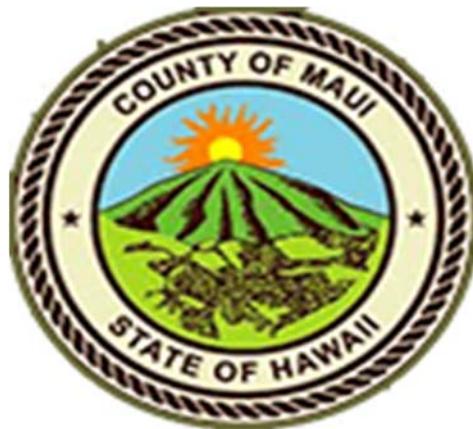


Workforce Innovation and Opportunity Act Local Plan for Maui County

February 1, 2017 – June 30, 2020

**Submitted by
MAUI Workforce Development Board**



County of Maui
2200 Main Street
One Main Plaza, Suite 530
Wailuku, HI 96793
<http://www.co.maui.hi.us/1115/Workforce-Development>

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Introduction

These guidelines direct the first local plan submitted by your county under the Workforce Innovation and Opportunity Act (WIOA). WIOA requires each local workforce development board (LWDB, local board or county board) to develop and submit, in partnership with the chief local elected official, a comprehensive four-year plan to the state. At the end of the first two-year period of the four-year local plan, each local board shall review the local plan and shall submit modifications to reflect changes in labor market and economic conditions or in other factors affecting the implementation of the plan.

The WIOA four-year plan will be effective February 1, 2017 – June 30, 2020. The law emphasizes the importance of collaboration and transparency in the development and submission of the plan. Affected entities and the public must have an opportunity to provide input in the development of the plan. The local board must make the plan available through electronic means and in open meetings in order to ensure transparency to the public.

The LWDBs must provide leadership in assembling their plan. LWDBs also should seek broad stakeholder involvement in the development of their local plan. Local elected officials, local workforce development board members, core program partners and mandatory one-stop partners must be an integral part of the planning process. WIOA encourages an enhanced, integrated system by including new core programs in its planning and performance requirements. Each plan will address how the LWDB will coordinate service delivery with the new core programs of Vocational Rehabilitation and Adult Education.

Each LWDB's plan should be based on the current and projected needs of the workforce investment system, placing an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for job seekers, including those with disabilities, and employers. The plan must include an identification of the education and skill needs of the workforce and employment needs of the local area and include an analysis of the strengths and weaknesses of services to address these identified needs.

The assessment must include the best available information or evidence of effectiveness and performance information for specific service models as well as a plan to improve the effectiveness of such programs by adopting proven or promising practices as a part of the local vision. The LWDB should provide a complete view of the system-wide needs of the local workforce development area.

The plan must address how the LWDB will foster strategic alignment, improve service integration and ensure that the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers. The local plan must lead to greater efficiencies by reducing duplication and maximizing financial and human resources. These plan guidelines require LWDBs to address current and future strategies and efficiencies to address the continuous improvement of Hawaii's workforce system and its focus on customer service excellence. This plan should align with the Hawaii Unified State Plan.

Plan Submission

Prior to plan submission, please ensure:

The local board has reviewed and approved the plan;

The board chair and the chief elected official have signed the signature page, and the original must be submitted to the Workforce Development Council by mail at:

Workforce Development Council

830 Punchbowl Street, Room 417

Honolulu, HI 96813

OR

An E-signed copy sent with the plan;

The submitted plan uses the structure and format provided;

The plan is one continuous and searchable PDF document that includes all attachments OR a Word document and attachments;

Responses to all questions are accurate and concise;

A table of contents with page numbers is included and each page of the plan is numbered; and

Text typed with a font size of 11 and no greater than 14 points.

Process of Local Plan Submission [WIOA, Pub. L. No. 113-128, Sec. 108(d) and (e)]:

PROCESS—Prior to the date on which the local board submits a local plan, the local board shall—

- (1) make available copies of a proposed local plan to the public through electronic and other means, such as public hearings and local news media;
- (2) Allow no fewer than 14 days and no more than 30 days for comments to the local board on the proposed local plan by members of the public, including representatives of business, representatives of labor organizations, and representatives of education, and
- (3) include with the local plan any such comments that represent disagreement with the plan.

PLAN SUBMISSION AND APPROVAL—A submitted local plan (including a modification) shall be considered to be conditionally approved by the end of the 90-day period; unless a written determination during the 90-day period that—

- (1) deficiencies in activities carried out under this subtitle or subtitle B have been identified, through audits conducted under WIOA Sec. 184 or otherwise, and the local area has not made acceptable progress in implementing corrective measures to address the deficiencies;
- (2) the plan does not comply with the applicable provisions of WIOA; or
- (3) the plan does not align with the State plan, including failing to provide for alignment of the core programs to support the strategy identified in the State plan in accordance with WIOA Sec. 102(b)(1)(E).

Important References

Hawaii Unified State Plan: <http://labor.hawaii.gov/wdc/reports/>

WIOA PUBLIC LAW 113-128: <https://www.gpo.gov/fdsys/pkg/PLAW-113publ128/pdf/PLAW-113publ128.pdf>

WIOA Definitions: <https://labor.hawaii.gov/wdc/files/2013/01/Local-Plan-Definitions-061715.pdf>

Signature Page

The County of Maui and the Maui Workforce Development Board submit this 2016-2020 plan to implement the Workforce Innovation and Opportunity Act of 2014.

We will operate in accordance with the plan and applicable federal and state laws, rules, and regulations.

Workforce Development Board Chair

Chief Elected Official

Leslie Wilkins

Alan M. Arakawa, Mayor of Maui County

1/17/2017

1/17/2017

Section 1: Workforce and Economic Analysis

1.0 A description of the strategic planning elements consisting of:

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)]

Profile of Maui County Economy

The economy of Maui County has a gross regional product of approximately \$7.8 billion (2013) and net exports of \$708 million. Maui's economy supports approximately 103,319 jobs (2015) that pay an average of \$47,764 in annual earnings¹

Maui County's economy has six traded clusters that are within the top 25% of all regions throughout the United States based on employment specialization. This suggests that these clusters are where Maui County businesses are employing higher numbers of workers in response to or in anticipation of consumer demand.

Maui's Economic Outlook²

Based on strong visitor activity fueled by prior year investments in resorts and lodging, Maui County's economy outlook is positive for 2016.

Fortunately for Maui County, 72% of visitor arrivals are U.S. visitors. This has insulated their Hospitality and Tourism cluster from declines in global economies. Further benefiting Maui County, visitor average length of stay remains strong.

"Total visitor spending and total visitor days better indicate the sector's effect on the economy. Here, too, the news is good. Average length of stay has remained strong in 2013, 2014, and into 2015. Visitor days have seen a positive trend since 2008 with the usual seasonal fluctuations around that trend. Improved arrivals and visitors days have caused total visitor spending to double since the 2008-09 doldrums."

Construction shows gradual improvements with leading indicators in construction permits suggesting greater levels of construction activity in 2016.

"The good news is that there is an upward trend in the total value of permits. In 2009, total private permits averaged less than \$20 million per month; by 2014 this had increased to nearly \$37 million.

¹ Source: Statistics other than noted, were derived from the Economic Modeling Specialist, International (EMSI), Developer for the period of 2015 to 2020. Data reflects the following parameters: County of Hawaii, 2014-2015, QCEW, Non QCEW, Self Employed, and Extended Proprietors.

² Suyderhoud, J., Economic Forecast Maui Edition 2015-2016, First Hawaiian Bank.

Traded Clusters	Number of Industries	Number of Businesses w/Payroll in the County (Businesses)	Number Employed in Economic Cluster (Jobs)
Hospitality and Tourism	18	374	15,700
Performing Arts	7	54	2,328
Electric Power	2	5	319
Water Transportation	3	8	148
Environmental Services	3	n/a	80
Music	1	1	12

2015 has begun with a bang as all categories in private permits are up significantly, foreshadowing accelerating construction into 2016.”

In 2015-16, the Maui County Comprehensive Economic Development Strategy (CEDS) process involved focus groups representing all industry clusters and geographical locations were convened to gather input on economic development challenges, opportunities, actions, and projects relevant to the formulation of the CEDS for Maui County. During the CEDS process, a consensus was agreed that the main economic drivers for the County were as follows: Agriculture, Construction and Housing, Creative Industries (incl. Arts, Entertainment, etc.), Energy, Health and Wellness, Sports and Recreation, Science, Technology and Innovation, and the Visitor industry.

As the Maui County CEDS Strategy Committee noted, the economies of Lanai and Molokai are very different to the rest of the County, partly reflecting the small population size and history, and therefore deserve distinct analysis and strategies for economic development. For Lanai, 60% of the island’s workforce (1,400 in 2015) are in the accommodation and food services area, reflecting the predominance of the resort industry. A further 12% are in management positions, 6% in arts, entertainment and recreation, and 5% in retail and wholesale trade³.

For Molokai 31% of the workforce are employed in agriculture, forestry, fishing and hunting; 19% in healthcare and social assistance; 14% in retail trade; 10% in accommodation and food service; 4% in public administration; and 3% in both transportation and construction. Unemployment on Molokai remains persistently high, exceeding 10%, though lower in 2015 than in the period 2008-12 when it reached 15 to 20%.

Several clusters in Maui County are projected to continue their strong growth: Health and Wellness and Energy, in particular. For the former, demographic changes and the notable influx of retirement-age residents are underpinning steady growth in demand for health services. For energy, the State’s policy to reach 100% energy through renewable resources by 2045 is likely to ensure steady growth, since Maui County is a national leader in renewable energy adoption and demonstration projects. Conversely, the announcement by the Hawaiian Commercial and Sugar Company that their 36,000 acre sugar

³ Lanai and Molokai workforce data from DLIR sources.

plantation will close (December 2016) meant a loss of 650 jobs and a further decline in the economic significance of the agriculture sector on Maui. However, economic development efforts in Maui County are making new agriculture initiatives a growth sector priority.

Existing Demand Industry Sectors and Occupations

Another indication that Maui County's economy is starting to improve is the elevated demand for more workers by employers. Since a big drop-off in 2009, Maui County has improved every year from 2010 to 2014, according to the data on advertised jobs. In fact, Maui County led the state with over 300 percent more postings.

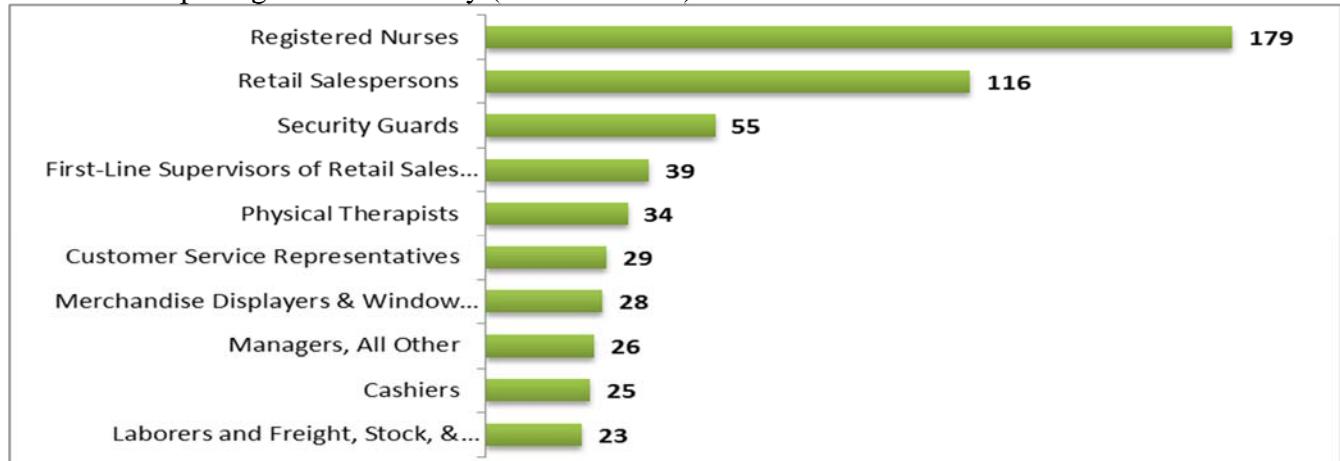
Advertised jobs online, Annual 2009-2014

Area	2009	2010	2011	2012	2013	2014
State of Hawaii	101,360	106,089	132,771	131,608	210,014	278,652
Maui County	9,457	10,072	14,765	16,549	28,555	39,386

Source: Online Advertised Jobs, America's Labor Market Analyzer (ALMA)

As of October 5, 2015, the top advertised jobs in Maui County offered a mixture of opportunities for job seekers. The following graph displays the ten occupations with the most openings:

Advertised Openings – Maui County (as of 10/05/15)



Source: Online Advertised Jobs, America's Labor Market Analyzer (ALMA)

Six of the above occupations were common to all counties that advertised openings, these included: registered nurses, retail salespersons, customer service representatives, first-line supervisors of retail sales workers, other managers, and cashiers. While some of the jobs in Maui County can be obtained with only a high school diploma, like laborers, others require some postsecondary training or education such as nurses and physical therapists.

Emerging Demand Industry Sectors and Occupations

Short- and Long-term Job Growth Positive

Both short-term and long-term projections for Maui County predict positive growth. The short-term outlook from 2014 to 2016 points to a rebounding economy and forecasts an increase of jobs annually. Growth over the long term will be slower and is projected to expand annually from 2012 to 2022.

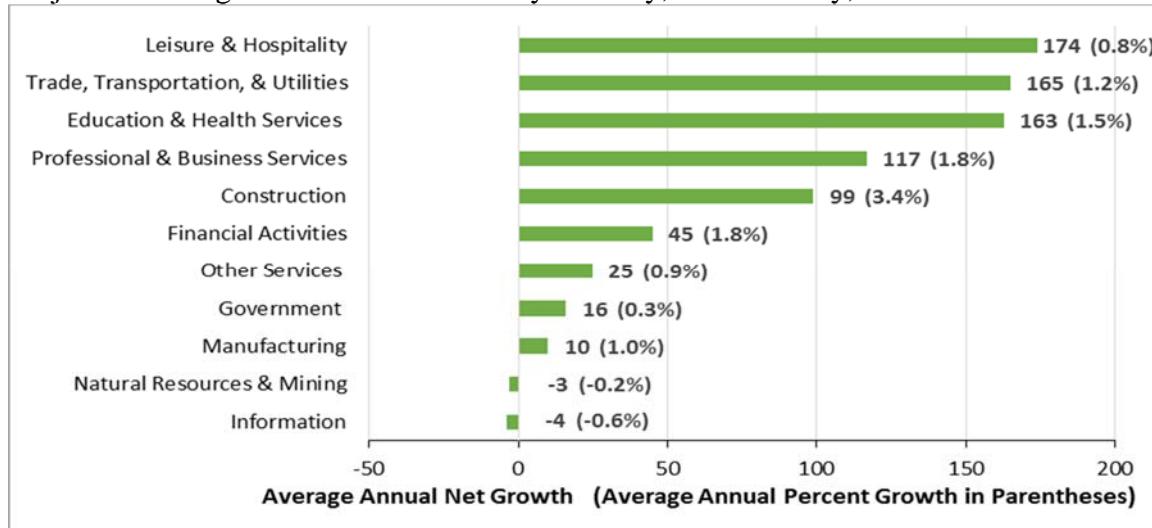
Job gains among the industries will vary slightly depending on the timeframe of the projections. More of the short-term job gain is projected to occur in three sectors: health services; professional and business services; and trade, transportation, and utilities. Within these sectors administrative and support, and waste management and remediation services will provide the biggest gains, followed by health care and social assistance services. Three industries will account for a majority of the increase in the long-term forecasts: health services; professional and business services; and trade, transportation, and utilities. Within these major sectors, the following subsectors will add the most jobs per year: healthcare; administrative and support; waste management and remediation services; and retail trade.

The overall job outlook for Maui County is positive both in the short-term and the long-term. Continued improvement in tourist arrivals should provide a much needed stimulus to the local economy.

The top five industries adding the most jobs in Maui County will be consistent with the state's top five industries: services; trade, transportation, and utilities; leisure and hospitality; and construction reflect the strength of healthcare, tourism, and construction to the Maui economy. Construction, which accounts for approximately five percent of Maui County's workforce will provide the fastest rate of growth.

As technology continues to impact publishing companies, the information industry within Maui County will continue to shrink. In addition, natural resources and mining will lose jobs

Projected Average Annual Job Growth by Industry, Maui County, 2012-2022



Source: Hawaii Department of Labor and Industrial Relations, Research and Statistics Office.

Many of the job openings for the short- and long-term will occur in entry level, transitional jobs. The nine occupations projected to have the most job openings in the long- and short-term future are large-sized occupations. All nine require short-term on-the-job training. Among the occupations with the

most projected openings, six of them were common throughout the state. These include: retail salespersons; food preparation and serving workers; waiters and waitresses; cashiers; maids and housekeeping cleaners; and landscaping and grounds-keeping workers. All of these occupations earn less than the statewide annual average of \$46,230.

Occupations with most projected job openings, Maui County, 2012-2022



Source: Hawaii Department of Labor and Industrial Relations, Research and Statistics Office.

Short-term growth should outperform long-term growth as the economy moves forward and will continue to expand in the next few years. In the short-term, there will be increased demand in the healthcare industries due to the aging population. The visitor industry will continue to rise; however, as occupancy rates hover around 80 percent, growth will proceed at a more moderate pace compared to the past few years. Gains within the visitor industry will positively impact retail trade, air and sightseeing transportation, and of course accommodations and food services. Visitor arrivals are expected to increase from places other than the U.S. and Japan, while occupancy rates and room rates are also going up. In addition, visitor spending is increasing, which bodes well for not only tourism but, in general, for the entire economy, too. Likewise, construction, has been on the upswing, benefitting from residential projects. The potential for growth in the energy sector is tremendous due to Maui County's lengthy sunshine, wind action in certain areas, geothermal energy, and deep water.

The long-term trend for growth in health services, in addition to trade, transportation, and utilities, echoes the forecast for short-term growth. The reasons are the same for both time periods, as tourism, and healthcare play a vital role in Maui County's economy. While unemployment rates continue to fall, administrative and support services are expected to benefit when the temporary help service agencies see increased demand by employers for temporary help. This is a sign that businesses may feel more confident to hire at least temporary help, if not permanent staff.

From 2012 to 2022, the large majority of Maui County's jobs will be derived from service occupations. This sector includes a broad spectrum of workers and employs much of the County's workforce. Among all occupational groups, construction and extraction occupations will advance the fastest with growth well above the average rate. Only farming, fishing, and forestry, one of the smaller sized occupational groups, will report a slight decline in employment. The total number of jobs generated by

replacement needs will exceed jobs created through growth opportunities. Three occupational groups - service; office and administrative support; and sales and related occupations will supply a large portion of the openings for Maui County.

Occupational Employment and Growth, Maui County, 2012-2022

Occupation	Employment		Change		Average Annual Openings		
	2012	2022	Net	Percent	Growth	Replace-ments	Total
Total, All Occupations	76,350	84,840	8,490	11.1%	900	1,980	2,880
Services	27,030	30,030	3,000	11.1%	300	820	1,120
Sales & Related	8,760	9,640	880	10.1%	90	280	370
Construction & Extraction	3,160	4,040	880	28.0%	90	50	140
Office & Administrative Support	8,960	9,700	740	8.3%	90	200	280
Management, Business, & Financial	6,930	7,620	700	10.0%	80	140	230
Education, Legal, Community Service, Arts, & Media	6,240	6,890	650	10.4%	70	130	200
Transportation & Material Moving	4,950	5,480	540	10.9%	60	120	180
Healthcare Practitioners & Technical	2,620	3,080	460	17.6%	50	60	100
Installation, Maintenance, & Repair	3,020	3,410	390	12.9%	40	70	110
Production	1,890	2,070	170	9.2%	20	50	60
Computer, Engineering, & Science	1,210	1,330	120	9.5%	10	30	40
Farming, Fishing, & Forestry	1,590	1,550	-40	-2.6%	0	50	50

Totals may not add due to rounding to the nearest ten.

Source: Hawaii State Department of Labor and Industrial Relations, Research and Statistics Office, July 2015.

The largest major occupational group of service occupations has by far the largest employment and will provide the most gains. From 2012 to 2022, job growth in this group will significantly outpace all other groups, representing most of the total job advances. Service occupations encompass a wide range of jobs (healthcare support, protective service, food workers, and maintenance workers) with varying skills, and education and training requirements; and employ approximately a quarter of the workforce. Over 30 percent of all job openings will be generated by this group.

In terms of percentage growth, the construction and extraction occupational group is projected to expand faster than the statewide average for all occupations within that sector. Growth in healthcare practitioners and technical occupations ranks second, followed by service occupations.

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)]

Employers' Employment Needs

Wide Range of Skills and Education Needed: To identify the kinds of skills and knowledge that individuals need to find current and future employment and that employers' desire in their employees, a review of the largest annual openings by occupation is in order.

Skill Requirements of Jobs with the Most Job Openings, 2012-2022

Occupation	Skills	Abilities	Knowledge	Educ./Trng./ Work Exper.
Retail Salespersons	Active listening, persuasion, speaking, service orientation	Oral comprehension & expression, speech clarity & recognition, near vision, problem sensitivity	Customer & personal service, sales & marketing, English language, math	< HS/ Short-term OTJ trng./ No exper.
Waiters & Waitresses	Active listening, service orientation, social perceptiveness	Oral comprehension & expression, speech clarity & recognition, arm-hand steadiness, stamina	Customer & personal service, food production, English language	< HS/ Short-term OTJ trng./ No exper.
Food Preparation & Serving Workers	Active listening, monitoring, speaking, coordination, service orientation	Oral comprehension & expression, speech clarity & recognition, info ordering	Food production, English language, customer & personal service, math	< HS/ Short-term OTJ trng./ No exper.
Cashiers	Active listening, service orientation, speaking, mathematics	Oral expression & comprehension, near vision, speech recognition & clarity, info ordering	Customer & personal service, math, English language	< HS/ Short-term OTJ trng./ No exper.
Maids & Housekeeping Cleaners	Service orientation, coordination, active listening, monitoring, speaking	Extent flexibility, trunk strength, stamina, info ordering, near vision, oral comprehension, problem sensitivity	Customer & personal service, English language, public safety & security	< HS/ Short-term OTJ trng./ No exper.
Landscaping & Groundskeeping Workers	Operation & control, active listening, critical thinking, speaking	Arm-hand steadiness, multi-limb coordination, control precision, manual dexterity, near vision	Mechanical, English language, administration & mgmt., customer & personal service	< HS/ Short-term OTJ trng./ No exper.
Janitors & Cleaners	Critical thinking, active listening, coordination, social perceptiveness, speaking	Trunk strength, extent flexibility, manual dexterity, oral comprehension, static strength, near vision	Public safety & security, customer & personal service, chemistry	< HS/ Short-term OTJ trng./ No exper.
General Office Clerks	Active listening, reading comprehension, speaking, writing, social perceptiveness	Oral comprehension & expression, written comprehension, speech clarity & recognition	Clerical, customer & personal service, English, computers & electronics, math	HS or equiv./Short-term OTJ trng./ No exper.

Registered Nurses	Active listening, reading comprehension, critical thinking, instructing, speaking	Problem sensitivity, oral expression & comprehension, inductive & deductive reasoning	Medicine & dentistry, psychology, customer & personal service, English, biology	Associate's degree/No trng./ No exper.
General & Operations Managers	Active listening, mgmt. of personnel & time, judgment & decision making	Oral expression & comprehension, problem sensitivity, speech clarity & recognition	Admin. & mgmt., customer & personal service, English, law & govt.	Bachelor's degree/ No trng./ 5+ years exper.

Source: Department of Labor and Industrial Relations, Research and Statistics Office

Of the top ten occupations with the most annual openings, the top eight were primarily entry level positions requiring only basic skills and needed less than a month of training. Two of the occupations with the most openings involved food services jobs either as waiters and waitresses or food preparation workers. Retail sales jobs and cashiers were also plentiful. The skills for these types of jobs required predominantly active listening, speaking, service orientation, and social perceptiveness. As for knowledge, customer and personal service was critical and English played a strong role for those seeking employment in most of these positions. For the occupations dealing with food, food production was important. Of these eight occupations, a high school diploma was only necessary for general office clerks.

The top five occupations were tourist-related jobs that reflected the dominance of the visitor industry in Maui County's economy. Most of these positions are entry-level, requiring minimal to moderate training that is usually acquired on the job.

Two occupations – registered nurses and general and operations managers were among the high demand occupations in the County that required more advanced education, meaning an associate's degree or higher. Therefore, not surprisingly, in addition to basic skills, instructing, speaking, and critical thinking were deemed necessary skills for registered nurses, while general and operations managers required good judgment, decision making, and skills relating to the management of personnel and time. Along with these skills, knowledge specific to the job were necessary such as medical knowledge for nurses and knowledge of law and government were desirable attributes for general and operations managers.

Soft Skills Survey

Because the importance of soft skills is often undervalued and lacks sufficient training, the State, In May 2015, conducted a soft skills survey of businesses that will aid in the development of training videos. This soft skills survey targeted four currently in-demand industries: Construction, Healthcare, Hospitality, and Information Technology (IT). Services such as job coaching, short-term classes, workshops, and training videos are being developed for the top four soft skills of each of the industries to prepare job applicants to be successful in these fields of work.

In reviewing the soft skills collectively, *communication* was the only skill that ranked in the top four in all four industries. In fact, it registered as the most important skill in all industries except Construction, where it ranked third. *Listening* was also present in the top four of three industries (it was not in the list of skills for the Hospitality industry), ranking fourth in Construction, third in Healthcare, and tied for

third in IT. An additional six soft skills made the top four list in at least one industry: *dependability/reliability, strong work ethic, empathy for patients, building customer relationships, teamwork, and problem-solving/decision-making.*

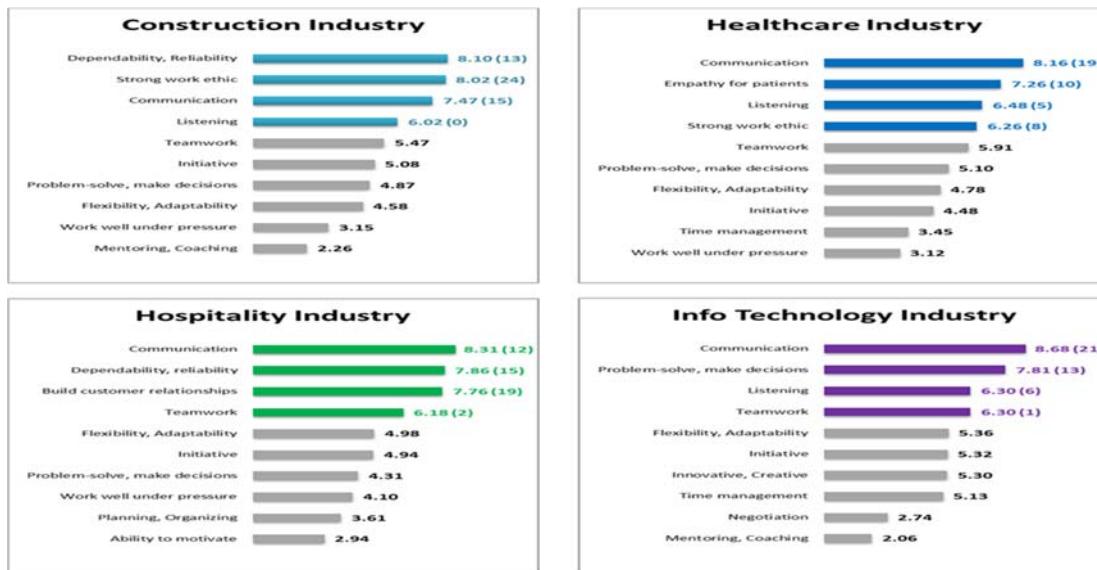
Tools to Assess Employer Skill Needs

The following resources will help Maui County determine the skill needs of employers. The Board (through committee) will review the tools listed to assess employer skill needs in FY17 and annually throughout the four-year period of the Local Plan to determine skill needs required to meet the employment needs in Maui County and ensure these skill needs are being addressed in education and training programs provided through the local workforce development system.

- The Business Employment Dynamics (BED) Program, that analyzes longitudinal establishment micro-data from the Quarterly Census of Employment and Wages (QCEW) to generate measures of gross job gains and losses and establishment openings, expansions, contractions, and closings.
- The Census Bureau’s Local Employment Dynamics (LED) Partnership in which our LMI agency provides establishment and worker Unemployment Insurance (UI) records to Census in exchange for unique, valuable indicators of the “employment flows” in states and areas through Quarterly Workforce Indicators, OnTheMap, and soon, the Job-to-Job Flows tool.
- The Census Bureau’s American Community Survey as a key source of workforce information, including TIGER files for geospatial identifiers.
- O*NET that is used to translate occupational information into skills information useful for education and training planning.
- Use of “real-time” LMI services through Americas’ Labor Market Analysis software that can scrape our local electronic job board to generate current job demand, content, and requirements information.

Average Ranking Score of Soft Skills for the Four Surveyed Industries

Source: Research and Statistics Office, Soft Skills survey



The Skills of Adults

In October 2013, the U.S. Department of Education's National Center for Education Statistics (NCES) and its international partner, the Organization for Economic Co-operation and Development (OECD), released the results from the Program for the International Assessment of Adult Competencies (PIAAC). PIAAC provides comparative data about the applied skills of working-age adults (ages 16-65) in three domains: literacy, numeracy and problem-solving in technology-rich environments. Over 165,000 working-age adults in 23 countries participated in PIAAC, including 5,000 in the U.S. The U.S. scored below the international average in all three domains, and in numeracy the U.S. was near the bottom of the rankings. The PIAAC results suggest that skills do make a difference on economic success and by enhancing skill levels, the U.S. can enhance the quality of life within the adult population. Education and training programs are more important than ever to raise the skills of working-age adults in the U.S. for economic growth and global competitiveness.

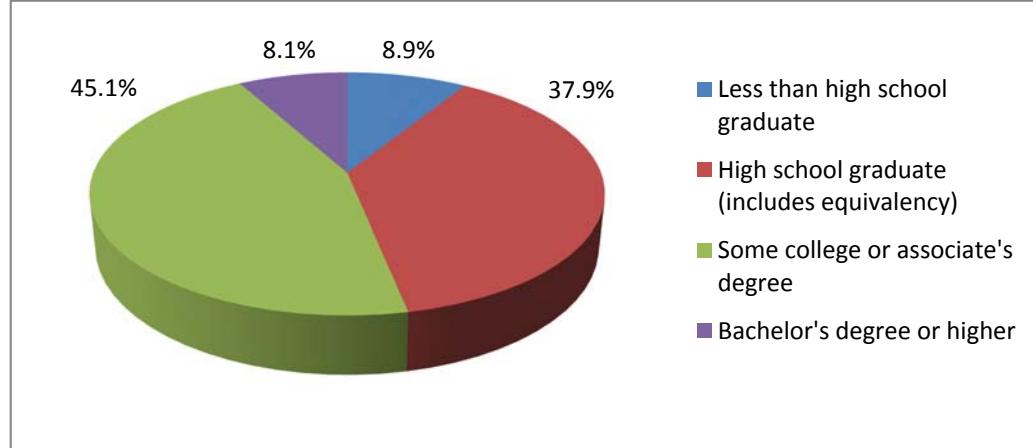
Hawaii Performs Well in Educational Attainment

Overall, Hawaii compared favorably against the nation in terms of educational attainment, both for youth and working age populations. Hawaii had a smaller percentage of people without high school diplomas and a much larger share of high school graduates. In terms of college and degrees, Hawaii had higher shares of those also, except in the youth aged 18-24, which trailed the U.S. in percentage of those holding Bachelor's or higher degrees.

Almost nine percent of the youth in Hawaii did not graduate from high school during the reference period 2009-2013. However, Hawaii compared favorably against the nation which averaged 15.6 percent. High school graduates comprised nearly 38 percent of Hawaii's youth, which is significantly higher than the U.S. average of 29.5 percent. The percentage of youth with some college or associate's degrees was almost identical with 45.1 percent for Hawaii and 45.5 percent in the nation. In terms of

the youth that earned Bachelor's or higher degrees, Hawaii lagged behind the U.S. with 8.1 percent compared to the national average of 9.4 percent.

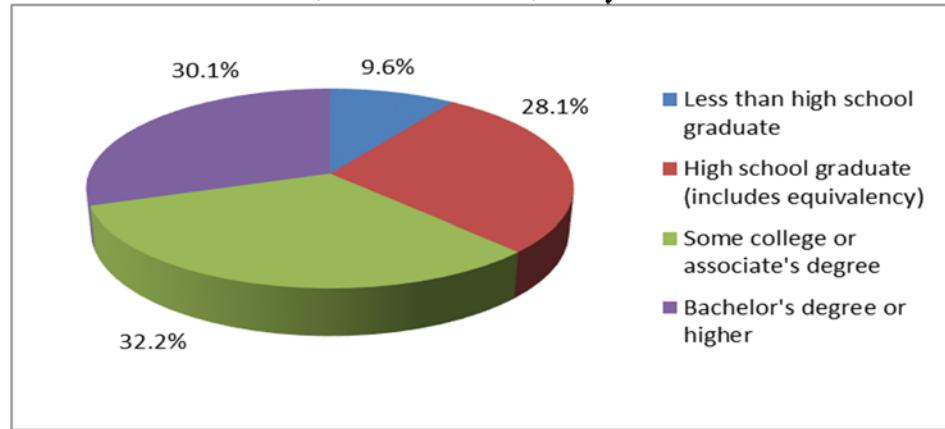
Educational Attainment, State of Hawaii, 18-24 years old



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates, Table S1501.

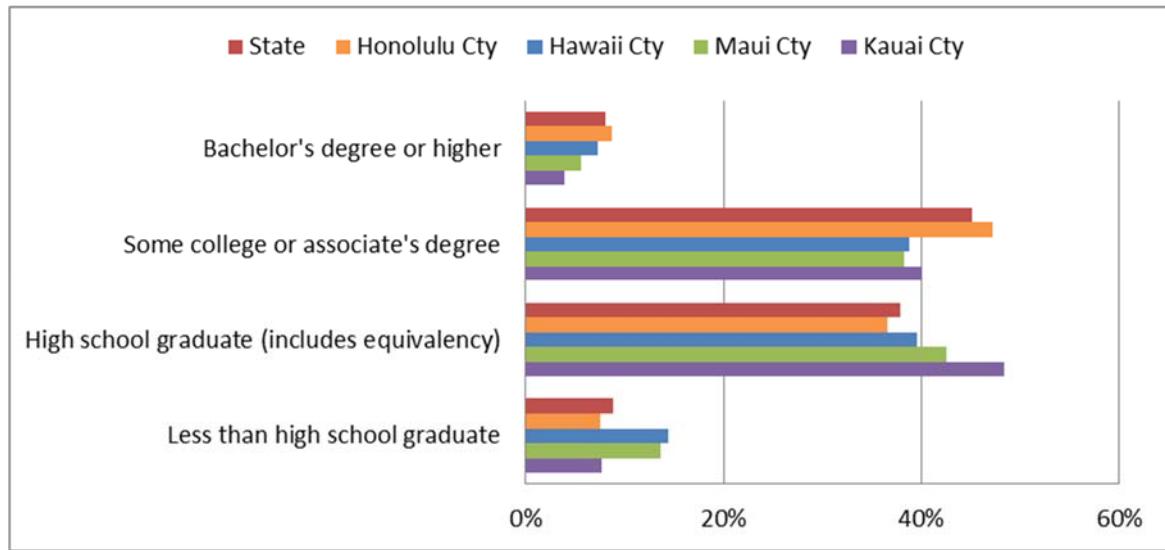
Among the working age population aged 25 years and older, Hawaii had 9.6 percent with no high school diploma, while the U.S. came in higher with 13.9 percent. The percentage of high school graduates was the same for Hawaii and the nation with 28.1 percent. Those with some college or associate's degree comprised 32.2 percent of working age people in Hawaii, while the figure for the U.S. was lower at 29.0 percent. Working age people holding a Bachelor's or higher degree accounted for a 30.1 percent share in Hawaii, while the same group comprised only 28.8 percent in the nation.

Educational Attainment, State of Hawaii, 25+ years old



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates, Table S1501.

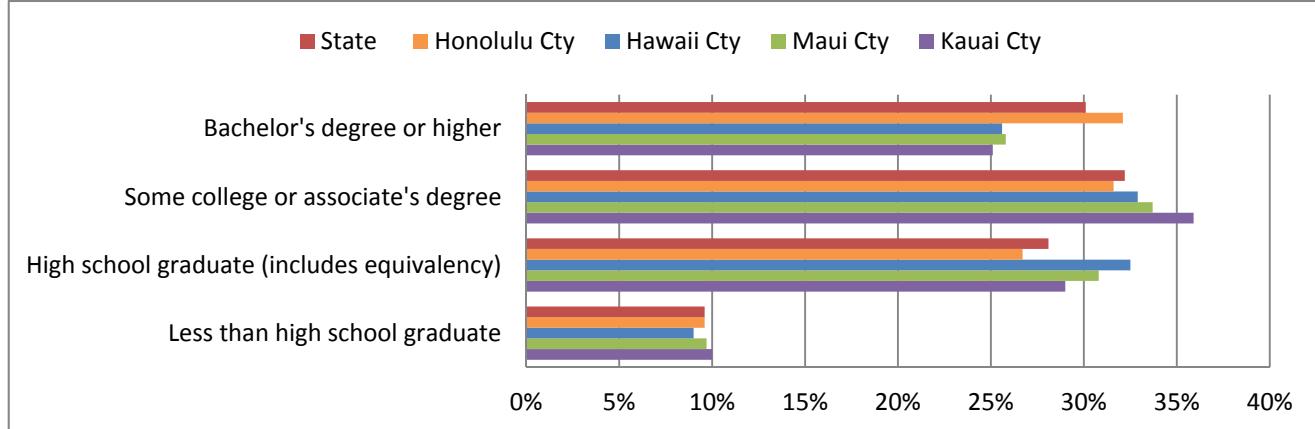
Educational Attainment, Counties, 18-24 years old



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates, Table S1501.

Educational attainment among the counties varied among the working age population aged 25 years and older.

Educational Attainment, Counties, 25+ years old



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates, Table S1501.

Within the University of Hawaii system that includes four university campuses and six community colleges, there were nearly 11,278 degree and certificates earned during the fiscal year 2013 to 2014, a record number.

Degrees, Diplomas, Certificates Earned, University of Hawaii System, FY2013-2014

	Total	Manoa	Hilo	West Oahu	Maui	Hon CC	Kapiolani CC	Kauai CC	Leeward CC	Windward CC	Hawaii CC
All Degrees	11,278	4,949	806	352	660	683	1,513	203	1,090	353	669

Associate's degree	4,440	---	---	---	492	645	1,279	147	1,008	319	550
Bachelor's degree	4,408	3,378	665	352	13	---	---	---	---	---	---
Master's degree	1,179	1,121	58	---	---	---	---	---	---	---	---
Doctor's degree	467	384	83	---	---	---	---	---	---	---	---
Certificates	718	---	---	---	155	38	234	56	82	34	119
Postbac-calaureate	66	66	---	---	---	---	---	---	---	---	---

U.S. Department of Education, Institute of Educational Sciences, National Center for Education Statistics, IPEDS.

According to the HIDOE Strive HI performance System (SY2013-2014 report), Hawaii had 82 percent of its students graduating from high school with a regular diploma in four years or less. This ranks Hawaii 22nd in the nation and tied with one other state. The rate of students going on to college amounted to 63 percent. Meanwhile, the dropout rate of 14.8 percent for same period increased slightly from the previous school year, but still an improvement from two years earlier.

Lack of Basic Prose Literacy Skills

An impetus for Hawaii to invest in an Early Learning program for four-year olds may have been gleaned from a study that found that sixteen percent of Hawaii's population (16+ years old) was lacking basic prose literacy skills, which means the knowledge and skills needed to perform prose tasks (to search, comprehend, and use information from continuous texts, such as paragraphs from stories). This group included those who scored 'below basic' in prose and those who could not be tested due to language barriers. This was an estimate that had a margin of error as measured by the associated credible interval. There was a 95 percent chance that the value of the percent lacking basic prose literacy skills was contained between the lower and upper bound. The literacy assessments are conducted in conjunction with the National Assessment of Adult Literacy (NAAL) about once a decade and 2003 was the most current one available.

Maui County had 14 percent of those lacking basic prose literacy skills.

Percent lacking basic prose literacy skills and corresponding credible intervals, Hawaii 2003

Location	Population	% Lacking Basic Prose Literacy Skills	95% Credible Interval	
			Lower Bound	Upper Bound
State of Hawaii	944,472	16	11.5	22.2
Maui County	103,972	14	6.8	24.1

Source: U.S. Dept. of Education, Institute of Education Sciences, National Center for Education Statistics, 2003 National Assessment of Adult Literacy

Postsecondary Institutions

In 2013, Hawaii had 27 postsecondary institutions, ten of which were public and 17 which were private. Of these institutions career education programs were offered at various levels, mostly for Bachelor's or Associate's degrees, but a significant number also offered Master's degrees and

credentials requiring fewer than four years of study. An institution was counted as offering a career education program if it awarded an undergraduate credential in a career field of study. These institutions awarded a total of 14,417 career education credentials.

Number of Postsecondary Institutions that offered Career Education Programs and Number of Career Education Credentials Awarded, Hawaii, 2012-2013

Variable	Institutions	Credentials
Associate's degree	13	4,307
Bachelor's degree	11	6,066
Master's degree	10	1,971
Doctor's degree	3	556
Post baccalaureate or Post-master's certificate	3	132
Award of less than 1 academic year	6	109
Award of at least 1 but less than 4 academic years	14	1,276
Total	27	14,417

Source: U.S. Dept. of Education, National Ctr. for Education Statistics, Integrated Postsecondary Education Data System (IPEDS)

The most popular fields of study were: business management, marketing, and related support services; health sciences; education; and consumer services.

Number of Postsecondary Institutions offering Career Education Programs and Number of Credentials Awarded, Hawaii, 2012-2013

Career Field of Study	Institutions	Credentials
Agriculture & Natural Resources	9	193
Communication and Design	7	441
Computer and Information Sciences	13	363
Consumer Services	18	957
Education	14	1,091
Engineering, Architecture, and Science Technologies	11	592
Protective Service	10	405
Public, Legal and Social Service	13	602
Manufacturing, Construction, Repair, & Transportation	12	328
Health Sciences	17	1,833
Business Management, Marketing, and Related Support Services	16	2,508
Any field of study	27	9,313

Source: U.S. Dept. of Education, National Ctr. for Education Statistics, Integrated Postsecondary Education Data System (IPEDS)

Skill Gaps

With the development of Hawaii's In-Demand Jobs Analysis, Maui County gained a better understanding of the most urgent workforce needs of its employers. However, to create a more accurate picture of Maui County's workforce, the County needed to understand the supply side of the equation – how many skilled individuals from education and training institutions graduate every year. The State is working to better identify those completing education and training programs obtaining the knowledge, skills and abilities employers need. Once completed, in combination with Hawaii's In-

Demand Jobs Analysis, the state will be able to see potential workforce gaps, and align resources to fill those gaps. Maui County will then benefit from these resources to address local workforce gaps.

A preliminary analysis of the skills of job seekers matched against the workforce needs of employers identified the following gaps:

- Basic academic skills: reading, writing and math
- English language proficiency
- Career awareness
- Work/employee readiness
- Soft skills: time management, problem-solving, critical thinking, working with others, communication skills, adaptability/flexibility, self-esteem/confidence, attitude/motivation, work ethic
- Cultural understanding/awareness: both employers and employees
- Technology skills
- Customer service skills
- Work experience

Individuals with Disabilities, Including Youth with Disabilities

The reauthorization of the Rehabilitation Act under WIOA places a greater emphasis on the provision of transition services to youth and students with disabilities, especially their need for pre-employment transition services (PETS). Youth with disabilities in Maui County have a need to receive pre-employment transition services (PETS) as identified in the Reauthorization of the Rehabilitation Act in WIOA. These services include:

1. Job exploration counseling;
2. Work-based learning experiences;
3. Counseling on opportunities for enrollment in comprehensive transition or postsecondary educational programs at institutions of higher education;
4. Workplace readiness training to develop social skills and independent living (often referred to as soft skills); and
5. Instruction in self-advocacy, which may include peer mentoring

Each of these PETS services was noted as a need on a recurring basis when discussing the needs of transition-age youth.

The Rehabilitation Act as reauthorized in WIOA also indicates that the following authorized services can be provided if funds remain after the provision of the five required services noted above:

1. Implementing effective strategies to increase the likelihood of independent living and inclusion in communities and competitive integrated workplaces;
2. Developing and improving strategies for individuals with intellectual disabilities and individuals with significant disabilities to live independently, participate in postsecondary education experiences, and obtain and retain competitive integrated employment;

3. Providing instruction to vocational rehabilitation counselors, school transition personnel, and other persons supporting students with disabilities;
4. Disseminating information about innovative, effective, and efficient approaches to achieve the goals of this section;
5. Coordinating activities with transition services provided by local educational agencies under the Individuals with Disabilities Education Act (20 U.S.C. 1400 et seq.);
6. Applying evidence-based findings to improve policy, procedure, practice, and the preparation of personnel, in order to better achieve the goals of this section;
7. Developing model transition demonstration projects;
8. Establishing or supporting multistate or regional partnerships involving States, local educational agencies, designated State units, developmental disability agencies, private businesses, or other participants to achieve the goals of this section; and
9. Disseminating information and strategies to improve the transition to postsecondary activities of individuals who are members of traditionally unserved populations.

In addition, the following themes emerged in the area of the needs of individuals in transition:

- Transition-age youth need more exposure to work prior to exiting the school system;
- The Special Education Vocational Rehabilitation (SEVR) program offers excellent work experience opportunities to youth, but has limited exposure;
- Soft skill development is a major need for this group;
- Division of Vocational Rehabilitation (DVR) needs to develop the Individualized Plan for Employment (IPE) for transition-age youth much faster;
- Transition-age youth have a great need for mentors and high expectations.

The number of transition-age youth that applied for DVR services increased significantly in 2013, more than doubling from the previous year. The number decreased in 2014, but remained at over one-third of the total population of individuals with disabilities seeking DVR services. The rehabilitation rate of this population has varied over the four-year period under study and has been below the overall rehabilitation rate for all DVR consumers the last three years.

Barriers to Employment for Youth in Transition: The information in the charts below highlight the barriers to achieving employment for youth with disabilities in transitions: poor social skills, lack of job skills, lack of education and training, and employer perceptions about persons with disabilities.

Top Three Barriers to Achieving Employment Goals for Youth in Transition

Top three barriers to achieving employment goals: Youth in Transition (as reported by partner agencies)
Poor social skills
Not having job skills
Employers' perceptions about employing persons with disabilities

Not having education or training
Not enough jobs available
Perceptions regarding impact of income on benefits
Other transportation issues
Mental health issues
Not having job search skills
Disability-related transportation issues
Language barriers
Other health issues
Lack of help with disability-related personal care
Not having disability accommodations
Housing issues
Substance abuse issues
Childcare issues
Convictions for criminal offenses

Barriers to Employment for Youth in Transition

Top Three Barriers to Achieving Employment Goals for Youth in Transition

Top three barriers to achieving employment goals - Youth in Transition (as reported by DVR staff)
Not having job skills
Poor social skills
Not having education or training
Not having job search skills
Employers' perceptions about employing persons with disabilities
Other transportation issues
Mental health issues
Language barriers
Disability-related transportation issues
Not enough jobs available
Substance abuse issues
Other health issues
Convictions for criminal offenses
Housing issues
Perceptions regarding impact of income on benefits
Not having disability accommodations
Lack of help with disability-related personal care

Childcare issues

Barriers to Accessing DVR Services for Youth in Transition: The information in the charts below highlight the barriers to accessing DVR services for youth in transition: difficulties accessing training or education programs, inadequate assessment services, language barriers, slow service delivery, limited accessibility of DVR via public transportation, inadequate disability-related accommodations, DVR staff are not responsive to communication from clients or potential clients, difficulties completing the application, other challenges related to the physical location of the DVR office, difficulties completing the Individualized Plan for Employment, and DVR staff do not meet clients in the communities where the clients live.

Difficulties Accessing DVR Services for Youth in Transition

Barriers to Accessing DVR Services for Youth in Transition (as reported by partner agencies)
Difficulties accessing training or education programs
Inadequate assessment services
Language barriers
Slow service delivery
Limited accessibility of DVR via public transportation
Inadequate disability-related accommodations
DVR staff are not responsive to communication from clients or potential clients
Difficulties completing the application
Other challenges related to the physical location of the DVR office
Difficulties completing the Individualized Plan for Employment
DVR staff do not meet clients in the communities where the clients live

Barriers to Accessing DVR Services for Youth in Transition

Difficulties Accessing DVR Services for Youth in Transition

Barriers to Accessing DVR Services - Youth in Transition (as reported by DVR staff)
Difficulties completing the application
Difficulties accessing training or education programs
Other challenges related to the physical location of the DVR office
Slow service delivery
Difficulties completing the Individualized Plan for Employment

Limited accessibility of DVR via public transportation
Inadequate assessment services
DVR staff do not meet clients in the communities where the clients live
Language barriers
Inadequate disability-related accommodations

Mismatch: Education and Work Experience Requirements

The percentage breakout by education requirements possessed by candidates for advertised jobs was fairly comparable for all education levels except those requiring either a high school diploma or technical school. About one percent of the jobs stated College, Technical, or Vocational School as a requirement; however, most of the candidates possessed this education level. A high school diploma was required for more than half of the jobs, but only roughly 30 percent of the candidates possessed a high school diploma. Upon closer examination of the numbers, the actual number of potential candidates overwhelmingly exceeded the number of job listings posted for all education levels. Even though the percentage of candidates with a high school diploma was lower than the percent of jobs requiring high school graduates, the number of available candidates was more than three and a half times the number of job openings.

Education Requirements vs. Education Level of Potential Candidates

Education Level	Education Requirements on Advertised Jobs		Education Level of Available Candidates	
	Job Openings	Percent	Potential Candidates	Percent
No Minimum Education Requirement	364	0	---	---
Less than High School	---	---	1,154	4.6%
High School Diploma or Equivalent	2,246	1	8,674	34.6%
1 to 3 Years at College or a Technical or Vocational School	42	0	5,041	20.1%
Vocational School Certificate	30	0	1,560	6.2%
Associate's Degree	217	0	2,349	9.4%
Bachelor's Degree	1,014	0	4,390	17.5%
Master's Degree	139	0	1,413	5.6%
Doctorate Degree	43	0	285	1.1%
Specialized Degree (e.g. MD, DDS)	9	0	184	0.7%

Source: Online Advertised Jobs, America's Labor Market (ALMA), October 14, 2015.

Of the advertised jobs that listed work experience requirements, employers generally required less work experience. Over three-fourths of the jobs could be performed with two years or less of experience. On the other hand, many potential candidates possessed higher levels of work experience. More than half of the candidates were employed for over ten years. In fact, 75 percent of those seeking employment had worked at least five years. There were far fewer jobs openings for those with

at least five years of experience compared to the jobs with less experience requirements. This presents problems for those with greater work experience seeking employment.

Work Experience Requirements vs. Work Experience of Potential Candidates

Work Experience	Work Requirements on Advertised Jobs		Work Experience Level of Available Candidates	
	Job Openings	Percent	Potential Candidates	Percent
Not Specified	777	24.9%	---	---
Less than 1 Year	296	9.5%	1,557	6.2%
1 Year to 2 Years	1,305	41.9%	1,308	5.2%
2 Years to 5 Years	620	19.9%	3,321	13.3%
5 Years to 10 Years	111	3.6%	5,155	20.6%
More than 10 Years	9	0.3%	13,717	54.7%

Source: *Online Advertised Jobs, America's Labor Market (ALMA), October 14, 2015*

Workforce Longitudinal Data System

In order to close any skills gaps, the Department of Labor and Industrial Relations (DLIR) recently won approval for a grant proposal to work with state education agencies to link UI data to statewide longitudinal data systems (SLDS) that will allow analysts to see the workforce outcomes of individual education and training programs. This workforce longitudinal data system (WorLDS) will permit the tracking of training participants through various programs by the Workforce Development Division apprenticeship, Department of Human Service, and other non-profit organizations and what kind of jobs these trainees secure upon entering the workforce.

Workforce Challenges

Many challenges were described in this section regarding multiple skill and education gaps of Maui County's workforce that restricts the growth of the economy and its competitiveness in the global marketplace. This Local Plan attempts to provide solutions as described in more detail in the following sections. The primary means by which this will take place are through informal and formal exchanges among businesses, government, education, and community organizations to learn about common needs, and together, to access resources available and design the delivery of these resources in a more collaborative and effective manner. These on-going efforts will continue to support the productive dialogue that needs to take place among grantees and other resources in the community to develop and carry out meaningful and workable solutions that provide Maui County's workforce and businesses with the skills needed for a healthy and growing local economy.

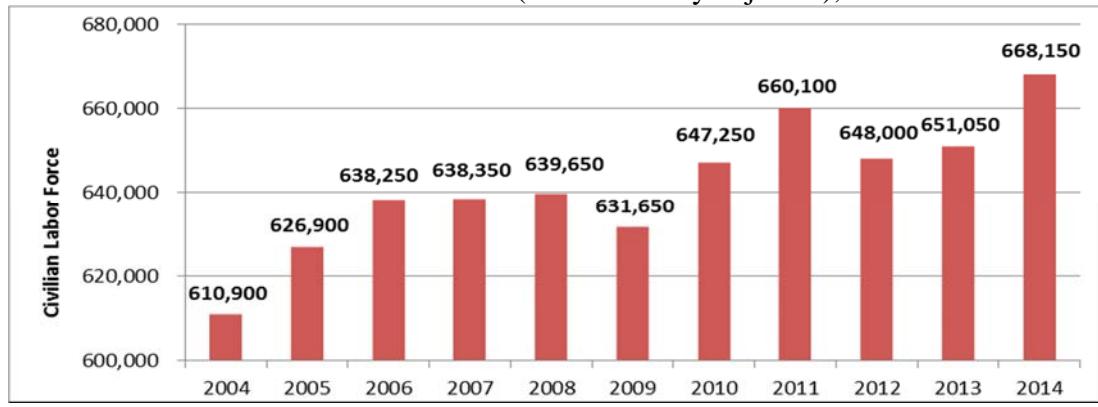
1.3 An analysis of the local workforce in the county, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the county, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)]

Workforce Analysis: Employment and Unemployment

Civilian Labor Force Expands

Hawaii's civilian labor force rose each year leading up to 2008 where it reached 639,650. Then in 2009, like the rest of the nation during the recession, it plunged to 631,650. Since then it has rebounded and peaked at 668,150 in 2014, an expansion of 2.6 percent over 2013 which was the highest percentage increase among the 50 states. Over the ten-year period of 2004 to 2014, Hawaii's labor force grew by 9.4 percent.

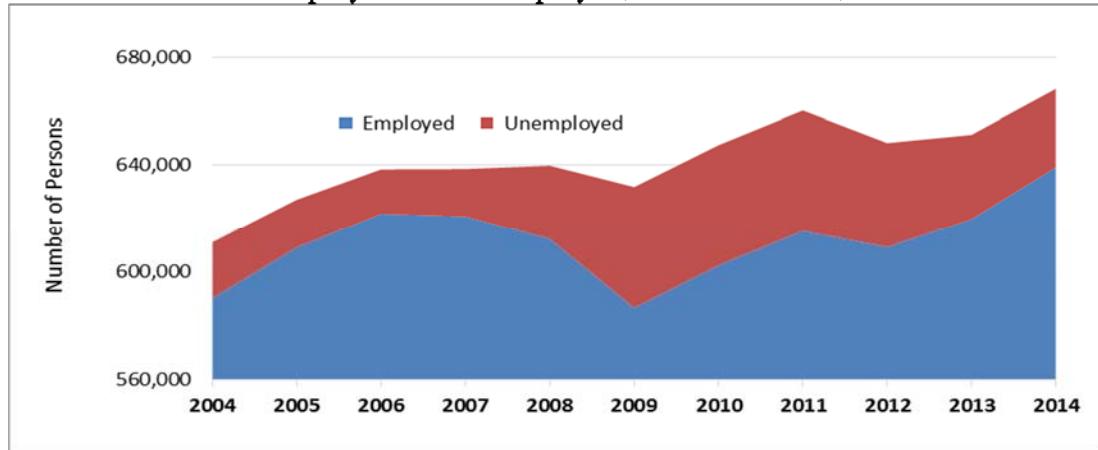
State of Hawaii's Civilian Labor Force (not seasonally adjusted), 2004-2014



Source: Hawaii Department of Labor and Industrial Relations, Research and Statistics Office.

Over the same ten-year period (2004-2014), statewide employment expanded by only 8.3 percent while unemployment grew by 40.5 percent. However, since the great recession (2009-2014), the number of employed has grown by 9.0 percent while the number of unemployed has declined by 35.4 percent.

Number of Persons Employed and Unemployed, State of Hawaii, 2004-2014

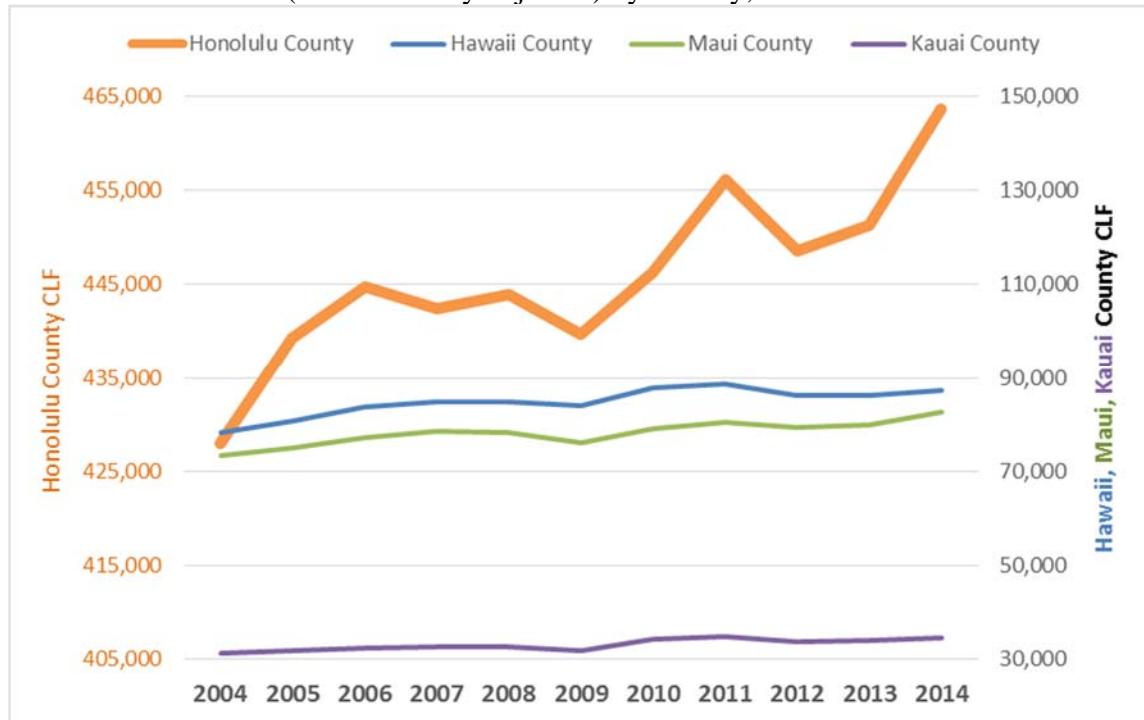


Source: Hawaii Department of Labor and Industrial Relations, Research and Statistics Office.

Maui County has the 3rd largest labor force in the state with 82,650 in 2014 and has grown at the fastest pace (12.6 percent) during the same ten-year period.

Over the same ten-year period (2004-2014), employment in Maui County had the greatest growth in both employed (11.1 percent) and unemployed (59.6 percent).

Civilian Labor Force (not seasonally adjusted) by County, 2004-2014



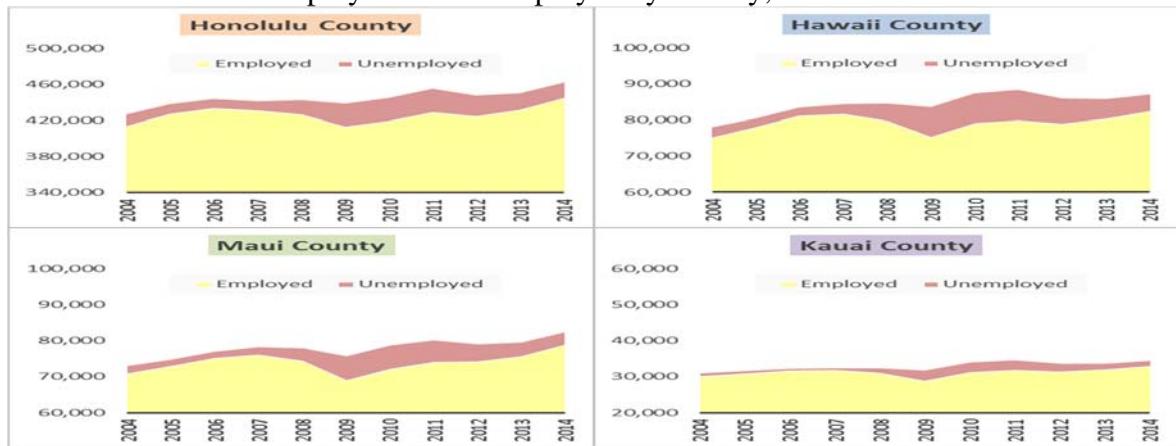
Source: Hawaii Department of Labor and Industrial Relations, Research and Statistics Office.

Unemployment Rate Drops Further

Over the past ten years, Hawaii's unemployment rate has remained consistently lower than the national rate. In 2014, the unemployment rate fell from 4.8 percent in 2013 to 4.4 percent. This marks the fifth straight year that the ratio has fallen, helping Hawaii retain its ranking as 10th lowest in the nation.

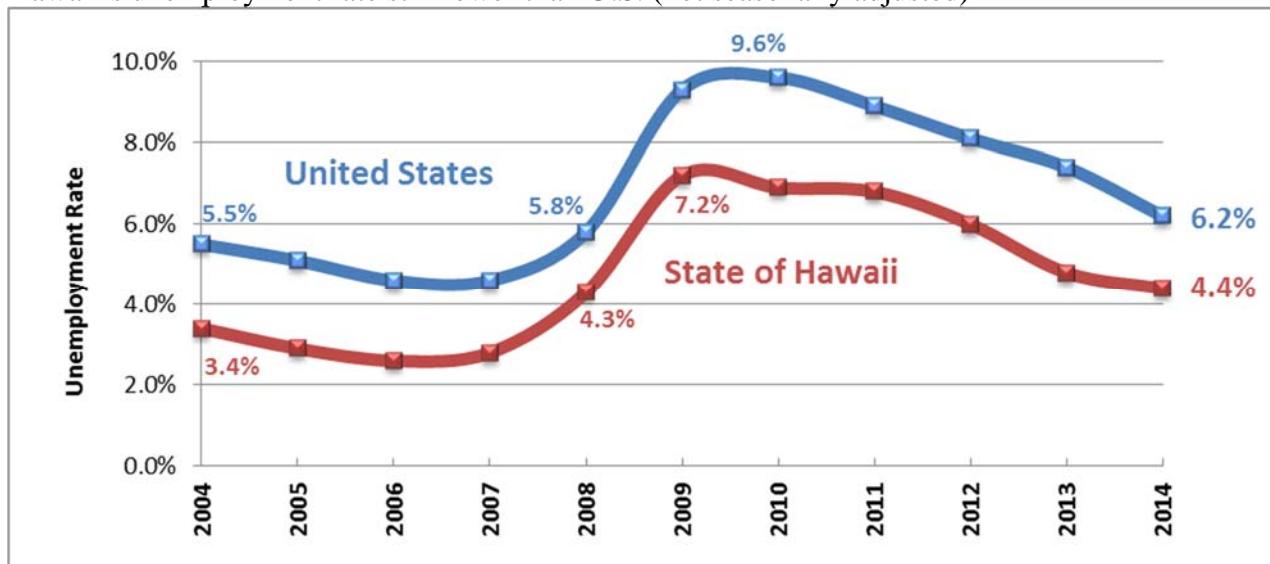
As of September 25, 2015, the University of Hawaii Economic Research Organization (UHERO) projected the state's unemployment rate to be at 3.9 percent in 2015, 3.3 percent in 2016, and 3.1 percent in 2017.

Number of Persons Employed and Unemployed by County, 2004-2014



Source: Hawaii Department of Labor and Industrial Relations, Research and Statistics Office.

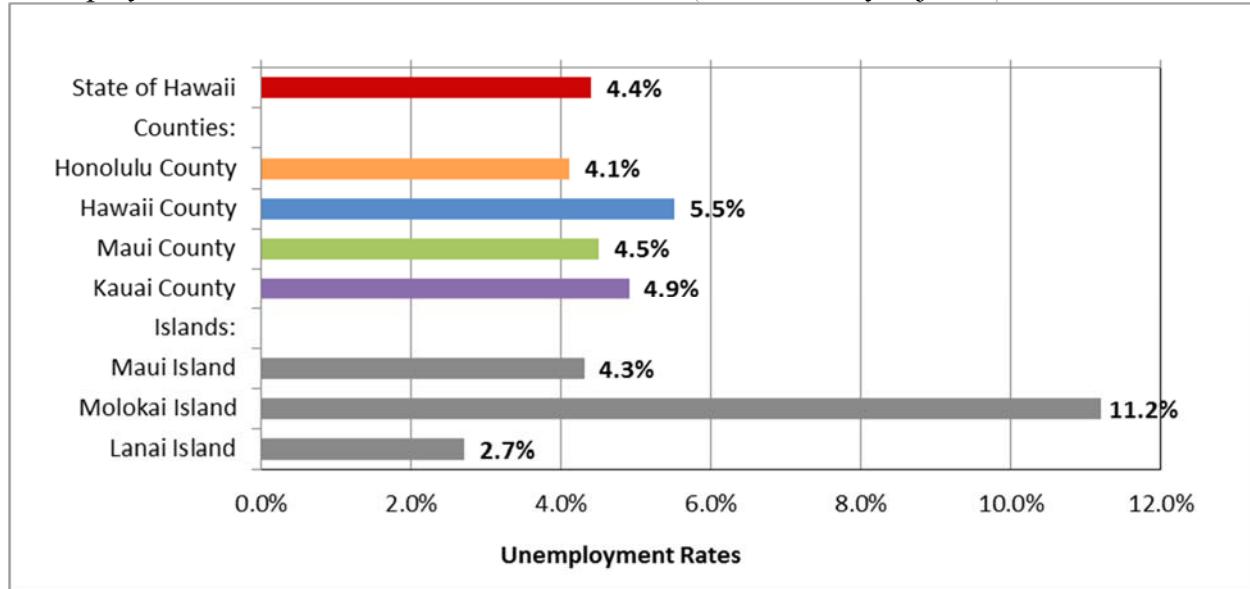
Hawaii's unemployment rate still lower than U.S. (not seasonally adjusted)



Source: Hawaii Department of Labor and Industrial Relations, Research and Statistics Office.

Maui County had a 4.5 percent jobless rate, which was the second lowest unemployment rate statewide; however, Molokai suffered the highest unemployment rate of all islands at 11.2 percent. The state's labor force participation ratio was 61.7 percent as of August 2015.

Unemployment rate, Counties and Islands in Hawaii (not seasonally adjusted), 2014



Source: Hawaii Department of Labor and Industrial Relations, Research and Statistics Office.

Labor Under-Utilization

In 2014, all six of Hawaii's alternative measures of labor were lower than the average for the nation as a whole and ranked among the ten lowest states in all measures except for U-1 and U-6. When referring to persons unemployed for 15 weeks or longer (U-1), Hawaii ranked 13th lowest in the nation. After accounting for discouraged workers, plus marginally attached workers (U-6), Hawaii's overall ranking dropped to 14th out of the 50 states.

Alternative Measures of Labor Underutilization, 2014 Annual Average (Percent)

	U-1	U-2	U-3	U-4	U-5	U-6
United States	3	3.1	6.2	6.6	7.5	12
Hawaii	1.9	1.8	4.4	4.7	5.6	10.2

Source: U.S. Bureau of Labor Statistics

Definitions of the six state measures:

- U-1** - Persons unemployed 15 weeks or longer, as a percent of the civilian labor force
- U-2** - Job losers and persons who completed temporary jobs, as a percent of the civilian labor force
- U-3** - Total unemployed, as a percent of the civilian labor force (definition used for the official unemployment rate)
- U-4** - Total unemployed plus discouraged workers, as a percent of the civilian labor force plus discouraged workers

U-5 - Total unemployed, plus discouraged workers, plus all other marginally attached workers, as a percent of the civilian labor force plus all marginally attached workers

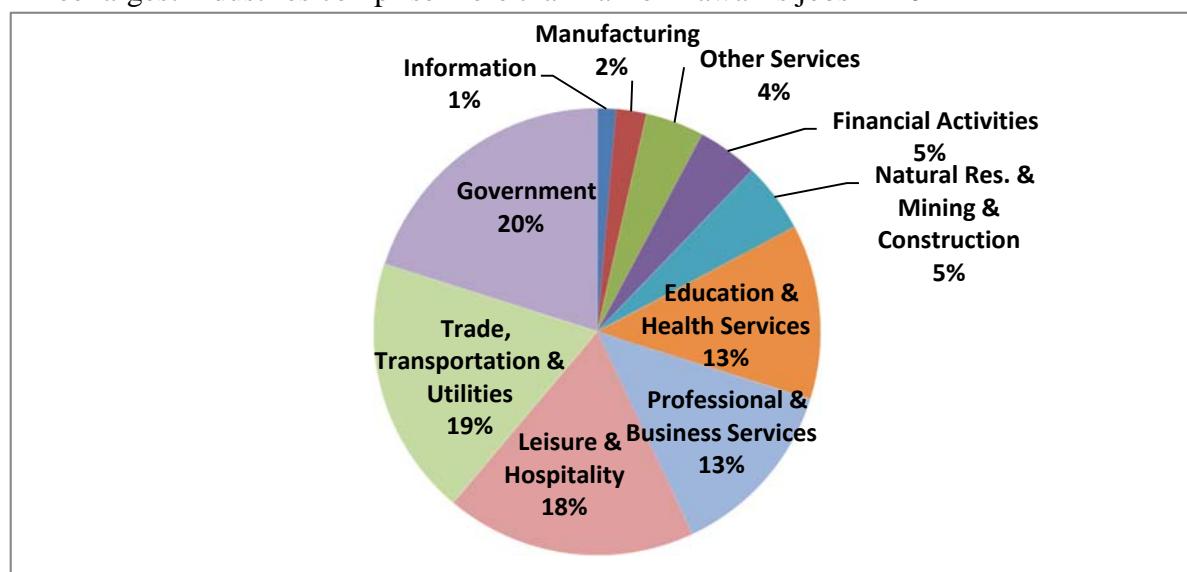
U-6 - Total unemployed, plus all marginally attached workers, plus total employed part time for economic reasons, as a percent of the civilian labor force plus all marginally attached workers

Labor Market Trends

Over One-Fifth Employed in Government

There are ten major industries in the state, the largest being Government, which the Governor plans to transform by streamlining the state's information technology. The public sector consists of 125,600 jobs and accounts for about 20 percent of the total jobs count. Within the government sector, the largest branch is state government, with two-thirds of its jobs in Education. The federal government branch is the next largest and local government is the smallest.

Three largest industries comprise more than half of Hawaii's jobs in 2014



Source: Hawaii Department of Labor and Industrial Relations, Research and Statistics Office.

The second largest industry group is a combination of Trade, Transportation, and Utilities (TTU), amounting to 117,400 jobs or 19 percent of the job total. Approximately 500 jobs were added in the transportation, warehousing, and utilities sector between 2013 and 2014, primarily within air transportation. Many of these jobs in trade and transportation are influenced by our visitor count.

Not far behind is the Leisure and Hospitality industry with 113,300 jobs or 18 percent of the total job tally. A huge portion of this industry is Accommodation and Food Services, which is the hotel and restaurant business. Registering the biggest increase in jobs of 2,100 between 2013 and 2014, tourism continues to remain strong throughout the islands and is a vital part of our state's economy, bolstering the Governor's vision of relying on this stalwart Industry to sustain the state's economy. Most of the

jobs in this industry are entry-level, and require minimal to moderate training that is usually acquired on the job.

Professional and Business Services with 82,300 accounted for 13 percent of all jobs. Most of the positions are found in the Administrative and Support and Waste Management and Remediation fields and secondarily, in the Professional, Scientific, and Technical area. Although tied for fourth in size, the professional sector increased their positions by 2,400, the largest gain between 2013 and 2014. This highlights the need for a more educated workforce, which spurred the former Governor to emphasize the need to invest in education through grants such as the "Race to the Top," which is also emphasized by the current Governor.

Education and Health Services sector jobs at 79,000 also account for 13 percent of the statewide job total. The bulk of them are in Health Care and Social Assistance agencies. This was one area of concern that the former Governor had in the State's ability to supply an adequately trained workforce and the reason for the Department of Labor and Industrial Relations to conduct two health skills panels in 2010. These panels identified skill shortages in specialty nursing and a glut of registered nurses, which was a surprising turn-around from a few years ago, when severe shortages for registered nurses created financial incentives for out-of-state and immigrant nurses to attract them to Hawaii. The findings and recommendations of the skills panels helped the University of Hawaii and other educational entities redesign their training programs to meet the skill shortages. As evidenced by the current advertised job openings for the state, openings for registered nurses far outweigh the potential candidates for these positions.

The next three industry sectors are of similar size: the Natural Resources, Mining, and Construction group generated 31,600 jobs or about five percent of all state jobs as well as the Financial Activities group which contributed 27,400, a four percent share. Close behind was the Other Services sector that reported 26,500 or another four percent of the state job count. During the 2013 and 2014 period job gains totaled 600 for the Construction group and 200 for Financial Activities, while Other Services dropped 100 positions from their payroll.

The last two industries of Manufacturing and Information were much smaller with 13,700 and 8,500 positions, only garnering two and one percent, respectively of the total state job base. Manufacturing managed to grow by 100 between 2013 and 2014, while information was down by 300.

Top three largest industries in Counties same as the State

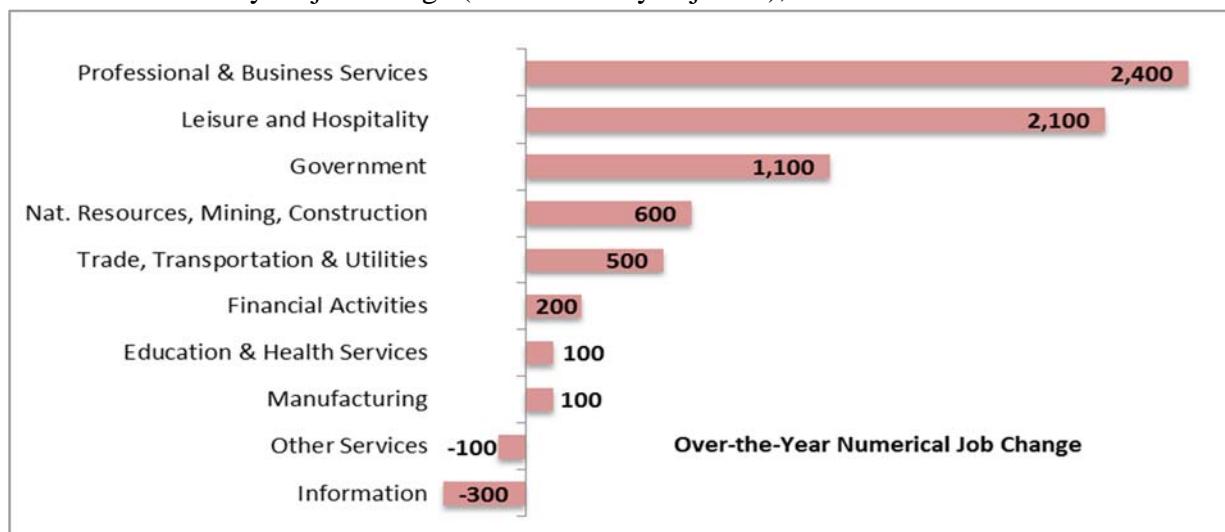
The three largest industries in Maui County comprised 67 percent of the total job count. Maui County's jobs were distributed in the same top three industries as the State, but with a lesser concentration in government (14 percent) and proportionately more in leisure and hospitality (33 percent). Trade, transportation, and utilities jobs accounted for a 20 percent share in Maui County.

Maui County Job Industry Distribution in 2014

Maui County	Jobs	%
Leisure and Hospitality	23,200	33%
Trade, Transportation & Utilities	14,500	20%
Government	9,700	14%
Professional & Business Services	7,000	10%
Education & Health Services	6,200	9%
Nat. Resources, Mining, Construction	3,300	5%
Other Services	2,900	4%
Financial Activities	2,800	4%
Manufacturing	1,200	2%
Information	600	1%

Source: Hawaii Department of Labor and Industrial Relations, Research and Statistics Office.

Hawaii's over-the-year job change (not seasonally adjusted), 2013-2014



Source: Hawaii Department of Labor and Industrial Relations, Research and Statistics Office.

Maui County over-the-year job change (not seasonally adjusted), 2013-2014

Maui County	OTY Chg.
Leisure and Hospitality	600
Trade, Transportation & Utilities	300
Professional & Business Services	300
Nat. Resources, Mining, Construction	200
Other Services	100

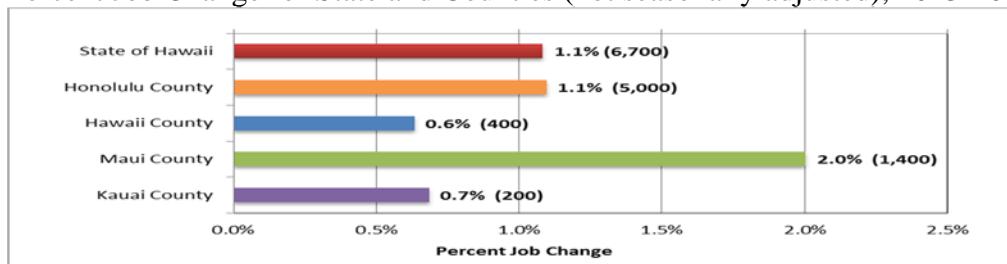
Financial Activities	100
Manufacturing	100
Government	0
Information	0
Education & Health Services	-100

Source: Hawaii Department of Labor and Industrial Relations, Research and Statistics Office.

Job Growth Fastest in Maui County

In 2014, Hawaii's job count recorded an increase for the fourth consecutive year, adding 6,700 jobs, for a gain of 1.1 percent over the previous year. Maui County registered the fastest growth at 2.0 percent.

Percent Job Change for State and Counties (not seasonally adjusted), 2013-2014



Source: Hawaii Department of Labor and Industrial Relations, Research and Statistics Office.

Workforce Is Continually Churning

To provide an overview of the State's workforce, the U.S. Census Bureau's Local Employment Dynamic (LED) program produces Quarterly Workforce Indicators (QWI). The latest data available is for the third quarter of 2014 and comparisons against the same quarter of a prior five-year period illustrate some of the dynamics happening within the workforce.

Hires are defined as the estimated number of workers who started a new job in the specified quarter - it is the sum of new hires and recalled hires. *Separations* are the estimated number of workers whose job with a given employer ended in the specified quarter. *Job creation* is defined as the estimated number of jobs gained at firms throughout the quarter - a measure that counts total employment increase at firms that grew over the course of the quarter. *Job destruction*, on the other hand, is the estimated number of jobs lost at firms throughout the quarter - counts of employment decrease at firms that shrank over the course of the quarter. The difference between job creation and job destruction is the *firm job change*, which can illustrate which industries moved in a positive direction over the past five years.

Regardless of which of the above factors were compared, they all pointed in a positive direction. In the third quarter of 2014, employment in Hawaii averaged 520,284, an increase of 32,823 or 6.7 percent from the same quarter of 2009 (which was near the trough of the recession). Meanwhile, hires increased from 68,984 to 80,454 (16.6 percent) while separations jumped from 70,254 to 79,689 (13.4 percent) during the same five-year period. The net firm job change also improved immensely from -1,210 to 716.

Quarterly Workforce Indicators (QWI), State of Hawaii, 2009 Q3 - 2014 Q3



Source: U.S. Census Bureau, Local Employment Dynamics, LED Extraction tool - QWI, <http://ledextract.ces.census.gov>.

Maui County did not fare as well in terms of hires (down 0.4 percent), although separations did also go down 1.8 percent. Employment did improve by 5.8 percent and the firm net job change was slightly positive, moving from 61 in 2009 to 70 in 2014.

Quarterly Workforce Indicators (QWI), Maui County, 2009-2014 (3rd Qtr.)

Maui County	2009 Q3	2014 Q3	# Chg.	% Chg.
Employment	58,302	61,655	3,353	5.8%
Hires	9,645	9,610	-35	-0.4%
Separations	9,698	9,525	-173	-1.8%
Firm Net Job Chg.	61	70	9	-----

Source: U.S. Census Bureau, Local Employment Dynamics, LED Extraction tool - QWI, <http://ledextract.ces.census.gov>.

For the scope of this Plan, focus was on the larger industries and those that experienced significant growth over the five-year period. Public administration was not included because it currently does not include state and federal government data in Hawaii.

The leading industry in terms of fastest employment growth over the 2009 to 2014 period was administration and support and waste management and remediation services, with 25.1 percent growth. Both hires and separations were much higher, while the net firm job change, although reporting the biggest loss over the five-year period, was still positive in both 2009 and 2014.

Employment in the accommodations and food services industry jumped 11.5 percent from 2009 to 2014, a sign that tourism made a major comeback after the recession. Both hiring and separations were much greater, but while more job destruction occurred in each particular year, overall the firm net job change was improving. Transportation and warehousing, which is affected by the visitor industry, posted a 9.6 percent increase in employment as hiring was very strong.

Always a dominant industry in Maui County, health care and social assistance also rebounded well from the recession with an 8.5 percent employment expansion and a robust firm net job change. Hires managed to increase, but while separations were up, they were fewer in number.

Another high profile industry in Maui County, retail trade, managed a 5.8 percent increase in employment. Both hires and separations were up during this five-year period because it is a high turnover industry. Also, the firm net job change was improved.

The construction industry emerged from the recession slowly, but surely with 2.4 percent employment growth from the third quarter of 2009 to the third quarter of 2014. Even the firm net job change was extremely positive, proving that the industry was finally embarking on the long-awaited turnaround. Hiring improved dramatically by 20.0 percent over the 5-year period, while separations showed only a modest increase.

Quarterly Workforce Indicators by Industry, State of Hawaii, 2009 to 2014 (3rd Qtr.)

Industry	Employment				Hires				Separations				Firm Net Job Change		
	2009	2014	# CHG	% CHG	2009	2014	# CHG	% CHG	2009	2014	# CHG	% CHG	2009	2014	# CHG
Total, All Industries	487,461	520,284	32,823	6.7%	68,984	80,454	11,470	16.6%	70,254	79,689	9,435	13.4%	-1,210	716	1,926
Agriculture, Forestry, Fishing, Hunting	6,575	6,212	-363	-5.5%	1,090	926	-164	-15.0%	880	749	-131	-14.9%	227	184	-43
Construction	32,397	33,165	768	2.4%	5,267	6,323	1,056	20.0%	6,049	6,291	242	4.0%	-817	62	879
Wholesale Trade	17,698	17,762	64	0.4%	1,652	1,699	47	2.8%	1,595	1,695	100	6.3%	49	2	-47
Information	9,695	9,957	262	2.7%	1,195	2,757	1,562	130.7%	1,262	2,402	1,140	90.3%	-49	365	414
Finance & Insurance	16,128	15,072	-1,056	-6.5%	983	1,146	163	16.6%	1,176	1,086	-90	-7.7%	-193	50	243
Real Estate & Rental & Leasing	11,581	12,104	523	4.5%	1,248	1,396	148	11.9%	1,287	1,412	125	9.7%	-50	-13	37
Professional, Scientific, & Tech. Svcs.	24,373	23,999	-374	-1.5%	2,626	2,977	351	13.4%	2,783	3,007	224	8.0%	-151	-10	141
Mgmt. of Companies & Enterprises	7,753	8,727	974	12.6%	535	732	197	36.8%	631	743	112	17.7%	-92	-12	80
Admin/Support & Waste Mgmt/Remediation Svcs.	41,364	51,764	10,400	25.1%	10,283	12,765	2,482	24.1%	8,921	12,226	3,305	37.0%	1,478	489	-989
Educational Svcs.	12,985	11,957	-1,028	-7.9%	3,004	2,387	-617	-20.5%	3,174	2,879	-295	-9.3%	-165	-501	-336
Health Care & Social Asst.	59,575	64,613	5,038	8.5%	7,540	7,827	287	3.8%	8,081	7,707	-374	-4.6%	-617	88	705
Arts, Entertainment, Recreation	12,590	13,265	675	5.4%	2,132	2,111	-21	-1.0%	2,433	2,340	-93	-3.8%	-272	-251	21
Accommodation & Food Svcs.	90,289	100,649	10,360	11.5%	13,575	17,092	3,517	25.9%	14,095	17,345	3,250	23.1%	-555	-232	323
Other Services (ex. Public Admin.)	23,106	23,976	870	3.8%	3,257	3,624	367	11.3%	3,089	3,483	394	12.8%	151	114	-37
Manufacturing	14,033	14,206	173	1.2%	1,454	1,869	415	28.5%	1,393	1,649	256	18.4%	66	215	149
Retail Trade	65,525	69,354	3,829	5.8%	9,333	11,228	1,895	20.3%	9,070	10,840	1,770	19.5%	221	398	177
Transp. & Warehousing	25,411	27,851	2,440	9.6%	2,454	2,963	509	20.7%	2,780	2,963	183	6.6%	-256	-7	249

Source: U.S. Census Bureau, Local Employment Dynamics, LED Extraction tool - QWI, <http://ledextract.ces.census.gov>.

Ratio of Unemployed to Job Openings

The ratio of unemployed (not seasonally adjusted) to the number of advertised online jobs openings in Hawaii during the month of August 2015 stood at 0.70, where there were 22,412 jobless and 31,997 job openings for the state. At the time, Maui County's ratio was at 0.67 percent.

Ratio of Unemployed (not seasonally adjusted) to Job Openings Statewide and Maui County

	August 2009	August 2010	August 2011	August 2012	August 2013	August 2014	August 2015
Statewide	2.66	2.06	1.63	1.24	0.73	0.46	0.70
Maui County	4.71	3.48	1.93	1.29	0.70	0.41	0.67

Source: America's Labor Market Analyzer (ALMA)

Lalor Market Trends

Farmworkers: According to the September 2014 State of Hawaii Employment Projections for Industries and Occupations, 2012-2022, published by the DLIR , the farming, fishing, and forestry occupations will create the fewest number of job openings in the 22 major occupational divisions examined. The agricultural workers subsector, which comprises a large portion of this group's total employment, will remain unchanged. Most job openings will occur because a worker left the job as opposed to newly created or additional openings occurring. The other subsector, supervisors of farming, fishing, and forestry workers will edge upward slightly. Average earnings are below the statewide average for all occupations. According to the U.S. Department of Agriculture, National Agricultural Statistics Service, in 2012, Hawaii's hired agricultural operators decreased from 7,100 workers to 7000, down 1.4 percent from 2011. All other (diversified agriculture) provided over 90 percent of the total gain in the agricultural workforce.

Labor Market Trends: Hawaii employment opportunities will grow by 65,210 to 729,850 jobs from 2012 to 2022, averaging a modest growth of 1.0 percent annually. Service-providing industries (trade, transportation, and utilities; information; financial activities; professional and business services; education and health services; leisure and hospitality; other services; and government) will represent over 84 percent of the total workforce throughout the projection period, and will generate approximately four-fifths of the total job gains. Among the top four largest industries within this sector, education and health services; trade, transportation, and utilities; and the professional and business services industry will provide 63 percent of the of the total statewide job gains. Government is the only industry projected to decline.⁴

Education and Skill Levels of the Workforce: According to the U.S. Department of Education's National Center for Education Statistics, the nation's high school graduation rate hit 81 percent in 2012-13, the highest level since states adopted a new uniform way of calculating graduation rates in 2010.⁵ According to a Demographics Report prepared by the U.S. Department of Defense describing service members and families in the military community in federal fiscal year 2012 (Oct 1, 2011 thru Sep 30, 2012), 78.6% of active duty service members hold at least a high school diploma.⁶

Low-Income Individuals: According to the Hawaii census data for 2014, there were 45,000 individuals in the civilian labor force that were determined to be below poverty levels. Of those, 36,248 (80.6 percent) were employed and 8,752 (19.4 percent) were unemployed. Maui County had fewer labor force participants in poverty with 6,720. Of these, 73.7 percent were working and 26.3 percent were actively looking for work.

In the entire statewide population 25 years and older, there were 93,342 individuals living in poverty and 55.3 percent of them had only a high school education or less. The other 44.7 percent had at least some college or a college degree. Maui County's poverty rate was 42.0 percent.

⁴ https://www.hiwi.org/admin/gsipub/htmlarea/uploads/LT_2012-22_Highlights_State%28Revised%29.pdf

⁵ <http://www.ed.gov/news/press-releases/us-high-school-graduation-rate-hits-new-record-high>

⁶ http://download.militaryonesource.mil/12038/MOS/Reports/2012_Demographics_Report.pdf

Individuals Below Poverty Level in past 12 months, State and Maui County, 2014

	State of Hawaii		Maui County	
	#	%	#	%
EMPLOYMENT STATUS				
Civilian labor force 16+ years	45,000	----	6,720	----
Employed	36,248	80.6%	4,954	73.7%
Unemployed	8,752	19.4%	1,766	26.3%
EDUCATIONAL ATTAINMENT				
Population 25+ years	93,342	----	12,857	----
Less than high school graduate	16,972	18.2%	2,767	21.5%
High school graduate or equiv.	34,637	37.1%	4,690	36.5%
Some college, associate's degree	25,725	27.6%	3,249	25.3%
Bachelor's degree or higher	16,008	17.1%	2,151	16.7%

Source: U.S. Census Bureau, 2014 American Community Survey 1 Year Estimates, S1701.

Native Hawaiians & Other Pacific Islanders (Alone, Not in Combination with other groups):

There were 56,450 employed in this group and 7,822 unemployed during the 2010-2014 period. This group's unemployment rate at 12.2 percent was higher than the overall state rate. Maui County's jobless rate was highest at 14 percent.

Employment Status of Native Hawaiians & Other Pacific Islanders Alone, State & Maui County, 2010-14

	State of Hawaii	Maui County
16+ years	102,410	11,976
Civilian labor force	64,272	8,020
Employed	56,450	6,907
Unemployed	7,822	1,113
Unemployment Rate	12.2%	13.9%

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5 Year Estimates, C23002E

Individuals with Disabilities: Based on Hawaii census data for 2014, a total of 69,846 persons between 18-64 years of age had a disability. Of these, 29,593 persons or 42.4 percent were employed, 3,829 (5.5 percent) were unemployed, and 36,424 (52.1 percent) were not in the labor force. Maui County had the greatest share of its persons with disabilities in the labor force with 46.2 percent employed and 8.3 percent unemployed - only 45.5 percent were out of the labor force.

Employment Status by Disability Status, State and Maui County, 2014

	State of Hawaii	Maui County
Total	836,069	100,963
In the labor force	651,355	80,011
Employed	616,404	74,766
With a disability	29,593	4,540
No disability	586,811	70,226

Unemployed	34,951	5,245
With a disability	3,829	814
No disability	31,122	4,431
Not in labor force	184,714	20,952
With a disability	36,424	4,473
No disability	148,290	16,479

Source: U.S. Census Bureau, 2014 American Community Survey 1 Year Estimates, C18120.

Statewide, youth (between 18-34 years of age) with disabilities numbered 10,033 in 2008 according to the census data. A little more than half were employed at 5,264 and 4,769 were unemployed. In addition, according to the Hawaii State Department of Education, the statewide graduation rate in 2012 was 80.9 percent. However, for students with disabilities it was a much lower 60.1 percent.

Older Individuals: Older individuals discussed here are those 45 years and older, although the following tables have data for two age ranges (45-64 and 65+ years). Of the 587,528 people 45 years and older in the State of Hawaii, 53.7 percent are in the civilian labor force. According to census data for 2014, 96.7 percent of them were employed and 3.3 percent were unemployed. In Maui County, 57.8 percent of the older people were civilian labor force participants with the number of employed at 96.1 percent and 3.9 percent unemployment rate.

Civilian Labor Force Status 45+ Years, State and Maui County, 2014

	State of Hawaii	Maui County
Total population 16+ years	1,143,931	130,748
45 to 64 years:	359,467	46,934
Civilian labor force:	270,810	35,412
Employed	261,475	33,869
Unemployed	9,335	1,543
65 years and over:	228,061	24,652
Civilian labor force:	44,737	5,966
Employed	43,639	5,875
Unemployed	1,098	91

Source: U.S. Census Bureau, 2014 American Community Survey 1-Year Estimates, B23001

Persons aged 45 years old and older constitute 52.9 percent state's population. This percentage is higher in Maui County (56.4 percent).

Statewide, of those individuals 45+ years old, 10.4 percent do not have a high school diploma, 29.7 percent have just a high school diploma, 19.5 percent have gone to college but not obtained a degree, and 40.3 percent have some kind of college degree. Maui County's older population included 9.4 percent who did not finish high school, 32.1 percent completing high school, 23.4 percent going to college but not finishing, and 35.2 percent obtaining a college degree.

Educational Attainment of the Population 45+ Years, State and Maui County, 2014

	State of Hawaii	Maui County
Total Population 18+ years old	1,111,207	126,903
45 to 64 years	359,467	46,934

Less than 9th grade	12,214	1,225
9th to 12th grade, no diploma	12,847	1,310
High school graduate or equiv.	103,807	15,993
Some college, no degree	73,545	12,070
Associate's degree	42,174	3,967
Bachelor's degree	72,935	8,430
Graduate or prof. degree	41,945	3,939
65 years and over	228,061	24,652
Less than 9th grade	22,473	2,565
9th to 12th grade, no diploma	13,554	1,612
High school graduate or equiv.	70,908	6,988
Some college, no degree	41,294	4,650
Associate's degree	16,364	1,860
Bachelor's degree	36,645	4,726
Graduate or prof. degree	26,823	2,251

Source: U.S. Census Bureau, 2014 American Community Survey 1-Year Estimates, B15001

Even with high-tech development of workplaces, older workers are still seen as an asset due to their higher development of soft skills and discipline. The State of Hawaii continues to promote the hiring of senior workers into the state's workforce.

Homeless Individuals and Youth: In 2014, Hawaii's rate of homelessness was 49.3 people per 10,000 people according to a report compiled by the National Alliance to End Homelessness. The report uses the most recent data from the U.S. Department of Housing and Urban Development (HUD), the U.S. Census Bureau, and the U.S. Bureau of Labor Statistics. Its rate was the highest of all 50 states, but lower than Washington, D.C.'s rate of 119.9. This rate represented 6,918 homeless persons or a 9.2 percent increase over the 2013 amount of 6,335. The number of unsheltered homeless grew from 2,590 to 3,105 from 2013 to 2014. This was a nearly 20 percent increase with only five other states outranking Hawaii.

According to the same report from the National Alliance to End Homelessness, Hawaii reported 302 unaccompanied children and youth (ages 18-24 years = 287), representing about 4.4 percent of the overall homeless population.

Another study supported by HUD and collected from the state's Homeless Management Information System (HMIS), reported a total of 14,282 homeless clients that were served in the state of Hawaii in the 2014 fiscal year. About half were persons in families (47 percent). One in four homeless service users were children. A total of 9,476 households were served statewide. The majority of households served were single-person households (79 percent), with 17 percent of households having children and four percent of households consisting of families without children. The average size of family households was 3.4 persons statewide. The HMIS reported 3,559 homeless children in FY 2014, whose share was one-quarter of the homeless population.

Homeless Clients and Households Served, State and Maui County, FY 2014

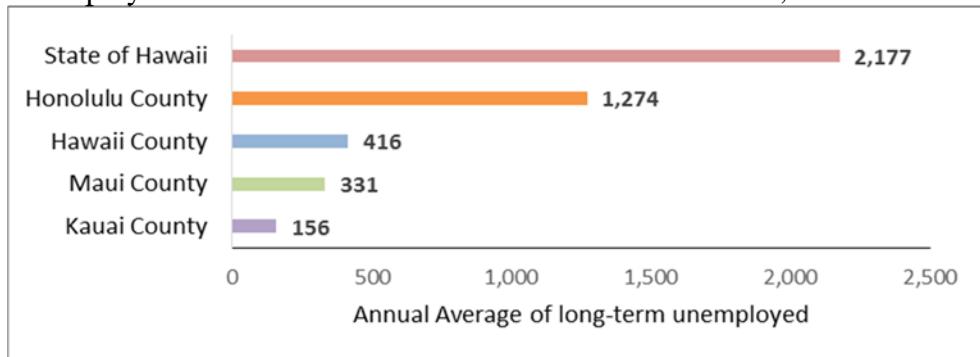
	State of Hawaii		Maui County	
	#	%	#	%

No. of Clients, Total	14,282	100%	2,332	100%
Singles	7,510	53%	1,503	64%
Persons in families	6,772	47%	829	36%
Children	3,559	25%	495	21%
Adults	10,723	75%	1,837	79%
No. of Households, Total	9,476	100%	1,773	100%
Single-person households	7,510	79%	1,503	85%
Family households w/o children	346	4%	20	1%
Family households w/children	1,620	17%	250	14%
Avg. size of family households	----	3.4	----	3.1

Source: HUD-supported study collected from Homeless Management Information System (HMIS)

Long-Term Unemployed: In 2014, the statewide monthly average of persons filing unemployment claims for 15 or more weeks was 2,177. Maui County averaged 331 long-term unemployed.

Unemployment Insurance Claimants of 15+ weeks Duration, 2014



Source: Hawaii State Department of Labor and Industrial Relations, Research and Statistics Office.

Foreign-born Population: Based on the five year estimates (2010-2014) 17.9 percent of the state's population was foreign-born. Maui County's foreign born rate was 17.7 percent. More than three-quarters (78.2 percent) of Hawaii's foreign-born population were Asian, 10.2 percent were born in Oceania, 6.3 percent in the Americas, 4.7 percent in Europe, and 0.6 percent in Africa. In terms of educational attainment, more than half of the foreign born were enrolled in college or graduate school and about one quarter held bachelor's, graduate or professional degrees. About 84 percent of the population over the age of five years old speaks a language other than English. Of the total group that speaks a language other than English at home, more than half (52.2 percent) stated that they speak English less than "very well."

Place of Birth for the Foreign-Born Population, State and Maui County, 2010-2014

	State of Hawaii		Maui County	
	#	%	#	%
Total population	1,392,704	---	158,887	---
Foreign born	249,280	100.0%	28,181	100.0%
Europe	11,755	4.7%	1,977	7.0%
Asia	194,867	78.2%	18,959	67.3%

Africa	1,557	0.6%	161	0.6%
Oceania	25,387	10.2%	4,114	14.6%
Americas	15,714	6.3%	2,970	10.5%

Source: U.S. Census Bureau, American Community Survey 2010-2014 5-Year Estimates, B05006

Veterans: The average unemployment rate for Hawaii veterans in 2014 was 5.1%⁷, nationwide it was 5.3%.⁸ The average unemployment rate for Hawaii non-veterans in 2014 was 4.4%, nationwide it was 6.2%.¹⁰ Hawaii's veterans will compete with non-veterans for the same jobs especially those that pay well, are full-time, and have good benefits. Veterans will leverage their military service, service-connected disability, (Veteran's Administration (VA) educational benefits, and federal government regulations and statutes to gain hiring preference over non-veterans for jobs with the federal, state, local governments and with federal contractors. Any shortfalls in relevant credentials, transferrable skills, and work experience can be mitigated, in part, with veterans leveraging their Post 9-11 GI Bill Educational benefits. In Hawaii, eligible veterans can receive over \$100,000 in Post 9-11 GI Bill financial aid to pursue a college degree or a vocational training credential.

Gaps in transferrable skills of transitioning service members will be mitigated through access to an array of formidable tools in the veterans' transition tool kit. Military transitional services, employment, training and priority of services delivered by the American Job Centers, and U.S. Department of Veteran Affairs education programs will be integral components of a veteran's tool kit.

Veterans will leverage federal regulations that require American Job Centers and employment programs, funded in part by U.S. DOL, to serve veterans ahead of non-veterans; this rule is known as priority of service. Additionally, the U.S. Department of Labor funds the Hawaii Department of Labor's Workforce Development Division, in part, with the Jobs for Veterans State Grant, to hire specialized and trained staffs, Disabled Veterans Outreach Program Specialists and Local Veterans Employment Representatives, to serve veterans with significant barriers to employment and to reach out to employers to promote the hiring of veterans.

Veterans constitute approximately 10.7 percent of the civilian population over 18 years old between 2010 and 2014. The labor force participation rate for veterans in Hawaii is 78.9 percent compared to 75.0 percent for the nation. Approximately five percent of the state's veterans are unemployed, below the statewide rate of approximately 6.7 percent. Median income of veterans averaged \$44,703.

Veterans Status, State and Maui County, 2010-2014

	State of Hawaii		Maui County	
	#	%	#	%
Civilian population 18+ years	1,046,610	---	122,594	---
Civilian veterans	112,217	10.7%	9,639	7.9%

Source: U.S. Census Bureau, American Community Survey 2010-2014 5-Year Estimates, DP02

⁷ <http://www.bls.gov/news.release/vet.t06B.htm>

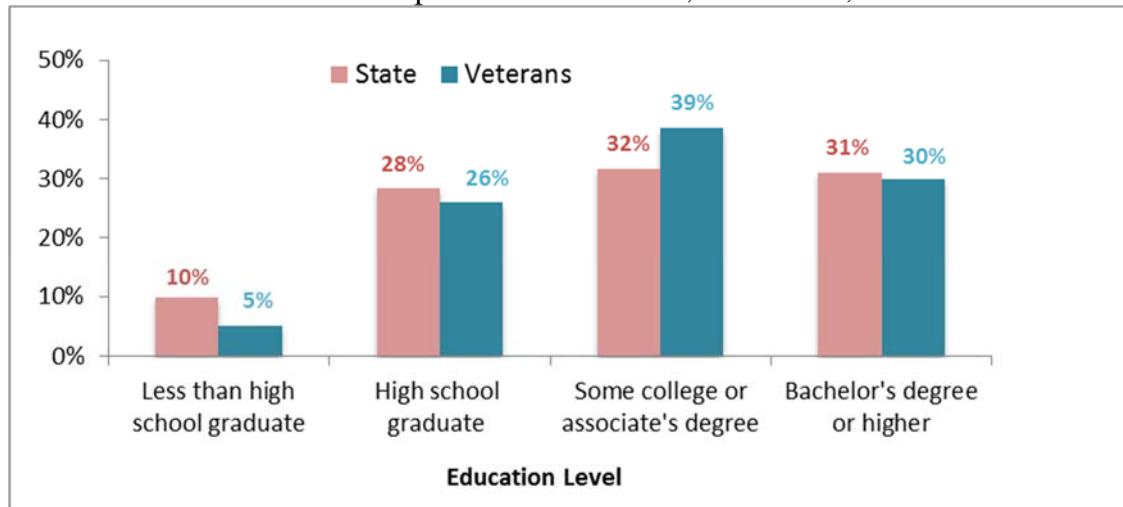
⁸ <http://www.bls.gov/news.release/vet.nr0.htm>

⁹ <https://www.hawi.org/gsipub/index.asp?docid=417>

¹⁰ <http://www.bls.gov/cps/cpsaat01.htm>

In terms of education, about five percent had less than a high school degree, 26 percent had only a high school diploma, 39 percent of the veterans had at least attended college, and 30 percent graduated from college. Compared to the statewide population, a higher percentage of veterans have received some postsecondary education.

Education Level of the State Population vs. Veterans, Adults 25+, 2010-2014



Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-year Estimates, Table S2101

Unemployment Insurance (UI)

The Board was able to access the following information on Unemployment Insurance (UI) claimants for 2016, which includes a breakdown for Maui County:

<http://labor.hawaii.gov/rs/files/2013/01/CIUpub2016-final.pdf>.

This includes a breakdown by gender, age, industry, occupation, duration and ethnicity. The analysis indicates that a majority of UI claimants (950) in Maui County are short term (1-4 weeks) (375), are male (594), are in the construction industry (224) and are of white and Latino race (333). Since the highest UI claimants are in the construction industry in Maui County and this industry is identified as a targeted in-demand, growth industry, the Board (through committee) will develop a strategy in FY17 to link workforce development and UI staff to efficiently transition these folks into related 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)]

Adult and Dislocated Worker Services		
Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> Skills assessment Labor market information 	<ul style="list-style-type: none"> Ability to partner and stretch funds by leveraging resources 	<ul style="list-style-type: none"> Technology

<ul style="list-style-type: none"> • Access to eligible education and training programs • Work experience • Job search and placement assistance • Job Development • Career counseling • Case Management • Individual Employment Plan • Support services • Employer Outreach, needs and qualifications of job positions • Provide employers with qualified labor pool • Voluntary Internship Programs • Re-employment and Eligibility Assessment Workshops • Aptitude Test • Career Explorer • On-the-Job-Training • Follow-Up Services 	<ul style="list-style-type: none"> • Aware of local business needs • Locally-based • Accessibility • Knowledgeable staff 	<ul style="list-style-type: none"> • Shortage of (local) eligible training providers • State Procurement • Flexibility • Technical Assistance • Staffing
--	--	---

Capacity to Provide Services:

- Limited resources
- Lack of funds for sufficient operating system
- Challenge is enough jobs appropriate for those they serve and accessing in-demand jobs
- Training is not strategically focused

Adult Education Services

Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Adult basic education and literacy • Family literacy • English language acquisition • High-school equivalency preparation • Career Preparation and Job Training • Citizenship • Transition Services • Employability & Life Skills • Correctional Education 	<ul style="list-style-type: none"> • Flexibility • Individualized learning • Small Class Size • Integrated education and job training • Accommodation of varying learning styles • College and career readiness 	<ul style="list-style-type: none"> • Retention and persistence • Decrease in enrollment • Access, particularly on islands other than Oahu • Funding limitations, particularly for state leadership and critical support services

Capacity to Provide Services:

- Limited resources to provide current education and career preparation services, particularly support services such as transitions

- Will work on stronger and expanded relationships with local partners, particularly with employers and postsecondary institutions
- Have become part of a statewide career pathways system that will enhance services and drive college and career readiness
- Insufficient funds to provide necessary professional development for teacher quality

Employment Services

Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Assessment of experience, skills, and interests • Career guidance • Counseling/Case Management • Labor market information • Job search workshops • Referral to training & other services • Referral of job seekers to job openings, include matching job requirements with job seeker experience, skills and other attributes • Helping employers with special recruitment needs • Assisting employers analyze hard-to-fill job orders • Supporting and managing Hawaii's PMIS, the state-sponsored Job Board • Federal bonding for at-risk employers • Facilitating Federal Tax Credit for hiring offenders, persons with disabilities, other target groups • Counseling and job referrals for veterans with significant barriers • Promoting hiring of veterans • Helping employers and employees deal with layoffs • Re-employment Services and Eligibility Assessment (RESEA) • Foreign Labor Certification • Youth Services • Employer Training Fund • Job Fairs 	<ul style="list-style-type: none"> • Long history of strong interagency partnerships • Relationships with business and industry • Responsiveness to business hiring needs • Statewide services • Use of technology such as self-service features in the PMIS • Resource Centers that provide public access to computers, internet, job search materials and job information • Access to other funding sources to assist job seekers and business • Flexibility in serving business and job seekers • Knowledgeable Staff 	<ul style="list-style-type: none"> • Funding levels constrain business outreach and individualized services to customers • Staffing

• Labor Law Seminars		
Capacity to Provide Services:		
<ul style="list-style-type: none"> Capacity is enlarged because of braided resources with partners such as Adult Ed, VR, TANF, Community Colleges Inadequate funding to support direct staff assistance to public during all office hours Insufficient funds for professional development 		
Vocational Rehabilitation (VR) Services		
Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> Disability awareness Compliance with Americans with Disabilities (ADA) of 1990 and other employment related laws Vocational Rehabilitation Services and availability of other related resources Recruitment and hiring of persons with disabilities Provide support for current employees with disabilities 	<ul style="list-style-type: none"> Training and technical assistance are provided timely and customized to meet the needs of the employers 	<ul style="list-style-type: none"> Insufficient staffing to do outreach to all of the employers on all of the islands.
Capacity to Provide Services:		
<ul style="list-style-type: none"> Sufficient staffing to meet the needs of employers who call VR for training and technical assistance. Limited staffing to do outreach to “other” employers. 		
Career Technical Education		
Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> Serves youth and adults Provides integrated education and vocational training Fosters competency-based learning Each student moves through a Program of Study Focus on employability skills Students get work experience Earn industry-recognized credentials 	<ul style="list-style-type: none"> Integrated education (k-12 and postsecondary) Utilizes career pathways, career counseling and individual career plans Multiple entry and exit options through the community college – industry-recognized credential, certificate, degree or transfer to baccalaureate degree program Industry involvement in career pathway 	<ul style="list-style-type: none"> Once a state career pathway system is adopted, may require adjustments to transition clients from other partners. Incoming clients may require remediation Limited staffing and funding Client access to the system may be a challenge because of cost and time

	<p>development and system vetted with employers</p> <ul style="list-style-type: none"> • Clear sequence of coursework (non-duplicative, progressive, articulated) • Curricula and instructional strategies instill work readiness • Curricula competency-based rigorous and contextualized 	
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Capacity to Provide Services:

- Existing structures have capacity to provide services.
- Financial and other support for clients to access the services are a challenge.

Community Services

Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Customized program to address effects of poverty • Community needs assessment • Child health services • Substance abuse services • Career planning • Worker training programs • Housing assistance • Employment search and placement assistance 	<ul style="list-style-type: none"> • Assists individuals in need into housing and sustainable employment 	<ul style="list-style-type: none"> • More outreach and promotion to reach most in need

Capacity to Provide Services:

Sufficient staffing and resources to meet needs of individuals in poverty.

Services to Indian and Native American Population

Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Training, career, and follow-up services for adults who need to enter, re-enter, retain, or upgrade their unsubsidized employment leading to self-sufficiency. • Supplemental youth services for ages 14-24 throughout the school year, during summer vacation, 	<ul style="list-style-type: none"> • Experience in operating statewide employment and training programs for Native Hawaiians, American Indians, and Alaska Natives since 1978 under 	

<p>and/or during breaks during the school year; menu of services includes occupational skills training which must include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors of occupations or occupations in the local area; work experiences that have academic and occupational educational component; etc.</p>	<p>CETA (Comprehensive Employment and Training Act); JTPA (Job Training Partnership Act); WIA (Workforce Investment Act); and presently under WIOA.</p> <ul style="list-style-type: none"> • Experience in operating statewide employment and training programs for Native Hawaiians, American Indians, and Alaska Natives since 1978 under CETA (Comprehensive Employment and Training Act); JTPA (Job Training Partnership Act); WIA (Workforce Investment Act); and presently under WIOA. 	
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Capacity to Provide Services:

- Statewide program with offices and staff on the islands of Hawaii, Kauai (also serving Niihau), Maui, Molokai (also serving Lanai), and Oahu.
- Statewide program with offices and staff on the islands of Hawaii, Kauai (also serving Niihau), Maui, Molokai (also serving Lanai), and Oahu.

Services to Veterans

Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Facilitates employment, training and placement services furnished to eligible veterans and spouses by the American Job Centers • An outreach strategy that effectively links clients to jobs with achievable placement potential • Employer seminars to promote the hiring of veterans 	<ul style="list-style-type: none"> • All LVER staff finished professional development training required by DOL • LVER are some of the most experienced staff in the agency • LVER keep partner and American Job 	<ul style="list-style-type: none"> • Existing unfulfilled potential in collaborating with employers to create robust job search workshops and job search groups • DOL has yet to establish uniform

<ul style="list-style-type: none"> • Job search workshops conducted in conjunction with employers • Engages veteran job search groups to facilitate access to employers • Educates partner staff on veteran program initiatives and changes • Outreach to Higher Education, development of training to match employer needs for Veteran employment • Job Development • FCJL 	<p>Center staff vigilant on program standards with services and changes</p>	<p>LVER performance standards for states</p>
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Capacity to Provide Services:

- Given present funding levels and DOL priorities for LVER services, current LVER resources are generally in proportion and sufficient to serve needs of eligible veterans, spouses and the business community.

Services to Disabled Veterans

Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Provides intensive employment services to a prioritized group of eligible veterans and spouses as directed by the Secretary of DOL • Facilitates placements with intensive service to 90% of all clients served • Conducts relationship building, outreach and recruitment activities with other service providers in the area, to enroll priority clients • Conducts targeted outreach to promote intensive employment services for priority clients • Provides dynamic labor market information on occupational wage trends, growth projections, etc., resulting in sensible informed vocational decisions • Assists clients with targeted cover letter and resume development 	<ul style="list-style-type: none"> • Hawaii DVOPs are on pace to achieve the DOL standard of 90% of clients served will receive intensive services 	<ul style="list-style-type: none"> • Working earnestly to master their craft to mitigate all shortcomings

Capacity to Provide Services:

- The state will request additional DOL funds to bolster DVOP staff resources from the current three full-time positions to four full-time positions for the current fiscal year.

Services to Seniors

Activities	Strengths	Weaknesses
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<ul style="list-style-type: none"> Provides economically disadvantaged older persons, fifty-five years or older, an opportunity for employment Fosters useful part-time opportunities in community service activities Seniors earn income while developing employable skills Yearly physical examinations General and specialized training Opportunity for unsubsidized employment 	<ul style="list-style-type: none"> Individualized plan for employment Meaningful activities outside the home environment, including the continuation of mental, physical and socialization activities Referral to other supportive services Workers' compensation coverage Eligible for unemployment benefits Earn social security credits 	<ul style="list-style-type: none"> Limited number of slots available for program participation Participants lack education and experience to apply for high paying jobs
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Capacity to Provide Services:

- Limited number of slots for program participants based on funding from USDOL
- Limited staffing to do employer outreach for unsubsidized employment placement
- Work with local partners to maximize resources for older workers, SCSEP grantees have established agreements with other service providers such as American Job Centers, the private sector, educational organizations and adult literacy agencies

Temporary Assistance for Needy Families Services

Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> Work Program for families that receive TANF benefits Case Management Assessments and Employment / Barrier Reduction Plan Development Job Placement Services (subsidized and unsubsidized) Job Search Assistance Job Readiness Training Work Experience Education assistance (ABE, VET, Post-Sec) Advocacy and supportive services for parents w/ DV-status, temp disabled (VR), substance abuse 	<ul style="list-style-type: none"> Statewide work program Partnership w/ other state & county agencies to provide specific services Procure broad range of services under TANF Purposes 1 & 2 Individualized case management services Support service payments, i.e. transportation, work-related experience, 	<ul style="list-style-type: none"> Unable to assist families w/out children Must be TANF recipient to participate in work program and TANF-eligible to receive procured CBO services (TANF Purposes 1 & 2) Temp disabled, DV-status and recovering substance abuse parents are considered work

<ul style="list-style-type: none"> ▪ Extended services through POS contracts with CBOs to provide services that meet TANF Purposes 1 and 2 	<ul style="list-style-type: none"> ▪ education, child care, limited rent assistance through work program ▪ Transitional supportive services for employed families who exit TANF ▪ Assist families w/no TANF months but temporarily disabled, DV-status or recovering from substance abuse 	<ul style="list-style-type: none"> ▪ eligible individuals (i.e. meet work activity requirements) ▪ Core educational activity limited to 12 months in lifetime ▪ Other educational activities are non-core (i.e. ABE, JSK, EDRE) ▪ Limited job search activities, 120 or 180 hours in 12-mos period ▪ Requirement to meet Work Participation Rates
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Capacity to Provide Services:

- Design the work program to meet TANF families' needs, in accordance with federal regulations.
- Continue to develop partnerships with other workforce development agencies (public and private)
- Continue to develop partnerships with UH/CC
- Better inform work program participants and case managers of available education and training opportunities and resources
- Connect work program participants, case managers, educational institutions and employers
- Able to service TANF recipient families statewide but limited/no resources to service 2nd parents of 2-Parent TANF families
- Limited to 60 TANF months in lifetime
- Incurred direct and indirect expenditures must be within TAMF federal regulations (i.e. benefits and services meet the 4 purposes, TANF recipients, youth and TANF-eligible individuals and families)

Trade Adjustment Assistance (TAA) Programs

Activities	Strengths	Weaknesses
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<ul style="list-style-type: none"> • Reemployment and case management services • Training • Job search allowance • Relocation allowance • Additional unemployment insurance in the form of Trade Readjustment Allowances (TRA) • Health Coverage Tax Credit (HCTC) • A wage subsidy for re-employed workers aged 50 or older 	<ul style="list-style-type: none"> • Provides in-depth training and support for trade-affected workers for job training and/or job search • Offers older workers (50+ years old) a choice of training or income support if working full-time 	<ul style="list-style-type: none"> • Services available to limited population who are adversely affected by foreign trade as certified by USDOL • Petitioning process takes time, requires data about employer's business and reasons for layoffs • Full-time training for benefits • State Procurement • Technical Assistance • Staff Training • Extensive support with restrictions and depending on the petition number, will depend on the law
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Capacity to Provide Services:

- Extensive support for TAA participants
- Allows requests for more funds, as needed for eligible participants

Reemployment Services Eligibility Assessment (RESEA)/Unemployment Insurance (UI)

Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Assist unemployment insurance claimants in returning to work quickly • Provide group sessions on labor market information, job search requirements • Provide individualized services on career counseling, assessment of career goals • Assist with job search, referral and placement 	<ul style="list-style-type: none"> • Staff providing services are knowledgeable about labor market and job search resources • Activities are coordinated with other Wagner-Peyser services • Coordination with Unemployment Insurance Division has an established system for referrals and reports 	<ul style="list-style-type: none"> • Not sufficient funding for staff time to conduct follow up • A small number of claimants are not motivated to receive services

Capacity to Provide Services:

- Limited resources and time to provide in depth counseling or follow up

- The capacity to provide for ongoing services are subject to USDOL guidelines, annual funding based on USDOL priorities.

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)]

Youth Services		
Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> Active Outreach ISS (Individual Service Strategy) with each participant Career Pathways Comprehensive Guidance and Counseling Employability Skills Training Prevocational training/work experience/mentoring/internships Job Placement Alternative Secondary School Offerings Financial Literacy Leadership Development Tutoring/Study Skills/Time Management JobCorps Program 	<ul style="list-style-type: none"> Strong and effective partnerships within the University system Availability of credit and non-credit classes Strong ties to the community Network with local business Student support services Access to technology 	<ul style="list-style-type: none"> Limited job opportunities in Maui county Remote locations of three islands in county
Capacity to Provide Services:		
<ul style="list-style-type: none"> Limited high demand jobs for youth Statewide funding constraints Maui county's three islands and Hana's remote location benefit from face-to-face interactions with Ku'ina staff as well as our Interactive Television System (Skybridge) as well as other technology platforms Hawaii Job Corps has the capacity for 128 students in Maui County. 		

1.6 Identify successful models and best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]

During FY17, the Board (through a special youth committee) will identify best practices and successful models for youth workforce activities specific to Maui County. The purpose will be to identify those already being provided in Maui County as well as to identify other successful models and best practices happening around the country that could be adapted for and work well in Maui County. Once identified,

the Board will develop strategies and an action plan (1st Quarter FY18) to implement these best practices and successful models for youth workforce activities in Maui County.

One ‘best practice’ that is and will continue to be provided in Maui County for youth workforce activities is intensive case management. Intensive case management services are provided to support and facilitate the youths’ progress and successful completion of scheduled services and skill objective(s), and the achievement of employment/career goals. Other program elements are made available based on need and appropriateness for achieving employment/career goals and the youths’ expressed interest in particular program elements.

Section 2: Strategic Vision and Goals

Section 2 responses should be made in collaboration with the members of the local workforce development board and other community stakeholders.

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)]

The Maui Workforce Development Board’s (the Board) strategic vision for workforce services in Maui County is:

VISION

All employers have competitively-skilled employees, and all residents have sustainable employment and self-sufficiency.

To reach this strategic vision, the Board will work to achieve the following goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment, in Maui County:

GOALS OF THE WORKFORCE DEVELOPMENT SYSTEM IN MAUI COUNTY	
a	To provide coordinated, aligned services.
b	To prioritize services to vulnerable populations with barriers to employment as described in Hawaii’s Unified State Plan.
c	To develop sector strategies and a career pathways system that will integrate education and training, and move skilled job seekers into growth industries.
d	To fully engage employers in the workforce development system to address the talent shortage.

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.” [<https://labor.hawaii.gov/wdc/files/2012/11/DRAFT-Hawaii-WIOA-Unified-State-Plan-060816.pdf>] pg. 75

The Maui County Workforce Development Board (MWDB) met with members and stakeholders to discuss a strategic vision, goals, strategies and operational plan for the County’s WIOA Local Plan. Through consensus, it was decided that the Board would use the same strategic vision and goals for the workforce development system in Maui County as the State as written in the Hawaii Unified State Plan. The Board and stakeholders feel it is imperative in the spirit of WIOA for a state and its local workforce development systems to be aligned through a common strategic vision and goals. The only slight modification that the Board made to State Goal b, was to alter “youth with disabilities” to “at-risk youth” and “individuals with disabilities” in order to articulate priority of services to a broader category of youth and those with disabilities who are in need of workforce development services.

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

- a. To provide coordinated, aligned services.
- b. 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.
- c. To develop sector strategies and a career pathways system that will integrate education and training, and move skilled job seekers into growth industries.
- d. To fully engage employers in the workforce development system to address the talent shortage.

The Board will use the same goals and similar strategies in order to achieve the strategic vision for workforce development services in Maui County, as described below.

a. To provide coordinated, aligned services.

- The Board (through committee) will work with core partners, including the American Job Centers, and other service providers in FY17 to develop and implement strategies that will help to coordinate services through Maui County’s workforce development system. These strategies, which will identify partner roles and responsibilities, will be articulated in Memoranda of Agreement (MOA) that will describe in detail alignment of services, policies and procedures.
- The Board will require core partners, including the American Job Center, and other key service providers to utilize the common intake and assessment process that the State intends to develop as described in the Unified State Plan. This process will help to coordinate services, avoid duplication of services, reduce paperwork, and streamline administrative operations.
- The Board will access necessary staff training provided by the State for the centralized data system (PMIS) that (the Board’s understanding) will populate from the common intake/assessment application form and aggregate data pertinent to common performance measures.

- The Board will meet with core partners, including the American Job Centers, and other key service providers on a quarterly basis at Board meetings to share successes and challenges (through partner reports) and discuss solutions toward improving services and outcomes.

b. To prioritize services to vulnerable populations with barriers to employment as described under WIOA, including unemployed workers, veterans, at-risk youth, individuals with disabilities, homeless individuals and Native Hawaiians which are currently of concern in the State.

- The Board (through committee in FY17) will work with core partners, including the American Job Centers, and other key service providers to develop and implement policies and procedures that will ensure that vulnerable populations with barriers to employment (those populations described in the Unified State Plan) receive targeted outreach, access and priority of services.
- The Board (through committee in FY17 and throughout the period of performance for this Local Plan) will work with core partners, including the American Job Centers, and other service providers, as well as employers, to improve the labor market and workforce services outcomes for vulnerable populations, as well as increase access to employment opportunities for those populations.
- The Board (through committee in FY17) will review the State's FY17 needs assessment of homeless individuals and Native Hawaiians (once available) and determine what specifically is needed to target and serve these populations, as well as veterans, at-risk youth, and individuals with disabilities, in order for them to achieve sustainable employment and self-sufficiency. The Board will then develop and implement (in FY18) a strategy and action plan to serve these populations in Maui County.
- The Board (through committee in FY17) will establish a MOA that outlines each partner's roles and responsibilities in providing effective, high-quality, intensive, wrap-around services to vulnerable populations in Maui County.
- The Board (through committee in FY17 and throughout the four-year period of performance for this Local Plan) will ensure that core partners, including the American Job Centers, and other key service providers participate in adequate professional development for workforce staff so that the highest-quality and most effective, evidence-based services are provided to vulnerable populations in order that they achieve successful employment outcomes.

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 Board in FY17 will review state and local labor market information as well as economic data and resources to determine growth industries and skill needs of employers.
- The Board in FY17 (through committee) will establish and maintain sector initiatives that facilitate ongoing dialogue between local service providers, employers and other key stakeholders to increase understanding of growth industry needs, foster learning between related businesses and coordinate use of information and resources to formulate and implement

effective workforce solutions that meet the skill, recruitment, and retention needs of employers and the training, employment, and career advancement needs of workers.

- The Board (through committee in FY17) will align policies and funding streams across local education, workforce, and economic development services in order to focus resources efficiently on the integrated education and training that moves workers into industries with high-quality jobs that lead to better financial outcomes and longer job tenures for workers.
 - The Board will implement the State's career pathways model as described in the Unified State Plan (once developed) that will serve jobseekers with integrated education and training for transition into employment.
 - The Board (through committee in FY17 and throughout the four-year period of performance for this Local Plan) will utilize the State's Employment First State Mentoring Program (EFSLMP) by accessing trainers on customized employment to train Maui County workforce staff.
 - The Board (through committee in FY17 and throughout the four-year period of performance for this Local Plan) will work with the local adult education program to continue the iCAN program at the McKinley Community Schools for Adults (Maui site) as a stepping stone for those with low skills into a career pathway leading to a work-readiness certificate and/or degree, and economic success.
 - The Board (through committee in FY17 and throughout the four-year period of performance for this Local Plan) will work closely with the University of Hawaii Maui College to create possible dual enrollment and pre-apprenticeship classes for adult learners.
- d. To fully engage employers in the workforce development system to address the talent shortage.
- The Board (through committee in FY17 and throughout the four-year period of performance for this Local Plan) will develop and implement strategies that support the State's efforts to improve employer use of the PMIS by promoting the benefits of using it; overcoming employer reluctance by providing necessary training; and by making recommendations to the State for system improvements so that the site is as 'user friendly' as possible.
 - The Board (through committee in FY17 and throughout the four-year period of performance for this Local Plan) will work with employers to involve them at all levels of the workforce development system in Maui County, from program design and implementation, to building worksite skills programs, to improving access to jobs, and to heighten credibility with other employers, potential partners and program participants.
 - The Board (through committee in FY17 and throughout the four-year period of performance for this Local Plan) will develop and implement an action plan that will address short-and long-term workforce services goals that are aligned with industry needs, created with industry input and sustained through industry oversight and participation.
 - The Board (through committee in FY17) will develop and implement an action plan (possibly one from the State, as it's the Board's understanding from the Unified State Plan, it's the intent of the State to rebrand the workforce development system in this way statewide) that will rebrand the workforce development system in Maui County as an employment agency with a

human resource development focus, shifting away from workforce development as a social service agency.

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)

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)]

The Board will review performance data quarterly and establish a continuous improvement strategy to improve service provider outcomes and inform strategic planning efforts that support local economic growth and self-sufficiency.

Goals	Performance Measures
a. To provide coordinated, aligned services.	<p>Supports getting jobseekers into sustainable employment as efficiently and effectively as possible, with the skills and credentials they need.</p> <p>This goal directly links to the following common performance measures:</p> <ul style="list-style-type: none">• Employment• Sustainable Employment (Median Earnings)• Skills Achievement• Credential Attainment• Serving Employers
b. To prioritize services to vulnerable populations with barriers to employment as described under WIOA, including veterans, unemployed workers, at-risk youth, individuals with disabilities, homeless individuals and Native Hawaiians, which are currently of critical concern in the State.	<p>Supports priority of services as defined under WIOA to serve the hardest-to-serve, vulnerable populations with barriers to employment.</p> <p>This goal directly links to the following common performance measures:</p> <ul style="list-style-type: none">• Employment• Skills Achievement• Credential Attainment
c. To develop sector strategies and a career pathways system that will integrate education and training, and move skilled job seekers into high need industries and growth industries that will diversify the economy.	<p>Supports moving jobseekers being served through workforce services through career pathways into high need, high wage, and/or high growth employment.</p>

	<p>This goal directly links to the following common performance measures:</p> <ul style="list-style-type: none"> • Employment • Sustainable Employment (Median Earnings) • Skills Achievement • Credential Attainment • Serving Employers
d. To fully engage employers in the workforce development system to address the talent shortage.	<p>Supports the emphasis of WIOA that workforce services is as much about serving job seekers as it is about serving local employers. Engaging the right employers in high wage, high growth, high demand industries at all levels of the workforce system will ensure jobseekers acquire the skills and credentials they need for high wage jobs that are available.</p> <p>This goal directly links to the following common performance measures:</p> <ul style="list-style-type: none"> • Employment • Sustainable Employment (Median Earnings) • Serving Employers

Section 3: Local Area Partnerships and Investment Strategies

Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board, partners, and stakeholders.

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)]

The analysis in Section 1 indicated the following needs for the workforce development system in Maui County under WIOA:

- Improved coordination of services among core partners and the one-stop system (Goal a)
- Increasing retention and persistence of jobseekers to achieve better employment outcomes (Goals a and b)
- Providing customized services (Goals b and c)
- Addressing intergenerational and cultural issues (Goal b)
- More outreach and access to vulnerable populations, particularly in remote areas (Goal b)
- Structured integrated education & training (driven by sector strategies and career pathways) (Goal c)
- Creating sector- and place-based employment opportunities (Goals c and d)
- Assisting jobseekers into employment that provides a living wage (Goals b, c and d)

- Evolve from social work system to that of employment services (Goal c and d)
- Creating a skilled workforce for available jobs (Goal c and d)
- Enhanced employer engagement (Goal d)

The above needs that emerged in the economic and workforce analysis of Maui County, if addressed, align to the priorities of WIOA as well as with the strategic vision and goals established for the workforce system in Maui County.

The Board will ensure that core partners, including the American Job Center, as well as other key service providers will address the above needs with specific strategies (as described in 2.3 and 2.4 above). These strategies will be articulated in writing during the partner negotiations through the RFP process in FY17 for selecting a new (or re-established) one-stop provider. This will ensure:

- Workforce services will be coordinated among partners through the one-stop system
- Customized services will be provided to all jobseekers, particularly vulnerable populations
- A comprehensive career pathways system aligned to sector priorities will be implemented
- Transition services will be provided to assist jobseekers into living wage employment
- Employer engagement will be expanded and defined to meet workforce and economic needs.

The Board will determine its workforce system design as they develop the criteria for a One-Stop provider in the RFP solicitation for a new one-stop provider in Spring 2017.

The Board and MCWDB staff developed strong partnerships with representatives of core partner agencies, including UI, through the development of the Maui County Local Plan. The Board (through committee) will continue to strengthen these relationships by meeting monthly to develop and implement an action plan with strategies that will define coordination of services. This ongoing communication will help establish and re-establish roles and responsibilities, which will be articulated in partner MOAs with core partners, describe action plans, and timelines to review progress. If over time the Board and core partners feel meeting monthly is too often, the Board will consider altering to quarterly meetings.

The MOU will be developed as part of the negotiation process with a new one-stop provider Spring 2017. The Board will ensure that core partners as well as other services providers include in the MOU how their services will directly support the vision and goals of the Maui County Local Plan as well as link to common performance measures.

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)]

The Board will work with the following partner agencies:

Adult Education and Literacy

McKinley Community Schools for Adults
Maui Hui Malama Learning Center
Hawaii Department of Education

- Maui High School System:
 - Lahainaluna High School
 - Baldwin High School
 - Maui High School
 - King Kekaulike High School
 - Hana High School
 - Lanai High School
 - Molakai High School

Wagner-Peyser

Department of Labor and Industrial Relations Maui Branch
Jobs for Veterans

Vocational Rehabilitation

Vocational Rehabilitation Services program

Temporary Assistance to Needy Families (TANF)

WorkHawaii for Maui County

Supplemental Nutrition Assistance Program (SNAP)

Department of Human Services

Carl D. Perkins Career and Technical Education Act of 2006

University of Hawaii Maui College

Offender Re-entry Program

Maui County Correctional Center

Native Hawaiian Non-Profit Organization

Alu Like, Inc.

Title 1-C

Hawaii Job Corps

Senior Community Service Employment Program (SCSEP)

Maui Economic Opportunity (MEO)

Respite Companion Services Program

Department of Human Services

Unemployment Insurance Services

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)]

The Board (through committee in FY17) will work with core partners, including the American Job Center, and other service providers to define roles and responsibilities, which will be articulated in partner agreements. These partner agreements will be reviewed, and, if necessary, revised, annually. The Board will meet with core partners on a monthly basis to develop and implement strategies that will address coordination of services. The Board will require the core partners, including the American Job Centers, and other service providers implement the State’s common intake and assessment process (once developed) to support coordination of services, avoid duplication of services, and facilitate an effective referral process so that workforce service participants receive comprehensive services and do not “fall through the cracks.” The Board (through development of policy in FY17) will require partners target and prioritize services to vulnerable populations with barriers to employment (as described in Goal b of this Local Plan). Comprehensive services to workforce development participants will include:

- Common intake and assessment among partners
- Education, career and life planning
- Career awareness and exploration
- Movement of jobseekers along career pathways using sector strategies promoting in-demand industries
- Comprehensive support services to promote retention and persistence
- Transition planning and support into postsecondary education and employment
- Meaningful employer engagement, particularly in growth industries

These services will ensure achievement of the vision and goals of Maui County’s workforce system by reaching and serving vulnerable jobseekers and moving them into sustainable employment and self-sufficiency.

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)]

The Board (through committee in FY17 and throughout the four-year performance period of this Local Plan) will work with core partners, including the American Job Center, and other local service providers to develop and implement an action plan to coordinate services through Maui County’s workforce development system. Once strategies for coordination of services are established and articulated in partner agreements, the Board (through committee) will focus on building a strong one-stop system that will coordinate employment services under the Wagner-Peyser Act in coordination with other services provided by key core partner agencies through co-location, and will ensure that those services address the needs of employers and job seekers, especially those for vulnerable populations. As required by WIOA, Maui County will ensure that there will be no stand-alone employment services under the Wagner-Peyser Act. Those services will be collocated within the Maui County American Job Center (AJC). The Board will monitor efforts towards coordination through

monitoring the successes, challenges and outcomes through required quarterly partner reporting and making any necessary adjustments to the action plan. The action plan will include strategies to provide outreach and access to vulnerable populations with barriers to employment, career preparation and placement, integrated education and training, and comprehensive support services. The colocation of employment services under the Wagner-Peyser Act, alongside a move toward integrated services, a shared intake, functional teams, and cross-training between programs within the AJC network will help maximize coordination of services between partners within the one-stop delivery system to improve services and avoid duplication of services. Continually revising the action plan on a quarterly basis with partner input will ensure improved coordination of services.

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)]

The Board through its American Job Centers will partner with local Adult Education & Family Literacy Act (AEFLA) programs to provide adult education services to jobseekers when appropriate. AELFA 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 will lead to further education, training, and work, and will be based on best practices. The diversity of individuals who possess low skills requires a broad approach to skills development.

As one of the core programs under WIOA, the AEFLA program will play an integral role in Maui County's workforce development system by providing access to educational services for adult learners through the American Job Center delivery system. 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 diploma, the program will also assist in the transition to postsecondary education and training through the use of career pathways.

The AEFLA program will provide the following critical services and activities to support adult learners with the goal of improving access to education and training opportunities, as well as to employment:

- Assist adults to become literate and obtain the knowledge and skills for employment and economic self-sufficiency;
- Support the educational and skill achievement of parents and family members to participate in the educational development of their children and improve economic opportunities for families;
- Assist immigrants and English learners in improving their English and math proficiency and understanding of the rights and responsibilities of citizenship; and
- Assist incarcerated individuals in strengthening their knowledge and skills to promote successful re-entry into society.

The Board will participate in the review of AEFLA applications consistent with WIOA requirements as outlined in the Hawaii Unified State Plan as deemed appropriate by the Hawaii Department of Education (HDOE).

- 1) An appointed committee of Board members, who are deemed not to have a conflict of interest, will review applications that have been assigned to the Board for its review by the HDOE.
- 2) The Review Committee will review the AEFLA applications for consistency with the Maui County Local Plan based on the criteria provided by the State within the appropriate timeframe (that are described in the Hawaii Unified State Plan).
- 3) The Review Committee will make recommendations to the HDOE to promote alignment with Maui County's Local Plan.
- 4) The HDOE must consider the results of the Board's review in determining the extent to which the application addresses the required funding considerations in WIOA.
- 5) The Review Committee will ensure all applications are reviewed consistently and fairly.

On the planning and policy level: The Board will participate in state planning to use AEFLA funds to expand the implementation of workforce preparation activities and integrated education and training. On the operational level: one stop partner programs will collaborate on the common intake, assessment of academic and employability skills, and referrals among one stop programs that best meet the needs of the jobseeker. Title I ,Title II and Carl Perkins programs may braid funding for integrated education and training programs such as iCAN in which the McKinley Community School for Adults (MCSA) may conduct academic instruction in the context of a specific occupation or occupation cluster, as well as the National Work Readiness Certificate curriculum, while the American Job Center may provide work-based learning opportunities for participants to experience first-hand the workplace environment in the occupation cluster of their interest and obtain training on the job or apply classroom learning to the job. The American Job Center will work closely with the MCSA Transition Coordinators to identify students whose career plan is to pursue post-secondary education and if they are eligible, they can receive an Individual Training Accounts (ITA) to enroll in the University of Hawaii Maui College or other Eligible Training Providers. These iCAN classes can take place at the American Job Center or at the MCSA facilities. The American Job Center may also assist students to enter apprenticeships other career training or employment. MCSA will collaborate with one-stop partners by providing basic academic instruction for participants who perform below the 6th grade level and English language acquisition to improve their competencies so that they can advance to the Competency-Based Community School Diploma program to eventually obtain a high school equivalency diploma 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)]

The Board (through committee in FY17) will develop an action plan with strategies that will include workforce investment activities that seek to improve the economic well-being and quality of life for residents of Maui County, and that supports creating and/or retaining jobs that grow Maui County's economy.

The Board identified activities (below) that will be implemented to support economic development. The Board will need to establish a committee to further articulate an action plan to carry out each of

these activities in FY18. This will be an action item on a future Board agenda (1st quarter FY18) to establish a process and timeline to develop this action plan.

The Board identified the following activities to support economic development:

- Helping to ensure the local investment climate is functional for local businesses by providing a skilled workforce;
- Supporting small and medium-sized enterprises, including entrepreneurship;
- Encouraging the formation of new enterprises, including entrepreneurship;
- Helping to attract external investment (nationally and internationally) by providing a skilled workforce;
- Supporting the soft infrastructure of economic development (educational and workforce development, institutional support systems, and regulatory issues);
- Supporting the growth of particular clusters of businesses, particularly in-demand and high-need industries, and cultural and place-based business;
- Targeting particular parts of Maui County for regeneration or growth (area-based initiatives);
- Supporting informal and newly emerging businesses;
- Targeting and assisting vulnerable populations with barriers to employment into the workforce;
- Developing and securing partnerships with existing agencies/councils whose focus is on economic development.

The Maui Chamber of Commerce is participating in industry-led sector groups to facilitate the development of sector priorities. The Board will participate in these efforts and will in FY17 will develop an action plan that will align workforce development activities with economic development sector priorities.

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)]

The Board will partner with the following education agencies to support integrated education and training at the secondary and postsecondary levels in order to ensure jobseekers have the necessary knowledge, skills and credentials to secure meaningful employment in high-demand industries and self-sufficiency.

- Hawaii Department of Education
 - Adult Education and Family Literacy Program: McKinley Community School for Adults
 - Career and Technical Education
- University of Hawaii Maui Colleges
- Maui High School System:
 - Lahainaluna High School
 - Baldwin High School
 - Maui High School
 - King Kekaulike High School

- Hana High School
- Lanai High School
- Molokai High School

The Board will implement the State's comprehensive Hawaii Career Pathway System that is described in the Hawaii Unified State Plan. This model supports pathways and sector strategies in high demand industries. Through ongoing collaboration, the Board will ensure a well-integrated career pathways system with minimal duplication of services.

Postsecondary education providers play a key role of providing occupational skills training, job-related instruction for apprenticeships, skill upgrading for incumbent workers, or customized training to meet a business or a group of businesses' specific needs. Participants select training programs from providers that are on the Eligible Training Provider List after conducting labor market research. The American Job Center partners with training providers such as the University of Hawaii Maui College or other education and training providers to develop new programs that meet industry needs. With the emphasis of sector priorities through CEDS, there will be even closer collaboration between economic development, workforce and education partners to support the agenda driven by business and industry.

- A purpose of the career pathways system is to create a whole range of things employers can do to support the workforce development system and get jobseekers ready for work, with the ultimate goal of being hired.

Career and technical education programs of study, including those that lead to industry recognized credentials, are a critical component of career pathway systems, along with pathways serving lower-skilled adults, high school students, disconnected or “opportunity” youth, veterans, incumbent workers, individuals with a disability, public assistance recipients, new immigrants, English language learners, and other targeted populations.

- Hawaii's Career Pathway System supports pathways and sector strategies in high-demand industries and will:
 - Align with skills needed by industries;
 - Prepare individuals to succeed in a range of education options;
 - Include counseling to support an individual in achieving education and career goals;
 - Include, as appropriate, concurrent education and training opportunities for specific occupations;
 - Organize education, training, and support services to meet individual needs and accelerate educational and career advancement;
 - Enable individuals to attain a high school diploma or equivalent, and at least one postsecondary credential; and
 - Help individuals enter or advance within an occupation.
- Hawaii's system will provide participants with multiple entry points to accommodate academic readiness and multiple exit points. The intent for career pathways is to lead to industry-recognized credentials with occupational advancement opportunities.

- In 2016, Hawaii was introduced to an industry-led sector strategy approach (the effort led by the Chamber of Commerce described in Section 3.6 of this Local Plan) that mobilizes a critical mass of business leaders to tackle workforce and broader competitiveness priorities of their industry sector. As part of Hawaii's Career Pathway System model, the Board will continue working in partnership with education, workforce development and economic development stakeholders to utilize this sector strategy approach as a vehicle for strengthening the economy and aligning education programs to meet the ever changing needs of the business and industry sectors.

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)]

The American Job Center, core programs and other key service providers, such as Maui Youth and Family Services Inc., provide bus passes to participants with demonstrated need for transportation to support their access to workforce development services.

Other support services offered to job seekers through the American Job Centers based on eligibility include:

- Housing
- Public Assistance
- Substance Abuse Treatment
- Mental Health Counseling
- Financial and Family Planning
- Veteran eligible services
- Youth and other age appropriate services
- Work Incentive Benefits Planning
- Child care
- Volunteer Income Tax Assistance

Currently, the only transportation support to workforce development participants are bus passes provided through the American Job Center, core programs and other key service providers, such as Maui Youth and Family Services Inc., based on demonstrated need to support employment activities. The other support services listed above are those that are currently offered upon eligibility, which are only pursued for participants as a result of self-disclosure. However, through the development of this Local Plan, it was discovered that these services are not clearly defined or applied consistently throughout the workforce development system. Therefore, the Board (through committee in FY17) will develop a comprehensive strategy to coordinate workforce investment activities with the provision of transportation, including public transportation and other appropriate support services. Once this strategy and action plan are developed (FY17), appropriate supporting policies will be established (early FY18) that clearly describe partner access to these services and caps for transportation, and these services will be implemented (FY18) consistently throughout Maui County's workforce development system.

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.

The Board will require service providers of the Maui County workforce development system provide targeted outreach to identified vulnerable populations and give priority of services to these populations. The vulnerable populations will include:

- Veterans
- Homeless Individuals
- Native Hawaiians
- Individuals with Disabilities
- Un/Under-Employed Adults and Youth
- At-Risk Youth
- Dislocated Workers
- Ex-Offenders in Re-Entry
- Individuals with Limited English Proficiency
- Low-skilled Adults
- Individuals in Poverty

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.

The Board will coordinate sector priorities with local employers, the Maui Chamber of Commerce and the Maui Economic Development Board. Sector priorities that have been identified and will be emphasized through services are Agriculture, Healthcare and Technology/Trade/Construction. For each priority the Board will establish sector partnerships that will include industry leaders along with education, workforce development, economic development and community organizations. By July 1, 2017, each sector partnership will have a set of key priority issues identified by the target industry. Once key priority issues are identified, career pathways and other key services will be developed among workforce partners to support movement of jobseekers into employment in these industries.

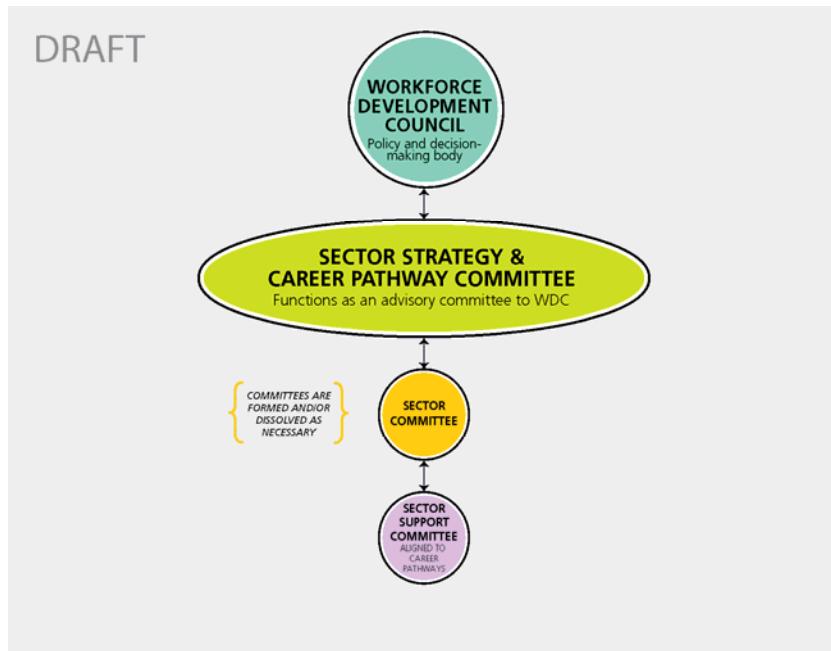
3.11 Based on the analysis described in Section 1, describe the local investment strategy toward targeted sectors strategies identified in 3.10 and targeted populations identified in 3.9.

The Board (through committee in FY17) will develop a strategy to provide priority of services to target populations.

The Board (in FY18) will establish and convene sector partnerships in targeted sectors. The Board's role in this effort will be to develop and align workforce and economic priorities that will then be emphasized in the implementation of the State's career pathways model at the local level. Sector priorities will be determined by an analysis of LMI and economic development priorities, sector partnerships will then be established based on the identified sector priorities, and finally, the sector partnerships will drive the career pathway efforts that will be implemented throughout the workforce development system in Maui County.

Each sector partnership will include industry leaders along with education, workforce development, economic development and community organizations. By July 1, 2017, each sector partnership will have a set of key priority issues identified by the target industry. Once key priority issues are identified, career pathways services will be developed among workforce partners to support movement of jobseekers into employment in these industries. Populations identified in 3.9 of this Plan will receive priority of services for sector strategy efforts in order to move these individuals into sustainable employment and self-sufficiency. Outreach efforts of the entire workforce system will target these populations.

- The work of the State's Workforce Development Council (WDC) committees is interdependent and a necessary part of the overall Career Pathways model. The career pathways system will integrate with the sector strategy approach and we will continue to actively engage with all of the committees, but in particular, the Employer Engagement committee and Career Pathways & Sector Strategies committee whose goal is to establish training and educational strategies to develop and improve the skills and knowledge of employees and job seekers based on employer requirements.
- Proposed WDC Committee Structure:



NOTE: COMMITTEE FUNCTIONS

Sector Committee

Function: Focuses on a specific sector (example: IT/cybersecurity) and uses the sector strategy approach whereby employers sit at the table to drive the discussion regarding industry needs.

Sector Support Committee

Function: Involve the WIOA Career Pathway System committee members to help implement appropriate strategies and tactics identified in the WIOA State Unified Plan.

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

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; Support a local workforce development system described in 3.2 that meets the needs of businesses; Better coordinate workforce development programs with economic development partners and programs;

Strengthen linkages between the one-stop delivery system and unemployment insurance programs.

The Board identified activities that will be implemented to support economic development that are described in Section 3.6 of this Local Plan. The Board will establish a committee in FY17 to further articulate an action plan to carry out each of these activities. This will be an item on a future Board agenda in FY17 to establish a process and timeline to develop this action plan. The Board will carry out these activities in coordination with workforce activities through the implementation of the State's career pathways model in Maui County.

The Board will include UI among core partner agencies when establishing coordination of services as described in Section 3.3 of this Local Plan. This will include RESEA, which assists unemployment insurance claimants in returning to work quickly, provides group sessions on labor market information and job search requirements, provides individualized services on career counseling and assessment of career goals, and assists with job search, referral and placement. Also, the Board will develop and implement a strategy (through committee in FY17) that will link UI claimants through the workforce development system in an effort to transition them into related employment. The Board will consider requiring UI be co-located in the one-stop center, once a new one-stop provider is selected (FY17).

The Board (through quarterly committee monitoring) will require core partners, including the American Job Centers, and other service providers provide meaningful work opportunities for jobseekers and engage effectively with employers by building a bridge between employers and jobseekers.

Implementing the State's career pathways system in Maui County will create a range of opportunities for employers to engage in Maui County's workforce development system, to assist in getting jobseekers ready for work, and ultimately with assisting jobseekers into sustainable employment.

Involving demand industries in sector partnerships will help employers figure out what it is they can do to move jobseekers along a ladder of developing the skills and networks they need to be successful employees. Implementing (in FY17) the Board's Employer Engagement Strategies (described below) will embed a core set of professional and life skills that will forge strong partnerships between core partners and employers, and incorporate high-touch mentoring support, wraparound services, and work-based experiential learning, such as on-the-job, customized and incumbent worker training.

Strategies to Support Employer Engagement

- Developing a Shared Language – Learning the language of employers is a key strategy for the Board. This will help the Board understand how employers are talking, what their needs are, and how workforce development can be an effective partner with them.

- Using Business Principles to Drive Partnerships - Businesses are indeed interested in partnering with workforce development systems that understand market-driven principles and respond to clear needs. Workforce development in Maui County will not just be about helping unemployed jobseekers find jobs, but will also be designed to help employees keep their jobs, receive training to enhance their employment, and move into better positions within or across companies.
- Influencing Employer Culture - Employer engagement can change the way employers see jobseekers and thus expand opportunities.

It is important for Maui County to link workforce development and economic development efforts, which is why the Maui Economic Development Board will be a key partner in Maiu County's workforce development system, as well as other departments impacting the workforce system. The County's economic policies focus on long-term economic growth, and its workforce development policies build and supply a labor force to meet the demand generated by that economic growth. This is a key purpose of the sector strategies – to link supply with demand.

The Maui Chamber of Commerce has participated in Sector Summits in order to establish employer led sector partnerships (described in Section 3.6 of this Local Plan). Once priority sectors have been selected through this effort, they will be aligned and integrated with the growth sectors that have been identified. The Board will then move forward with establishing industry-led sector partnerships that integrate education and training and will be emphasized in services to jobseekers.

The Wagner Peyser funded staff perform the work test function for Unemployment Insurance (UI) claimants. Although filing for UI claims is all done online, there is a segment of the workforce development population that is challenged by filing their claims online. One-stop staff will assist them with their filing at the American Job Center where there will be dedicated computer terminals for this purpose. The Title I funded staff provide additional information on services available under the Dislocated Worker grant, conduct briefing sessions on training services and provide career planning and ITAs for those interested in re-training. Outreach is conducted with businesses to promote the hiring of dislocated workers on On-the-Job Training under Title I or direct placement. In addition, UI is a key partner in all rapid response efforts because individuals facing layoff are most anxious to know about their UI benefits.

One stop staff belong to business associations such as chambers of commerce and Society of Human Resource Management chapters. They network with employers through speaking engagements and group presentations to industry associations and also one on one visits to individual employers. They build long term relationships with employers to sustain their engagement and listen to their business needs during the various phases of the business cycle. For example, if the business is growing, one-stop staff will offer recruitment assistance, candidate referrals and job fairs. If a business is in a down cycle, one-stop staff will offer outplacement services. Businesses are educated on the menu of services available from the various partner programs such as on-the-job training, apprenticeship, tax credit, incumbent worker training etc. Assistance is also provided to businesses to navigate community resources and social services to help them with retention of employees.

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?

The Board currently has no oversight of other funding outside WIOA Title 1 funding to leverage support of the local workforce development system. The Board has no future plans to do so other than cost-sharing that might be negotiated through formal partnerships when the new one-stop provided is selected. If such resource sharing is established, details will be described in this Plan and communicated to WDC.

Section 4: Program Design and Evaluation

Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board, partners and stakeholders.

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)]

Individuals with Barriers to Employment	
Native Hawaiian	The American Job Center along with core programs in partnership with Alu Like will target workforce services to Native Hawaiians.
Ex-Offenders	The American Job Center along with core programs in partnership with the Maui County Correctional Center will target workforce services to ex-offenders within a two-year reentry status. McKinley Community School for Adults will provide adult education services to this population through career pathways into employment.
Youth	The American Job Center along with core programs in partnership with Maui Youth and Family Services Inc. will target workforce services to at-risk youth.
Individuals with Disabilities	The American Job Center along with core programs in partnership with DVR will target workforce services to individuals with disabilities.
Veterans	The American Job Center along with core programs in partnership with the Department of

	Veterans Affairs will target workforce services to veterans.
Homeless	The American Job Center along with core programs in partnership with local homeless shelters and the County's HUD office will target workforce services to homeless individuals.
Low Skilled Adults	<p>The American Job Center along with core programs in partnership with MCSA will target workforce services to low-skilled adults.</p> <p>At MCSA, transition coordinators reach vulnerable populations by assuming responsibility for planning, organizing, monitoring and providing support for the transition program and centers that are located on Maui, Lanai, Molokai. The coordinators also facilitate and provide opportunities for 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 partners.</p> <p>Transition coordinators provide outreach and relationship building to engage students in need. They work on building referral pathways through informal and referral pathways by identifying and partnering with other agencies and organization.</p> <p>They also provide students with an Individual Plan (IP) that is focused on appropriate career pathways.</p> <p>Support services for students to ease transition from community school to work or post-secondary education. Providing regular contact necessary to encourage and help students remain engaged and focused on their end goal.</p> <p>B. Satellite sites and venues within the community that accommodate a variety of basic education, adult secondary, workplace literacy classes and ELA & IELCE programs that are integrated with Civics within the English Language Acquisition curriculum.</p>

	<p>C. Community schools advertise program offerings and services through the Star Advertiser, school website, Facebook, Twitter, school app, and flyers.</p> <p>D. Provide distance learning and use of technology to meet needs of student population through online learning options. Extends reach of programs through public access computers, smart phones, and other mobile devices.</p> <p>Online instruction allow for extended reach of programs and provides a convenience that allows students to more effectively manage their education and other responsibilities.</p> <p>A blended or hybrid approach to teaching that includes both face to face and online learning strategies is offered at MCSA.</p> <p>E. Networking and partnership with Department of Labor and Voc Rehab to identify student needs, finding and reaching clients, building capacity and ensuring continuity.</p>
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Starting in FY17 and monthly throughout the four-year period of performance of this Local Plan, the Board will meet with core partners, including the American Job Centers, and other service providers to develop and implement an action plan that includes strategies for coordination of services within the workforce development system throughout Maui County toward higher achievement of outcomes on common performance measures. Initial improvement in communication between WDB and core programs has already been initiated as a result of planning for the MOU, One-stop RFP, and WDB development, resulting in an RFP which calls for the operator to incorporate activities designed to reach these goals, including cross-training between programs; usage of functional teams within the AJC, and supporting the implementation of a shared intake.

In the interest of providing higher quality customer-centered services, as well as expanding access to services, WDB and entities carrying out its core programs will include discussions to:

- better understand the services that each program offers in order to avoid duplication of services and operating in silos;
- identify opportunities for collaboration, such as opportunities for co-enrollement, expanding access, and improved customer service between shared customers;
- develop practices and procedures which will increase access to activities, such as those leading to a recognized postsecondary credential.

These initial meetings will include a focus on individuals with barriers to employment, and the results will be reported to the WDB during its 2017 third quarter meeting, at which time further action will be determined.

Once the State develops and disseminates its common intake/assessment process, the Board will convene the partners to develop an action plan with strategies to implement it in Maui County. Key aspects of coordinated service delivery that will be included in Maui County's workforce development system include an individualized, customized, comprehensive services plan and a robust referral network.

Jobs for Veterans and other programs for veterans will be included in the partnerships to increase access and improve services to services for veterans; and the Ku'ina Program at the University of Hawai'i Maui College will be included in the partnerships to increase access and improve services to youth.

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)]

The Board will support and utilize the Hawaii Career Pathways Model:

Introduction

Hawai'i will collaborate with education (K-12), postsecondary, adult education, employers, and other core partner stakeholders to establish career pathway systems that make it easier for students, adult learners, job seekers, etc. to attain the skills and credentials needed for jobs. The workforce, human service, and educational systems must be in alignment through cross-agency planning, shared common performance measures that inform data-driven decision making, and develop strategies for sector partnerships and career pathway systems and programs at the local level.

Hawai'i will use a Career Pathway Framework Model whose approach connects progressive levels of education, training, support services, and credentials for specific occupations in a way that streamlines the progress and success of individuals with varying levels of abilities and needs. This approach helps individuals earn marketable credentials, engage in further education and employment, and actively engages employers to help meet their workforce needs and strengthen our state's economies. This Framework will benefit a wide variety of participants including high school, postsecondary, and adult learners – both traditional and nontraditional.

Career and technical education programs of study, including those that lead to industry recognized credentials, are a critical component of career pathway systems, along with pathways serving lower-skilled adults, high school students, disconnected or "opportunity" youth, veterans, incumbent workers, individuals with a disability, public assistance recipients, new immigrants, English language learners, and other targeted populations.

Education Component of Hawaii's Career Pathway System

The education component of Hawai'i's Career Pathway System spans the state's secondary and postsecondary career and technical education systems and begins with a framework made up of nine pathways. All occupations fit into one of these nine pathways:

(1) Agriculture, Food Innovation, and Natural Resources, (2) Arts, Creative Media, and Communications, (3) Business, (4) Culinary, Hospitality and Tourism, (5) Education, (6) Health Sciences and Services, (7) Industrial and Engineering Technology, (8) Information Technology, and (9) Law, Government, and Public Safety.

The occupations within the pathways are the subject of Hawaii's Programs of Study (POS). POS have been developed through collaboration among the HIDOE, the UHCCS and business and industry. Each POS incorporates secondary and postsecondary elements required to meet academic and career technical education (CTE) content areas that result in an industry-recognized credential, certificate, or an associate or baccalaureate degree. The POS are a non-duplicative sequence of courses taught by appropriately trained instructors that encompasses rigorous content aligned with challenging academic standards and relevant technical knowledge and skills needed to prepare for further education and careers in current or emerging professions.

Secondary Level: The Hawaii Department of Education (HIDOE) continues to implement its strategic plan to graduate all students "College, Career, and Community Ready." They work with employers, advisory committees, workforce and economic development partners to ensure educational policies, curricular content, instructional approaches, etc. are in alignment with federal guidelines and initiatives. The HIDOE requires that individual high school CTE improvement plans address the State's economic development initiatives, comprehensive counseling and guidance, integration of State academic standards and with industry standards, and transitions and partnerships with postsecondary and business and industry.

The POS have been aligned to the HIDOE graduation requirements, and students who receive a HIDOE diploma may enter the UHCCs and/or the UH 4-year campuses and continue in their POS to the level of certificate and/or degree. The POS also include opportunities for secondary students to earn dual, concurrent, and articulated postsecondary credits prior to graduation, thereby reducing their time after high school to the completion of a postsecondary certificate or degree.

Postsecondary Level: The UHCC's provide high-skills, career-focused curriculum accessible to all students which directly supports Hawaii's economic development plans and addresses the mission and Strategic Plan goals of the UHCCs. Ultimately the POS leads to a recognized postsecondary degree, certificate, and/or a credential. The postsecondary components of the POS are developed by college faculty in accordance with national accrediting organizations and in consultation with local business and industry, and aligned to national standards where appropriate. They are reviewed by college-level administration, and when required, are approved by the University of Hawai`i Board of Regents.

The POS are driven by the economic needs of our State. The UHCCS are required to use data to identify gaps and student needs when developing campus plans. The campuses consult and collaborate with the Workforce Development Council, the State Department of Labor and Industrial Relations, labor boards, and business and government leaders to determine the CTE needs of the State and each community that the colleges serve. With this input, programs are developed or revised/updated to meet those needs. Through the community-based program advisory committees there are continuous, on-going discussions of the colleges' program curricula and the number and quality of graduates produced by the programs.

The UHCC's have also developed and implemented a program review model that ensures quality of curriculum, instruction, and student learning and ensures the consistency of data elements and data definitions across the system. They also work with Advisory Boards including employers, workforce agencies, educational institutions, human services agencies, and community-based organizations related to career pathways. The collective input of all stakeholder agencies play an important role in the development of statewide strategies for building career pathways that align the education and workforce systems with the in-demand needs of employers. This partnership will also leverage resources in order to expand upon the services available to all learners, including braided funding.

As a key partner in the Hawaii Career Pathway System, McKinley Community School for Adults (MCSA) 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).

Our 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.

The Board will support the implementation of the State's Career Pathways Model in Maui County by requiring core partners to utilize this model in their delivery of services, but driven by the sector priorities identified for Maui County.

In addition, the Board will encourage service providers to utilize the career pathways already offered by the UH Community College System at Maui College:

<http://uhcc.hawaii.edu/programs/viewer/index.php>

Here are the programs the UH Maui College offers by career pathway:

- Arts & Communication -
Creative Media (AS)
Hawaiian Studies (AA)
Liberal Arts (AA)

- Business -
Accounting (AAS)
Applied Business & Information Technology (BAS)

Business Careers (AAS)
Business Technology (AAS)
Hospitality & Tourism (AAS)

➤ Health Services -
Dental Hygiene (AS)
Nursing Career Ladder (AS)

➤ Natural Resources -
Agriculture & Natural Resources (AAS)
Natural Science (AS)
Sustainable Science Management (BAS)

➤ Industrial & Engineering Technology -
Auto Body Repair & Painting (AAS)
Automotive Technology (AAS)
Construction Technology (AAS)
Electronics & Computer Engineering Technology (AS)
Engineering Technology (BAS)

➤ Public & Human Services -
Administration of Justice (AAS)
Culinary Arts (AAS)
Early Childhood Education (AS)
Fashion Technology (AAS)
Human Services (AS)

Please note that we also have other programs in development - e.g. Natural Resources: Aquaponics. In addition, there is active district DOE/UHMC collaboration occurring in specific niches such as IT cybersecurity.

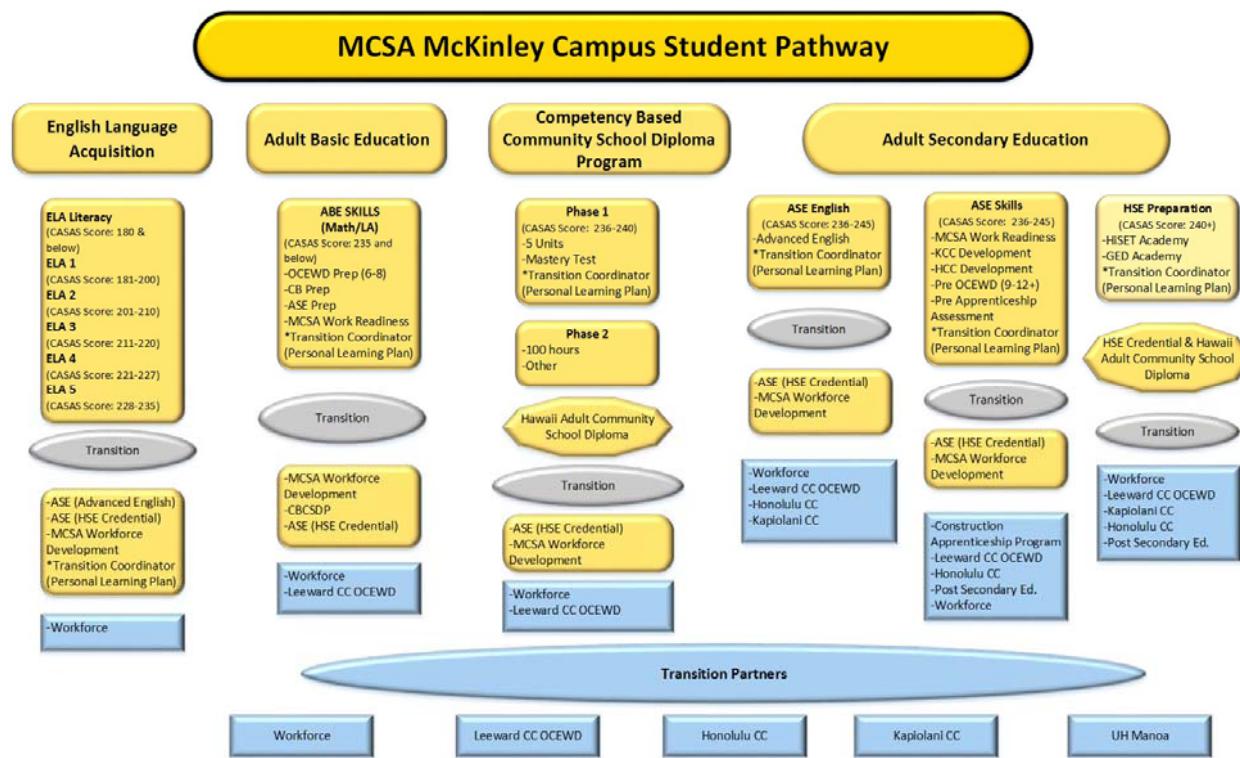
4.3 Describe how the county board will utilize co-enrollment, as appropriate, in core programs and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable) to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]

In order to maximize efficiencies and use of resources, MCWDB will work with programs to determine opportunities for co-enrollment and ensure program staff are informed about the services offered by other system partners. Utilizing this information, program staff will ensure the efficient use of grants to provide tuition support and efficient implementation of case management support to assist individuals to explore career pathways, apply for programs, etc. Agencies will also work together to identify and connect with local employers to learn of job openings and workforce training needs.

There are instances where strategies for enrollment and improved access to activities leading toward a recognized postsecondary credential are already in use. McKinley Community School for

Adults' (MCSA) Career pathways model exhibits the extensive partnerships with the community colleges University of Hawaii, apprenticeship programs, and workforce. The pathway diagramed below provides a quick and clear visual of the programs offered by MCSA. 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.

MCSA 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.



Co-enrollment is part of the State's career pathways model and will be implemented appropriately in Maui County. This will allow for participants of the workforce development system to receive education, job training and support services simultaneously. Specifically, it will allow participants to be enrolled in adult education concurrently with a postsecondary program. In addition, Integrated Education and Training models, which will be a requirement of AEFLA, will further allow for co-enrollment strategies. It is a requirement that IET models include the attainment of an industry-recognized credential, and illustrate to the participant the notion of stackable certificates (i.e., how they advance along a career path as they obtain credentials).

The Board will work with core partners on a monthly basis to improve coordination of services, expand access to services, and facilitate the implementation of career pathways. As the Board and core

partners convene to review progress, necessary improvements to the system will be articulated in the partner MOUs, which will be reviewed and, if necessary, revised annually.

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)]

Further guidance for this will be provided by the state and no response is needed at this time.

4.5a Describe one-stop delivery system in the local area, consistent with the One-Stop Center Definitions including: 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)]

The Board recognizes the importance of the American Job Center/One-Stop to implementation of the WIOA changes. The American Job Center/One-Stop center(s) are pivotal to the success of the program. For this reason, the Board will issue an RFP for the One-Stop Center Operator and will focus on building a strong center with strong partnerships. The Board recognizes that there will be challenges in building this new partnership model that requires strong coordination of services with partners and shared resources to accomplish Maui County's workforce development goals. With limited staffing capacity, the Board has determined that issuing one one-stop provider solicitation and allowing time to build the one stop to meet the mandates and intent would be in the best interest of the Board, employers, and job seekers in Maui County.

In doing this, the Board will continue the services of the existing adult and dislocated worker program, youth services program and one-stop provider to ensure continuity of services as the new one-stop system is built and the partnerships and roles secured and defined. The current providers have been providing the services and have the experience and knowledge of WIOA and the workforce system to allow for the building of the overall system through solidifying the partnerships and implementation of the American Job Center mandates.

The Board is currently developing its design for Maui County's American Job Center in conjunction with its required partners indicated in WIOA Sec. 121(b)(1). The criteria utilized will follow guidance noted in WIOA Sec. 121, TEGL 15-16 from USDOL Employment & Training Division, and WIOA Bulletins 12-16 and 13-16 released by the State of Hawaii WDC, as well as additional direction provided by the Hawaii State Workforce Development Council and the US Department of Labor in upcoming meetings/conferences. A meeting to discuss the one-stop with WDC was scheduled for the afternoon of Friday, February 24, 2017 in Honolulu on the island of Oahu. A site visit and tour of Oahu's one-stop center was scheduled separately on the morning of the same day. Site visits to two One-Stop Centers in Northern California were conducted that coincided with a convening hosted by USDOL Region 6 from February 27 to February 28, 2017. Insight from all of this will be considered as

the Board develops criteria for Maui County's American Job Center system (to be solidified by the end of FY17).

An MOU between the one-stop providers will be developed as required by WIOA, and while the final design has not yet been decided upon, the intent is to offer comprehensive services on each of the islands composing Maui County. A comprehensive RFP will be released (FY17), and dependent upon responses to the RFP and availability of funds, this may include affiliate centers in areas such as Lanai, Molokai, and Hana.

In accordance with the timeframe laid out in TEGL 15-16 an RFP will be prepared and competitively procured for a one-stop operator by July 1, 2017.

The American Job Center in Maui County will operate through a centralized center and will be established through a process that will be data informed and include negotiations and collaborative efforts among the partners. The Board, through its committees will work with staff to evaluate the system as it develops and evolves and after allowing a reasonable time to build the American Job Center/One stop system, and will determine how to proceed with the other services such as the Adult and Dislocated Worker programs. The plan is to allow at least 18 months for the building of the American Job Center/One Stop system. The Board will work closely with the executive director to determine how the board can best work with the American Job Center, primarily with the data gathered from the center, to better identify how the Board can build employer engagement and support. This approach and strategy recognizes the synergy between the board, employers, and the American Job Center, and those seeking employment--especially those with barriers to employment.

The American Job Center will provide:

- Career services to adults or dislocated workers e.g. labor exchange services; workforce and labor market employment statistics information; provision of eligible training provider performance information; information and referral to support services etc. in formats understandable to customers.
- Individualized career services e.g. comprehensive skill assessments; development of individual employment plan; career planning; internship/work experience; integrated education and training programs and follow-up services.
- Training services when adults and dislocated workers are determined to be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment.

Priority of use of adult funds will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

Partnership arrangements are currently still being negotiated; however, the new RFP for the local one-stop operator calls for an organization and integration of AJC services by function rather than by program when permitted by a program's authorizing statute and, as appropriate, through coordinating staff communication, capacity building, and training efforts.

Currently, the Maui one-stop provides direct services through the Wagner Peyser, Veterans, Trade Adjustment Assistance (TAA), WIOA Adult and Dislocated Worker, and other state and federally funded programs. Services from other partner agencies, which include MEO, Alu Like, UHMC, McKinley School for Adults, DVR, Department of Human Services, Department of Education and Hawaii Job Corps are received through client referral, integrated resource teams (IRT's) and/or co-enrollments. Direct services are provided on Molokai through the Wagner Peyser, WIOA Adult and Dislocated Worker programs. Services through the Queen Liliuokalani Children's Center are also provided through the one-stop. Partner agencies are located in close proximity for immediate contact if necessary. Services to Lanai are provided on a case by case approach either via phone or face-to-face via staff flown to the island.

HireNet Hawaii is the one-stop operating system (PMIS) being presently used. All program and services that are provided directly through the one-stop presently use HireNet Hawaii. Other partner services are being provided through each agencies individual operating system.

Each partner agency, required or not, presently operates their own data collection system. The utilization of one system or allowing the systems to communicate to collect data is important to improve accuracy in overall statistics. Each partner will need to understand their individual role in WIOA in order for the one-stop system to operate effectively. Building on established partnerships and the coordination to improved access to the available partner services will increase the overall success of Maui County's one-stop system.

The Board will ensure continuous improvement of the American Job Centers through annual monitoring and holding the Center accountable to meeting negotiated performance targets which correlate to meeting the needs of employers and jobseekers.

4.5b 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)]

In addition to a full service American Job Center, an affiliate center may be available on Molokai with both providing access to WIOA services.

At the full service center, staff will be available from the Title I Adult, Dislocated Worker and Youth programs. WDD's Title III Wagner Peyser staff and Veteran staff, staff from Division of Vocational Rehab (DVR), and other core and key service provider staff may also be available via colocation. These details will be negotiated and articulated in the MOU which will be in place by June 30, 2017 In cases where programs are not colocated, services will be made available via program staff who have been cross-trained to provide initial services, or directly connected to meaningful services via technology, the specifics of which will be included in the MOU. Basic career services, individualized career services, and training services will be provided under Adult, Youth and Dislocated Worker programs.

A satellite center established on Molokai would provide convenient access to jobseekers and businesses. Staff would be provide employment services under the Wagner Peyser Act and Title I Adult/Dislocated Worker program services. Basic career services, individualized career services and

training services would be provided, with other limited services provided via cross-training from other system partners, such as UI. In addition, electronic access points such as HireNet Hawaii will be available in various locations in Maui, Molokai, and Lanai for self-service support for jobseekers and employers. The one-stop staff conducts outreach through partnerships with schools, churches, parks and recreation centers, community service centers, community health centers, libraries, and other organizations that have facilities in rural/remote areas.

The Board will utilize strategies identified through the State's Rural Outreach Services Initiative to improve access to workforce development services for jobseekers in underserved, remote and rural areas, particularly through the use of technology.

The Board will establish criteria to facilitate access to services through the one-stop in the RFP solicitation for a new one-stop provider (Spring 2017 for a July 1, 2017 implementation). In the selection of a new one-stop provider and negotiation of MOU's with core partners through this process, the Board will determine how services will be provided by core partners. Currently, services on Lanai are provided on an "as-needed" basis, meaning when these services are identified as necessary for a workforce development participants, arrangements are made to provide access to these services. This may change with the establishment of a new one-stop provider; resources will need to be considered in terms of how feasible it is to provide "comprehensive" and "full-time" services county-wide.

The Board does not currently have the resources to implement a comprehensive American Job Center outside of central Maui, but through the selection of a new one-stop system will consider the best option for affiliate centers with satisfactory services.

4.5c 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)]

The Board, through its Governance Committee, will work to develop a policy to ensure the one-stop delivery system, including its one-stop operator and system partners, comply with WIOA, Section 188 and applicable provisions of the ADA of 1990. The policy, which will likely include an annually reviewed checklist, provisions to ensure training of new hires, and inclusion within the one-stop certification, will be implemented by the end of September 2017.

Vocational Rehabilitation Services (VR) is one of many mandated partners in the One-Stop system, with VR services available to at least some degree via the American Job Center. Individual VR counselors are available at the American Job Center upon request.

DVR provides job readiness and life skills training, employment services, summer Pre-Employment Transition Services to their participants.

There are several options for people with disabilities:

- Directly accessing core, and non-disability intensive and training services: Like anyone else, people with disabilities will have the right to come into an American Job Center and access core services that are available. Additionally, they could be determined eligible for intensive or training services not targeted specifically for people with disabilities. Individuals with disabilities will be given full consideration for such non-disability services.
- Accessing VR services: If eligible, an individual will access and receive services from the state Vocational Rehabilitation (VR) agency via the American Job Center; however, not all individuals with disabilities are eligible for VR services, and there is no requirement that eligible individuals must use VR services. If an individual chooses not to use VR services, they will still be entitled to use the full range of other American Job Center services which they are eligible for.
- Accessing other disability services: Via the American Job Center, an individual may be able to access special programs for people with disabilities, such as intensive services delivered by the American Job Center, or referral to a disability agency (such as an approved community rehabilitation provider) for intensive or training services.
- Using the American Job Center in collaboration with a community agency: If an individual is already being served by a community rehabilitation provider (CRP) or other community agency, the agency staff will assist the individual to use the core services of the American Job Center as part of their overall efforts to help the individual obtain employment. This option is available for any individual served by any community agency.

All American Job Centers along with facilities and services provided at core program agencies and other formal partners will be ADA compliant per the ADA checklist:

<http://www.adachecklist.org/doc/fullchecklist/ada-checklist.pdf>

4.5d Describe the roles and resource contributions of the one-stop partners and if memoranda of understanding (MOU) or resource sharing agreements are used, provide a summary of those agreements. [WIOA Sec. 108(b)(6)(D)]

The only existing partner MOU that is in place, which has been in place since 2001, is with the current one-stop provider. This MOU and its contents can be accessed here for your reference: [One Stop MOU - WIA 2001.pdf](#). It includes a description of what core services will be provided, the location where those services will be provided, as well as a listing of partner agencies (both core partners and other key service provider). This MOU has been extended until a new Request for Proposals (RFP) is issued (spring 2017) and new partnerships can be negotiated through the selection of a one-stop provider (July 2017). The Board will ensure that MOUs are established with core partners, the one-stop provider and other key service providers. Each MOU will articulate the roles and responsibilities of each provider, service locations, resource sharing. These MOU's will be reviewed and, if necessary, revised annually.

Key services of providers that will be negotiated through an MOU will include:

- One-Stop Provider – Unemployment and Dislocated Worker Program, Employment Services, Unemployment Insurance, Rapid Response
- McKinley Community School for Adults – Adult Basic Education, Integrated Education and Training, English Language Acquisition, Literacy, High School Equivalency

- Division of Vocational Rehabilitation – Education, Training and Support to Adults and Youth with Disabilities
- Maui Youth and Family Services Inc. and JobCorps – Education, Training and Support to At-Risk Youth
- Alu Like – Education, Training and Support to Native Hawaiians
- University of Hawaii Maui College – Integrated Education and Training, Credentials
- Maui Economic Opportunity Inc. – Education, Training and Support
- Maui Community Correctional Center – Education, Training and Support to Ex-offenders in Re-entry
- Veteran’s Affairs Department – Education, Training and Support to Veterans
- Employers, Professional Associations and Chambers – Informed by Sector Priorities, Scope of Involvement in Workforce Development Negotiated
- Homeless Shelters – Education, Training and Support to Homeless Individuals
- Maui Economic Development Board – to Align Sector Priorities

Once this Local Plan is approved by WDC, the Board issue a Request for Proposals (RFP) for a new one-stop provider.

The MOU will be developed as part of the negotiation process with a new one-stop provider Spring 2017. The Board will ensure that core partners as well as other services providers include in the MOU how their services will directly support the vision and goals of Maui County’s Local Plan as well as resources contributions and a link to negotiated performance targets.

The description of the one-stop delivery system is how it currently operates, along with potential considerations for the future. The Board will determine the criteria for selecting a new one-stop provider through the RFP solicitation. A selection for design of a one-stop system will be based on available resources.

4.5e 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)]

Once the State’s common online intake and assessment system, which will be developed through the State’s enhanced PMIS, is developed by the State as outlined in the Unified State Plan, the American Job Centers, core programs and other service providers in Maui County’s workforce development system will utilize this process to manage referrals and coordinate services.

Intensive case management is utilized in Maui County’s workforce development system and is an essential component as case managers provide a wide range of activities in assisting participants with guidance, support and motivation to seek training, employment and/or advancement. These case managers have become guides, coaches and mentors using a wide variety of tools for positive outcomes. Case management services are and will be dependent on an individuals’ needs, skills, abilities and interests and include the following elements:

- An overview of services provided through the One-Stop
- Completion of various assessments and eligibility checklists
- Individualized and ongoing counseling and career planning
- Development of an Individual Service Plan
- Integration of workforce development services:
 - Employment
 - Education
 - Training
 - Support
- A review of in-demand occupations in Maui County
- A plan for ongoing communication
- A plan for transition and support into employment

The Board's role will be to require use of, and training in, the State's common intake and assessment system (once developed), and through MOUs with the core and required partners, ensure roles and responsibilities are clearly articulated. It will be understood that the workforce development system in Maui County utilizes this common intake and assessment process to coordinate services and manage referrals.

Currently, WIOA Title I & III programs in Maui County are using the Hirennet case management system where they enter participant information, activities and services. Moving forward, partners will work toward increased access to view participant records to avoid duplication of services and manage referrals, while complying with confidentiality laws.

4.6 Describe the process and criteria for issuing individual training accounts. [WIOA Sec. 108(b)(19)]

MCWDB is currently in the process of creating a policy and criteria for individual training accounts. During its February 14, 2017 meeting, MCWDB approved the creation of a Governance Committee to draft its bylaws, policies, and procedures. The committee will be appointed by June 30, 2017, and a finalized process and criteria for issuing individual training accounts to be provided through the one-stop delivery system, in accordance to WIOA Sec. 108(b)(19), will be drafted and approved by the board by September 30, 2017.

Current practices, which will be used preliminarily until a finalized process is complete, call for an Individual Training Account (ITA) to be issued to an individual after it has been determined that they are eligible through qualification as a participant in either the WIOA Adult or Dislocated Worker Program and it has been established that they require occupational training in order to reenter the job market. Individuals located on the island of Lanai are serviced via phone, with program staff flying out to provide in-person services as needed. Molokai residents are serviced via on-island staff. A cap of \$1500 is currently in place for each individual ITA, though this amount is likely to change with the new policy to reflect changes in funding over recent years.

If a person is determined eligible for training services, the individual receives an ITA, which he or she then uses to obtain training services from an approved provider of training services. These trainings are

maintained and communicated through the Eligible Training Provider List (ETPL). Trainings available via the ETPL are vetted through an application process to ensure that the trainings are conducted by a reputable source and that the training is linked to in-demand industry sectors or occupations in Maui County.

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)]

MCWDB is currently in the process of creating a policy and criteria for training contracts. During its February 14, 2017 meeting, MCWDB approved the creation of a Governance Committee to draft its bylaws, policies, and procedures. The committee will be appointed by June 30, 2017, and a finalized process regarding training contracts to be provided through the one-stop delivery system, in accordance to WIOA Sec. 108(b)(19), will be drafted and approved by the board by September 30, 2017.

Training contracts, such as OJTs, work experience (paid or unpaid), and job shadowing, are typically carried out to assist job seekers in meeting work experience requirements to attain employment in in-demand industry sectors or occupations. ITAs, if deemed necessary, will generally precede training contracts to enable job seekers to meet minimum qualifications for employment. Customer choice is ensured through the provision of information and data available on each provider's past performance as well as providing labor market information so that job seekers can better steer themselves towards sustainable employment.

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)]

The Board ensures that training provided is linked to in-demand industry sectors or occupations in the local area by thoroughly vetting applicants to its Eligible Training Provider List (ETPL). Board staff utilize labor market information, consultation with partner programs within workforce development, consultation with local entities working within economic development, and other resources such as the Comprehensive Economic Development Strategy (CEDS) for Maui County (www.mauicounty.gov/CEDS) to make the determination of whether or not the applicants and the courses provided qualify to be listed on the ETPL. In cases where inclusion is questionable, the application is presented to MCWDB to make a determination. Applications that satisfy local scrutiny are then passed up to the State of Hawaii WDC for review.

In instances where the training is being accessed in order to enter employment in another area to which a participant is willing to relocate, program staff will be directed to contact the local workforce development board for the area in question to determine whether the training is linked to in-demand industry sectors or occupations in that area.

A current ETPL policy is not in place. MCWDB will create a policy and criteria for individual training accounts, which will state the Board's role in the State's Eligible Training Provider List (ETPL). During its February 14, 2017 meeting, MCWDB approved the creation of a Governance Committee to

draft its bylaws, policies, and procedures. The committee will be appointed by June 30, 2017, and a process and criteria for issuing individual training accounts, which will include the Board's role in the ETPL, to be provided through the one-stop delivery system, in accordance to WIOA Sec. 108(b)(19), will be drafted and approved by the Board by September 31, 2017.

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)]

The Board will serve as the liaison between the employer community and workforce development services in Maui County. The Board will require workforce development service providers carry out rapid response activities when necessary through the American Job Centers in partnership with core partners and other service providers pursuant to the State's Rapid Response Policy issued September 30, 2016.

Rapid Response is a statewide strategy used in Maui County to respond to business layoffs and closings by coordinating workforce development services and providing immediate aid to affected business and their workers. When Rapid Response is necessary in Maui County, local workforce development staff will work with state staff as a team to assist employers and employees (or employee representatives) to maximize public and private resources in order to minimize disruptions associated with job loss. Rapid Response in Maui County will provide customized services on-site at an affected business, accommodate work schedules, and assist employers and employees through employment transition. Rapid Response in Maui County will be carried out by state and local workforce development agencies in partnership with the local American Job Center where many services will be offered, from resume and interview workshops, career counseling, and job search to re-skilling and job training.

The State's Workforce Development Division (WDD) through the Department of Labor and Industrial Relations will work with the Board and the local workforce development system to help employers and their workers when significant layoffs occur. When employers notify WDD or the Board of major layoffs, as required by law, together the Rapid Response team will assist with counseling, registration for benefits, labor market information, referral to training programs and other support services.

The State's Description of How Rapid Response Works in Hawaii (which is applied in Maui County, when necessary)

The Rapid Response Team: We are a partnership of State, County, and non-profit agencies, ready to deliver services at a location convenient for you and your employers.

The team is always ready to help: When companies make the tough decision to reduce their workforce or go out of business, they can call us for Rapid Response assistance. Maui County will provide immediate assistance to employers, employee organizations, and unions before a major layoff occurs:

- Job placement services registration
- Explanation of unemployment benefits
- Help with job loss stress

- Job related counseling and access to occupational skills training

Services for Your Employees:

➤ **Career & Vocational Guidance**

Job Placement

A worker's employment qualifications will be matched with thousands of local jobs listed in HireNet Hawaii and other agencies

Job Search Training

Employment counselors can advise workers on how to find a job and learn how to:

- Write a resume
- Complete a job application
- Take an employment test
- Interview for a job

➤ **Job Training**

Occupational Skills

Workers willing to train for a new occupation may be able to receive free tuition and books for short-term skills training.

Basic Education

Workers can improve their basic English and math skills or receive a high school General Educational Development (GED) diploma.

On-The-Job Training

Workers who want a career change can receive subsidized on-the-job training where an employer can be reimbursed for extraordinary training costs.

➤ **Community Links:** Based on the needs of the individual, we can assist in locating other helpful services and resources, such as:

- Business & economic development
- Legal aid
- Health insurance
- Mental health
- Financial assistance
- Food stamp assistance
- On Site Services

We will visit program staff to inform workers about available services. Representatives from WDD, Unemployment Insurance, job training agencies and community service agencies will be there.

Organized Job Fairs & Workshops: Before the layoff, employers may invite other employers to hire their employees. Maui County will provide workshops and events that bring together helpful resources to meet the needs of workers and to explain what may arise from losing a job.

Continuing Help: When a layoff occurs, the Maui County workforce development system will continue to assist affected workers. Some workers may continue with employment counseling, job skill retraining, or job placement assistance.

Section 5: Compliance

5.1 Attach as *Attachment A*, the document signed by the Chief Local Elected Official (Mayor) designating the local workforce development board as the local (county) WIOA administrative entity.

This document is attached as Attachment A.

5.2 Describe the competitive process and criteria (such as targeted services, leverage of funds, etc.) to be used to award subgrants 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)]

MCWDB does not currently have a board-approved process or criteria in place to be used to award subgrants and contracts. During its February 14, 2017 meeting, the board created a Governance Committee to draft its bylaws, policies, and procedures. Among those policies to be drafted is its policy and procedure to be used to award sub-grants and contracts. The Governance Committee will be appointed by June 30, 2017, and the policy and procedure will be completed and approved by the full MCWDB by August 31, 2017.

The process and criteria to be developed will include a competitive bid process utilizing a Request for Proposal (RFP) to provide comprehensive employment and training programs on a year-round basis to eligible individuals as described in Public Law 113-128, also known as the Workforce Innovation and Improvement Act, and any amendments thereto and all subsequent versions thereof.

The RFP will include requirements related to program design and program elements as described in WIOA Sec. 129(c) and WIOA Sec. 134(c) and related sections of the Code of Federal Regulations. Evaluation criteria will include, but not be limited to, a review of the proposed program design, delivery of services, inter-agency collaboration, evaluation, and projected performance outcomes.

The board is bound by the procurement rules of the Hawaii Public Procurement Code (HRS 103D) and procurement rules of the County of Maui. Current contracts are in place with the following providers:

WIOA Youth Program (PY15):

University of Hawaii

Duration of Contract: January 1, 2016 – June 30, 2017

The WIOA Youth Program contract was awarded with a sole and exclusive option for the Board to extend the contract awarded for an additional 12 month period. At its February 14, 2017 meeting, the Board exerted its authority to award UH the PY15 contract (through December 31, 2017).

Adult and DW Programs (PY16):

State of Hawaii, Department of Labor and Industrial Relations

Duration of Contract: April 1, 2017 – December 31, 2017

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

The Board organization chart can be accessed here: [MWDB - Organizational Chart.pdf](#)

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]

The Board roster:

Last Name	First Name	Position/Title	BUSINESS/ORGANIZATION/AGENCY	WIOA CITATION	Partner Type
Bruce	Michelle	Human Resource Manager - Hawaii	Goodfellow Bros., Inc.	sec. 107(b)(2)(A)	Business
Gaggero	Mario	Maui Site Lead	Monsanto Company	sec. 107(b)(2)(A)	Business
Kameenui	Harrilyn	Senior Vice President of Admin., General Counsel	Pulama Lana'i	sec. 107(b)(2)(A)	Business
Kimura	Kyoko	Director of Owner Relations	Aqua-Aston Hospitality	sec. 107(b)(2)(A)	Business
Schenk	Christina	Vice President / Controller	Merriman's Restaurants	sec. 107(b)(2)(A)	Business
Shimabuku	Ray	Business Representative	IBEW Local 1186 - Hawaii Electricians Training Fund – App. Program	sec. 107(b)(2)(B)ii	Workforce - apprentice
Rawlins	Shirley	President	Rawlins Chevron	sec. 107(b)(2)(A)	Business
Kamai	William	Maui Senior Field Representative	Carpenters Union Local 745	sec. 107(b)(2)(B)i	Workforce - labor
Johnston	Robert	President	Hawaii Pacific Solar, LLC	sec. 107(b)(2)(A)	Business
Alakai	Clifford	Administrator	Maui Medical Group Inc.	sec. 107(b)(2)(A)	Business
Garcia	Deanna	Maui Site Lead/TMDS-MSAT Analysis Team Manager	Akimeka LLC / A Subsidiary of VSE Corporation	sec. 107(b)(2)(A)	Business
Lamb	Doris	Maui Branch Administrator	Division of Vocational Rehabilitation	sec. 107(b)(2)(D)iii	Government - Voc Rehab
Hanada	T. Karen	Director, UH Center & Maui Language Institute	University of Hawaii, Maui College	sec. 107(b)(2)(C)ii	Education/Training - higher ed
Kimizuka	Kevin	Maui County Branch Manager	Workforce Development Division, DLIR	sec. 107(b)(2)(D)ii	Government - Wag-Peyser
Ginoza	Kurt	Vice Principal, Maui Campus	McKinley Community School For Adults	sec. 107(b)(2)(C)i	Education/Training - adult ed
Wilkins	Leslie	Vice President / Director, Women in Technology	Maui Economic Development Board	sec. 107(b)(2)(A)	Business
McNeff	Lyn	Chief Executive Officer	Maui Economic Opportunity, Inc.	sec. 107(b)(2)(B)iii	Workforce - labor
West	Stephen	Business Agent	ILWU Local 142	sec. 107(b)(2)(B)i	Workforce - labor
Rasmussen	Teena	Director, Office of Economic Development	Office of Economic Development, County of Maui	sec. 107(b)(2)(D)i	Econ/Comm Development

5.5 Provide the policy and process for nomination and appointment of board members demonstrating compliance with WDC Policy/WIOA Bulletin No.04-15.

The Maui County Workforce Development Board (MCWDB) does not currently have a policy or process in place in regards to the nomination or appointment of board members. Its current board members were

put in place through a process guided by composition and nomination requirements described in WIOA section 107(b)(2) and TEGL 27-14.

MCWDB is currently in the process of creating a policy and process for the nomination and appointment of board members. During its February 14, 2017 meeting, MCWDB approved the creation of a Governance Committee to draft its bylaws, policies, and procedures. The committee will be appointed by June 30, 2017, and a nomination and appointment policy and process which incorporates the criteria laid forth in WIOA Bulletin No. 04-15 will be drafted and approved by the board by December 31, 2017.

The Board consists of no less than 19 and no more than 30 members. A majority of the board members represent private sector organizations, the other represent labor or workforce development organizations. Also represented are core program agencies as well as the University of Hawaii Maui College. Members representing the private sector, labor, and workforce organizations are appointed by the Mayor.

The Board meets quarterly and at such other times as deemed necessary as the chairperson determines or as provided by the rules of the board. The Mayor may designate in writing another person to attend meetings on their behalf. The Chair of the Board is appointed by the Board in accordance with HRS Chapter 202 and is selected from private sector members. The Chair serves as the spokesperson for the Board.

5.6 Provide the completed Local Workforce Development Board Membership Certification Request included in WIOA Bulletin No. 04-15 (SN 04), as *Attachment D*. See <http://labor.hawaii.gov/wdc/files/2013/01/SN-04-WIOA-04-15-Attmt-2-Cert.-Request.pdf>

The Board Membership Certification Request can be accessed here: [MWDBcertrequest2016.pdf](#)

Please note three (3) discrepancies between the Board roster and this Membership Certification Request:

- 1) Board Member Deanna Garcia (current name) was recorded as Deanna Moon on the certified form. She was married and had her last name changed from Moon to Garcia.
- 2) Board Member Robert (Bob) Johnston was recorded with a typo in his last name on the certified form. His correct name is as it appears on the Roster.
- 3) Board Member Stephen West was recorded with a typo in his first name on the certified form. His correct name is as it appears on the Roster.

5.7 Provide the name, organization, and contact information of the designated equal opportunity officer for WIOA within the local area.

- Ralph Thomas
EEO Specialist
County of Maui
[\(808\) 463-3168](tel:(808)463-3168)
ralph.thomas@co.maui.hi.us

5.8 Identify the entity responsible for the disbursal of grant funds. [WIOA Sec. 108(b)(15)]

The Board disburses funds received from the state through a procurement process.

5.9 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]

Employment (%) (2nd Qtr. after Exit)		
	FY16	FY17
Adults	65.6%	67.6%
Dislocated Workers	71.0%	74.0%
Youth	56.0%	59.0%
Wagner-Peyser	53.0%	55.0%
Employment (%) (4th Qtr. after Exit)		
	FY16	FY16
Adults	61.9%	63.9%
Dislocated Workers	67.2%	69.2%
Youth	52.9%	55.9%
Wagner-Peyser	56.0%	58.0%
Median Earnings (\$) (2nd Qtr. after Exit)		
	FY16	FY17
Adults	\$5,100	\$5,350
Dislocated Workers	\$6,476	\$6,776
Youth	--	--
Wagner-Peyser	\$4,965	\$5,114
Credential Attainment Rate (%)		
	FY16	FY17
Adults	49.0%	51.0%
Dislocated Workers	64.0%	66.5%
Youth	58.1%	61.1%
Wagner-Peyser	--	--

Education & Training – Skills Gains (%)		
	FY16	FY17
Youth 2nd Qtr after Exit	56.0%	59.0%
Youth 4th Qtr after Exit	52.9%	55.9%

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)]

The Board will develop criteria to measure performance of the workforce development system by December 31, 2017. The criteria will include achieving negotiated performance targets, number served (particularly related to target populations), retention and persistence, transition outcomes, and administration.

The Board will align performance for all service providers in the county. They will assess the level of impact that the collective efforts of the local workforce system has on regional prosperity throughout the county. Additionally, the Board will use its own performance measures to determine effectiveness of all service providers.

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)]

MOUs with current service providers that were established under WIA have been extended until a new One-Stop provider is selected under WIOA. New collaborative MOUs and collaborative agreements will be negotiated that will adhere to the coordinated services requirement under WIOA and avoid duplication of services; ensure roles and responsibilities of each service provider, including core programs, are articulated; and provide for more efficient and effective services to employment. The new MOUs will be attached to this Local Plan and made available to the state as soon as they are negotiated, signed and implemented. New MOUs with core partners will be negotiated by MCWDB and in place by July 1, 2017.

5.12 Describe the process for getting input into the development of the local plan in compliance with WIOA section 108(d) and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and

education were given an opportunity to provide comments on the local plan. If any comments received that represent disagreement with the plan were received, please include those comments as *Attachment E*. [WIOA Sec. 108(b)(20)]

The Board solicited a outside contactor to assist with the development of Maui County Local Plan. Stakeholders, including core partner agencies and key service providers, along with Maui WDB members were engaged in the process as soon as it began (December 20, 2016). At that time, stakeholders and Maui WDB members were encouraged to participate throughout the process and given a template from which they could review and provide input into the Local Plan. Two virtual sessions were conducted on January 11 and 12, 2017 to gether specific input into the vision, goals, strategies and operational design of the workforce development system in Maui County. Due to the tight timeline as a result of various circumstances, stakeholder and public review and comment of the Plan will take place from January 17, 2017 until January 31, 2017. Any revisions that are deemed necessary from the stakeholder and public comment will be incorporated into the Plan during the State's revision period.

5.13 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*:

During its February 14, 2017 meeting, the board approved creation of a Governance Committee to draft its bylaws, policies, and procedures, which includes a conflict of interest policy. The Governance Committee will be appointed by June 30, 2017, and its bylaws and conflict of interest policy will be completed and approved by the full MCWDB by August 31, 2017.

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

Click here to enter text.

5.14 Describe how the Local Board complies with the requirements of Hawaii's Sunshine Law on open meetings and meeting records (HRS §92) and WIOA Sec. 107(e):

(a) Who is notified of meetings and how are they notified?

Members of the Maui Workforce Development Board and others who request notification of meetings are notified via email at least six (6) days prior to the meeting date. The email reminder includes the agenda for the upcoming meeting.

(b) Where are meeting notices (agenda) posted?

The meeting notice, which includes the meeting agenda, is filed with the Office of the County Clerk for Maui County and is posted in the lobby of the Kalana O Maui Building at 200 S. High Street, Wailuku, HI 96793 as well as on the Maui Workforce Development Board website

(<http://www.co.maui.hi.us/202/Workforce-Development-Board>).

(c) Where are the meeting minutes posted? How does the public access meeting minutes?

Meeting minutes are posted for the public to view on the Maui Workforce Development Board website (<http://www.co.maui.hi.us/202/Workforce-Development-Board>). Copies may also be requested from the Workforce Development Board by contacting [\(808\) 270-7710](tel:(808)270-7710).

(d) Attach as *Attachment H* the local board agenda and minutes for the last two fiscal years (2014 & 2015). There have only been 3 Board meetings in the past two years: 2/24/15, 4/21/15, and 11/30/16. Attached are the agendas and minutes for the following meetings: [Board Mtg Agenda & Minutes.zip](#). Also, see Attachment H.

(e) How will information regarding the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth workforce investment activities be available to the public?

Information regarding the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth workforce investment activities is made available to the public via the County of Maui website. (<http://www.co.maui.hi.us/bids.aspx>).

Appendix A: Letter Designating Maui Workforce Development Board

Attachment B: Maui County Workforce Development Board Organization Chart

Attachment C: Maui County Workforce Development Board Roster

Attachment D: Maui County Workforce Development Board Membership Certification Request

Attachment E: Public Comments Received Expressing Disagreement of Plan – N/A

Attachment F: Maui County Workforce Development Board Bylaws

Attachment G: Maui County Workforce Development Board Conflict of Interest Policy – N/A

Attachment H: Maui Workforce Development Board Meeting Agendas and Minutes (past two years)