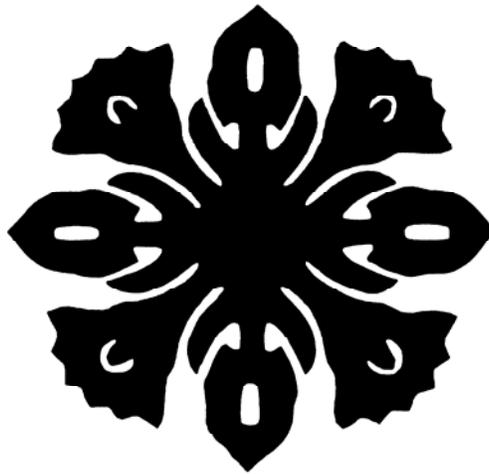


DRAFT

KAUA`I LOCAL AREA PLAN

For

Title I: Workforce Investment Act and the Wagner-Peyser Act



Submitted to:

**State of Hawai`i Workforce Development Council
830 Punchbowl St., Room 417
Honolulu, HI 96813**

By:

Kaua`i Workforce Investment Board

**The Honorable Bryan J. Baptiste
Mayor, County of Kaua`i**

Thomas Cooper, Chair and Irving Soto, Chair-Elect

KAUA`I LOCAL AREA PLAN
Title I – Workforce Investment Act and the Wagner-Peyser Act

Table of Contents

Contacts.....	2
Purposes	3
References	4
I. Local Vision and Goals	5
II. Assessment of Labor Market Needs	12
III. Local Organization and Administration.....	17
IV. One-Stop Delivery System/Services.....	23
V. Youth Services.....	39
VI. Performance Goals and Levels.....	48
VII. Monitoring and Evaluation.....	49
VIII. Local Plan Development Process.....	51
IX. Plan Modification.....	52

Contact(s)

Any questions, comments, or suggestions regarding this document may be referred to the following individual(s).

Beth Tokioka, Director

Office of Economic Development, County of Kaua`i

Mailing Address

4444 Rice Street, Suite 200
Lihu`e, Hawai`i 96766

Phone

(808) 241-6390
(808) 241-6399 (facsimile)

Electronic Mailing Address

btokioka@kauai.gov

Patricia Fleck

Office of Economic Development, County of Kaua`i

Mailing Address

4444 Rice Street, Suite 200
Lihu`e, Hawai`i 96766

Phone

(808) 241-6389
(808) 241-6399 (facsimile)

Electronic Mailing Address

pfleck@kauai.gov

HAWAII INSTRUCTIONS
For February 2006 – June 2007 For
Title I – Workforce Investment Act and the Wagner-Peyser Act

Purpose

The purpose of these planning instructions is to provide guidance to Local Workforce Investment Boards (“LWIB”s) on the development of the first 17 months of the 2005-2007 local strategic plans for Title I of the Workforce Investment Act (“WIA”). The local plan should establish practices and a course of action for the LWIB and its One-Stop Job Centers, and must identify and describe certain county policies, procedures and local activities that are consistent with the Hawai`i State WIA Plan, July 1, 2005-June 30, 2007. [Ref: WIA Reg. 661.345(a)]

Background

Section 118 of WIA requires each local board, in partnership with its Mayor, to submit a five-year local plan consistent with the State plan to the Governor. However, in anticipation of WIA reauthorization, the U.S. Department of Labor (“USDOL”) required states to prepare two-year, rather than five-year, plans. Similarly, states are requiring Local Areas to prepare plans with shorter time periods. On June 16, 2005, the Director of the Hawai`i Department of Labor & Industrial Relations issued Bulletin No. 5-05, which extended the existing local WIA plans to January 31, 2006. Therefore, local plans are for the period of February 1, 2006 through June 30, 2007. Local Areas should expect to prepare three-year plans covering July 1, 2007 through June 30, 2010 in conformance with a State Plan of the same period and reauthorized WIA.

Status of WIA Reauthorization

WIA expired on September 30, 2003. WIA programs continue to operate under the expired law and can do so indefinitely so long as Congress continues to appropriate funding for WIA programs each year. The House passed H.R. 27 (Job Training Improvement Act of 2005) on March 2, 2005. On May 18, 2005, S. 1021 (The Workforce Investment Act Amendments of 2005) was approved by the Senate Health, Education, Labor & Pensions (“HELP”) Committee. As of early-August 2005, Congressional deliberation of WIA reauthorization is continuing.

References

1. Workforce Investment Act of 1998 (WIA), P.L. 105-220
2. 20 CFR Part 652, et al. Workforce Investment Act; Interim Final Rule (Regulations), 4/15/99 - WIA Reg. 661.350 describes the federal requirements for the contents of the local workforce investment plans.
3. April 12, 2005 *Planning Guidance and Instructions for Submission of the Strategic Five-Year Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act*, USDOL-ETA
4. Training and Employment Guidance Letters (TEGL), by USDOL-ETA
5. Hawaii State Plan for Title I-B of the Workforce Investment Act and the Wagner-Peyser Act, for July 1, 2005 to June 30, 2007. June 2005. See <http://www.hawaii.gov/labor/wdc/> and click on WIA Plan 2005-2007
6. *Hawai'i Workforce Development Strategic Plan*, December 2004.
7. DLIR Bulletin No.5-05 dated June 16, 2005 extends the existing Local Plans to January 31, 2006.
8. www.state.hi.us/dlir/rs/loihi – web page of DLIR's Research & Statistics Office
9. www.sixstrategies.org presents self-sufficiency wages based on size of the family and where the family lives
10. Kaua'i Economic Development Plan 2005 – 2015; Kauai's Comprehensive Economic Development Strategy (CEDS) Report, County of Kaua'i, Office of Economic Development, Kaua'i Economic Development Board, October 2004
11. *Guideposts for Success: Quality Youth Transition Services*, National Collaborative on Workforce and Disability, 2005
12. Kauai's Economic Outlook Summary: Strong Growth Pushing Against Constraints, University of Hawaii, Economic Research Organization, June 20, 2005

I. LOCAL VISION AND GOALS

1. Describe your vision and strategic goals for: economic development, worker supply, education and training, use of resources, youth development, and other local priorities

The Kaua`i Workforce Investment Board (KWIB) has developed a two-year local strategic plan which is consistent with the Hawai`i State Plan for Title I-B, Workforce Investment Act and Wagner-Peyser Act, and which aligns with Kauai's Economic Plan for 2005-2005, as articulated in the "Comprehensive Economic Development Strategy (CEDS) report.

KWIB Vision:

A Kaua`i workforce which is aligned with economic development objectives and provides a globally competitive workforce that promotes a diverse and prosperous economy while preserving the island's unparalleled quality of life.

KWIB Mission:

To advance a demand-driven workforce development system.

System-wide Strategic Goals:

- 1) For individuals to have challenging, meaningful and rewarding employment
- 2) For employers to enjoy a competitive advantage provided by a highly skilled workforce
- 3) For all Kaua`i islanders to enjoy a high quality of life provided by a diverse and growing economy
- 4) For taxpayers to benefit from a maximum return on their investment in workforce education and training

Guiding Principles:

- 1) Strengthen the leadership role of the Kaua`i Workforce Investment Board
- 2) Implement a systems approach for a competitive workforce advantage
- 3) Systematically develop and revise strategic plans in response to community workforce changes and need.

Strategic Direction: *Alignment, Awareness, Access and Accountability*

Alignment

- Build a demand-driven system which:
 - Clearly reflects the employment needs of representative industry clusters
 - Knows the status of the available labor pool
 - Promotes strategies to ensure a competitive labor pool in term of quantity and quality

Awareness

- Create a sense of urgency at the state and local level about the importance of a competitive workforce
 - Assure that industry clusters and workers know of the available workforce development support services

Access

- Identify and work to eliminate barriers which inhibits workers from getting the education and training needed to be employable, and employers from getting the quantity and quality of the workforce needed

Accountability

- Develop systems and report state/local impact of a workforce development outcomes

Economic Development

Economic Development is defined as the process of positive change in the production, distribution, or consumption of goods and services.

Our County workforce investment plan parallels the State’s goals for economic development – “ready and able” to meet the needs of both established and emerging industries, as well as job seekers of a wide range of experience and skills. These workforce needs will be met through:

- *The implementation of our economic development plan* which is an important step that placed renewed focus on County efforts. It signaled to the business community that Kaua’i values the contributions businesses make to the County’s quality of life and that County government is continually striving to address their needs and prosper.
- *The guiding principles* of our plan is a recognition that to improve Kauai’s economy over the next ten years, we must be guided by:

Economic Self-Sufficiency: minimize imports and promote import substitutions

Economic Diversification: strengthen selected industry clusters to minimize dependence on a single industry, and;

Economic Opportunity: offer an appropriate K-12 education and adequate training opportunities to give worker’s choices and to promote living wages.

A two-prong approach has been recommended to address these concerns:

- Address critical, structural issues impacting economic development
- Proactively promote six emerging industry clusters

1. Food & Agriculture
2. Heath & Wellness
3. Sports & Recreation
4. Arts & Culture
5. High Technology
6. Renewable Energy

In response to the critical issues impacting economic development, five goals have been established:

1. To assist new and existing businesses in targeted clusters create new jobs
2. To facilitate career planning for students in elementary school and up
3. To expand and train the workforce to meet the needs of employers
4. To promote affordable housing
5. To improve the skill level and work readiness of students entering the workforce.

Worker Supply

The underlying strength of Kauai's businesses is a labor force well-equipped to supply the talent and leadership prepared for the changing face of competition. To achieve our goals it is essential to strategically focus on skills needed in targeted industry clusters and occupations in high demand, and increase the workforce participation. By increasing the number of people who move successfully through the education system, we will not only improve the worker supply but the quality of skilled workers.

For employers to enjoy a competitive advantage provided by a highly skilled workforce, it will require having an adequate *worker supply* which includes providing opportunities for incumbent workers to develop their skills and advance; enable expatriates and "local born and raised" workers to return to Hawaii, and out reach to includes currently underrepresented workers, such as individual's with disabilities, persons on Temporary Assistance for Needy Families ("TANF"), immigrants, out-of-school youth, older workers and retirees, and people with substance abuse and ex-offender backgrounds.

Education and Training

The Kaua'i WIB views investment in education and training as a mechanism to support overall economic goals of the island. The blending of workforce and education systems is critical to sustaining and advancing Kauai's economy and quality of life. Our goal is to achieve a true continuum of education and training to support a workforce that can make the necessary transitions among occupations, industries and careers through life-long learning and skill advancement as Kauai's economy evolves.

Our plan places emphasis on:

- Assisting incumbent workers train for "high wage" opportunities, thereby assisting them to raise their standard of living, while opening current jobs for less-prepared job seekers,

Promulgating the established career pathways and career advising services that span secondary and postsecondary systems

Improving integration of existing program, such as the “Learn-to-Work” training format which provides work readiness, hands-on and classroom training and work experience, resulting in a work readiness certificate.

Expanding access for adults to education and training at eligible training providers, as well as employer sponsored “customized” and on-the-job training.

Use of Resources

For our plan to be successful, resources need to be effectively and efficiently directed toward the changing needs of our community and businesses to ensure that social, regulatory, and physical infrastructures appropriately support a desirable level of local economic growth. Expanding local intergovernmental efforts to improve public/private partnerships is one method to better coordinate public and private sector investments and resources. The private sector invests significant resources, both through businesses and foundations, in recruiting and training new employees.

Building strategic partnerships between business, education, economic development and workforce agencies is essential. We can identify and continually improve services and strategies to better meet workforce expectations and needs by holding employer forums, conducting community/business surveys, making job developer contacts, and combining the expertise and resources of KWIB, Kaua`i Economic Development Board, Kauai Visitor’s Bureau and Kaua`i Chamber of Commerce.

Efforts to secure additional resources via grants will continue, as will our commitment to meet and exceed Workforce Investment Act performance objectives to qualify for federal incentive grants.

Youth Development

Youth are our future and their development is an integral component of our economic and workforce development. Our goals include providing our youth with the following:

- An opportunity for developing and achieving career goals through education and workforce trainings, including the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm workers; and other youth at risk
- Access to a high quality standards-based education regardless of the setting with full participation through self-determination, informed choices, and participation in decision-making

- Information about career options and exposure to the work of work; including structured work experiences and internships
- Opportunity to develop social, civic and leadership skills through strong connections to caring adults, support services and special accommodations to allow them to become independent adults
- Equality of opportunity for everyone, including non-discrimination, individualization, inclusion and integration, with opportunity to find and succeed in self-satisfying careers that will provide an adequate standard of living, and economic self-sufficiency.

2. Identify differences, if any from the State’s vision and goals

KWIB’s vision and goals are consistent with the State’s vision and goals. Due to our considerably high number of job vacancies (400+) listed with WorkWise!, our One-Stop Job Center, we will assist employers to fill their worker supply and worker preparation gap in which skill requirements and educational levels vary with many openings only requiring a high school diploma or less.

Our targeted industries are consistent with the Kaua`i Comprehensive Economic Development Plan, which has identified six emerging clusters on Kaua`i over the next ten years. These include: (a) Agriculture and Food, (b) Healthcare and Wellness (c) Sports and Recreation (d) Arts and Culture (e) High Technology (f) Renewable Energy. The Tourism/Hospitality industry is anticipated to continue to be strong and will remain a target area as well.

3. Identify the Local Workforce Investment Board’s highest two to four priorities for the next two years.

To ensure a system that is flexible and relevant, the following key priorities have been identified:

1.) Closing the gaps in worker supply and worker preparation

- Increase the number of entrants into the workforce; including those typically not working, individuals with multiple barriers to employment, older individuals, people with limited English-speaking ability, and people with disabilities
- Enhance program participants’ employability by helping them develop strong work ethics, coping and life-long learning skills, while at the same time providing occupational skills training.
- Increase retention of incumbent workers and advancement in the career ladder; prepare to replace our aging workforce.

2.) Promoting a demand-driven workforce investment system.

- Our goal is for both employer and participant customers to view the One-Stop Job Center as the place to access more than just entry-level job services and training programs.
- Expand the role of business in workforce development issues. The business sector play an integral role in determining demand occupations within the County, however; with rapidly changing technology being introduced regularly and globalization of the workforce requiring businesses to streamline their operations in order to stay competitive, the skills required of the workforce must be constantly reassessed. Only with stronger input from the business and industrial sector can this be achieved.

3.) Proving a collaborative delivery of youth services

- A collaborative and coordinated delivery of youth services will enhance programs, filling gaps in service delivery and reduce duplication.

4.) Meeting and exceed the negotiated performance measures for program year 2005.

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

Communication, feedback and realignment are essential to the implementation and success of our plan and the services offered to businesses and job seekers. The following process will be utilized to foster our partnerships and commitment:

- Cross-training of partner staff on the “demand-driven model of service”, incorporating business services and enhanced customer service “triage”. Training topics to include: intake, assessment, case management, job development and placement and follow-up services.
- Weekly staff meetings have been and will continue to be held with the Workforce Development staff at the One-Stop Job Center.
- Partner agencies will receive weekly communications via the “Customer Service Representative” at the One-Stop Center with new and closed job listings, upcoming trainings; and pertinent community and/or partner events;
- Consortium members have been meeting monthly, and in some instances more regularly as our demand driven system was implemented. In the future, bi-monthly

meetings will be held to exchange information, receive feedback and make necessary alterations.

- Multi-agency workshops will be held by partner agencies when new policy or programs are introduced in their respective areas. This practice will both enhance coordination of services and prevent duplication.
- The Kaua'i One-Stop Job Center "WorkWise!" web site will be updated and a "forum" established to enhance communication between partners
- Sharing common activities such as media buys, workforce supply-demand studies, preparation of printed material will be coordinated with the State Workforce Development Division and Workforce Development Council.

II. ASSESSMENT OF LABOR MARKET NEEDS

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

The KWIB plan was established with consideration given to the identification of:

- workforce investment needs of businesses, job seekers, and workers in our local area, and
- current and projected employment opportunities and job skills necessary to obtain such opportunities

Industry Outlook

Kaua`i County has experienced strong job growth since 1997, with unemployment rates at their lowest level in more than a decade. The overall state economy is expected to continue to expand for the next several years; with the total employment in Kaua`i County estimated to reach 31,140 by the year 2010 -- an increase of 4,700 jobs. This will account for 7 percent of the employment gains throughout the state during the projection period with an average annual growth in Kaua`i County projected to expand by 1.8 percent a .6 percentage point above the statewide rate of 1.2 percent

With our robust growth of recent years, we have also been faced with challenges, such as a affordable housing, high capacity utilization in tourism, overburdened infrastructure and a tight labor market with not enough workers to meet our workforce needs.

Total, All Occupations

- From 2000 to 2010, over 46 percent of the job gains will originate from four occupational groups -- building & grounds cleaning & maintenance, sales & related, food preparation & serving related, and office & administrative support.
- The building & grounds cleaning & maintenance occupational division will post the largest numerical increase in jobs. Building cleaning workers, maids and housekeeping cleaners, and landscaping and grounds keeping workers will push employment upward.
- Retail sales workers will provide over two-thirds of the employment gains in sales and related occupations.
- Although food preparation & serving related occupations and office & administrative support occupations rank high in terms of numerical gains, the percentage growths for both occupations are among the lowest of the occupational groups.
- The total number of job openings generated by replacement needs, representing about 60 percent, will outnumber openings created by growth.

- Food preparation & serving related occupations, and sales & related occupations, two of the larger occupational groups will account for over 42 percent of the vacancies due to separations.

Fastest Growing Occupations

- Almost one-half of the growth posted by the top 20 fastest growing occupations in Table 1 (under attachments) fall under building & grounds cleaning & maintenance occupations and food preparation & serving related occupations.
- Jobs related to tourism will be the prominent impetus for growth. These include: hotel, motel & resort desk clerks; food preparation & serving workers; reservation & transportation ticket agents & travel clerks; maids & housekeeping cleaners; and counter and rental clerks.

Occupations with the Largest Number of Openings

- The 13 occupations in Table 2 (under attachments) represent over 42 percent of the total average annual openings projected for Kauaʻi County.
- Four food preparation and serving related occupations: combined food preparation and serving workers, waiters and waitresses, restaurant cooks, and food preparation workers, account for almost 40 percent of the total openings listed in Table 2.
- Almost 73 percent of the 14 jobs listed will either directly or indirectly relate to the tourist industry. Numerous openings will be found in the following occupations: various food preparation and service workers, waiters and waitresses, cashiers, retail salespersons, maids and housekeeping cleaners, and restaurant cooks.

Occupations with the Largest Numerical Decline

- Approximately half of the decline in jobs for Kauaʻi County will occur in the office and administrative support occupational division, the second largest occupational group. However, opportunities will still exist for many of these occupations due to replacement needs.

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

Kauai’s labor market characteristics imply an emphasis to address incumbent and future worker training needs. Job skills training and re-training will have to take precedence to ensure that our adults and youth are adequately ready to meet the employment opportunities of the present and future.

An example of the type of “general” skills, knowledge, and competencies required in today’s labor force include:

Basic Skills: Minimum high school level reading, writing, and math computation skills; effective speaking and listening skills; interpersonal skills; basic computer literacy; information gathering skills; problem solving skills.

Job Readiness Skills and Knowledge: These include understanding one's strengths, weaknesses, values, interests, and aptitudes and how they relate to the expectations of an employer; job search skills; resume and supporting documentation writing skills; interviewing skills.

Social Skills: Attitude, respect, work ethic, understanding of legitimate and realistic expectations both as an employee and in the fulfillment of employers' expectations.

Professional Skills: Understanding of basic economic principles such as supply and demand; customer service skills; familiarity with basic business management and organizational operations concepts; time management; leadership skills; realistic expectation of self as an employee and awareness of professional/ethical responsibilities; competence in acceptable workplace behaviors.

Life or "Survival" Skills: Self-esteem, stress management, financial management, awareness of personal assistance services and resources; commitment to lifelong learning.

Entrepreneurial Skills and Knowledge: In addition to the former sets of pre-professional skills appropriate and increasingly required in all industries and occupations, considering the structural changes anticipated in Kauai's economy, it is appropriate that particular attention be devoted to entrepreneurial skills. To ensure the success of a personal business or the employing organization, one should be equipped with a variety of skills and knowledge including, but not limited to, a thorough understanding of the elements of a business plan, organization, time management, problem-solving, and interpersonal skills.

The WIB recognizes the value of providing venues to revisit and refresh employees' appreciation and application of these "dormant" skill sets. More specifically, a key focus will be the development of mechanisms to enhance employees' application of these skills in actual working environments and to maintain a high level of expectations for continued demonstration of these skills across all industry sectors.

3. Describe the current and projected labor pool, including demographics:

With high rates of job creation, an increasingly important constraint on further Kauai job growth will be difficulty finding qualified workers.

<i>Kaua`i County (2000 census)</i>	
Population	58,463
Males	29,252
Females	29,211
Age (median 38.4)	
15 or younger	12,678
16 – 24	6,908
25-44	15,905
45-64	14,908
65+	8,069
Race and Ethnicity	
White	17,255
Black or African American	177
American Indian and Alaska Native	212
Asian	21,042
Native Hawaiian and other Pacific Islanders	5,334
Hispanic or Latino	4,803
Some other race	505
Educational Attainment (age 25 & older)	
High School Graduates (includes GED)	11,546
Some College or associates degree	13,271
Bachelor’s degree	5,168
Master’s, professional or doctorate degree	2,383
School Enrollment	
Preschool and kindergarten	1,615
Grades 1-12	11,530
College	1,736
Median Household Income	\$45,020

4. Analyze the information collected on employment opportunities, necessary skills, and the current and projected labor pool. Based on this analysis, describe the current and projected skill gaps and the sufficiency of the Local Area’s labor pool.

Skill Gaps

Basic Skills. Competence in basic skills previously associated with receipt of a high school diploma or equivalent can no longer be unequivocally expected of all HS graduates. A

growing proportion of the “residual” population of HS graduates on Kaua‘i (i.e., those who remain on Kaua‘i after graduation) are deficient in basic written and oral communication skills, math and computational skills, scientific reasoning and problem-solving ability.

Basic Professional Competence. A substantial gap exists between employers’ expectations for basic economic, business, and professional competence and availability in the emergent labor pool. At its most basic, job applicants have been cited as arriving at interviews without knowing how to complete an application form. Others have been attired in casual dress with visible tattoos and body piercing, inappropriate in the professional business arena. From basic employability or job-readiness skills to fundamental professional skills such as interpersonal competence and familiarity with common professional courtesies to working understanding of the operating principles of business, the emergent workforce appears unprepared.

Workplace Ethics and Attitude. The inconsistencies between worker expectations and responsibility are becoming more apparent in the emergent labor force. Unfortunately, these supply-side demands for high qualities of both working and personal lives absent personal investment and responsibility have increased the cost of doing business.

*** Note: Technical skills and training are needed for many occupations but are not listed specially in this plan.**

III. LOCAL ORGANIZATION AND ADMINISTRATION

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

Under Title I of the Workforce Investment Act (WIA), the framework for delivery of workforce investment activities is at the State and local level. Successful governance of the workforce investment system is achieved through the cooperation and coordination of Federal, State and local governments.

The Department of Labor provides leadership and guidance to support a system that meets the objectives of Title I of WIA, and in which State and local partners have flexibility to design systems and deliver services in a manner that best allows them to achieve the goals of WIA based on their particular local needs.

The County of Kaua`i, through the Office of Economic Development, receives and is responsible for the Workforce Investment Act funding.

While ultimate liability for appropriate use of funding resides with the County of Kaua`i, several specific liability issues are resolved due to local and state policies and/or statutes. The County of Kaua`i, in conjunction with the State Departments of Labor and Industrial Relations (DLIR) mutually agree upon the terms and conditions of indemnification within parameters set forth by aforementioned policy guidelines and legislation.

The following are prepared prior to execution of any legally-binding agreement between the County and DLIR.

- Definition of scope of work and content of contract
- Endorsement of administrative and legal authorities
- Contract execution

2. Describe roles and relationships between the Mayor, LWIB, grant recipient, subrecipient/fiscal agent, and One-Stop operator. Attach any agreements and organization charts that define the roles and relationships.

The Mayor of the County of Kauai` and KWIB are committed to a coordinated, collaborative effort to develop a system tailored to Kaua`i's specific needs and characteristics. This coordination is fundamentally based on mutually understood roles and responsibilities and an awareness of the importance of the inter-relationships.

Mayor

- The chief elected official who appoints KWIB in accordance with State criteria established under WIA.

WIB

- In partnership with the chief elected official, the WIB sets policy for the local workforce investment system.
- Develops the local workforce investment plan (Local Plan) and conducts oversight of the One-Stop system, youth activities and employment and training activities under title I of WIA,
- Selects the One-Stop operator in agreement with the chief elected official;
- Selects eligible youth service providers based on the recommendations of the Youth Council, and identify eligible providers of adult and dislocated worker intensive services and training services; and maintains a list of eligible provider with performance and cost information;
- Develops a budget for the purpose of carrying out the duties of the Local Board;
- Negotiates and reaches agreement on local performance measures with the State Workforce Development Council;
- Coordinates workforce investment activities with economic development strategies and the development of employer linkages;
- Promotes private sector involvement in the Statewide workforce investment system
- In cooperation with the chief elected official, appoints a Youth Council as a subgroup of KWIB and coordinated workforce and youth plans and activities with the Youth Council in accordance with WIA section 117(h) and Sec. 661.33
- Develops mechanisms to enhance and sustain incumbent worker training, and opportunities for internships and on-the-job training
- Defines and creates support for standards of quality, performance, and outcomes
- Monitors on-going system improvement
- Adheres to the “Sunshine” provision whereby the local board shall make available to the public, on a regular basis through open meetings, information regarding the activities of the local board, including information regarding the local plan prior to submission of the plan and regarding membership, the designation of the One-Stop operator and the award of grants or contracts to eligible providers of youth activities; and on request, minutes of formal meetings of the local board.
- Adheres to the “Conflict of Interest” provision: a member of the local board may no vote on a matter under consideration by the local board regarding the provision of services by such member or by an entity that such member represents or that would provide direct financial benefit to such a member of the immediate family of such a member;
- Or engage in any other activity determined by the CEO to constitute a conflict of interest as specified in the plan.

County of Kaua`i

- Facilitates Board and subcommittee operations through primary staffing (one full-time WIA Administrator and one part-time Accountant)
- Provides an efficient communication channel between the Board, local organizations, and system partners
- Facilitates the collection, compilation, and analysis of information appropriate to Board needs
- Fosters operational collaboration amongst partnering agencies through trust, open communication, etc.

- Oversees financial and administrative operations under WIA funding

Program Operator

- Provides core, intensive and training services
- Determines and is responsible for Individual Training Account (ITA) determination and front-line monitoring of appropriate employment and training choice
- Tracks of program participants and outcomes
- Implements and administers other program-related information needs
- Coordinates services and collaborates with youth services operator

One-Stop Operators/Partnering Agencies

- Responsible for administering workforce investment, educational and other human resource programs and funding streams;
- Collaborates to create a seamless system of service delivery that will enhance access to the program's services and improve long-term employment outcomes for individuals receiving assistance.
- Partners make available to participants through the One-Stop delivery system the core services that are applicable to the partners' programs and that are in addition to the basic labor exchange services traditionally provided in the local area under the Wagner-Geysler program,
- Enters into a memorandum of understanding (MOU) with the Local Board relating to the operation of the One-Stop system, including description of services, how the costs operating costs will be funded, and methods for referrals
- Provides representation on the Local Workforce Investment Board
- Focus on quality service delivery and participant outcomes
- Commits to inter-organizational collaboration to enhance efficiency, improve accountability;
- Support the efforts of the program operator with respect to WIA funding participant tracking, and gathering and compiling information appropriate to the overall WDS

Fiscal Agent

- Centralizes financial services for all WIA programs; apply policies-procedural guides including WIA Financial Management Manual- Bulletins, State of Hawai'i Accounting Manual, OMB Circulars
- Ensures that accounting processes are in compliance with all required and mandated statutes.
- Establishes necessary accounting codes to ensure proper WIA programs are charged
- Processes requisitions using appropriate accounting codes
- Generates and distribute purchase orders, invoices, and disbursements to respective vendors for the purchase of goods and services
- Processes and distribute payments/reimbursements to program participants
- Processes payroll (including W-2) for designated WIA program service provider staff and Work Experience participants
- Processes and distribute travel payments

- Performs financial monitoring of On-the-Job contracts as well as other service contracts
- Provides technical assistance and support to program service provider staff to ensure efficiency in the fiscal system
- Develops and implements a Cost Accounting System for generating monthly time distribution and financial reports
- Prepares financial reports for county review to ensure programs are in compliance with specific program requirements
- Prepares audit schedules for annual single audits

*** Organizational Chart attached**

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

a) Improved procedures for data flow and entry:

America's One-Stop Operating System (AOSOS) is an internet-based system for data collection, reporting and case management for WIA and Wagner-Peyser programs. Data is collected at the local level and entered in the AOSOS to produce the federally required reports and various other local area reports that are necessary for program management.

The Kaua'i Branch of the Workforce Development Division is the provider of the WIA Adult Worker and Dislocated Worker programs and Wagner-Peyser Programs and have staff responsible for timely and accurate data entry. The About Face Program, administered through the Hawai'i National Guard operates the youth service programs and has also designated staff who maintain all data flow and entry.

In June of 2005 staff members attended the AOSOS Trainers Advisory Group meeting relating data entry to performance outcomes, data validation, conducting job matches. Workforce Investment Act, title I-B Standardized Record Data (WIASRD) – General Reporting Instructions and Specifications are provided for reference and clarification in procedures.

Data validation is conducted by annually by the State WDD office, and monitored by the local WIA staff administrator on a random basis as well as during annual program monitoring.

b) Single administrative structure to support the Local WIB and serve as the fiscal agent under WIA funds

Every effort to minimize the costs and ensure the efficient use of resources is employed. We have a single organizational structure that administers the grants, provides support for the local board and services as fiscal agent.

We ensure that our own financial systems, as well as those of our grantees, provides fiscal control and accounting procedures that in accordance with acceptable accounting principles, including: Accrual base reporting, effective internal control, proper charging of costs and cost allocations, source documentation and resolution of any audit findings

Documenting coordination and resource shoring among One-Stop partners is documented in a Memorandum of Understanding, and regularly evaluated.

c) Leveraging resources with interested parties

A significant challenge for Kauai's Workforce Investment Board is to coordinate available and attract supplemental resources to meet the needs of all labor force.

The LWIB's strategy towards maximizing the effectiveness of Federal and State resources is to:

- Become organizationally structured for efficient operation
- Strategically leverage economic, education, and employment efforts
- Optimize use of available technology
- Leverage resources through education, economic development and Industry associations to support OJT and customized training.
- Continue transition into the demand-driven workforce system, aligning with economic development
- Bring key players together
- Align employment efforts and focus on underrepresented groups
- Fortify links with Adult Education, Kauai Community College, Rural Development Programs
- Identify and support agencies whose primary responsibilities are to address barriers such as affordable housing, substance abuse, etc.

Intensive service and training needs of job seekers under multiple funding streams will be coordinated to maximize the value and minimize the unit cost of support and training services. Information systems will readily associate available jobs with qualified participants. It will be a system which is therefore cost-effective and cost-efficient.

d) Limited travel policy

As a result of continued reduction of funding, all travel at this time is restricted to in-state travel to Oahu for attendance of Workforce Development Council bi-monthly meetings and required training by the Workforce Development Division. If additional funds are received via incentive awards, travel to the mainland for the National WIB conference will be considered.

e) Joint activities with other Local Areas

Part of effective collaboration, improved communication, and efficiency in leveraging involves working with the other Local Areas. We will continue to work on statewide efforts, such as the

Reed Act Proposal, Prisoner-Reentry grants, and TANF services, to augment WIA and Wagner-Peyser funding. We will also continue to share best practices and creative methods for the provision of services in with limited funding.

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

TRAINING	TOPIC	FREQUENCY	DATE
Orientation - binder for each member and tour of One-Stop Job Center	WIA & Role as KWIB member	Annual	November, 2005
Demand-Driven Services	Greater emphasis on Business Services	Introduced May , 2005 Continued at bi-monthly meetings	On-going review and discussion
Komo Kaulike	Assistive Technology	Annual Update	June 2005
Labor Market Trends/Wages	Update on what is happening in each board members business/organization; current job listings with One-Stop provided; articles of interest related to labor market, hiring, culture, etc.	Each Board Meeting	Held bi-monthly
Additional topics for 2006 to be determined			

IV. ONE-STOP DELIVERY SYSTEM AND SERVICES

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

The One-Stop Operator may be selected in the following manner:

- a) The Local Board, with the agreement of the chief elected official, must designate the One-Stop operators in each local area
- b) The One-Stop operator is designated :
 - Through a competitive process
 - Under an agreement between the Local Board and a consortium of entities that includes at least three or more of the required One-Stop partners identified at Sec. 662.220 or
 - Under the conditions described in Section 662.420 or 662.430.(WIA sec 121 (d), 121(3), and 117(f)(2)
 - The designation of the One-Stop operator must be carried out in accordance with the “sunshine provision” at 20 CFR 661.307

At the May 20, 2005 KWIB meeting, the Board voted and approved the County of Kaua`i to be the designated the local One-Stop Operator for program year 2005 and 2006. The Mayor of Kaua`i and the required partners also approved this designation for the same time period, as did the Regional Administrator, of the Employment and Training Administration, US Department of Labor.

The One-Stop operator is the entity that performs the role of coordinating service providers within the One-Stop Center.

State and Federal guidelines were used to select the County of Kaua`i as the One-Stop operator, which required the operator be:

- a) A postsecondary educational institutions;
- b) An employment service agency established under the Wagner-Peyser Act on behalf of the local office of the agency;
- c) A private, nonprofit organization (including a community-based organization);
- d) A private for-profit entity;
- e) A government agency; and
- f) Another interested organization or entity.

The One-Stop operator may be single entity or a consortium of entities and may operator one of more One-Stop centers. In addition, there may be more than one One-Stop operator in a local

area. The agreement between the Local Board and the One-Stop operator specifies the operator's role; this role may range between simply coordinating service providers within the center, to being the primary provider of services within the center, to coordinating activities throughout the One-stop system (WIA sec. 121(d)).

The KWIB makes its selection of the operator with the strongest qualifications in the following area

- Documented sound fiscal procedures, integrity, and accountability
- Effective management structure (including an organization chart)
- Plan for partner coordination
- Infrastructure that provides sufficient space for partners and enables partners to interact electronically
- Demonstrated understanding of and commitment to the One-Stop Job Center strategy of seamless services;
- Track record of achieving desired outcomes in the past.

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

In the role of the One-Stop Operator the County will oversee the coordination of services within the center and satellite office. The Operator, in conjunction with KWIB, will also assist to coordinate activities throughout the One-Stop system.

The KWIB is committed to exploring ways to maximize the amount of public and private workforce resources that are expended on training in demand occupations in industries vital to our County's economy.

Many of the issues and strategies related to better collaboration and coordination as a means to maximizing the integration of partner services in the One-Stop system. Private sector partners on the WIB provide a venue to gather and analyze the needs of employers. Agency partners on the WIB will provide the venue to gather and interpret needs of job seekers and projected recipients of services. Workforce needs identified, the challenge is to compromise the gap between supply and demand in ways which accommodate and address the individual needs of employers and participants.

Infrastructure developments critical to operations:

- Commitment and trust among all system partner
- Effective communication throughout the system
- Shared information system and information gathering mechanisms – such as a common intake form)
- Shared financial management, as deemed practical and feasible

- Mutually developed standard of quality performance
- On-going assessment and adjustment

The Kaua'i One-Stop Job Center – WorkWise! is designed to meet the needs of our employers and job seekers through customer-oriented services and programs. Consistent with WIA principles, this implies efficiency (streamlined services), accessibility (universal access and empowered individuals), flexibility, and accountability.

Physical Infrastructure

Given the location of the center, WDD will be primarily responsible for facilitating delivery of required center services through coordinating the efforts of and fostering effective communication among all one-stop partners

Geographic relationships between one-stop partners have and will primarily remain unchanged. The one-stop center is currently housed at the office of the WDD - Kaua'i Office, however is scheduled to relocate to the County complex in spring of 2006, joining county agencies such as the Office of Economic Development, Office of Community Assistance which administers the Senior Community Services Employment program, housing and transportation. This move is anticipated to improve the integration of service delivery for workforce development and other related services.

Our One-Stop Center consists of DLIR WDD staff with partner agencies providing periodic services in the center. All required core services which are consistent with a given partner's federal regulations and memorandum of agreement with the WIB will be made available at the partner's existing location.

Organizational Structure

Overall, the Consortium is be responsible for ensuring that core and/or intensive services are appropriately available at all agency sites consistent with the terms and conditions specified in each agencies federal guidelines and MOA with the WIB. The Consortium will therefore also be responsible for ensuring that core and intensive services are available at the one-stop center and that effective communication occurs between agencies' sites and the one-stop center.

The Workforce Development Division, as program operator for the adult and dislocated worker populations and home to the one-stop center, will be the agency primarily responsible for the following services.

- Coordination of services and facilitation of communication among One-Stop Operators/Partnering Agencies
- Operationalize “no-wrong-door” value through inter-agency commitment to reduce duplication of resource expenditures, etc.
- Focus on quality service delivery and participant outcomes
- Commit to inter-organizational collaboration to enhance efficiency, improve accountability, etc.

- Support the efforts of the program operator with respect to WIA funding and participant tracking
- Support the efforts of the program operator with respect to gathering and compiling information appropriate to the overall WDS

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

The Kaua'i One-Stop Job Center "WorkWise!" attempts to meet the needs of our employers and job seekers through customer-oriented services and programs which are "demand-driven". Consistent with WIA Principles, this implies efficiency (streamlined services), accessibility (universal access and empowered individuals), flexibility, and accountability.

Innovative methods to improve services to employers and businesses were presented at the *Best Practices* workshop arranged by the WDC in February, 05 and via a Webinar presentation www.workforce3one.com. Kauai's One-Stop Center has implemented improved business services, such as "business service representatives" and will continue to introduce additional services, conduct on-going assessment and make adjustments as deemed appropriate and necessary given the labor market and staffing/funding limitations.

* A model of our current system is attached

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

Any individual will have access to the One-Stop system and to core employment-related services, information about job vacancies, career options, student financial aide, relevant employment trends, instruction on how to write a resume or interview with an employer is available to any job seeker or anyone who wants to advance his or her career.

An important strategy that ensures universal access for all adults and dislocated workers to required core services through the local one-stop system has been to make core services, such as Wagner-Peyser services, increasingly available through self-access. Kaua'i is also improving universal access by promotion of awareness and will continue as we further develop a demand-driven system by ensuring that all residents have access to One-Stop, core services, and are placed in jobs in industries vital to our economy.

Core Services

For the purposes of WIA, "core" services generally refer to those types of employment services applicable to any individual interested in employment assistance and services. It is presumed that for many employers seeking qualified applicants and many individuals seeking employment, a basic or "core" set of services, information, and other resources will be adequate to assist them

with achieving their goals. In addition, many of these services can be made available with minimal staff support if provided in a manner which is inviting, accessible, and easy-to-use.

Core services referred to herein can be basically described as either “self-help” or “staff-assisted.” Self-help services refer primarily to resources and information which job seekers and employers are able to use without the need for any assistance. More specifically, the following types of self-help information will be available for all individuals interested in the services of the one-stop system.

- Employment statistics information including, for example, a listing of job vacancies on Kauaʻi and the types of skills required for the jobs or information about occupations in demand on Kauaʻi and projected salary/wage levels for these occupations;
- Information about the performance of Kauaʻi’s WDS;
- Information about the performance and costs of eligible training providers in the State;
- Information about the types and availability of various services and resources available not only within the WDS (including all one-stop partners) but also about the types and availability of support services such as child care and transportation.

In addition to self-help services, additional services and information which can reasonably be expected to require at least a moderate level of personal assistance will also be available through the one-stop system. For some individuals, perhaps because of prior experience using particular types of equipment or information, these services will be easy-to-understand and easy-to-use. For others, however, many, if not all, of these services will require staff of the WDS to assist them. Among these “staff-assisted” types of services, the following will be available.

- Determinations of whether individuals are eligible to receive additional services paid for by WIA funds and assistance with determinations of eligibility for other types of financial aid (e.g., Welfare-to-Work);
- Outreach, intake, and orientation to other services available through the One-Stop delivery system;
- Initial assessment of individual skill levels, aptitudes, abilities, and supportive service needs.
- Job search and placement assistance, and where appropriate career counseling;
- Provision of employment statistics information, including the provision of accurate information relating to local, regional and national labor market areas, including:
 - a. job vacancy listings in
 - b. information on job skills necessary to obtain those jobs
 - c. information relating to local occupations in demand and the earnings and skill requirements for such occupations; and
- Provision of performance information and program costs on eligible providers of training services
- Provision of performance information regarding how the local area is performing on the local performance measures and any additional performance information with respect to the One-Stop delivery system in our local area.

- Provision of accurate information related to the availability of support services, including child care and transportation, available in our local area, and referral to such services, as appropriate;
- Provision of information regarding filing claims for unemployment compensation
- Assistance in establishing eligibility for
 - a) welfare-to-work activities
 - b) programs of financial aid assistance for training and education programs that are not funded under this Act and are available in the local area and;
 - c) follow-up services, including counseling regarding the workplace, for participants in workforce investment activities authorized under this Act who are placed in unsubsidized employment, as appropriate

In all cases, once an individual requires a determination of eligibility for services beyond self-help and minimal staff-support, the amount of information gathered by all partner agencies will be limited primarily to that information necessary for determining eligibility for the partner's respective program(s). If it is determined that the particular individual does not qualify for the partner's respective program, through cross-training of intake counselors across the system, preliminary assessment of eligibility for other partners' programs will immediately be made. Information about relevant programs along with adequate explanation about the programs will be offered to the individual to stimulate informed choice in being referred to another agency and understanding about the reasons for the referral.

The majority of core services will be available at all partners' agency locations. More specifically, at a minimum, self-help services will be available at all locations. Those services which require some staff assistance will be provided by each partner at a level that is (a) within the guidelines of its federal funding, (b) required by its respective MOU with the WIB, and (c) reasonably provided within the constraints of its staffs' qualifications, expertise, and experience. The one-stop center will provide all core services, whether self-help or staff-assisted, and is expected to the location at which the greatest volume of customers are served.

Note: All partners recognize the importance of effective and efficient referral procedures to achieve an authentic, "no-wrong-door" one-stop system. Limitations in the amount of intake information legally gathered by each partner, the need for extensive cross-training of staff, and the need for a sophisticated financial tracking and management system, however, currently hinder implementation of desired procedures.

6. Describe the intensive services that will be provided through the One-Stop system, including the service delivery model [ref. WIA Section 134(d)(3)]

Intensive services are provided to adults and dislocated workers who:

- are unemployed and are unable to obtain employment through one-stop h core services,
- who have been determined by a One-Stop operator to be in need of more intensive services in order to obtain employment; or

- who are employed , but who are determined by a One-Stop operator to be in need of such intensive services in order to obtain or retain employment that allows for self-sufficiency

Delivery of Services. Services may include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include:
- Diagnostic testing and use of other assessment tools; and
- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Development of an individual employment plan, to identify the employment goals, appropriate combination of services for the participant to achieve the employment goals
- Group counseling,
- Individual counseling and career planning
- Case management for participants seeking training services
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.

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

Training services shall be directly linked to occupations that are in demand in our local area, or in another area, to which an adult or dislocated worker receiving such services is willing to relocate. In addition to these types of training most commonly associated with classroom-based instruction, other training opportunities may be appropriate to and required by WIA participants. For example, on-the-job training, programs which combine workplace training with classroom-based instruction (e.g., cooperative education), and customized training specific to industries or groups or employers may also be relevant to the needs of individual WIA participants or to Kauai's WDS as a whole. In contrast to the procedures used for determining eligibility for providing training described above, these types of services may be contracted by the WIB on a case-by-case basis. Guidelines for determining, soliciting, and awarding contracts of this nature are described in the remainder of this plan.

No specific policy restricts training fund uses, however all training programs available through eligible training providers have been approved by the State and Local WIB and are considered economically vital and provide transferable skills which could be utilized in a variety of high demand positions and industries.

Self-sufficiency wage for WIA eligibility purposes is defined as:

- Employment that pays at least 200% of the lower living standard income level (LLSIL), or
- The layoff wage, whichever is higher.

* Note: www.sixstrategies.org presents self-sufficiency wages based on size of the family and where the family lives.

8. Describe the training services that will be provided through the One-Stop system, including the LWIB’:

Training services may include:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training;
- Programs that combine workplace training and related instruction, which may include cooperative education programs,
- Training programs operated by the private sector:
- Skills upgrading and retraining;
- Entrepreneurial training in readiness training
- Adult education and literacy literacy activities provided in combination with services;
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

Provision of training services shall be limited to individuals who:

- Are unable to obtain other grant assistance for such services,
- Require assistance beyond the assistance made available by other grant assistance programs,

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

For on-the-job and customized training are generally provided when there exist an insufficient number of eligible providers, and documented evidence of the need for training shall be provided prior to the decision to initiate a grant/contract award process. Documented evidence may include but are not limited to the following:

- Expressly communicated need for qualified individuals to fill current or anticipated employment opportunities made by specific private organizations, groups of organizations, or industry groups
- Logically-sound determinations of WDS counselors that specific individuals or groups of WIA participants will benefit from specific types of training other than that available through eligible providers
- WIB assessment that an insufficient number of eligible providers exists to stimulate consumer choice, ensure adequate learning/training outcomes, or foster on-going system improvement through stimulating desirable competition amongst training providers

On-the-job training is provided by an employer while the participant while engages in productive work in a job that:

- provides knowledge and skills essential to the full and adequate performance of the job;

- provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the extra ordinary costs of providing the training and additional supervision related to the training ad,
- is limited in duration as appropriate to the occupation for which the participant is being trained, taking into the account the content of the training, the prior work experience of the participant and the service strategy of the participants.

On one-the-job contract must comply with the requirements of WIA and include:

- the occupations for which training is to be provided;
- the duration of training
- the wage rate to be paid to the trainee
- the rate of reimbursement
- the maximum amount of reimbursement
- a training outline that reflects the work skills required for the position
- an outline of any other classroom training

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

The board determines there is training service programs of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to service special participant populations that face multiply barriers to employment.

If the local board determines there are an insufficient number of eligible providers of training services to accomplish the purpose of a system of individual training accounts or

The local board determines that there is a training service program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to service special participant's populations that face multiple barriers to employment.

When a community based organization (CBO) or other private organization offers training service programs which have demonstrated effectiveness in serving special populations with multiple barriers to employment; i.e., low-income individuals who are included in one or more of the following categories:

- Individuals with substantial language or cultural barriers;
- Offenders;
- Homeless individuals;
- Welfare recipients;
- Persons with disabilities;
- Those requiring services for substance abuse;
- Individuals age 55 and over

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

Adults and dislocated workers who have been determined to need training may access training with an Individual Training Account which enables them to choose among available training providers.

WIA requires allocation of individual training accounts (ITAs) to those participants for whom training has been determined as a needed activity. With an ITA, each WIA participant may select from among the training service providers determined to be eligible to cover costs such as tuition and fees, textbooks and supplies, and other training costs. Based on individual needs for training services, each WIA participant will be provided with an ITA which allows them to enroll in training services and have all or some of the costs of this training debited to their ITA.

WIA requires that ITAs only be issued if eligible individuals who are unable to obtain other grant assistance for such services through the Federal Pell Grant Program or any other grant assistance (section 134 (d) (4) (B). On-the-Job training and customized training are exceptions; and for dislocated workers there may be the possibility of North American Free Trade Agreement (NAFTA) or Trade Act Adjustment (TAA) funding.

Guidelines for the establishment of ITAs are within the auspice of Kauai’s WIB. Subject to broad parameters set forth by the State WDC, the following guidelines have been established by Kauai’s WIB:

1. OJTs will be capped/limited to over a 2-year (24 months) period. Under special circumstances, on a case-by-case basis and with proper justification, a case manager could request a waiver to exceed the \$5,000 limit from the KWIB.
2. Maximum training time will be 2 years.
3. ITAs and OJTs may be combined as long as the total stays under the \$5,000 cap. Under special circumstances, on a case-by-case basis and with proper justification, a case manager may request a waiver to exceed the \$5,000 from the KWIB.
4. This ITA policy will apply to both adult and dislocated worker programs.

WDD, as operator of the adult and dislocated worker programs, will be responsible for managing and administering all ITA-related payments. A letter accompanying the ITA will authorize an eligible training provider to register specific participants, request confirmation of registration, request invoice be sent to ITA issuer, and request immediate notification to issuer should trainee withdraw from training. Upon receipt of the invoice and confirmation of registration, WDD will facilitate the disbursement of payment to the training provider through collaboration with the State DLIR.

WDD will also be responsible for controlling and tracking ITA expenditures including, but not limited to, ensuring the following.

- Individual participants employ ITA funds only in accordance with established IEPs.
- ITA funds are used to compensate training providers only for tuition and fees and that tuition and fees assessed WIA participants are consistent with tuition and fees assessed other, non-WIA participants.
- Participants are actively engaged in the training services paid for by WIA funds (e.g., participants attend all or most class sessions) and written agreement between the participant and WDD for misuse of WIA funds and reimbursement by the participant or other entity exists for each ITA.
- Preparing and presenting monthly, quarterly, and/or annual reports to the WIB describing the use and impact of WIA funds used for training services.
- Training providers prepare and transmit adequate information to WDD to allow for WDD's preparation of required reports and documentation for the WIB.

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

The required partners are entities that carry out the workforce development programs.

The partners of the Kaua'i One-Stop system are:

- Alu Like, Incorporated
- Department of Education, Adult Education
- Department of Human Services, Benefit, Employment & Support Services
- Department of Human Services, Vocational Rehabilitation & Services for the Blind
- Department of Labor & Industrial Relations, Unemployment Division
- Department of Labor & Industrial Relations, Workforce Development Division
- Kaua'i Community College
- Kaua'i Economic Opportunity, Incorporated
- Kaua'i Senior Centers, Incorporated
- Network Enterprises

12. The Memorandum of Understanding ("MOU") as described in WIA Section 121 between the LWIB and each of the One-Stop partners. [Red: WIA Reg. 661.350(a)(3)(ii)] must delineate:

- a. the role of each partner(services, implementation, responsibilities)*
- b. how services will be funded*
- c. how individuals will be referred between services*
- d. how operating costs of the One-Stop Job Center will be funded,*
- e. how confidentiality will be protected,*
- f. coordinated employer services and job development, with a single repository of job orders and applications,*
- g. procedures for compliance with the Americans with Disabilities Act ("ADA"),*
- h. other strategies intended to increase the efficiency of the One-Stop Job Center. At minimum discuss:*

- *how duplicative services can be reached*
- *current and planned electronic connectivity*
- *development of and resource support for innovative strategies,*
- *identification of training for skills identified by business partners*

Memoranda of Understanding describe the relationship between and responsibilities of each One-Stop partner and the WIB with respect to Kaua'i's workforce development system (WDS). It is the mutual understanding about and commitment to these relationships, roles, and responsibilities that form the foundation for success of the One-Stop system. On an annual basis, the WIB, in conjunction with each one-stop partner, will revisit the substance of respective MOU to ensure that responsibilities and relationships are appropriate to the needs of the WDS, WIB, and partners on an on-going basis.

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

In addition to the required one-stop partners and the services and resources they lend to Kaua'i's workforce development system, the WIB recognizes the need for and value in other Kaua'i organizations both directly and indirectly involved in the education and training of a qualified labor force for Kaua'i. Among these organizations:

- Child Care Providers
- Child Protection Agency
- Corrections
- Faith-based and Community-based organizations
- Foster care
- Judiciary
- Private sector
- Rural Development Project and Rural Job Training Project
- TANF (Temporary Assistance for Needy Families)
- U.S. Department of Defense
- Transportation
- Youth Opportunity Grants

Private Sector Partners. Active participation by private industry is essential as Kaua'i's WDS becomes more sophisticated and developed. The commitment of these organizations to labor force development (e.g., through providing opportunities for on-the-job training) cannot be over-emphasized in terms of assuring that quality training is continually delivered and that the labor force is adequately prepared before entering and during service in Kauai's labor market. To foster participation of Kauai's private sector, the WIB will annually conduct focus groups across the island to promote understanding about the WDS and WIA.

Human-Services Related Partners. The Child Protection Agency, Corrections Unit, and State and County Judiciaries, in addition to other public sector agencies provide services to individuals who would be complementary and/or supportive of WDS services. Historically, Kaua‘i’s One-Stop partners and other social service agencies have shared information and resources to serve the complex and systemic needs of individuals.

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

In our One-Stop environment, members of special populations such as dislocated workers, persons with disabilities, migrant and seasonal farm workers, women, etc. have access to all of the core, intensive and training services provided by the One-Stop partners. When funds are limited, priority is given to recipients of public assistance and other low-income individuals for intensive and training services.

- a. *Dislocated workers*
- b. *Displaced homemakers*
- c. *Low-income individuals such as migrants and seasonal farm workers*
- d. *Public assistance recipients*
- e. *Women*
- f. *Minorities*
- g. *Individuals training for non-traditional employment*
- h. *Veterans*
- i. *Individuals with multiple barriers to employment (including older individuals, people with limited English-speaking ability, people with disabilities)*

Dislocated Workers: Generally, these individuals have been in a particular job for years and are unfamiliar with the current labor market, the skills required for other jobs, and job search skills. They are motivated to return to work quickly and shy away from any long-term training.

Core and job-specific training would be primary needs. These job seekers would require labor market information on available jobs, the skills required to work in them, and job search skills. Short and intensive occupational skills training would prepare them for their new job.

Displaced homemakers: These individuals have usually been out of the workplace and are unfamiliar with the current workplace environment and its requirements. Often they are back in the job market not by choice but for economic reasons, are unsure of what to expect and what is expected of them.

After receiving core services, emphasis would be placed on building a solid foundation of job skills by providing intensive type services as well as occupational training.

- c. *Low-income individuals such as migrant and seasonal farm workers (MSFW):* These people usually have little knowledge of the labor market, how it functions, and where they can get help. This may be because a majority of them are immigrants who have little knowledge of the American labor market.

Outreach service would need to be provided to bring them into the One-Stop system. Once in, language barriers may need to be overcome to provide the full array of services. MSFW will comply with federal requirements under the Wagner-Peyser Act which states that counseling, testing, and referral to jobs and training opportunities shall be provided on a basis that is qualitatively and quantitatively proportionate to services afforded non-MSFW individuals. In most cases, however, many of these seasonal farm workers prefer to return to their respective companies for the next season.

- d. *Public Assistance Recipients:* Department of Human Services (DHS) is also a One-Stop partner in the system and collaborative case management between DHS and the One-Stop Center staff and partners will be used in providing intensive and training services to welfare recipients.

In addition to the services available under the WIA, the One-Stop Center will be able to provide job placement and training services to TANF recipients under the federally funded First-to-Work Program.

- e. *Women:* This target group is usually in need of intensive services, occupational skills training, and a wide range of support services such as child care, transportation, and domestic violence counseling. Current employment and training programs advocate non-traditional employment for women.
- f. *Minorities:* Although our workforce does not consist of a majority, a few ethnic groups are under represented in occupations. The primary reason is the basic skills deficiencies of immigrants in these ethnic groups. Therefore, the term “minority group” does not have the same connotation in Hawai‘i as in other states.
- g. *Non-Traditional Employment:* One-Stop partners such as WDD and Kaua‘i Community College are members of the State’s Non-traditional Employment Taskforce (NET). NET is an organization comprised of public and private employers, education and training agencies, and community-based organizations that was formed to encourage the training and employment of persons, particularly women, in non-traditional occupations. Information on non-traditional employment will be available at the One-Stop Centers and will be provided as part of career counseling.
- h. *Veterans:* Many veterans suffer from chronic disorders that affect their employability. Veteran staffs in the One-Stop system have the expertise and the resources to provide direct training and employment services as well as case management services as they undertake a series of employment preparation workshops. Those requiring intensive services, or specifically request, will be assisted by dedicated Local Veterans Employment Representatives or by Disabled Veterans Outreach staff as appropriate.

In addition to labor exchange services and services available through the WIA Adult and Dislocated Worker Programs, training and job placement services will be provided through grants from USDOL/VETS when available.

- i. *Individuals with Multiple Barriers to Employment:* Needs for these target populations usually center on their unfamiliarity of the current labor market, specific job requirements, and with the English language. Translation and interpretation services will be available to assist individuals with limited English-speaking ability, with bilingual staff stationed at the One-Stop centers as appropriate. Assistive technology options such as Job Line for people with vision impairment to access job bank information will be made available as necessary. Intensive and training services may be provided through coordination with organizations that specialize in serving this target population such as DVR and Disabilities.
- j. *Older and Mature Workers:* The Kaua'i WIB also recognizes that with the increased life expectancy factor, the workforce of Kaua'i is maturing. A focus of Board efforts will be to identify the specific needs of these older and mature workers and investigate strategies to service this specific subpopulation.

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

As the One-Stop partner with principal responsibility for rapid response coordination, WDD's Wagner-Peyser staff coordinates the statewide and local rapid response activities for companies scheduled for shutdowns. Upon receiving a written notice from the affected company, local staff initiates contact with the employer to immediately arrange an orientation for staff and management. Through the general oversight of the LWIB, WDD, the Unemployment Insurance Division, and the appropriate One-Stop partners conduct joint orientation and enrollment sessions for affected workers on the employer's site at the earliest convenience. Those eligible and interested in training are referred to the respective One-Stop partners and are immediately eligible for readjustment and/or retraining services

17. Describe the county's strategy for providing reemployment services to UI claimants most like to exhaust benefits

Services will include, but not be limited to:

- Coordination of labor exchange services
- Profiling (informing of the types of services available to them)
- Administration of work test; which requires registration and search for work in order to fulfill the UI work test requirement

- UI claimants (49463)and provisions of job finding and placement services
- Provision of Wagner-Peyser reemployment services to UI claimants who are with the provision of UI eligibility services as required.

V. Youth Services

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

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

The Youth Council is a subset of the Local Board, and assists in crafting a system that serves the needs of local youth. The Youth Council is comprised of community volunteers, many of whom are also members of KWIB.

The KWIB will retain the responsibility for oversight and rely on the Youth Councils for advice, and to provide expertise in youth policy and to assist the Board in:

1. Developing and recommending local youth employment and training policy and practice;
2. Broadening the youth employment and training focus in the community to incorporate a youth development perspective
3. Establishing linkages with other organizations service youth in the local area'
4. Identify the range of issues that can have an impact on the success of youth in the labor market.

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

A youth will be assessed as deficient in basic skills according to the following criteria:

- 1) The youth computes or solves problems, reads, writes or speaks English at or below grade level 8.9; or
- 2) Is unable to compute or solve problems, read, write or speak English at a level necessary to function on the job, in the individuals family or in society.

Basic literacy skills will be measured using an appropriate standardized assessment instrument, including but not limited to:

- Hawai`i Content and Performance Standards II (Hawai`i Department of Education)
- Tests of Adult Basic Education (TABE)
- California Test of Adult Basic Skills (CTBS)

- Comprehensive Adult Student Assessment System (CASAS)
- COMPASS

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

Youth who face serious barriers to employment will be defined as those who are represented by one or more of the following criteria:

- Those that have multiple disadvantages as listed in the exceptions to permit youth who are not low-income;
- The homeless, runaways and foster children;
- Offenders, especially those who are status offenders, in order to pursue a prevention policy; and
- Youth in specific depressed economic communities in the local area, who do not otherwise qualify for WIA, until such time as such communities, are similar to the economy and workforce opportunities of the local area. [Ref: Hawai'i State Policies and Guidance for Youth Services under Title I of the Workforce Investment Act]

4. Describe the competitive process that the KWIB will use to award grants and contracts to providers of youth activities.

The State has developed criteria [Ref. WIA 112(b)18)(b)] to be used in competitively selecting providers of youth activities and is identifying effective and ineffective providers. The criteria is as follows:

- *The provider documents that the program, through its network of providers, provides to each youth:*
 - The presence and support of a caring adult;
 - The integration of academic and occupational learning;
 - Opportunities for contextual work-based experiences;
 - Individual career planning and the accompanying guidance and counseling services;
 - The influence and support of work-site mentors;
 - The support of a cohort peer learning group which builds teaming skills, work habits and attitudes;
 - Recognition and rewards including leadership skills;
 - Activities that are appropriate to the individual's age and stage
 - Continuity of services including: timely intake and exit, and transition to the next provider, should the provider's contract end and a new provider take over.
 - Opportunities to identify and incorporate personal goals and objectives; and
 - Support by a caring adult and/or work-site mentor who will provide participants with an evaluation of performance, personal goals and objectives achieved

- Additional criteria for determining the effectiveness of a youth provider includes its documented program management; that it:
 - Has a track record of achieving desired outcomes
 - Is committed to continuous improvement
 - Has a clear and consistent mission
 - Staff has strong qualifications and experience;
 - Has capacity to measure WIA youth outcomes (and provide required follow up)
 - Follows generally accepted financial practices, as evidenced by a financial statement or auditors report;
 - Is part of a community network of services
 - Attracts diverse funding
 - Complies with laws:
 - a) Compliance with child labor and wage and hour laws
 - b) Compliance with laws ensuring nondiscrimination and equal opportunity
 - c) Compliance with laws governing the treatment of persons with disabilities
 - d) Has all licenses, certificates, and permits required to conduct the providers business in the State of Hawaii

- The process to award the contract will be:
 - Publish Public Notice to community and interested groups that the WIAs Youth Request for Proposals are available.
 - RFPs are disseminated to interested parties.
 - Hold Technical Assistance Session for application preparation.
 - Application deadline.
 - Youth Council reviews and rates applications. Recommend Youth Service Operator to Kaua`i Workforce Investment Board.
 - KWIB recommends Youth Program Operator to the Mayor.
 - Mayor approves application.
 - Publish Public Notice to receive comment (30 day comment period) on Youth Program Plan.
 - Comment period ends.
 - File Youth Program Plan with State Department of Labor.
 - Publish Public Notice of Final Plan.

It is expected that the youth service provider ultimately awarded the contract for services will be responsible for disseminating, promoting, and advertising youth activities delivered under WIA funding to appropriate agencies, organizations, and locations throughout Kaua`i. A listing of eligible providers will be disseminated to local entities that may include but not be limited to the following.

- Family court branches
- County police departments
- County housing departments
- DOE district offices and local secondary schools
- The YMCA youth leadership and outreach programs
- Native Hawaiian youth programs in Alu Like and the Polynesian Voyaging Society
- Community Colleges

- Boys and Girls Club of Hawaii
- Hawai`i Community Development Corporation (HCDC)
- The Office of Youth Services (OYS) and its OYS Centers
- Hawai`i Job Corps
- Community Action Programs (CAPs)
- Junior Achievement Organizations
- Hawai`i National Guard Programs
- Hale Opio Kaua`i, Inc.
- Habitat for Humanities
- Human Services agencies dealing with foster care, welfare, etc.
- YWCA youth leadership and outreach programs
- Queen Lili`uokalani Children Centers;
- County Parks and Recreation
- CPS - Child Protective Services
- School to Work concept programs

5. Describe and asses the type and availability of youth activities in the county [Ref. WIA Reg. 661.350 9(a)(7)].

Kaua`i has many recreational type of activities for youth and programs and services are available throughout the island. The following describes briefly other types of youth-oriented activities and services available for Kaua`i's youth.

County Neighborhood Centers

Neighborhood Centers are managed by the County Park and Recreation Department. There are nine centers throughout the County of Kaua`i. They conduct many youth activities throughout the year such as Youth Basketball Leagues, Sports Clinics, Track and Field Events, Volleyball, Teen Dances, and Summer Enrichment Programs.

The Summer Enrichment Program is offered to boys and girls kindergarten through 11 years of age (The morning schedule consists of a curriculum based on a Hawaiian theme where children learn history, dance, food, and outdoor games, and directed crafts. There are also educational excursions planned weekly.

Junior Lifeguard Program

For boys and girls ages 13 through 18. Participants learn first aid, CPR, and basic water safety. Participants must be able to run and swim 100 yards non-stop. Classes are from 10:00 a.m. to 2:30 p.m., Monday - Friday, Total 20 hours. Several sessions are held throughout the year at various sites around the island.

Other Youth Organizations

AYSO Youth Soccer
Boys and Girls Club
Girls Softball
HYSA Youth Soccer

Kawaihau Little League
Pop Warner Football
West Kaua`i Youth Baseball
YMCA Roller Hockey League

Recreational Activities

There are many recreational activities offered to youth in the community.

Aerobics
Ballroom Dancing
Crafts
Filipino Dance
Gymnastics

Hula
Japanese Dance
Karaoke
Line Dancing

Martial Arts
Photography
Ukulele
Yoga

Alu Like, Inc.

Alu Like is funded with Carl Perkins Federal Funds. They service economically disadvantaged part Hawaiian Youth. They offer a Summer Program to approximately 350 eligible youth and provide paid work experience in the community.

The selected youth provider will must provide a program which includes the following elements.

- An objective assessment of the **skill levels** and **service needs** of each participant. This assessment shall include a review of academic skill levels, prior work experience, basic skills, interests as well as support service needs.
 - Assessments conducted by another education or training program will be accepted if occurring within a year of the youth's WIA registration.
- Development of **individual service strategies** that identify the employment goals, achievement objective, and appropriate services for participants taking account the assessments described in the immediately foregoing paragraphs.
 - Service strategies conducted by another education or training program will be accepted if occurring within a year of the youth's WIA registration.
- Provide preparation for post secondary education opportunities, provide linkage between academic and occupational learning, provide preparation for employment and provide effective connections to intermediary organizations that provide strong links to the job market and employers.

6. Separately describe the activities of the LWIB's comprehensive plan for a) in-school youth and out-of-school youth. Describe how each of the activities will be accomplished.

Program Elements

The program must make the following services available to youth participants.

- Tutoring, study skills, training, and instruction leading to completion of secondary school, including dropout prevention strategies
- Alternative secondary school services
- Summer employment opportunities that are directly linked to academic and occupational learning
- Paid and unpaid work experiences, including internships and job shadowing [Ref: WIA Reg. 664.460 and 664.470]
- Occupational skill training
- Leadership development opportunities, which include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours [Ref: WIA Reg. 664.420 and 664.430]
- Supportive services [Ref: WIA Reg. 664.440]
- Adult mentoring for the period of participation
- Follow up services for not less than 12 months after the completion of participation [Ref: WIA Reg. 664.450]
- Comprehensive guidance and counseling, which may include drug and alcohol abuse and counseling and referrals.

Operator Discretion

Program operators have the discretion to determine what specific services will be provided to a youth participant based on each participant's objective assessment and individual service strategies.

Evaluation

Programs must review the progress of each participant in meeting the objectives of the service strategy. Modification to the individual's plan must be made to ensure appropriate services for the participant. Customer service evaluations will be administered for each service the participant enters.

Linkages

Program must ensure appropriate links to entities that will foster the participation of eligible youths. Linkages may include, but may not be limited to, the following organizations.

- Family court branches
- County police departments
- County housing departments
- DOE district offices and local secondary schools
- The YMCA youth leadership and outreach programs

- Native Hawaiian youth programs in Alu Like and the Polynesian Voyaging Society
- Community Colleges
- Boys and Girls Club of Hawaii
- Hawai'i Community Development Corporation (HCDC)
- The Office of Youth Services (OYS) and its OYS Centers
- Hawai'i Job Corps
- Community Action Programs (CAPs)
- Junior Achievement Organizations
- Hawai'i National Guard Youth Programs
- Hale Opio Kaua'i, Inc
- Habitat for Humanities
- Human Services agencies dealing with foster care, welfare, etc.
- YWCA youth leadership and outreach programs
- Queen Lili'uokalani Children Centers
- County Parks and Recreation
- CPS - Child Protective Services
- School To Work concept programs

Program Design

Year-round Operation

The activities under this part will be conducted on a year-round basis and will meet all specified program elements as described in the following.

- Essential Elements
- Program Elements
- Evaluation
- Program Linkages

In addition, the youth services provider under this part will also be responsible for conducting the following program elements.

- Utilize all community agencies and youth partners to actively recruit eligible youth on Kaua'i. All forms of media should be utilized in recruitment to assure island wide awareness of the summer activities.
- The program will be easily accessible to all of Kaua'i youths.
- Worksites will be developed from both the private and non-profit sector in order to allow youth to apply their occupational skill training. In developing quality hands-on work experiences training plans will be developed with the work sites.
- Classroom training in academic enrichment, occupational skills training and pre-employment work skills will be offered.
- Occupational skills training will be offered based on youth interest surveys or current economic employment trends.
- Provide coordination with community resources to address youth employment barriers. Transportation, childcare and work attire are a few areas that youth will need assistance with.
- Participant and worksite satisfaction surveys will be conducted.

- Weekly monitoring of worksites will be provided to ensure work assignments/internship are in compliance with the current child labor laws.
- Pre/Post testing measuring basic skills and work employability skills will be conducted on all participants.
- On going counseling services will be provided throughout the program to assist a participant with personal or professional problems.
- Provide leadership development opportunities, which may include activities such as self-esteem building, team building, decision-making, time management, work behavior training and service learning projects.

Summer Activity

The activities under this part will be conducted between the months of June-August and will meet all specified program elements listed in the comprehensive plan.

- Essential Elements
- Program Elements
- Evaluation
- Program Linkages, and
- All other program elements specified under Year-Round Activities under this section.

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

Our Local Plan adheres to the Hawai'i State WIA Plan that a minimum of 40% of the youth funds be directed to out-of-school youth. We have allotted 70% of youth funds to the out-of-school youth program for program year 2005-2006.

WIA [Ref: WIA Reg. 664.300] defines out-of-school youth as an eligible youth who:

- a. Has withdrawn from school through completion of the Department of Education's Form 4140 (Exception to Compulsory Education); or
- b. Is a high school graduate or holds a GED/Competency Based High School Diploma, but is:
 - 1) Deficient in basic skills
 - 2) Unemployed, or
 - 3) Underemployed. Under employed is an individual who is:
 - a) Seeking full-time work, but working 19 hours or less;
 - b) Working part-time, but whose income is below the lower living standard for Hawai'i; or
 - c) Working, but the person's skills qualify the person for higher level jobs.

To ensure compliance with these regulations, the following conditions will be followed by the youth service provider ultimately selected by the WIB.

- Seventy percent (70% for PY 05) of allocated youth funds will be utilized to service the out-of-school youth.

- The programs under this part will be conducted on a year-round basis.
- The youth services provider must meet all specified program elements listed in the comprehensive plan for youth
 - Essential Elements
 - Program Elements
 - Evaluation
 - Program Linkages
- In addition, the following specific elements listed below must be met.
 - Offer occupational skills training based on current economic employment trends.
 - Combine applied math and reading programs with specific occupational skills training. These classes should be provided concurrently during the training program.
 - Provide work experiences, including internships with businesses directly related to the occupational skills training.
 - Provide tutorial support and study skill training to assist with the applied academic course work.
 - Provide leadership development opportunities, which may include activities such as self-esteem building, team building, decision-making, time management, work behavior training and service learning projects.
 - Provide to each participant who has dropped out or withdrawn from school an option to enroll in and attend a high school equivalency program.

10. Describe the youth program(s)' connection to the county One-Stop system

The Youth program will make connections with the One-Stop Center by:

- Incorporating the One-Stop Center in the Individual Service Strategy (ISS) as a goal for the youth to be able to utilize it as a life-long employment tool.
- Utilizing the One-Stop Center as a career awareness, job referral, and labor market information resource.
- Utilizing the One-Stop to establish linkages with schools, community-based youth services organizations, and school-to-work systems.
- Having the One-Stop Center conduct outreach efforts targeting out-of-school youth.
- Conducting tours of the One-Stop Center.
- Creating a separate youth resource area within a One-Stop Center.

VII. Performance Goals and Levels

Hawaii's Negotiated Performance Levels, 2005-2007

		PY 2005	PY 2006
ADULT	Entered Employment Rate	75%	76%
	Employment Retention Rate	82%	83%
	Earnings Change	\$4,000	\$100
	Employment and Credential Rate	58%	59%
DISLOCATED WORKER	Entered Employment Rate	80%	81%
	Employment Retention Rate	84%	85%
	Earnings Change	(\$1,995)	\$2,015
	Employment and Credential Rate	61%	62%
OLDER YOUTH	Entered Employment Rate	76%	77%
	Employment Retention Rate	79%	80%
	Earnings Change	\$3,000	\$3,100
	Credential Rate	34%	36%
YOUNGER YOUTH	Skill Attainment Rate	68%	70%
	Diploma Attainment Rate	52%	54%
	Retention Rate	48%	49%
CUSTOMER SATISFACTION	Employer	82%	82%
	Customer	70%	71%

VII. MONITORING AND EVALUATION

1. *Please describe how the LWIB ensures the quality of its One-Stop Job Centers, eligible training providers, and service providers, including a description of the following:*

Adult/Dislocated Worker Service Provision

The Kaua'i Workforce Development Division will be responsible for operation of the adult and dislocated worker programs under WIA funding and will therefore be accountable for the performance of adults and dislocated workers served under WIA funding. Further, WDD will be responsible for facilitating the collection and compilation of all required performance data related to the adult and dislocated worker programs.

Negotiated performance levels with the State provide the WIB with benchmarks against which to assess the overall performance of WDD's services and programs. In addition to information gathered for state and federal reporting purposes, the WIB intends to gather information which monitors the performance of WDD with respect to employer and participant interests and needs. In addition to the use of a nationally-developed customer satisfaction instrument, the WIB will also identify any other data elements which may be desired.

Ultimately, it is intended that the combination of information gathered for reporting purposes and about customer satisfaction will precipitate identification not only of opportunities for improvement but potential strategies to realize these opportunities. Annual renegotiation of expected performance levels along with a tentative assumption that the contract for adult and dislocated worker program operation will be renewed on an annual basis will facilitate improvement on a timely basis

Youth Service Provision

The WIB will engage in procedures to evaluate the Youth Services Program Operator through methods similar to that of evaluating the adult and dislocated worker program operator. In addition to performance assessment against required criteria, information about customer satisfaction will also be used to assess the overall effectiveness and quality of the youth services operator.

Training Service Provision

State guidelines and federal regulations require that entities interested in providing training services under WIA funding apply/re-apply for eligibility. Each entity must meet predetermined performance levels in the following areas in order to qualify/re-qualify for eligibility.

- Program-specific completion rates of all individuals enrolled and of the subgroup of WIA participants the entity has served
- Wages of all individuals trained at the time these individuals became employed
- Percentage of WIA participants who completed the program and obtained unsubsidized employment
- Retention rates of WIA participants in unsubsidized employment, six months after the first day of initial employment

- Wages of WIA participants six months after the first day of initial employment

The Kaua'i WDD, as program provider of adult and dislocated worker services, will be responsible for facilitating the compilation of this information in conjunction with the State DLIR and all eligible training providers. Through annual renegotiation of performance goals with the State WDC and annual review of applications for subsequent eligibility, the Board will have established benchmarks against which to evaluate the effectiveness of training providers. Holding training providers to their assumed accountability and responsibility for performance while providing support, to the extent possible, to all training providers to enhance overall performance of Kauai's education and training providers.

VIII. LOCAL PLAN DEVELOPMENT PROCESS

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

The LWIB must provide an opportunity for public comment and input into the development of the local workforce investment plan prior to its submission. [Ref: WIA Reg. 661.345(b)] The opportunity for public comment must encompass the following:

- Make copies of the proposed local plan available to the public (through such means as public hearings and local media);
- Include an opportunity for comment by members of the LWIB and members of the public, including representatives of business and labor organizations;
- Provide at least a thirty (30) day period for comment prior to submitting the plan to the Workforce Development Council;
- Be consistent with the requirement in WIA Section 117(e) that the LWIB make information about the plan available to the public on a regular basis through open meetings; and
- The LWIB must submit to the Workforce Development Council all comments received that express disagreement with the plan. [Ref: WIA Reg. 661.345(c)]

1. Describe how comments were considered in the plan development process.

To date, the only “public” comments gathered have been expressed by members of the WIB. Informal discussions between WIB members and colleagues outside the Board have influenced plans for system administration and operation but cannot be readily isolated from those of members. Once gathered and subsequently discussed by the WIB, actions to address any comments or suggestions will be summarized and described in this part.

2. Summarize and include as an attachment any comments that express disagreement with the plan.

IX. PLAN MODIFICATION

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

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

Situations in which formal modifications to the Kaua`i plan may be required include significant changes in local economic conditions, changes in the financing available to support WIA-Title I and partner-provided WIA services, changes to the LWIB structure, or a need to revise strategies to meet performance goals. It is important to recognize that ensuring a workforce development system consistently responsive to Kaua`i's labor market needs will require changes in the design, delivery, and assessment of the system itself. Commensurately, the WIB views the local plan as a living document which should and will be reformulated as information becomes available.