV OP		PAX EN YOU TH	DHS BESS D/TA NF/F TW	Alu lik e	WD D UI	MC S Adu lts	KC C	DH S DV R	HUD	KE O		
<b>Intensive Services</b>																
Comprehensive & specialized testing & assessment	x	x		x		x	x					x	X	X		
Development of an individual employment plan	x	x		x		x	x	x				X	X	X		
Group Counseling			x				x					x		X		
Individual Counseling & Career Planning	x	x		x		x	x	x				x	X	X	X	
Case management for seeking training services	x	x		x		x	x	x				x	X	X	X	
Short term pre-vocational services	x	x		x		x	x	x				x	X			

Work experience in the private or public sector	x	x				x	x	x					X		X
Tryout Employment	x	x		x											
	WD D WI A	WD D SCE SP	WDD Wagn er Peys er	WD D DV OP		PAX EN YOU TH	DHS BESS D/TA NF/F TW	Alu lik e	WD D UI	MC S Adu lts	KC C	DH S DV R	HUD	KE O	
<b>Training Services</b>															
Occupational skill training	x	x		x		x		x			x	X			
On-the-job Training	x	x				x		x				X			
Programs that combine training w/related instruction; cooperative education programs	x	x									x				
Training programs operated by the private sector	x	x				x		x			x				
Skill upgrading and retaining	x	x		x		x		x			x	X			
Entrepreneurial and small business development technical assistance and training	x	x	x	x							x				

Job readiness training	x	x	x	x		x		x			x	X	X	X
Adult basic education, GED attainment, literacy training & ESL training	x	x		x		x		x		x	x			
Customized training conducted with a commitment by an employer or group of employers to employ individual upon completion											x			
Educational and tuition assistance	x	x		x		x		x			x			X
	WD D WI A	WD D SCE SP	WDD Wagn er Peys er	WD D DV OP		PAX EN YOU TH	DHS BESS D/TA NF/F TW	Alu lik e	WD D UI	MC S Adu lts	KC C	DH S DV R	HUD	KE O
<b>Activities for Youth</b>														
Improving educational and skill competencies	x	x				x		x		x	x			X
Adult Mentoring	x	x				x					x			
Training Opportunities	x	x				x		x			x			X



Supportive Services	x	x			x		x			x			
Incentive programs for recognition & achievement					x		x			x			
Opportunities for leadership, development, decision-making, citizenship and community service					x					x			
Preparation for post secondary education, academic and occupational learning, unsubsidized employment opportunities					x		x		x	x			
Tutoring, study skills training and other drop-out prevention strategies					x					x			
Alternative secondary school services									x	x			
Drop out prevention activities					x								
Summer employment opportunities that are directly					x		x			x			

linked to academic and occupational learning														
Paid & unpaid work experience, including internships & job shadowing						x		x			x	X		
Occupational skill training						x		x			x	X		
continue	WD D WI A	WD D SCE SP	WDD Wagn er Peys er	WD D DV OP		PAX EN YOU TH	DHS BESS D/TA NF/F TW	Alu lik e	WD D UI	MC S Adu lts	KC C	DH S DV R	HUD	KE O
<b>Activities for Youth</b>														
Leadership development opportunities						x					x			
Follow up Services	x	x				x					x			X
Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral						x					x			
Information and referral	x	x				x		x			x	X		X
	WD D WI A	WD D SCE SP	WDD Wagn er Peys er	WD D DV OP		PAX EN YOU TH	DHS BESS D/TA NF/F TW	Alu lik e	WD D UI	MC S Adu lts	KC C	DH S DV R	HUD	KE O

<b>Other Activities</b>													
Job Development and Employment Outreach					x		x			x	X	X	
Supportive Services					x		x			x		X	X

**3.3 Describe efforts to work with partners identified in 3.2 to support alignment of service provision to contribute to the achievement of the Unified State Plan’s goals and strategies. [WIOA Sec. 108(b)(2)]**

**DEFICIENT**

**REQUESTED REVISION #1:**

- The local plan does not adequately address the efforts to support alignment of services. Only lists the MOU.
- Describe what staff from the core programs, partners and stakeholders are doing to meet these terms. For example, have they met and will they continue to meet at established intervals to coordinate services?
- What have they accomplished so far? Examples include curriculum for staff training, inter-agency referral policy and procedures?

**REQUESTED REVISION #2:**

- The chart provided in 3.2 has several errors as specified.
- The response is supposed to describe the efforts to work with partners to support the alignment of services to contribute to the achievement of the State Plan’s goals and strategies. This connection is not made in the response.
- Response did not discuss what has been accomplished thus far...

The efforts of the local Board to work with partners are identified in 3.2 to support alignment of service provision to contribute to the achievement of the Unified State Plan’s goals and strategies and are summarized below:

Local Board-One Stop-Consortium of Core Partners

- The Kauai Workforce Development Board is committed to the alignment of services at the One Stop American Job Center and in partnership with the Consortium of Core Partners agree to meet on assigned meeting dates monthly or other to review and assess a continuous “seamless delivery” system of services for the purpose of enhancing workforce development and continuous improvement of the One Stop system.
- All One Stop core partners will create and use a common referral process as part of the seamless delivery system.
- One Stop Center Staff Training will be provided as needed to improve program performance.
- One Stop Center Staff with core partners will provide a full range of services to meet the needs of the local community.
- One Stop Center Staff will prioritize their services for Veterans and their Spouses and for intensive services, do referrals to DVOP Counselor at the Veterans Center as needed.

- One Stop Center Staff will assess potential participants with barriers to employment (HS diploma, GED, basic academic skills gaps, homelessness, etc.) provide services and or immediate referrals to partners contributing to the seamless delivery of services system.
- One Stop Consortium of Partners will encourage local employers, agencies and organizations to actively participate in the continuous improvement of the One Stop services.
- The Consortium of Partners will work to develop local sector strategies with the career pathway system integrating education & training to improve direct services for employers and job seekers.
- The One Stop and its core partners will seek ways to fully leverage resources in the community, reassessing the use of a centralized location and reducing infrastructure costs where needed.
- The One Stop and its core partners will reduce duplication of services where needed and explore the use of centralized services in a single location.

**3.4 Describe the local board's plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act and services provided in the local area through the one-stop delivery system to improve services and avoid duplication of services. [WIOA Sec. 108(b)(12)]**

**DEFICIENT**

**REQUESTED REVISION #1:**

- The local plan failed to describe the local board's plans and strategies for, and assurances concerning maximizing coordination of services provided by the State employment services under the Wagner-Peyser Act.

**REQUESTED REVISION #2:**

- MOU is needed by July 1, 2017. The local board needs to determine its plan to incorporate Wagner-Peyser in its One-Stop system prior to development of the MOU.

The local board's plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act and services provided in the local area through the one-stop delivery system to improve services and avoid duplication of services are summarized below.

- The local Board is committed to the alignment of services of the One Stop American Job Center and of its Consortium of core partners and agrees to follow the Unified State Plan and common assurances that promote the success of the programs.
- One Stop Center Staff and Consortium of Partners will meet on a regular basis monthly to discuss program resources, reducing duplication of services and to ensure a seamless transition in the delivery of services.
- All One Stop Staff and Core partners will be trained in the MIS-Case management system as part of the seamless delivery of services via Wagner Peyser and WIOA programs to avoid unintended duplication of services.
- Efforts to improve and coordinate this portion of the system have yet to be made and will be drafted into the MOU of the Consortium of Partners. The MOU agreement is currently being revised and should be ready to roll out by December 2017.

**3.5** Describe how the local board will coordinate the workforce investment activities with providing Adult Education and Literacy activities (under Title II) and describe how the local board will carry out a review of local applications submitted under Title II Adult Education and Literacy, consistent with the local plan and the State's provided criteria. [WIOA Sec. 108(b)(13)]

**DEFICIENT**

**REQUESTED REVISION #1:**

- The local plan does not describe the process to be used to review local applications for providing Adult Education activities.
- No description of how activities will be coordinated.

**REQUESTED REVISION #2:**

- How will the Kauai board conduct the review of the AEFLA applications?
- How does the local board coordinate the services with AEFLA?
- What is the process that will be utilized to demonstrate that the local board will participate in the review of AEFLA applications?

The Kauai WDB will partner with local AEFLA (Title II) programs to provide adult education services to jobseekers when appropriate. AEFLA provides an important opportunity to improve the quality of life for individuals with low skills. Literacy and numeracy are fundamental skills necessary for workforce success, as well as for personal and social well-being. Services provided under AEFLA through Kauai Campus of McKinley Community School for Adults will lead to further education, training opportunities, and work. AEFLA will increase opportunity in the educational and workforce development of adults as workers, parents, and citizens. While playing a critical role in adult attainment of a secondary school credential, the program will also assist in the transition to postsecondary education and training through use of career pathways.

McKinley Community School for Adults will collaborate with Workwise partners by providing basic academic instruction for participants who perform below the 6<sup>th</sup> grade level to improve their competencies so that they can advance to the Competency-Based Community School Diploma program to eventually obtain a high school equivalency credential to further their careers.

**3.6 Describe how the local board will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the State, and promote entrepreneurial skills training and microenterprise services. [WIOA Sec. 108(b)(5)]**

**DEFICIENT**

**REQUESTED REVISION #1:**

- More details is needed in describing how the Board will carry out and promote the entrepreneurial skills training and microenterprise services.

**REQUESTED REVISION #2:**

- Workforce Investment activities is more than a job fair.
- The response needs to align/link workforce activities with the State and County economic development activities and also discuss entrepreneurial skills training and microenterprise.

The local board continues to coordinate workforce investment and economic development activities with major service providers on the island of Kauai and the State to promote entrepreneurial skills training and microenterprise services [WIOA Sec. 108(b)(5)]. Supplemental information as follows:

1. One of the most important activities started by the board is the Small Business Fair in the County of Kauai. The Board works in collaboration with the County of Kauai's Office of Economic Development and the Kauai Chamber of Commerce that has a membership of over 700+ small businesses to coordinate this event that started 2 years ago to help and assist potential businesses and existing businesses to increase their success. How is that done:
2. The Fair introduces Guest speakers from various sectors of businesses to share their stories of how they became successful but also talk about their struggles and persistence over time. Some guest speakers that have come to share their experiences are in Manufacturing with Bob Gunter, CEO of Koloa Rum, Agriculture/Organic Farming with Louisa Wooten and Mokulele Airlines-Woman Entrepreneur-Kewehi Inaba, CEO at this year's 2017 Fair.
3. As part of the Fair, Table Top discussions includes business services in the community that offered a variety of business needs.
  - a. WorkWise Kauai- Business Online services
  - b. Employee education & training needs with UH- Kauai Community College
  - c. Entities that provide Health Insurance and Health Services are also included for example, HMSA, Kaiser Permanente, Wilcox Health.
  - d. Other State entities included that help to promote businesses, entrepreneurship training and microenterprise services are: Hawaii Small Business Center- HSBC, Dept. of Commerce & Consumer Affairs-DCCA, and the Dept. of Business Economic Development & Tourism- DBEDT. DBEDT provides direct microenterprise services to the business community.
  - e. Information on microenterprise services can also be receives at the Kauai Office of Economic Development.
4. Another component of this Business activity is the Kauai Chamber of Commerce's Business-After-Hours (BAH). The BAH provides a venue for all businesses to "Network" in the Kauai community as well as have access to various business services in one location.
5. Another component of business services is our annual Job Fair. Our annual Job Fair on the island of Kauai is open to all participating businesses in the Kauai Community and also to other businesses across the state that are willing to travel to Kauai to participate.
6. Another component of business services is the Kauai Apprenticeship Day celebration that coincides with the National Apprenticeship Week Celebration goes on across the U.S. Last year for the first time the local Board initiated its first Apprenticeship Day in collaboration with UH-Kauai Community College and the County of Kauai- Office of Economic Development. Participating Unions with training programs

across the State traveled to Kauai to participate for the first time to take part in table top discussions and training program demonstrations. The activity was open to the public. The Kauai Dept. of Education-DOE representative and all public and private schools were invited to attend. The Activity was a success and the board will continue this activity in the coming year.

7. All of the above community activities are promoted via news releases by the County of Kauai's communications Specialist. News releases are seen and heard: The Garden Island Newspaper, various local radio stations, online community calendars and Facebook to reach a wider network of people in the community.

**3.7 Describe how the local board will coordinate education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]**

**DEFICIENT**

**REQUESTED REVISION #1:**

- Instead of describing the enrollment and training process for individual youth, the response should:
- Describe local board involvement with coordinating education and workforce investment activities with local secondary and post-secondary education programs.
- Have they met and will they continue to meet at established intervals to coordinate strategies, enhance services and avoid duplication?

**REQUESTED REVISION #2:**

- How is the Board partnering with education? Are regular meetings being held?
- How is the rest of the coordination of services, etc. accomplished?
- Insufficient funding is a given...
- Just saying "the Board partners with education" is not a sufficient response.
- Does not address the second bullet in the requested revisions.
- How is the local board coordinating efforts with the secondary schools?
- Correction: Competency Based Community School Diploma
- The WIOA core partners will be working closely with the American Job Centers. How could this partnership provide funding and resources to improve and increase recruitment?

The Kauai Workforce Development Board partners with Kauai Community College and McKinley Community School for Adults to support integrated education and training at the secondary and post-secondary levels in order to ensure jobseekers have the necessary knowledge, skills and credentials to secure meaningful employment and become truly self-sufficient. Most young clients are working towards getting their Community-Based High School Equivalent. However, due to the lack of funding, time allotted for recruitment has dwindled. Lack of funding is a barrier. If the program increased its funding, it may improve and increase recruitment.

**3.8** Describe how the local board will coordinate workforce investment activities with the provision of transportation, including public transportation and other appropriate supportive services in the local area. [WIOA Sec. 108(b)(11)]

**DEFICIENT**

**REQUESTED REVISION #1:**

- The local plan does not address coordination of workforce activities with available transportation, just that they work with agencies who assist with some transportation.
- Does not specify whether Catholic Charities offers on-going waivers or if this is temporary while funds are available.

**REQUESTED REVISION #2:**

- The DHS and DVR programs are not WIOA-funded. The question relates to WIOA programs and the Board's responsibility in establishing supportive services policies.
- How do you coordinate workforce activities with transportation? These contract agreements cannot be cited to satisfy this answer.

The local board will coordinate workforce investment activities with the provision of transportation, including public transportation and other appropriate supportive services in the local area as supplemented and summarized below.

- As part of the contract agreement (PY16-17) with the DVR- Summer Youth Employment Program, participants will received free bus passes as part of their work experience training.
- As part of the contract agreement (PY17) with the DHS - TANF Summer Youth Employment Program, participants will also receive free bus passes as part of their work experience training.
- Catholic Charities supports the employment services program with limited bus transportation waivers to eligible participants seeking employment.

**3.9** Based on the analysis described in Section 1.1-1.3, identify the populations that the local area plans to focus its efforts and resources on, also known as targeted populations.

**DEFICIENT**

**REQUESTED REVISION #1:**

- Only recap of all services provided. Instead, response should explain how the analyses and any other factors were used to determine which populations to target and identify targeted populations to initiate improvements.

**REQUESTED REVISION #2:**

- Kauai should issue its own policy rather than rely on the State's policy, since Kauai does not have a DVOP and the services must be accessed differently than other American Job Centers (AJC) and there may be other differences or limitations.
- Why are there two priority lists above? Which list answers the question?

The local board will focus its efforts and resources on targeted populations listed below.

- Priority of Services to Veterans and their Spouses that may or may not have barriers to employment.
- Individuals with barriers to employment to include: dislocated workers, displace homemakers, homeless, ex-offenders, older population will to work, Youth in foster care, individual with cultural/language barriers, Native Hawaiians, Americans and Alaskans.



- Also a concern is the long-term unemployed.

Priorities – WIOA Sect. 1 34(c)(3)(E) State the following eligibility:

1. Veterans and their Spouses
2. Low income (as defined by WIOA sect. 3(36))
3. Recipients of public assistance
4. Who are basic skills deficient

2<sup>nd</sup> Priority (non-covered) individual

1. low Income
2. recipients of public assistance
3. who are basic skills deficient

3<sup>rd</sup> Priority Veterans and eligible spouses who are:

1. not low income, and
2. not recipients of public assistance and
3. not basic skills deficient

4<sup>th</sup> Priority –Individuals (non-covered) who do not meet the previous criteria may be enrolled on a case by case basis with documented managerial approval (as defined by WIOA sect. 3(36)).

Additional Information regarding Veterans Services on the island of Kauai:

#### **Priority of Services for Veterans**

Priority of service to veterans and eligible spouses will be given by core and mandatory partners for all services funded by the federal Department of Labor. The Kauai AJC staff will identify veterans and eligible spouses at every point of entry in the service delivery system. Kauai's WDD staff has been trained in priority of service requirements.

AJC Managers will periodically review their operations to ensure that State policy and guidance are being followed to properly implement the priority of service provision for veterans and eligible spouses. These requirements include identifying veterans and eligible spouses, informing them of their entitlement to priority of service, and providing information on service and programs. Staff training will be arranged by the AJC Managers as needed.

#### **The referral process for veterans determined to have significant barriers to employment.**

Although Kauai does not have a Disabled Veterans Outreach Program (DVOP) counselor, AJC staff shall identify veterans and eligible spouses with significant barriers to employment to AJC counseling staff for intensive services. The Kauai AJC also may access a DVOP in Honolulu to provide counseling through skype, email, or phone. Services received by the client shall be the same services he or she would receive if a DVOP were available on Kauai.

The Kauai AJC Manager shall periodically review the State policies and guidance for identifying and serving veterans with significant barriers to employment to ensure that staff continues to be aware of and continues implementing correct procedures for serving veterans with significant disabilities.

**3.10** Based on the analysis described in Section 1, identify one to three industries where a sector partnership(s) is currently being convened in the local area or there will be an attempt to convene a sector partnership and the timeframe.

**DEFICIENT**

**REQUESTED REVISION #1:**

- Expand response to describe which agricultural employers are in this sector partnership with workforce, education and any other stakeholders. If applicable, list other industry needs, besides Future Farmers of America, that they are focused on and the timeframe for addressing these needs. If one has convened, include description for the healthcare partnership.
- Response stated that a sector partnership was developed for agriculture. However, data or analysis in Section 1 did not show agriculture as an emerging industry.

**REQUESTED REVISION #2:**

- None

Supplemental information on the emerging Industry on Kauai's Agriculture Sector will be added by April 1, 2017.

**3.11** Based on the analysis described in Section 1, describe the local investment strategy toward targeted sectors strategies identified in 3.10 and targeted populations identified in 3.9.

**DEFICIENT**

**REQUESTED REVISION #1:**

- The local plan does not address the local investment strategy. It only restates the information contained in 3.10.
- Broaden response if other agricultural and healthcare industry needs are being addressed.

**REQUESTED REVISION #2:**

- None

Supplemental information on targeted sector strategies in Kauai's Agriculture Sector and how it will help targeted populations will be added by April 1, 2017.

**3.12 Identify and describe the strategies and services that will be used to:**

- a. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;
- b. Support a local workforce development system described in 3.2 that meets the needs of businesses;
- c. Better coordinate workforce development programs with economic development partners and programs;
- d. Strengthen linkages between the one-stop delivery system and unemployment insurance programs.

This may include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, or utilization of effective business intermediaries and other business services and strategies that support the local board's strategy in 3.1. [WIOA Sec. 108(b)(4)(A&B)]

**DEFICIENT**

**REQUESTED REVISION #1:**

- The local plan failed to address the requested strategies and services. Responses should be written to specifically address each item.

**REQUESTED REVISION #2:**

- The question has been misunderstood. It is about business engagement.
- How are UI and AJC linkages being strengthened?
- American Job Center and not "One Stop American Job Center"
- Differentiate between the Consortium of Core Partners and the One Stop Core Partners.

See section 4.5, Chart on additional collaborative services for a Seamless One Stop American Job Center services system.

- a. The local Board in partnership with the County of Kauai and the Kauai Chamber of Commerce collaborates and facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies by production of the Kauai Small Business Fair that is held on a yearly basis. Guest speakers from various industry sectors for example- Manufacturing, Agriculture and Organic Farming, Information Technology, and Business services. Section 3.6, gives detailed information on the Kauai Small Business Fair and the various activities and Employer & Business support services.
- b. Support a local workforce development system described in 3.2 that meets the needs of businesses is described in Section 3.3,

Local Board-One Stop-Consortium of Core Partners

- The Kauai Workforce Development Board is committed to the alignment of services at the One Stop American Job Center and in partnership with the Consortium of Core Partners agree to meet on assigned meeting dates monthly or other to review and assess a continuous "seamless delivery" system of services for the purpose of enhancing workforce development and continuous improvement of the One Stop system.
- All One Stop core partners will create and use a common referral process as part of the seamless delivery system.
- One Stop Center Staff Training will be provided as needed to improve program performance.
- One Stop Center Staff with core partners will provide a full range of services to meet the needs of the local community.
- One Stop Center Staff will prioritize their services for Veterans and their Spouses and for intensive services, do referrals to DVOP Counselor at the Veterans Center as needed.

- One Stop Center Staff will assess potential participants with barriers to employment (HS diploma, GED, basic academic skills gaps, homelessness, etc.) provide services and or immediate referrals to partners contributing to the seamless delivery of services system.
  - One Stop Consortium of Partners will encourage local employers, agencies and organizations to actively participate in the continuous improvement of the One Stop services.
  - The Consortium of Partners will work to develop local sector strategies with the career pathway system integrating education & training to improve direct services for employers and job seekers.
  - The One Stop and its core partners will seek ways to fully leverage resources in the community, reassessing the use of a centralized location and reducing infrastructure costs where needed.
  - The One Stop and its core partners will reduce duplication of services where needed and explore the use of centralized services in a single location.
- c. Coordinated workforce development programs with economic development partners and programs continue in the community with Major Stakeholders:
- A new endeavor is the Ex-offenders Community Integration program for individuals with barriers to employment and collaboration with McKinley Community School for Adults enhance resources at the Kauai Intake Center.
  - DVR-SYEP, summer Youth Employment Program is going into its second year at the County of Kauai. Special needs participants gain valuable work experiences and possible future job placement and or assistance with advanced specialized training.
  - Apprenticeship Training – Working in collaboration with various Union Trades and partnership with State Workforce Development Division to help promote apprenticeships to develop needed skilled workers in the Kauai Community.
  - DHS/TANF-SYEP, summer youth employment program contract agreement is currently underway. Eligible participants will gain “real world” experiences with on-the-job training.
- d. Strengthen linkages between the one-stop delivery system and unemployment insurance programs remain vigilant for employers and job seekers in the RESEA/UI Program.  
Recent information from the Workforce Development Division show that RESEA program reduces UI duration with over \$1 million net savings to UI Trust Fund. Funding has been sufficient for full capacity of services. The linkages and seamless services is dependent on annual federal grants to UI Division. Only time will tell how the program continues at this point with the unemployment rate going down.

**3.13** Does the local board currently leverage or have oversight of funding outside of WIOA Title I funding or county general funds to support the local workforce development system? Briefly describe the funding and how it will impact the local system. If the local board does not currently have oversight of additional funding, does it have future plans to pursue them?

**DEFICIENT**

**REQUESTED REVISION #1:**

- The local plan merely states its current funding but the question is on the impact and what are the future plans to pursue additional funds.
- The local plan does not adequately identify whether or not a collaboration exists between TANF, Title I and III. It should elaborate on program activities.

**REQUESTED REVISION #2:**

- So is the WIOA-funded staff working on DHS and DVR youth programs? If so, are costs being allocated to the programs and reimbursed to WIOA?
- Please rewrite to be more concise and to the point. This is very confusing and has extraneous information.

The local board currently leverage county general funds to support the local workforce development system in place as follows is a supplement to information already given:

1. The WIOA- Title I that under the local board and the State of Hawaii -Division of Human Services- TANF, Title III are in the process of collaborating and negotiating a contract agreement to supplement the Summer Youth Employment program with qualified TANF recipient youth (15) with funds totaling \$114,614.
2. Continuing collaboration into its second year is the WIOA Title I (local Board) and the State of Hawaii - Division of Human Services- DVR division, Title III adding 25 qualified participants to its summer program with an additional \$161,120. The total amount of leverage in this area for both programs is \$275,734.
3. While the local board leverages a total of \$106,000 from the County of Kauai, outside funding sources from the State TANF and DVR divisions a total of \$381,734 will be leveraged in the coming year.
4. Future negotiations with TANF and DVR will continue. Due to the success of the previous year's DVR- SYEP program other nonprofit organizations have also shown interest in possible joint collaborations. Both the local Alu Like Inc. and Hale Opio offices have shown interest in the co-enrollment of their youth participants. The impact of these programs have increased awareness of the need for soft skills training and more youth work experiences in the Kauai community.
5. As a result both programs will continue to impact the community with these additional resources. Participants will have access to badly needed soft skills training and "On-The-Job" work experience training directly from dedicated County worksites and their Dept. supervisors. The qualified participants that enter into these specialized programs benefit through the "Hand-On" work experiences.

The local board will continue to seek other additional alternatives for program funding. Funding is currently being sought for a WIOA program assistant. The need for further research continues.

## Section 4: Program Design and Evaluation

**4.1** Describe how the local board, working with the entities carrying out core programs, will coordinate activities and resources to provide high quality; customer-centered services and expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

### DEFICIENT

#### REQUESTED REVISION #1:

- The local plan fails to explain the coordination of activities with McKinley Community Schools for Adults (MCSA)- Kauai campus. Low-skilled adults fails to be included in this chart.
- Miscellaneous errors on the list of programs and funding streams supporting One-Stop Delivery:
  - References to Employment Service (ES) should be replaced with references to WDD
  - SESP AND WtW should be removed from the list because these programs ended
  - WIOA-YP is missing from this list
  - SNAP is a standalone program
  - FTW is part of TANF
  - Members of Kauai's consortia group should be identified. If all entities carrying out core programs are not included, their contribution toward assisting the local board with coordinating delivery of activities and resources should be listed separately
  - Identify who are targeted individuals with barriers to employment
  - For each group, indicate new initiatives that:
    - Expanded or will increase access to employment, training, education and supportive services
    - Improved or will advance the quality of customer-centered services
    - Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs
    - Improve access to activities leading to a recognized postsecondary credential

#### REQUESTED REVISION #2:

- Provide a timeline and action plan to coordinate with partners.
- Please reread the question and focus on the subject of the question.
- Other than addressing low-skilled adults, the response does not address the other requested revisions.
- How will MCSA's marketing strategies assist the local board?
- Who offers the support services?

The local board will work with service providers carrying out core programs and will coordinate activities and resources to provide high quality; customer-centered services and expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

For example, training for low skilled adults in transition below:

#### Low Skilled Adults

Transition coordinators reach vulnerable populations by assuming responsibility for planning, organizing, monitoring and providing support for the community integration or transition program and correction centers that are located on all the main islands including Kauai. The coordinators also facilitate and provide opportunities for these students to enter employment, post-secondary training as well as re-entry programs for

inmates released into the community. Other related duties include planning, program implementation with other community partners.

Transition coordinators provide outreach and relationship building training to engage students in need. They work on building referrals through informal settings by identifying and partnering with other agencies and organizations in the communities. They also provide students with an Individual Plan (IP) that is focused on appropriate career pathways.

Support services are provided for students to ease transition from community school to work or post-secondary education. Transition Coordinators provide regular contact services necessary to encourage and help students remain engaged and focused on their end goal. McKinley Community School (MCSA) advertises program offerings and services through the Star Advertiser, school website, Facebook, Twitter, the school's app and flyers.

MCSA also provides distance learning and use of technology to meet the needs of the student population through online learning options that extend the reach of programs through public access computers, smart phones, and other mobile devices. Online instruction allow for extended reach of programs and provides a convenience that allows students to more effectively manage their education and other responsibilities.

**4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definition. [WIOA Sec. 108(b)(3)]**

**DEFICIENT**

**REQUESTED REVISION #1:**

- Stipulate when and how often the local board, through its WIOA Administrator, and UHCC and CTE are/will be meeting to define career pathways and organize and establish service delivery plans for local educational institutions and training providers.
- The local plan fails to include Adult Education (identified WIOA core partner) and how it will assist with the development of career pathways.

**REQUESTED REVISION #2:**

- Is the McKinley Community School a member of the Consortium committee? If not, how does the Consortium committee and McKinley Community School coordinate their activities to develop career pathways?
- The response seems to be a cut and paste of unrelated information. Rewrite the response to provide more cohesion.
- Correction: McKinley Community School for Adults – Kauai Campus
- What services/resources will be available due to this alignment between the identified partners?

The local Board's Consortium Committee will assist and facilitate the development of career pathways in the new One Stop Center system and will continue to meet regularly on a monthly basis to organize, establish and execute service delivery plans for local institutions and training providers in accordance with WIOA Sec. 108 (b)(3).

As a key partner in the Hawaii Career Pathway System, McKinley Community School provides access to and opportunities for education, training and support services for individuals with greatest barriers to employment. As the educational component of the "system" McKinley has aligned itself with workforce, vocational rehabilitation, apprenticeship programs, business, and the post secondary institutions to deliver services to our clientele. This alignment with Hawaii's core partners education, employers, and the public workforce system makes for an efficient and effective use of resources. Also included are the post-secondary Career and Technical Education (CTE) programs under the Carl Perkins Career and Technical Education Act and programs under Temporary Assistance for Needy Families (TANF).

The school's program offerings include Adult Basic Education, Adult Secondary Education, English Language Acquisition, and Workplace Readiness. Through our programs, we are able to prepare our students through our curriculum offerings by aligning skills needed by industries; preparing individuals to succeed in a range of educational options; concurrent education training opportunities that include the community colleges and apprenticeship training programs for specific occupations; and enable individuals to attain a high school equivalency credential, and at least one postsecondary credential.

<p><b>4.3 Describe how the county board will utilize co-enrollment, as appropriate, in core programs and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable) to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]</b></p>
<p><b>DEFICIENT</b></p>
<p><b>REQUESTED REVISION #1:</b></p> <ul style="list-style-type: none"> <li>• Indicate when and how often the local board, through its WIOA Administrator, is working with the core partners to facilitate: <ul style="list-style-type: none"> <li>▪ Expanded access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment</li> <li>▪ Development of career pathways and co-enrollment in core programs to improve access to activities leading to a recognized postsecondary credential including an industry-recognized certificate or certification.</li> </ul> </li> <li>• Specify how this will produce efficiencies and improve use of resources.</li> <li>• Where will these arrangements be incorporated? (e.g. MOU, Operations Manual)</li> <li>• The local plan should consider the MCSA- Kauai Campus Career Pathway Model and request technical assistance from the MCSA transition coordinator.</li> </ul> <p><b>REQUESTED REVISION #2:</b></p> <ul style="list-style-type: none"> <li>• How will the local board utilize co-enrollment?</li> <li>• The chart does not demonstrate the local board's involvement.</li> </ul>

The Local Board is constantly working with its core partners to facilitate core and mandatory services in the community on a daily basis.

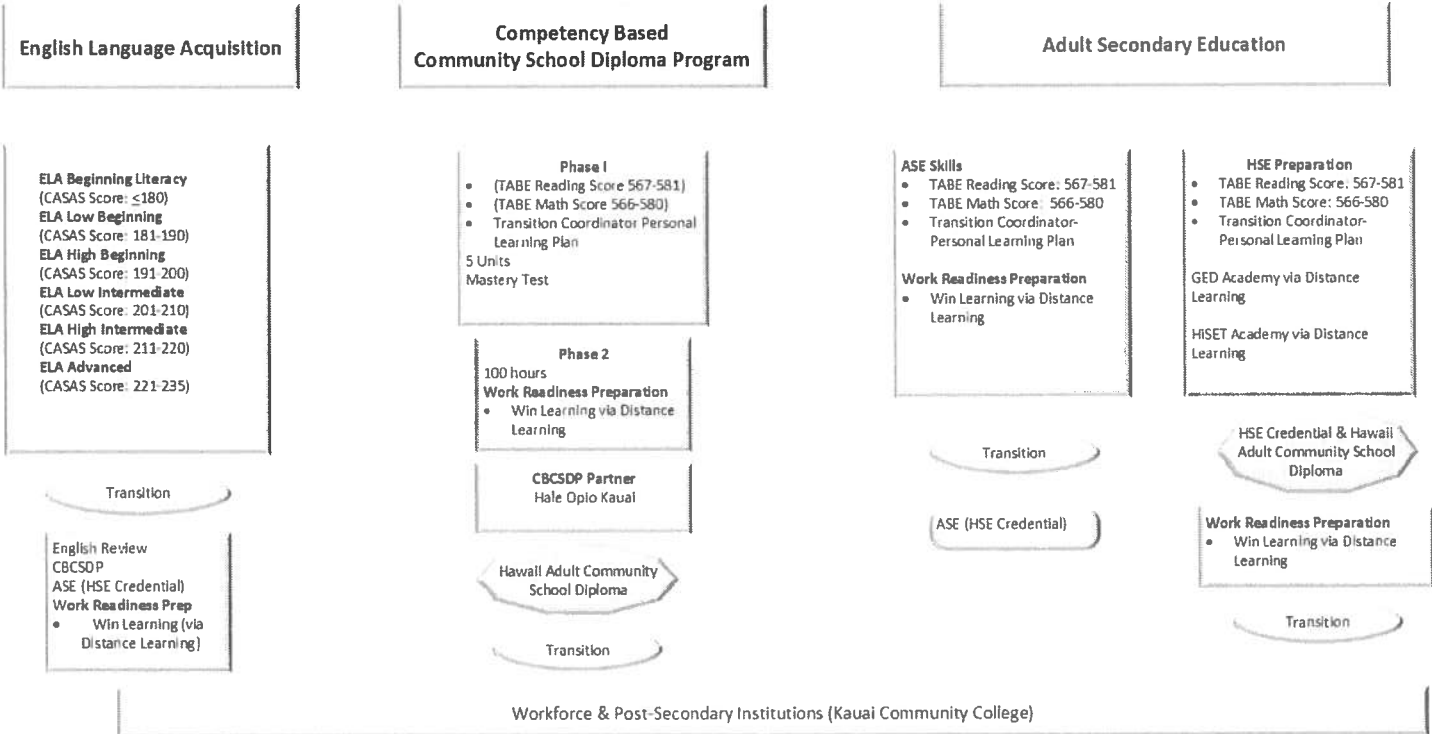
The One Stop Center Staff regularly collaborates with training providers such as the main ETP provider: Kauai Community College utilizing education and training services for qualified individuals. The University of Hawaii developed a career pathway system to help improve access to participant eligible to co-enroll in core programs. See example below with MCSA:

McKinley Community School for Adults' Career pathways model exhibits the extensive partnerships with the community colleges, University of Hawaii, apprenticeship programs, and workforce. This pathway provides a quick and clear visual of the programs offered by McKinley. It is also an indication of the existence of an extensive partnership between the community schools, community colleges, and university for students to access a postsecondary education and credentials. In addition, each campus has tailored career pathways for their individual campuses that reflect the specific need of their school community.

McKinley Community School for Adults' Transition Coordinators work collaboratively with the American Job Centers, apprenticeship programs, and colleges and provide students with the initial access and entry to post-secondary education tailored to their individual needs.



# MCSA Kauai Campus Student Pathway



**4.4** Describe county board actions to become and/or remain a high-performing board, consistent with the factors developed by the Workforce Development Council. These factors have not been determined but will include effectiveness and continuous improvement criteria for local boards to assess one-stop centers, guidance on one-stop center infrastructure funds, and roles and contributions of one-stop partners. [WIOA Sec. 108(b)(18)]

**DEFICIENT**

- REQUESTED REVISION #1:**
- The local plan should state what its approach on factors known and then refine it when the guidance is issued.
- REQUESTED REVISION #2:**
- One-Stop and MOUs must be in place by July 1, 2017.
  - How will the monitoring of the One-Stop Center system demonstrate that the County board is/will remain as a high-performing board?

The local Board has provided oversight of the WIA and now the new WIOA programs. In accordance with the Hawaii Unified State Plan put out by the WDC and [WIOA Sec. 108(b)(18)], criteria to continuously improve the current One Stop Center system and to monitor its effectiveness is forthcoming. Deadline to have policies and procedures on the roles and responsibilities/contribution of One Stop partners is January 1, 2018. The local Board is determined to complete action by December 1, 2017.

<p><b>4.5 Describe one-stop delivery system in the local area, consistent with the One-Stop Center Definitions including:</b></p> <p>a. How the county board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]</p>
<b>DEFICIENT</b>
<p><b>REQUESTED REVISION #1:</b></p> <ul style="list-style-type: none"> <li>Description of the One-Stop delivery system in the local area was not provided. Lacks specifics regarding descriptions of existing services and efforts to improve services to eligible providers to enhance re-employment needs in the local area.</li> </ul> <p><b>REQUESTED REVISION #2:</b></p> <ul style="list-style-type: none"> <li>The information does not describe the One-Stop system on Kauai.</li> </ul>

Description of the One Stop delivery system in the Local Area that also describes existing services and efforts to improve services to providers to enhance re-employment needs are supplemented below.

<p>One Stop American Job Center Current Services Being Offered by Staff and Core Partners</p>	<p>Efforts under WIOA to Improve Services to Providers – additional benefits include</p>
<p>Career Services: Outreach intake, orientation, eligibility and initial assessments; job search and placement assistance, career counseling, providing labor market information; performance information; information on all supportive services/ and referrals of such; information on UI; follow-up services</p>	<p><b>One-Stop Seamless Delivery</b> system of services of all core partners using a single intake system and common referral form. Expanded services for UI services for employers and job seekers. <b>Access to multiple employment and training resources.</b> <b>Integrated and expert intake process</b></p>
<p>Additional Extended Services: Assessment; IEP-Individual Employment Plan; Counseling and career planning; case management; pre-vocational skills services</p>	<p><b>Assessments and Data Research Hub</b> that is accessible to all core partners.  <b>Expanded services for individuals at all skill levels and experiences.</b></p>
<p>Training Services: Occupational Skills training; work experience (paid &amp; unpaid); skills upgrade and retraining; work readiness; customized training;</p>	<p><b>Education Resource Hub</b> for Training, Education &amp; Work Experience including Apprenticeship programs for On-the-Job training.  <b>Service Access for Individuals with Barriers to Employment</b></p>
<p><b>Employer Services:</b> Outreach to explain, promote, and facilitate employer’s use of available resources/services provided through the One-Stop System, partner agencies, and other local resources; WOTC tax credit or I-9 processing information; assessment of client skills; job specification development; business assistance center referral; job readiness training and program information. Venue for interviews, training and job fairs and other business needs.</p>	<p><b>Integrated and alignment of all business services</b>  <b>Strengthening Partnerships with expanded community and industry outreach</b>  <b>Information Technology Improvements &amp; Services to individuals with Disabilities</b>  Through the Disability Employment Initiative (DEI) awarded to DLIR, One-Stop Center and partner staff will expand their capability to serve persons with</p>

disabilities through training arranged by UH Center on Disability Studies. DEI also will help develop One-Stop Centers develop integrated resource teams consisting of staff from different organizations to provide a coordinated service delivery plan and holistic approach to serving persons with disabilities. DEI funds will support purchase of updated assistive technology, as needed, for the Kauai Office.

**Individual With Disabilities**

The Employment First State Leadership Mentoring Program (EFSLMP), a multi-agency project led by DVR, and including DLIR, Department of Health Developmental Disabilities Division, Developmental Disability Council, and Department of Education as core members, has also enabled these agencies and their partners to access training to improve services to persons with disabilities. WDC and each Local Board have been invited to participate in planning and/or different EFSLMP-sponsored events.

b. Describe how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology, and through other means.  
[WIOA Sec. 108(b)(6)(B)]

**DEFICIENT**

**REQUESTED REVISION #1:**

- Access to HireNet information through computers at the public libraries is acknowledged, but this answer must be expanded to also address how information on the remaining core and mandatory programs will be accessed.
- What other means access might be provided? How does the local board facilitate services with the library system?

**REQUESTED REVISION #2:**

- The first set of requested revisions was not addressed.
- Identify and describe “new services.”

The local Board will facilitate access to services in the community provided through the new One Stop Electronic Delivery system that is currently being upgraded and updated. All collaborating One-Stop partners will have full access to all core and mandatory case management information enabling its “seamless delivery” system. The effective new “user friendly features” will aid the job seekers and or business employers to access the system anywhere on the island or across the State via mobile computer, smart phones and other devices.

Other technology added to the new system is an effective “spidering technique” that will assist participants in the system to access other regions for employment opportunities.

All remote and rural areas that have public access to computers or computer labs on the island will have direct access to the free electronic “One Stop” delivery system. This includes all public libraries on the island of Kauai.

The local Board will continue to monitor the progress of the new system and periodically use surveys in these areas to increase community awareness of new services provided. See schedule of Library facilities on the island and when the facilities are open to the public.

<p>c. Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]</p>
<p><b>DEFICIENT</b></p>
<p><b>REQUESTED REVISION #1:</b></p> <ul style="list-style-type: none"> <li>• The response should be more specific on how physical accessibility, electronic and programmatic access issues have been or will be addressed for all core and mandatory programs. Are there other means of access?</li> </ul> <p><b>REQUESTED REVISION #2:</b></p> <ul style="list-style-type: none"> <li>• No mention of the Board’s role and oversight/monitoring and in meeting the requirements.</li> <li>• Identify and describe “More Intensive Services.”</li> </ul>

The entities within the new One-stop delivery system includes the One-Stop Operators, core partners and the local staff continuously work in collaboration to comply with WIOA section 188. According to the Americans with disability Act of 1990, regarding physical and programmatic accessibility, monitoring and training is constantly being assessed and reviewed by the County of Kauai’s ADA Coordinator and cooperation with State Division of Vocational Rehabilitation.

The One Stop American Job Center is equipped with the latest technological equipment for people with disabilities. Information is posted at the entrance that promotes disability awareness and various available assistance activities for people in need.

Local staff is trained to assist persons with disabilities as needed on the specialized equipment. Training is provided by the County ADA coordinator and or the State DVR Kauai Branch personnel on a regular basis and on demand [WIOA Sec. 108(b)(6) (C)].

More Intensive Services are also provided by the Division of Vocational Rehabilitation Kauai Branch, core partner and major stakeholder.

d. Describe the roles and resource contributions of the one-stop partners and if memoranda of understanding or resource sharing agreements are used, provide a summary of those agreements. [WIOA Sec. 108(b)(6)(D)]

**DEFICIENT**

**REQUESTED REVISION #1:**

- The plan lists Core, Intensive, Training and Employer services. Instead, the response should summarize the roles and resource contributions of the One-Stop partners.
- Response includes outdated WIA information and contains a repetition of services.

**REQUESTED REVISION #2:**

- Still does not summarize the roles and resource contributions of the partners.
- Cite examples of performance-based activities and the desirable outcomes.
- How will the additional training information assist businesses and job seekers?

In supplementing the services information given, the roles and resource contributions of the One Stop Partners have currently been reviewed and is going through recent updates and changes with major decisions being contributed by the local board. Many of the basic core services have not changed and are still the same. However, with the new WIOA Act, the move towards more collaboration is taking place at the local level.

USDOL TEGL WIOA No. 17-16, says the local agreement for funding the One Stop infrastructure need to be in place by January 1, 2018. The board is currently working towards completing their new MOU and should be completed by December 1, 2017.

- All partners are in agreement to commit to maintain the provisions of WIOA and following guiding principles of the One-Stop American Job Center system and its “seamless services”.
- All activities are performance-based and have clear outcomes.
- Staff and partners will be trained to handle the variety of new and upgraded electronic systems used for data collection, case management and research.
- Both businesses and job seekers will now have additional upgraded information regarding training and supplemental education including but not limited to hands-On soft skills training, online training, entrepreneur and apprenticeship training, OJT and many more.

e. Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out by one-stop partners. [WIOA Sec. 108(b)(21)]

**DEFICIENT**

**REQUESTED REVISION #1:**

- The local plan should discuss the steps taken toward integration of intake and case management systems and whether efforts to improve the current Virtual One-Stop and participant management information systems are adequate or lacking for service providers and the local board.

**REQUESTED REVISION #2:**

- This question is about how the American Job Centers (AJC) implement the new system, so given that a new system will be available, what are the plans to ensure that implementation (case management, intake, etc.) goes seamlessly for everyone at the AJC, core and mandatory partners?

The State WDC contracted GEOSOL Solutions to provide an updated and upgraded data collection system to house all WIOA activities to include Wagner Peyser that will be open to all major stakeholders and core

partners across the State of Hawaii. In addition to job seeker services, the businesses/employers will also be able to access business services, employment engagement data, and electronic job banks across the State and beyond through "spidering." Job seekers will be able to look for jobs beyond the confines of the State and or region. Business employers will be able to access other alternative means of training and education for their employees or potential employees.

Currently, the local board and its core partners and stakeholder partner have been on standby awaiting full completion of the electronic up graded case management system that will be able to collect the required performance data to meet the needs of the WIOA Act and to be in alignment with the State Unified Plan as to having a "Virtual One Stop."

Once the system is up and running, the local board will be responsible for regular monitoring its effectiveness and reporting any issues that may occur during the first few years of transition.

<b>4.6 Describe the process and criteria for issuing individual training accounts. [WIOA Sec. 108(b)(19)]</b>
<b>DEFICIENT</b>
<p><b>REQUESTED REVISION #1:</b></p> <ul style="list-style-type: none"> <li>• Response is too broad and should be focusing on outlining Kauai's process and criteria for issuing ITA's, including any procedure for exceeding funding caps, if allowed.</li> </ul> <p><b>REQUESTED REVISION #2:</b></p> <ul style="list-style-type: none"> <li>• With limited funding, it is more critical to establish caps. The Board needs to establish guidelines for the One-Stop operator and service providers to follow.</li> <li>• There needs to be a policy.</li> <li>• Is the "IEP" different from MCSA's "IP"? Why is it necessary to have both in the AJC?</li> </ul>

Supplement to the information given:

One-Stop counselors will jointly develop with the participant an Individual Employment Plan (IEP) that identifies career goals, barriers, and action steps to achieve those goals. Goals should be realistic and reflect jobs in demand. Both long-term and short-term goals may be identified to address the near future while keeping in mind a longer-range vision for the participant. If training is part of the action plan, tuition and related costs such as books and lab fees that are part of the tuition cost must be reasonably priced and comparable to prices for other similar courses elsewhere. The number of training vendors on the ETP list is very limited on Kauai with most of the ETP courses available through the Community College. While the Board has not set a cap, the limited funding for Adult and Dislocated Worker programs constrains the amount that can be paid. The Board will periodically review training costs to determine whether a cap is necessary while allowing for flexibility for different circumstances.

**4.7** If training contracts are used, how will the use of such contracts be coordinated with individual training accounts; and how will the local board ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided. [WIOA Sec. 108(b)(19)]

**DEFICIENT**

**REQUESTED REVISION #1:**

- Indicate whether training contracts are used. If so, explain how these contracts are coordinated with individual training accounts and how the local board is ensured that customer choice is informed. How is the local board involved? Cite examples as evidence.

**REQUESTED REVISION #2:**

- Training contracts can also include OJTs and work experience – will any of these be provided? If so, how will it be coordinated with ITAs?
- There needs to be a policy.

Supplementing information given regarding training contracts

Generally, training contracts will not be used because the number of participants on Kauai for a particular topic is usually not high enough to warrant buying or developing an entire class. Should conditions change, however, training contracts will be developed to ensure that a particular class will be held to meet unmet workforce needs. Participants will be able to choose between attending such a class or using the ITA system to pay for tuition for training from an ETP provider.

Training provided, whether through a training contract or ITA system, will be recorded in the participant's IEP. The counseling staff will ensure that there is no duplication of training or costs. The Kauai Local Workforce Development Board will regularly review activities of the Adult and Dislocated Worker service provider that include training provided through ETPs and training provided through contracts. Customer choice is always a priority for the Board although having only a few training vendors on Kauai limits training options despite online training being allowed from approved vendors.

**4.8** Describe the process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 134(c)(3)(G)(iii)]

**DEFICIENT**

**REQUESTED REVISION #1:**

- The local plan lists Kauai's top ten in-demand occupations but does not discuss whether training related to them is provided locally.
- The response fails to discuss provisions for access to training for demand occupations in another area to which a participant is willing to relocate.

**REQUESTED REVISION #2:**

- There needs to be a policy.
- The response is poorly written. I do not understand what they are trying to say and the response does not answer the requested revisions.
- Will Kauai have access to the 44 apprenticeship programs?
- Who would assist an individual if he/she chooses to relocate?

Information supplementing the skills Gap Analysis taken the board reviews quarterly the latest workforce development training information that ensures training is provided via the local community college and or ETP services provider in the Kauai community. Additional training information is also available via the WDD-Workforce division that offers Vocational Training, On-the-Job Training, apprenticeship training with special agencies and union funded programs. There are 44 certified apprenticeship programs in the State. Eligible participants if willing may be able to relocate.

**4.9** Describe how the local board will coordinate workforce investment activities in the local area with rapid response activities carried out in the local area (as described in section 134(a)(2) A). [WIOA Sec. 108(b)(8)]

**DEFICIENT**

**REQUESTED REVISION #1:**

- There is a good description of how rapid response activities are carried out by the service provider throughout the State. However, the response should be modified to reflect what happens on Kauai and focus on the local board's or WIOA Administrator's role in coordinating local workforce investment activities with local rapid response activities.

**REQUESTED REVISION #2:**

- The answer still does not provide the role of the local board.
- Correction: Kauai Campus and not Kauai Branch

In addition to what is submitted in the original draft Local Area Plan, in cases of rapid response team activation on Kauai, the follow will occur:

1. Workforce Development Division (WDD) is notified by the business needing rapid response services.
2. WDD then notifies the KWDB rapid response team comprising of One-stop operator, Unemployment Insurance Division, DHS, MedQuest, Legal Aid Society, Aloha Care, Hoola Lahui, ALU LIKE, Inc., Kauai Community College and McKinley Community School for Adults-Kauai Branch.
3. The rapid response team coordinates amongst its members a joint orientation and enrollment session(s) with those affected employees interested and eligible for services can apply at that time.



4. The rapid response team will follow-up to continue to engage with business and affected employees as needed to include HireNet Hawaii services, one-stop partner services, employer engagement via telephone, job forum, industry association and job fair contacts.

<b>Section 5: Compliance</b>
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<b>5.1</b> Attach as <i>Attachment A</i> , the document signed by the Chief Local Elected Official (Mayor) designating the local workforce development board as the local (county) WIOA administrative entity.
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<b>DEFICIENT</b>
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**The attachment does not satisfy the request.**

**REQUESTED REVISION #2:**

- Should be sufficient upon receipt of letter.

The sample designation letter below is forthcoming with completion by March 30, 2017.

I, Bernard P. Carvalho, Jr. duly elected Mayor of the County of Kauai and the Chief Local Elected Official (CLEO) do hereby designate the Office of Economic Development (OED) as the local administrative entity for the Workforce Innovation & Opportunity Act (WIOA). I also do hereby designate the Kauai Workforce Development Board (KWDB) as the local WIOA grant signatory for the County of Kauai.

<b>5.2</b> Describe the competitive process and criteria (such as targeted services, leverage of funds, etc.) to be used to award sub-grants and contracts for WIOA Title I Adult, Dislocated Worker, and Youth services; provide the names of contracted organizations, and the duration of each contract. [WIOA Sec. 108(b)(16)]
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<b>DEFICIENT</b>
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**REQUESTED REVISION #1:**

- The local plan does not include method of competitive process and criteria. Was a documented procurement process followed? Response did not describe the procurement process sufficiently. Clarify whether the Title I Adult, DW and Youth contracts were issued through competitive RFPs or other methods. It should be stated that (4)-year contracts are subject to the availability of funds and satisfactory performance.

**REQUESTED REVISION #2:**

- Does the local board use the County's procurement policy or procedure? If so, that information should be included in the response.
- What criteria does the local board use to evaluate the applications that are received?

The competitive process was procured through competitive RFP process for Title 1 Adult, DW and Youth contracts. The RFP's when drafted are vetted by the County Attorney for form. Contracts are 4-year contracts with a year to year periodic review. Contracts are subject to availability of funds and satisfactory performance. At present time, the RFP's are with the County Attorney's office for second review and approval.

5.3 Provide an organization chart as Attachment B that depicts a clear separation of duties between the board and service provision.

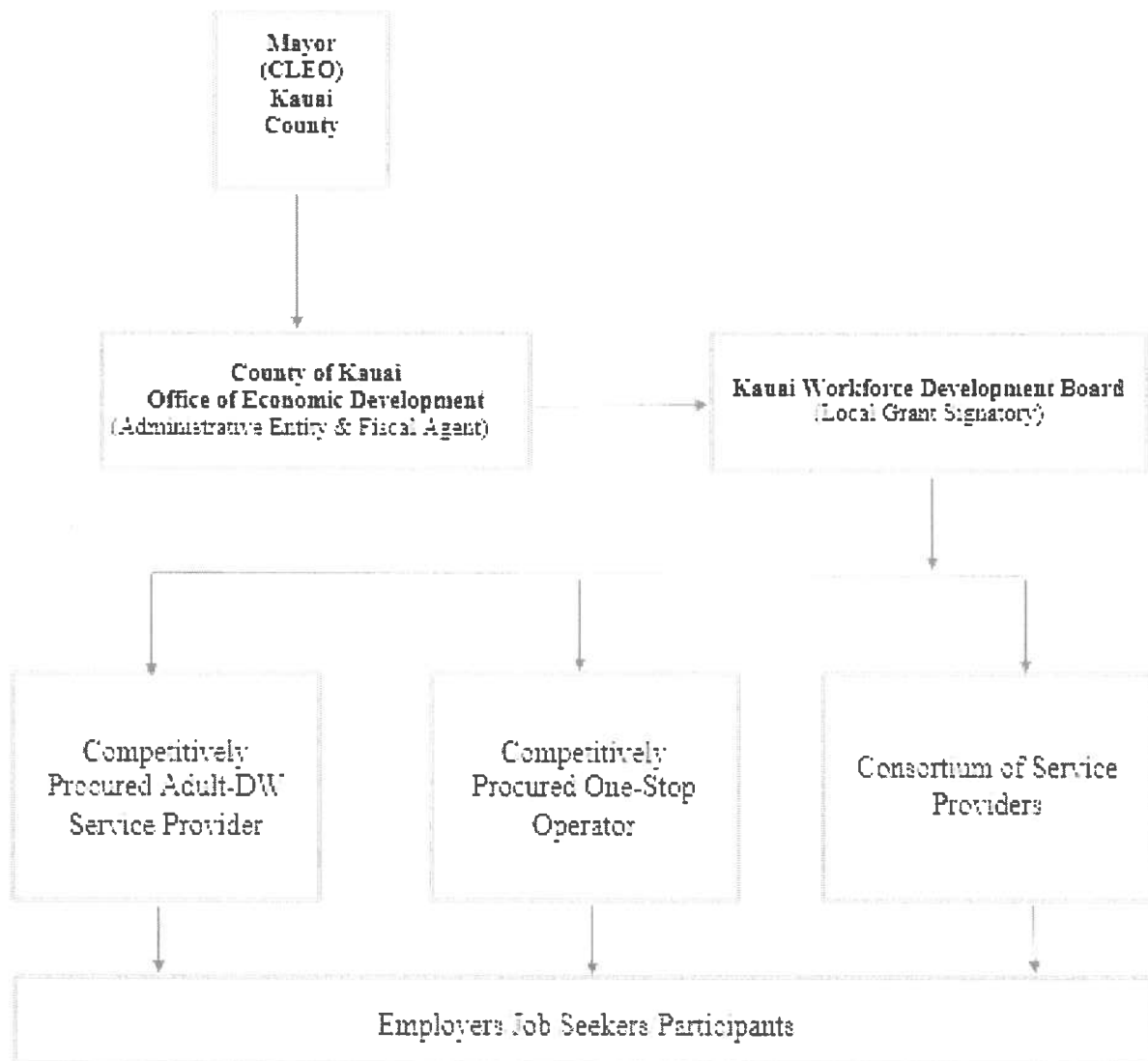
DEFICIENT

The attachment does not satisfy the request.

**REQUESTED REVISION #2:**

- Where is the Youth service provider, and what is the consortium of service providers?
- Consortium of Service Providers is not explained, so there still could be a conflict of interest.
- Youth is missing.
- Does the OED have oversight of the local board? Does the local board report to the Director of OED?

### Kauai Workforce Development System



**5.4** Provide a roster of the local board as *Attachment C*, including the name, title, organization, of each board member; and the category that each member represents. [WIOA Bulletin No.04-15]

**DEFICIENT**

**The attachment does not satisfy the request.**

**REQUESTED REVISION #2:**

- Pending submission
- Sufficient, if list is acceptable

**The composition of the local board not approved yet.**

Attachment C includes the name, title organization of each board member and the category that each member represents. The new policies and procedures regarding the local board nomination process is under way. Processing of the nomination forms should be completed by March 30, 2017 and turned in to the WDC for approval.

**5.6** Provide the completed Local Workforce Development Board Membership Certification Request included in WIOA Bulletin No. 04-15 (SN 04), as *Attachment D*.

**DEFICIENT**

**The attachment does not satisfy the request.**

**REQUESTED REVISION #2:**

- None

**Consistent with conference call instructions, a revised request needs to be submitted.**

See WIOA Bulletin No. 04-15 (SN 04) as attachment D. A new nomination process for appointment of board members is currently in circulation among the board members and is soon to be completed no later than the PY16 June, 30 2017.

<b>5.8 Identify the entity responsible for the disbursement of grant funds. [WIOA Sec. 108(b)(15)]</b>
<b>DEFICIENT</b>
<p><b>REQUESTED REVISION #1:</b></p> <ul style="list-style-type: none"> <li>I think this question aims to name the Local Kauai Board as the entity responsible for the disbursement of grant funds?</li> </ul> <p><b>REQUESTED REVISION #2:</b></p> <ul style="list-style-type: none"> <li>Will the Kauai WDB actually be disbursing funds? Response should be "The entity responsible for the disbursement of grant funds is _____."</li> </ul>

Funds initially come from the federal level via DOL. Then it is received at the State level by the Workforce Development Council and from that entity it goes to the Kauai Workforce Development Board at the local level to be used for WIOA programs.

<b>5.9 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]</b>
<b>DEFICIENT</b>
<p><b>REQUESTED REVISION #1:</b></p> <ul style="list-style-type: none"> <li>Consider adding state negotiated performance targets for veterans entering employment and veteran median earnings. Both metrics are tracked at the State level and compliance with negotiated goals is required.</li> </ul> <p><b>REQUESTED REVISION #2:</b></p> <ul style="list-style-type: none"> <li>Where else can they obtain the performance targets?</li> </ul>

Performance targets for veteran entered employment and veteran median earnings are not available via HireNet Hawaii website at this time on the 9090 reports and 9091 reports (Jan. 2017). New Programming by GeoSol Solutions to capture this data is forthcoming and should be in place before the end of PY17.

<b>5.10 Describe indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]</b>
<b>DEFICIENT</b>
<p><b>REQUESTED REVISION #1:</b></p> <ul style="list-style-type: none"> <li>The local plan description of how service provider performance is measured is adequate, however it needs to be expanded to include the indicators used to determine the effectiveness of the One-Stop delivery system. When other documents such as the MOU or Cooperative Agreements are referenced, the specific page, paragraph and item numbers should be given but were missing.</li> </ul> <p><b>REQUESTED REVISION #2:</b></p> <ul style="list-style-type: none"> <li>Section 5.9 and the local area plan has nothing to do with this question. The question is – how will the local board assess the effectiveness of the fiscal agent, Kauai?</li> </ul>

Please reference draft Local Area Plan, page 46 (section 5.9)

A new DRAFT of the Local Area Plan is still in its planning stages.

**5.11** Provide a description of the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and the Department of Human Services' Division of Vocational Rehabilitation Services with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Sec. 108(b)(14)]

**DEFICIENT**

**REQUESTED REVISION #1:**

- Instead of selectively quoting verbatim portions of the DVR-SYEP Pilot Summer Youth agreement and referencing Attached A-2 in entirety, this response should outline efforts that have occurred or are planned to cross-train staff, furnish technical assistance, use and share information and coordinate DVR and WDD efforts to work with employees on behalf of customers with disabilities.

**REQUESTED REVISION #2:**

- Kauai probably does not have such an agreement. The response just needs to state that.
- Please use complete sentences in the response.
- Cite specific examples of employers who were provided with support services.

In addition to what was previously referenced in the submittal, DVR and WDD were provided with the following:

1. Worksite orientation with supervisors and employees on working with customers with disabilities provided by the DVR office staff and County of Kauai Department of Human Resources staff.
2. DVR counseling staff worked with SYEP Program Coordinator on career counseling, soft skills training and work readiness.
3. Employers were provided with support services such as worksite monitoring, conflict resolution and work readiness counseling and on-the-job training assessments

**5.13**

(a) Attach the following to the Local Board Plan:

- (1) The Local Board's Bylaws as *Attachment F*
- (2) The Local Board's Conflict of Interest Policy as *Attachment G*

(b) State any concerns the local board has with ensuring the compliance components listed below are in place prior to October 31, 2016. Copies of documents are not required at this time but may be requested during monitoring.

- Administration of funds
- Agreement between all counties and other local governments, if applicable, establishing the consortium of local elected officials
- Agreement between the Local Elected Officials and the Workforce Development Board
- Code of Conduct
- Approved Budget
- Memorandum of Understanding and/or Resource Sharing Agreements, as applicable
- Required policies on the following topics
  - Financial Management including cost allocation plan, internal controls, cash management, receipts of goods, cost reimbursement, inventory and equipment, program income, travel reimbursement, audit requirements and resolution, annual report, property management, debt collection, procurement, allowable costs
  - Program Management including equal opportunity for customers, supportive services, needs related payments, file management, eligibility, self-sufficiency criteria, individual training accounts, layoff assistance, priority of services, grievance for eligible training providers list, transitional jobs, stipends, training verification/refunds
  - Risk Management including records retention and public access, public records requests, monitoring, grievance, incident, disaster recovery plan
  - Board Policies including board appointment, board resolutions

**ATTACHMENT G:**

**The attachment does not satisfy the request.**

**REQUESTED REVISION #2:**

- Will be reviewed when submitted. This needs a more specific action plan and deadline.

*Attachment G* The Conflict of Interest policy should describe remedies for when conflicts occur but does not.

**Conflict of Interest Policy 3/15/17**

A formal Conflict of Interest Policy will be forthcoming with the revised Bylaws of the Kauai Workforce Development Board to be completed by the end of PY17. The Bylaws are currently under review by the County Attorney's Office of the County of Kauai.

DRAFT of Example Below:

## Kauai Workforce Development Board Conflict of Interest Policy

It is in the best interest of Kauai Workforce Development Board to be aware of and properly manage all conflicts of interest and appearances of a conflict of interest. This conflict of interest policy is designed to help directors, officers, employees and volunteers of the Kauai Workforce Development Board identify situations that present potential conflicts of interest and to provide Kauai Workforce Development Board with a procedure to appropriately manage conflicts in accordance with legal requirements and the goals of accountability and transparency in Kauai Workforce Development Board's operations.

1. **Conflict of Interest Defined.** In this policy, a person with a conflict of interest is referred to as an "interested person." For purposes of this policy, the following circumstances shall be deemed to create a Conflict of Interest:
  - a. A director, officer, employee or volunteer, including a board member (or family member of any of the foregoing) is a party to a contract, or involved in a transaction with Kauai Workforce Development Board for goods or services.
  - b. A director, officer, employee or volunteer, (or a family member of any of the foregoing) has a material financial interest in a transaction between Kauai Workforce Development Board and an entity in which the director, officer, employee or volunteer, or a family member of the foregoing, is a director, officer, agent, partner, associate, employee, trustee, personal representative, receiver, guardian, custodian, or other legal representative.
  - c. A director, officer, employee or volunteer, (or a family member of the foregoing) is engaged in some capacity or has a material financial interest in a business or enterprise that competes with Kauai Workforce Development Board.

Other situations may create the *appearance of a conflict*, or present a *duality of interests* in connection with a person who has influence over the activities or finance activities of the board. All such circumstances should be disclosed to the board or staff, as appropriate, and a decision made as to what course of action the organization or individuals should take so that the best interests of the board are not compromised by the personal interests of stakeholders in the nonprofit.

Gifts, Gratuities and Entertainment. Accepting gifts, entertainment or other favors from individuals or entities can also result in a conflict or duality of interest when the party providing the gift/entertainment/favor does so under circumstances where it might be inferred that such action was intended to influence or possibly would influence the interested person in the performance of his or her duties. This does not preclude the acceptance of items of nominal or insignificant value or entertainment of nominal or insignificant value which are not related to any particular transaction or activity of Kauai Workforce Development Board.

### 2. Definitions.

- a. A "Conflict of Interest" is any circumstance described in Part 1 of this Policy.
- b. An "Interested Person" is any person serving as an officer, employee or member of the Board of Directors of Kauai Workforce Development Board or a major donor to Kauai Workforce Development Board or anyone else who is in a position of control over Kauai Workforce Development Board who has a personal interest that is in conflict with the interests of Kauai Workforce Development Board.
- c. A "Family Member" is a spouse, parent, child or spouse of a child, brother, sister, or spouse of a brother or sister, of an interested person.

- d. A "Material Financial Interest" in an entity is a financial interest of any kind, which, in view of all the circumstances, is substantial enough that it would, or reasonably could, affect an Interested Person's or Family Member's judgment with respect to transactions to which the entity is a party.
- e. A "Contract or Transaction" is any agreement or relationship involving the sale or purchase of goods or services, the providing or receipt of a loan or grant, the establishment of any other type of financial relationship, or the exercise of control over another organization. The making of a gift to Kauai Workforce Development Board is not a Contract or Transaction.

### 3. **Procedures.**

- a. Prior to board or committee action on a Contract or Transaction involving a Conflict of Interest, a director or committee member having a Conflict of Interest and who is in attendance at the meeting shall disclose all facts material to the Conflict of Interest. Such disclosure shall be reflected in the minutes of the meeting. If board members are aware that staff or other volunteers have a conflict of interest, relevant facts should be disclosed by the board member or by the interested person him/herself if invited to the board meeting as a guest for purposes of disclosure.
- b. A director or committee member who plans not to attend a meeting at which he or she has reason to believe that the board or committee will act on a matter in which the person has a Conflict of Interest shall disclose to the chair of the meeting all facts material to the Conflict of Interest. The chair shall report the disclosure at the meeting and the disclosure shall be reflected in the minutes of the meeting.
- c. A person who has a Conflict of Interest shall not participate in or be permitted to hear the board's or committee's discussion of the matter except to disclose material facts and to respond to questions. Such person shall not attempt to exert his or her personal influence with respect to the matter, either at or outside the meeting.
- d. A person who has a Conflict of Interest with respect to a Contract or Transaction that will be voted on at a meeting shall not be counted in determining the presence of a quorum for purposes of the vote.
- e. The person having a conflict of interest may not vote on the Contract or Transaction and shall not be present in the meeting room when the vote is taken, unless the vote is by secret ballot. Such person's ineligibility to vote shall be reflected in the minutes of the meeting. For purposes of this paragraph, a member of the Board of Directors of Kauai Workforce Development Board has a Conflict of Interest when he or she stands for election as an officer or for re-election as a member of the Board of Directors.
- f. Interested Persons who are not members of the Board of Directors of Kauai Workforce Development Board, or who have a Conflict of Interest with respect to a Contract or Transaction that is not the subject of Board or committee action, shall disclose to their supervisor, or the Chair, or the Chair's designee, any Conflict of Interest that such Interested Person has with respect to a Contract or Transaction. Such disclosure shall be made as soon as the Interested Person knows the Conflict of Interest. The Interested Person shall refrain from any action that may affect Kauai Workforce Development Board's participation in such Contract or Transaction.

In the event it is not entirely clear that a Conflict of Interest exists, the individual with the potential conflict shall disclose the circumstances to his or her supervisor or the Chair or the Chair's designee, who shall determine whether full board discussion is warranted or whether there exists a Conflict of Interest that is subject to this policy.

- 4. **Confidentiality.** Each director, officer, employee and volunteer shall exercise care not to disclose confidential information acquired in connection with disclosures of conflicts of interest or potential conflicts, which might be adverse to the interests of Kauai Workforce Development Board. Furthermore, directors, officers, employees and volunteers shall not disclose or use information relating to the business of Kauai



Workforce Development Board for their personal profit or advantage or the personal profit or advantage of their Family Member(s).

**5. Review of policy.**

- a. Each director, officer, employee and volunteer shall be provided with and asked to review a copy of this Policy and to acknowledge in writing that he or she has done so.
- b. Annually each director, officer, employee and volunteer shall complete a disclosure form identifying any relationships, positions or circumstances in which s/he is involved that he or she believes could contribute to a Conflict of Interest. Such relationships, positions or circumstances might include service as a director of or consultant to another nonprofit organization, or ownership of a business that might provide goods or services to Kauai Workforce Development Board. Any such information regarding the business interests of a director, officer, employee or volunteer, or a Family Member thereof, shall be treated as confidential and shall generally be made available only to the Chair, the Executive Director, and any committee appointed to address Conflicts of Interest, except to the extent additional disclosure is necessary in connection with the implementation of this Policy.
- c. This policy shall be reviewed annually by each member of the Board of Directors. Any changes to the policy shall be communicated to all staff and volunteers

**Basic Conflict of Interest Disclosure Form [insert date]**

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Position (employee/volunteer/trustee): \_\_\_\_\_

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest between Kauai Workforce Development Board and your personal interests, financial or otherwise:

\_\_\_\_\_ I have no conflict of interest to report

\_\_\_\_\_ I have the following conflict of interest to report (please specify other nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of your employer and any businesses you or a family member own):

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

I hereby certify that the information set forth above is true and complete to the best of my knowledge. I have reviewed, and agree to abide by, the Policy of Conflict of Interest of

[Name of Nonprofit].

Signature: \_\_\_\_\_

Date: \_\_\_\_\_



**ATTACHMENT H:**

**The attachment does not satisfy the request.**

**REQUESTED REVISION #2:**

- Should be sufficient once completed.
- The State Board has set May 31, 2017 as the deadline for completed local plans, so this must be completed before the deadline. June 30 is not an acceptable date.

The minutes reference attachments, but there are no attachments to the minutes, so they are incomplete.

Additional attachments will be posted to the DRAFT of the Kauai Local Plan at: [www.kauai.gov/oed](http://www.kauai.gov/oed) no later than June 30, 2017.