



AmericanJobCenter[®]
HAWAII

WORKFORCE INNOVATION AND OPPORTUNITY ACT MAUI COUNTY LOCAL PLAN

JULY 1, 2020 – JUNE 30, 2024

SUBMITTED BY:
MAUI COUNTY WORKFORCE DEVELOPMENT BOARD

County of Maui, Office of Economic Development

2200 Main Street, Suite 305

Wailuku, Hawaii 96793

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www.mauiamericanjobcenter.com

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ATTACHMENTS:

- Attachment A: Letter Designating Maui County Workforce Development Board
- Attachment B: Maui County Workforce Development Policies and Procedures Manual
- Attachment C: Maui County Workforce Development Board Roster
- Attachment D: Maui County Workforce Development Board Committee List and Full Description of Board Committees
- Attachment E: Maui County Workforce Development Board Membership Certification Nomination Form
- Attachment F: Maui County Workforce Development Board Completed Certification
- Attachment G: MOU/IFA Agreement
- Attachment H: Maui County Workforce Development Board By-Laws
- Attachment I: Maui County Workforce Development Board Agendas and Minutes for 2019 and 2020

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

INTRODUCTION

The Maui County Workforce Development Board in partnership with the Mayor of Maui County, the Honorable Mike P. Victorino, submits this document for the Maui County Local Plan under the Workforce Innovation and Opportunity Act (WIOA) as the second four-year comprehensive plan to serve as a guideline and to reflect relevant changes in the labor market for the term July 1, 2020 to June 30, 2024.

WIOA law emphasizes the importance of collaboration and transparency in the development and submission of this plan. In preparing the current Local Plan, the Maui County Development Board (MCWDB) has provided leadership in assembling the plan, seeking broad stakeholder involvement including local elected officials, MCWDB Board Members, American Job Center Partners, Community Nonprofit Partners, MCWDB Sector Strategy Committees, and the MCWDB Business Engagement Team.

STAKEHOLDER INVOLVEMENT

The Maui County Workforce Development Board is extremely diverse, with 67% of the members representing the private sector and a wide-range of representation in community sectors.

Members include:

- Michelle Bruce, Goodfellow Brothers
- Debbie Cabebe, Maui Economic Opportunity (MEO)
- Kimo Falconer, Maui Grown Coffee
- JoAnn Inamasu, Maui County Office of Economic Development
- Deanna Garcia, Akimeka LLC
- Kurt Ginoza, McKinley Community School for Adults
- Karen Hanada, UH Maui College
- Robert Johnston, Hawaii Pacific Solar
- Bill Kamai, Carpenters Union Local 745
- Kevin Kimizuka, Workforce Development Division, DLIR
- Kyoko Kimura, Aqua-Aston Hospitality
- Shirley Rawlins, Texaco Kaunakakai
- Michael Rembis, Maui Health System, Kaiser Permanente
- Cristina Schenk, Merriman's Restaurants
- Ray Shimabuku, IBEW Local 1186
- Cyrus Kodani, ILWU, Local 142
- Leslie Wilkins, Maui Economic Development Board
- Grant Wilson, State of Hawaii Vocational Rehabilitation

The American Job Center Partners (AJCP) meet the first Thursday monthly to exchange ideas, attend training and cross-training, and provide updates on their programs. The core group of the AJCP meet weekly as an Integrated Resource Team (IRT) to strategize solutions to issues, provide co-enrollment updates and information, and make course adjustments in forward planning.

IRT Members include:

- Goodwill Industries of Hawaii (Adult, Dislocated Worker Programs – Title 1)
 - Also provides TANF, SNAP & Medicaid, First-To-Work Services
- University of Hawaii, Ku'ina Program (Youth Program – Title 1)
 - Also provides Veterans Services
- McKinley Community School for Adults (AEFLA- Title 11)
- Workforce Development Division (WPA- Wagner-Peyser – Title 111 also RESEA, TAA, ETF)
 - Also provides Veterans Services
- DLIR Division of Vocational Rehabilitation Services (DVR – Title 1V)
- Job Corps (Title 1-B)
- Rapid Response Coordinator
- AJC Manager
- MCWDB Executive Director

Other AJCP and Business Engagement Team Members include:

- Alu Like Inc. (Indian & Native American Program - Title 1-B)
- Maui Economic Opportunity (CSBG, NFJP, SCSEP – Title II, Title 1, Title V)
 - Also Provides BEST (REO) & Core Four Program Services
- Temporary Assistance for Needy Families – TANF
- DLIR Unemployment Insurance Division
- University of Hawaii Career & Technical Education Act (CTE Perkins)
- Maui United Way
- Maui Food Bank
- Maui Economic Development Board
- Maui Nonprofit Directors Association
- Child & Family Services
- Hawaii Farmers Union United (HFUU)
- Maui County Council Member, Ms. Tasha Kama
- Maui Chamber of Commerce
- Maui Native Hawaiian Chamber of Commerce
- Maui Police Department Community Relations
- Hawaii State Federal Credit Union
- Maui Farm Bureau
- Ka Hale A Ke Ola Homeless Resource Shelters
- ILWU Local 142

The employment outlook in Maui County has changed drastically in the last seven months. In June of 2020, the Sector Strategy & Employer Engagement Committee began developing sub-groups (Sector Strategy Committees- SSC) to begin identifying paradigm shifts in the workforce and to strategize new job creation in light of the COVID-19 Crisis.

The following Committees have been identified, some are in development and many are actively meeting:

- HANA COMMUNITY
- MOLOKAI COMMUNITY
- LANAI COMMUNITY
- HEALTH CARE
- SECURITY/PUBLIC SAFETY
- TRADES (including Labor Unions)
- AGRICULTURE
- HOSPITALITY
- TRANSPORTATION
- RESTAURANTS/FOOD SERVICE
- RETAIL
- IT
- MANUFACTURING
- EDUCATION/TRAINING
- SOCIAL SERVICES/VETERANS
- ADMINISTRATION/FINANCE
- MEDIA/FILM
- EMPLOYMENT AGENCY SPECIALISTS (employment specialists only)

The MCWDB has ensured that a comprehensive plan has been developed that addresses the workforce-related needs of employers, workers, and job seekers in Maui County using WIOA resources and leveraging AJCP and community resources through strategic collaborations. This Maui County Local Plan includes activities that shall be undertaken by the MCWDB, Providers, and AJCP that includes but is not limited to:

- Adequate, sufficient, safe, and accessible One-Stop-Center location(s)
- A human centered design system of support services
- Sufficient numbers of providers of career and training services (including eligible training providers with expertise in assisting individuals with barriers to employment)
- A competitively procured One-Stop-Operator
- Oversight, monitoring, corrective action, and if necessary, termination of the One-Stop-Operator and Providers in collaboration with the Mayor of Maui County
- Determination of the role and scope of services of the One-Stop-Operator
- Development and approval of the Annual Plan Narrative and Budgets for all WIOA Programs
- Providing a Letter of Agreement in collaboration with the Mayor of Maui that negotiates and ensures that WIOA Performance levels have adequate planning to meet agreed upon targets.
- Particularly in light of the extreme unemployment faced by Maui residents since the onset of the COVID-19 Pandemic, this Local Plan must lead to greater efficiencies by reducing duplication of services through collaborations; it must address continuous improvement; and it must focus on alignment of strategies that achieve customer service excellence.

Furthermore,

- The Maui County Workforce Development Board has reviewed and approved this Local Plan 2020-2024;
- The MCWDB Chair, Leslie Wilkins and the Chief Elected Official, the Honorable Michael P. Victorino, the Mayor of Maui County have signed the signature page.

The Maui County Workforce Development Board and the Mayor of the County of Maui submit this 2020-2024 Maui County Local Plan to implement the Workforce and Opportunity Act of 2014.

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

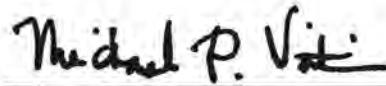
SIGNATURE PAGE

Workforce Development Board



Leslie Wilkins, Chair
Maui County Workforce Development
Board

Chief Elected Official



Michael P. Victorino, Mayor
County of Maui

EXECUTIVE SUMMARY

BACKGROUND

As required by the Workforce Innovation and Opportunity Act of 2014 (WIOA), Maui County Workforce Development Strategic Partners have developed a Local Plan that outlines a four-year strategy that develops, aligns, and integrates service delivery strategies that support Maui County goals as well as the State of Hawaii's workforce development vision and strategic/operational goals.

In 2018, the prior Maui County Administration of Mayor Alan Arakawa developed the initial Local Plan with a vision to open the American Job Center in January of 2019. The plan was revised in January of 2019 by the new administration of Mayor Michael Victorino and the Maui County American Job Center opened its doors in April of 2019.

The plan was updated and revised again in May of 2020 to make necessary compliance adjustments and to accommodate the drastic change in workforce conditions due to the COVID-19 Pandemic. Around the same time, the Workforce Development Team achieved its American Job Center Certification, a Policies and Procedures Manual, and Maui County Workforce Development Board Certification.

After several months of Sector Strategy Committee Meetings, a myriad of training guidance from the State Workforce Development Council, a Community Stakeholders Meeting, and a review by the Maui County Workforce Development Board, the plan was approved by the MCWDB on November 24, 2020. The Local Plan was then posted for commentary on the Maui County website, the mauiamericanjobcenter.com website, the maucountyvirtualjobfair.com website, and the drop box files associated with all Sector Strategy Committees for review by all its members. The plan was then submitted to the Hawaii State Workforce Development Council on November 30th, 2020.

SECTIONS OF THE MAUI COUNTY LOCAL PLAN

One of the primary points in the implementation of WIOA Program objectives is the planning of the Integrated Resource Services that share common vision, goals, and processes by working in collaboration to serve each participant enrolled.

The important sections of the plan include the following:

- Maui County current economic analysis
- Guidelines for workforce education, training, and work experience opportunities
- Align with the Hawaii State Unified Plan vision, "All employers have competitively-skilled employees, and all residents have sustainable employment and self-sufficiency".
- Align the vision and goals for the implementation of programs and the operation of the Maui County American Job Center
- Align all American Job Center Partners with a unified strategy
- Include strategies to service the underserved in the remote areas of Maui County's three island geography in an equitable manner
- Strive for continuous improvement through assessments, surveys, website statistics and ongoing evaluation

STRATEGIC GOALS

The Maui County Local Plan helps job seekers access training, tools, education, and support services to overcome barriers to employment and assist them in living wage job attainment by matching them to employers who need a skilled workforce. The plan also addresses workforce analytics and planning to assist Maui County Workforce Employers find resources to sustain their businesses, shift job creation to fit a changing world, and arm them with emerging skill sets to benefit their businesses.

Some of the strategic goals of the Maui County Local Plan are as follows:

- Implement aligned services at the American Job Center;
- Prioritize services to at-risk and underserved populations that have significant barriers to employment such as;
 - Veterans and their Dislocated Spouses
 - Unemployed workers especially with a history of long-term unemployment
 - Youth and Adults with disabilities
 - Homeless individuals
 - Native Hawaiians
 - Youth that age out of the foster care system
 - Ex-offenders
 - Those with substance abuse issues
 - Victims of domestic violence
 - Those with low level competencies
 - English language learners
 - Referrals to personal counseling as needed
- Create a career pathway system that aligns with local educational institutions and moves participants into jobs in growth industries;
- To decrease the unemployment rate;

To work with employers to assist in developing a full-range system that provides them with an appropriately trained skilled workforce.

STRATEGIC ALIGNMENT

By aligning collaborative partners, educational institutions, businesses, government entities, and training providers, a guiding strategy results in a program that has career pathways that support growth industries.

The following step-by-step activities support that guidance:

- Collaborative activities that allow the gathering of information about careers and growth industries (such as Sector Strategy Committees and Business Engagement Team);
- Form sector groups that identify competency levels, skill needs, and training gaps;
- Develop an outline for strategies in sectors;
- Implement strategies in groups and bring groups together;
- Assess activities as a group and bring groups together to evaluate;
- Report findings and make course corrections;
- Focus on continuous improvement.

Maui County is uniquely positioned to develop programs that serve the County as a whole but also are essential to the economic development of extremely remote and underserved communities that have continually struggled to realize any job growth. The unemployment rates of those communities have always been the highest in the State of Hawaii. The long-term unemployment in those communities is not recorded in published statistics because so many of the community members have just given up on finding a job. The Maui County Workforce Development Board's diversity is its strength. This Local Plan is truly the beginning of providing not only an equitably distributed workforce development system, it also is an investment in the economy and the residents of Maui County.

We, the Stakeholders of the Maui County Local Plan, believe the following:

**"I want to inspire people. I want someone to look at me and say,
"Because of you, I didn't give up." Author Unknown**

Important References:

WIOA PUBLIC LAW 113-128:

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

WIOA Definitions:

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

Code of Federal Regulations: 20 CFR 679.560

SECTION 1. WORKFORCE AND ECONOMIC ANALYSIS

1.0 A description of the strategic planning elements consisting of:

1.1 An analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. {WIOA Sec. 108(b)(1)(A), 20 CFR 679.560}

Economic Conditions and Industry Sectors in Maui County:

Maui County consists of the islands of Maui, Lanai, Molokai, and Kahoolawe (unoccupied). The County has a labor force of 81,800; Maui (77,900), Lanai (1,600), and Moloka'i (2,300) (see Chart-1) established by the Hawaii Department of Labor and Industrial Relations in Partnership with the Hawaii Business Research Library, (Release date 09/28/2020). The dominant economic activity in Maui County is the visitor industry, which in terms of direct and indirect employment accounts for two-thirds of the economy. (County of Maui Comprehensive Strategy – CEDS-December 2016)

Chart-1

Monthly Economic Indicators are provided as a public service by the Maui County's Mayor's Office of Economic Development and in partnership with the Hawaii Business Research Library

Release date 09/28/2020

	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20
Molokai	7.2	6.6	7.2	5.0	5.5	4.4	3.4	2.7	12.3	14.2	9.6	8.1	6.9
Labor force	2,450	2,400	2,400	2,350	2,350	2,450	2,400	2,400	2,150	2,150	2,200	2,350	2,300
Hawaii Island	3.4	3.5	3.5	3.3	2.8	3.5	3.3	2.9	23.3	22.3	13.2	13.1	11.8
Labor force	90,550	91,600	91,000	92,000	91,700	91,800	91,800	91,550	88,800	86,550	88,550	89,050	88,550
Kauai	2.6	2.7	2.6	2.8	2.4	3.0	2.8	2.3	33.0	31.5	19.4	19.1	17.8
Labor force	36,800	36,600	36,350	36,550	36,400	36,950	36,550	36,500	37,950	35,900	35,650	35,450	34,950
Maui Island	2.4	2.6	2.5	2.5	2.1	2.8	2.6	2.1	35.7	35.1	22.3	22.6	21.4
Labor force	83,300	82,350	82,000	82,250	82,300	83,450	82,850	82,050	85,300	80,950	78,450	78,750	77,900
Oahu	2.6	2.7	2.5	2.5	2.1	2.8	2.5	2.1	20.5	20.8	12.2	11.5	10.6
Labor force	448,850	447,900	450,250	453,000	452,850	457,000	453,650	453,200	418,300	417,400	426,800	434,100	431,300
Lanai	2.4	1.6	1.4	1.9	0.9	2.5	2.3	2.6	4.2	4.7	3.6	4.8	8.6
Labor force	1,750	1,700	1,700	1,700	1,700	1,850	1,800	1,800	1,600	1,650	1,450	1,500	1,600

Source: Hawaii Department of Labor & Industrial Relations; Hawaii Department of Taxation; Hawaii Department of Business, Economic Development and Tourism; county building departments; Bureau of Labor Statistics; Honolulu Board of Realtors, Hawaii Information Service; Title Guaranty of Hawaii and Realtors® Association of Maui, Inc.; American Auto Association; gas stations on Kauai, Molokai & Lanai. Final tables compiled by Statistics & Data Support Branch, READ, DBEDT. Charts compiled by Hawaii Business Research Library

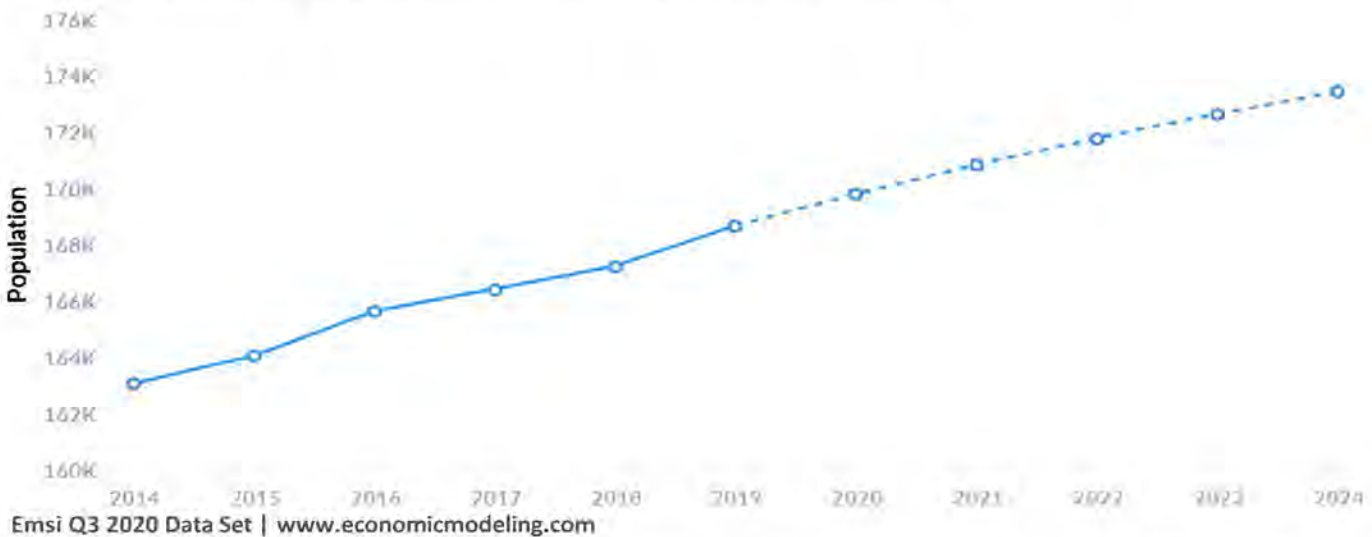
The economy for the State of Hawaii as a whole is moving at a slow pace with the resident population declining for the second straight year. Maui County had seen an increase in population of 3.4% from 2014 to 2019 (see Chart-2). In 2020, the labor force was reduced by 5,240 positions (six percent of the county workforce) from February to September primarily due to the COVID-19 Pandemic which most likely will also result in a decline in population.

Chart-2

Historic & Projected Trends

Population Trends

As of 2019 Maui County's population increased by 3.4% since 2014, growing by 5,584. Population was expected to increase by 2.8% between 2019 and 2024, adding 4,746.



Prior to the Pandemic, from 2008 to 2019, Maui County posted the fastest job growth of all Hawaii counties. In the past decade by 2019, Maui County realized 2,750 new jobs in the health care and social assistance industry alone. In terms of industry, most job reduction due to the Covid-19 Pandemic is directly related to the visitor industry (accommodations, restaurants, retail – 35,200).

Most Maui County jobs are related to the visitor industry, but they are no longer the in-demand jobs of Maui County. The Healthcare Industry (8,000), Professional and Business Services (6,800), and the Trades Industry (3,800) are the top three in-demand jobs (Chart -3 in yellow). While State Government is a large block (5,000), most of the jobs are really in classroom teaching, especially special education, which are in-demand occupations.

It is important to note that farming and ranching have been severely impacted by the COVID-19 Pandemic due to drought conditions, closure of many restaurants, and inability to ship hogs and cattle off-island due to newly imposed restrictions. A massive pivot in the food chain is underway to include upgrades of slaughterhouses; utilizing laid-off residents to cut hay and Tinaroo (glycine) from Upcountry to help ranchers feed hogs, cattle, and horses; and the forming of “hui –food hub farming” to allow the farmers and ranchers the ability to share the cost of administration and distribution.

Chart- 3

2020 QUARTERLY ECONOMIC INDICATORS: MAUI COUNTY

SERIES	LANAI	MAUI	MOLOKA'I	MAUI COUNTY 2020
Total wage and salary jobs	1,600	77,900	2,300	81,800
Total non-agric. wage & salary jobs				81,800
Nat. Resources, Mining, Construction.	0	3,800	0	3,800
Manufacturing	0	1,100	0	1,100
Wholesale Trade	0	1,600	0	1,600
Retail Trade	0	9,400	100	9,500
Transp., Warehousing, Utilities	100	3,700	300	4,100
Information	0	500	0	500
Financial Activities	100	2,900	0	3,000
Professional & Business Services	200	6,600	0	6,800
Educational and Educational Services	200	4,200	600	5,000
Health Care & Social Assistance	0	7,700	300	8,000
Arts, Entertainment & Recreation	0	1,200	0	1,200
Leisure & Hospitality	900	17,000	300	18,200
Food Services & Drinking Places	0	7,400	100	7,500
Other Services	0	2,900	100	3,000
Government				
Federal	0	1,000	0	1,000
State	100	4,500	400	5,000
Local	0	2,400	100	2,500
Agriculture wage and salary jobs	n/a	n/a	n/a	(NA)
Private Building Permits (\$1,000)				279,264
Residential				107,560
Commercial & industrial				102,113
Additions & alterations				69,591
Visitor Days - by air				5,454,077
Domestic visitor days - by air				4,570,766
International visitor days - by air				883,311
Visitor arrivals by air - by air				618,482
Domestic flight visitors - by air				520,133
International flight visitors - by air				98,349
Visitor expenditures - by air (\$1,000)				(NA)
Hotel occupancy rates 2/20				49.2

Hawaii State Department of Labor & Industrial Relations <<http://www.hiwi.org/cgi/dataanalysis/?PAGEID=94>>;

Hawaii State Department of Taxation <http://www.hawaii.gov/tax/a5_3txcolrpt.htm> and Hospitality Advisors, LLC.

Decreased income from visitors combined with a growing concern among residents that tourism has reached a tipping point and is negatively impacting the very attributes that attract visitors to Hawaii, impacts policy decisions for the visitor industry.

As it turned out, the most immediate threat to the visitor industry has been COVID-19, which due to a 14-day quarantine, has effectively eliminated tourism on Maui. During the Pandemic, the unemployment rate reached as high as 48%, demonstrating the extent to which the County has been dependent on the visitor industry for employment. Since Maui and Hawaii's job outlook are extremely uncertain currently and this local plan is meant to reflect the next four years, most of the data available is pre-COVID. Understanding that tourists will return to Hawaii sometime in the coming months, but likely in much smaller numbers, the Maui County Community is calling for enhanced tourism sustainability and development in the following industries:

- Information Technology
- Small Manufacturing Support
- 21st Century Farming and Emerging Food Hubs
- High Skilled Positions in the Healthcare Industry
- Business and Entrepreneurial Emerging Businesses
- Renewable Energy

Information Technology, Emerging Entrepreneurs, and Small Manufacturing Support

Technology and disruptive business models are likely to impact Maui's economy and the job market in the near-term, depending on whether proactive local and state policies are adopted. The automation of retail jobs will most likely eliminate Maui's largest block of entry level jobs that do not require advanced education. Disruptive multi-national business models, like food delivery apps, which have become very popular post-COVID have the potential to continue to eliminate restaurant jobs and to reduce restaurants' net profits, as well as impacting the local economy overall.

Information Technology opportunities are highly desirable, especially in the remote communities of Maui County. The problem remains in the lack of Broadband capability across Maui County. There are already a number of individuals who work for remote companies on the mainland. These tend to be higher-paying professional specialty jobs that new residents or returning Maui-born residents have brought with them upon their return home. Several Maui-based companies have downsized office space and moved to a virtual job model already. Developing opportunities for remote positions is a high-priority for the MCWDB and AJC Partners. Pilot projects are in the development stage for the rural and remote communities of Hana, Lanai, and Moloka'i.

Uncertainties in the Maui County workforce include pandemics, trade wars and tariffs, and climate change. COVID-19 has pulled back the veil and revealed the highest risks to the Maui County economy, the dependence on imports and the lack of job diversity. Maui County has learned that the visitor economy is fragile with the visitor industry highly subject to fluctuations in tourism traffic and supply chains. Impacts of climate change affect tourism and other industries, with potential risks ranging from shoreline erosion reducing property values to natural disasters affecting the visitor experience. Policies combined with proactive investment addressing the climate crisis could create jobs in fields like renewable energy and/or through the funding of infrastructure development projects.

Maui County is an ever-interesting niche market. Market niches do not exist by themselves; they must be clearly identified as attractive and fulfill a want or need like no other market. By continuing development in business start-up planning, growth marketing strategies, and leveraging resources through events like the Made in Maui Festival, entrepreneurship is a viable option for residents throughout the entire County. The problem will always be high shipping rates, which could be partially mitigated through a combined effort of policymakers working to create subsidies and a membership organization to negotiate better rates for their collective members.

In April of 2020, small manufacturing innovation stepped up to the plate in Maui County. After the onset of the COVID-19 Pandemic, two Maui-based companies began manufacturing bridge ventilators with the support of a \$100,000 Grant from the Maui County Office of Economic Development, the Maui Innovation Group, and the Maui Economic Development Board. The ventilators have a simpler design than the machines that cost thousands of dollars, but reliably pump the air instead of someone having to squeeze a bag. The focus was to be ready for a second wave of COVID-19 in the county, especially in the remote communities of Hana, Lanai, and Moloka'i. The companies quickly received orders from all over the world. With increased emphasis on technology education and mentoring, Maui County is uniquely poised to respond to urgent needs due to geographic necessity that may have long-term benefits in creating innovative new businesses.

Agriculture in Maui County:

In December 2016, approximately 650 agricultural jobs were eliminated on Maui when the Hawaiian Commercial & Sugar (HC&S) plantation closed. Per the December 24, 2017 Maui News article, "Life after sugar – a year later," according to A&B, 326 former HC&S workers found new jobs, 125 retired and 19 relocated off island as of the end of June, when the company completed its transition services for employees. Forty-eight workers were in training programs and three started new businesses."

According to the Maui County Databook 2019, in 2017, there were 365 farms hiring, 14 of which hired migrant workers. A total of 1,174 residents worked 150 days or more, and 36 migrant workers worked 150 days or more. By contrast, in 2012, 1,655 residents worked 150 days or more and 26 migrants worked 150 days or more.

The sale of Alexander & Baldwin sugar cane lands combined with policies to support farming could impact agricultural projections in the future. In December 2018, Mahi Pono bought the lands, with a stated intent to conduct large-scale farming. It is not yet certain whether agricultural jobs for local residents will increase. According to the Draft Environmental Impact Statement (DEIS) for the *Proposed Lease (Water Lease) for the Nahiku, Ke'anae, Honomano, and Huelo License Areas*, Mahi Pono estimates creating 790 agricultural jobs by 2030 if leases as requested are approved and the farm plan is implemented at full operations. Per the DEIS, "The jobs would be typical of those provided by diversified-crop farming and ranching-managing soils and pests, operating and maintaining irrigation systems, planting crops, pruning trees, harvesting crops, sorting and washing crops, packing crops, trucking crops to markets and shipping terminals, moving cattle among pastures, maintaining fences, marketing, accounting, etc."

In spite of the decrease in jobs in industrial agriculture, there is a strong commitment to agriculture in the community and within the local government. In the November 2020 election, Maui County voters passed a charter amendment to establish a county Department of Agriculture. It is anticipated that policies, funding,

and partnerships to support increased farming and food security will be developed in the coming years. At present, however, the number of well-paying jobs that could be created is unclear.

In the future, small “hui farming” entities like the Hawaii Taro Farm, LLC are developing plans to produce local value-added agriculture products, products for farmer’s markets utilizing certified kitchens for processing food, and marketing activities such as community-based forums, food truck courts and other training and events to support the development of food hubs. In collaboration with the University of Hawaii’s state-of-the-art Food Technology Center, a business incubator and accelerator program, Hawaii Taro Farm will assist in maximizing productivity through the use of improved farm equipment and technology and it will build the capacity of farmers to run their businesses.

Hawaii Taro Farm’s Hui has the collective goals of creating new types of jobs, locally focused production, and in the future, exporting products nationally and internationally. The Maui County Workforce Development Board and the University of Hawaii have been working on this food hub concept with Hawaii Taro Farm to create a model that can be duplicated across Maui County.

High Skilled Positions in the Healthcare Industry

All Counties in Hawaii are experiencing serious physician shortages. Maui County is short 153 Physicians (19% of the total shortage of 820 statewide) as per the University of Hawaii News on February 23, 2020. Currently, there is no training for physicians at University of Hawaii, Maui Campus and the University of Hawaii’s John A. Burns Medical School only accepts 77 students per year at its Kakaako location. Goals for the UHealthy Hawaii Program in 2020 include recruiting home-grown talent from the Native Hawaiian and Pacific Islander communities, expanding telehealth programs, addressing shortages in clinical training sites, and expanding models of delivery such as including clinical pharmacists and primary care teams.

Along with critical shortages in physicians, there are large shortages in Certified Nursing Assistants (CNAs), Licensed Practical Nurses (LPNs), and Registered Nurses (RNs). The shortages are expected to worsen. On August 13th, 2020, KHON2 reported that the the Hawaii Nurses Association warned that COVID-19 has added to the nursing shortage across Hawaii. The President of the association, Daniel Ross, said that facilities were already a struggling to keep up with staffing demands. The Healthcare Association of Hawaii reported that there are 162 vacancies in nursing with most of them on Oahu and in Maui County. Projections from 2014 to 2024 indicate a **109%** increase in registered nursing positions. (Chart- 4)

Chart-4

JOB GROWTH OF REGISTERED NURSES 2014-2024

ZIP	ZIP Name	2014 Jobs	2024 Jobs	2014 - 2024 Change	2014 - 2024 % Change
96793	Wailuku	528	1,017	489	93%
96732	Kahului	57	171	114	200%
96748	Kaunakakai	29	71	42	145%
96753	Kihei	26	41	15	58%
96761	Lahaina	17	35	18	106%
96768	Makawao	14	17	3	21%
96763	Lanai City	<10	<10	Insf. Data	Insf. Data
96729	Hoolehua	<10	<10	Insf. Data	Insf. Data
96733	Kahului	<10	<10	Insf. Data	Insf. Data
96713	Hana	<10	37	Insf. Data	Insf. Data
96708	Haiku	<10	<10	Insf. Data	Insf. Data

96779	Paia	<10	<10	Insf. Data	Insf. Data
96790	Kula	<10	10	Insf. Data	Insf. Data
96767	Lahaina	0	<10	Insf. Data	Insf. Data
96757	Kualapuu	0	0	0	0%
96770	Maunaloa	0	0	0	0%
96784	Puunene	0	<10	Insf. Data	Insf. Data
96788	Pukalani	0	<10	Insf. Data	Insf. Data
		671	1,401	730	109%

Emsi Q4 2020 Data Set

Healthcare Practitioners, Technical, and Support Occupations are projected to increase 36% from 2014 to 2024 (Chart-5). These occupations are natural career pathways for Certified Nursing Assistants (CNAs) who often leave Healthcare because of lower pay rates. Maui County has created opportunities for residents to earn their CNA Certifications but recruitment is challenging. Adding the next-step opportunities with clear ladders to better paying opportunities is a clear path for work and experience that lead to higher paying positions.

Chart-5

HEALTHCARE PRACTITIONERS, TECHNICAL AND SUPPORT OCCUPATIONS 2014-2024

ZIP	ZIP Name	2014 Jobs	2024 Jobs	2014 - 2024 Change	2014 - 2024 % Change
96793	Wailuku	2,665	3,620	955	36%
96732	Kahului	919	1,424	505	55%
96753	Kihei	432	501	69	16%
96761	Lahaina	317	387	70	22%
96768	Makawao	170	171	1	1%
96748	Kaunakakai	155	254	99	64%
96790	Kula	92	94	2	2%
96708	Haiku	44	51	7	16%
96713	Hana	35	105	70	200%
96763	Lanai City	31	31	0	0%
96779	Paia	26	29	3	12%
96733	Kahului	12	11	(1)	(8%)
96757	Kualapuu	<10	<10	Insf. Data	Insf. Data
96767	Lahaina	<10	<10	Insf. Data	Insf. Data
96770	Maunaloa	<10	<10	Insf. Data	Insf. Data
96784	Puunene	<10	<10	Insf. Data	Insf. Data
96788	Pukalani	<10	<10	Insf. Data	Insf. Data
96729	Hoolehua	<10	<10	Insf. Data	Insf. Data
		4,896	6,677	1,781	36%

Emsi Q4 2020 Data Set

In August of 2020, The County of Maui allocated \$1.5 million for the new HealthCARES Hui to address the shortage of healthcare workers using CARES Act funding. The program is being administered by Hale Makua, a long-term care facility for the elderly and disabled, in collaboration with several other nonprofits including Hui No Ke Ola Pono, Malama I Ke Ola Health Center, Habitat for Humanity, Hale Mahaolu, Kula Hospital, East Maui Kupuna Hui, and Maui Medical Group. The planning includes efforts to sustain the collaboration after CARES Act funding has been exhausted.

The primary goals of this collaborative are to:

- Create job opportunities

- Expand food delivery options to high-risk families and Kupuna
- Adapt the care management model by expanding the home health care model, personal care programs, and home improvements.

Renewable Energy in Maui County:

According to the US Energy + Employment Report 2020/Hawaii, Hawaii has an average concentration of energy employment, with 15,512 Traditional Energy workers statewide (representing 0.5 percent of all U.S. Traditional Energy jobs). Of these Traditional Energy workers, 6,639 are in Electric Power Generation, 4,339 are in Fuels, and 4,534 are in Transmission, Distribution, and Storage. The Traditional Energy sector in Hawaii is 2.4 percent of total state employment (compared to 2.3 percent of national employment). Hawaii has an additional 6,083 jobs in Energy Efficiency (0.3 percent of all U.S. Energy Efficiency jobs) and 4,054 jobs in Motor Vehicles (0.2 percent of all U.S. Motor Vehicle jobs).

The report does not break down workers by County, but due to the number of projects that are in development on Maui currently, it is likely that the County's share is at least 10% of the statewide numbers.

Per the report, overall, Traditional Energy jobs grew by 2.3 percent in Hawaii since the 2019 report, increasing by 346 jobs statewide over the period. Energy Efficiency jobs added 233 jobs (4.0 percent) and motor vehicles lost 102 jobs (-2.5 percent).

Construction is the largest industry sector in Electric Power Generation, with 65.9 percent of jobs. Professional and business services are next with 23.3 percent. Agriculture jobs represent 43.2 percent of Fuels jobs in Hawaii. Utilities are responsible for the largest percentage of Transmission, Distribution, and Storage jobs in Hawaii, with 33.4 percent of such jobs statewide. Energy Efficiency employment is primarily found in the construction industry.

Employers in Hawaii are more optimistic than their peers across the country regarding job growth over the next year in Traditional Energy (5.5 percent versus 3.2 percent nationally). Energy Efficiency employers expect to add 274 jobs in Energy Efficiency (4.5 percent) and Motor Vehicles employers expect to add 141 jobs (3.5 percent) over the next year throughout the state.

Over the last year, 25.9 percent of energy-related employers in Hawaii hired new employees. These employers reported the greatest overall difficulty in hiring workers for jobs in Electric Power Transmission, Distribution, and Storage. Employers in Hawaii gave the following as the top three reasons for their reported difficulty:

1. Competition/ small applicant pool
2. Lack of experience, training, or technical skills
3. Difficulty finding industry-specific knowledge, skills, and interest

Employers reported the following as the three most difficult occupations to hire for:

1. Sales, marketing, or customer service — \$35.35 median hourly wage
2. Electrician/construction workers — \$28.59 median hourly wage
3. Installation workers — \$27.91 median hourly wage

One issue unique to Maui County is how the tri-isle county's geography impacts the economy. The islands of Moloka'i and Lanai are separated from Maui by water, and the community of Hana is so remote that reaching

it requires driving a narrow one-lane road for up to two hours through a tropical rainforest with no cell phone or internet service.

These communities are physically isolated from job centers. As a result, the economies of these communities were much more impacted by the COVID-19 Pandemic shut-down. On Lanai, residents depend completely on Pulama Lanai Inc. for jobs and the communities of Moloka'i and Hana simply do not have living wage jobs outside of healthcare, real estate property management and government.

The Employment Needs of Maui County Employers

Employment needs are often tracked based on job advertisements. However, in Hawaii, which is a strong union state, jobs in construction and education are generally not advertised online, but are recruited within the unions or professional networks. Thus, while useful, advertising data is not conclusive.

Based on the Unique Average Monthly Postings from EMSI software for the 3rd Qtr of 2020 (Chart – 6), the jobs that employers have the most difficult time filling include:

- ✓ Healthcare Practitioners and Technical Positions
- ✓ Sales and Related Retail/Wholesale Trade
- ✓ Office and Administrative Support
- ✓ Food Preparation and Serving Related (Fast Food)
- ✓ Management

Chart-6 UNIQUE AVERAGE MONTHLY JOB POSTINGS

(Emsi Q3 2020 Data Set)



Emsi Q3 2020 Data Set | www.economicmodeling.com

Maui County Regional Differences:

It is important to note that job availability is different for Molokai and Lanai – and for remote areas such as Hana. Because of distance and geographic barriers, “commuting” to jobs in other parts of the island is not practical and/or is expensive.

The major challenges Maui County faces in geographic barriers and access to service and training are:

- Infrastructure deficiencies including internet access, cell phone service, roads, and utilities
- Lack of living wage job opportunities
- High shipping, fuel, food, and supply costs (47% increase in shipping in 2020)
- Lack of affordable housing
- A significant history of long-term unemployment
- Significant barriers to employment such as workforce competency, domestic violence, addiction recovery, first generation high school graduates, and learning disabilities
- Potential for natural disasters and sporadic periods of economic downturns

Moloka'i is the largest of the three isolated communities. Moloka'i has 189 businesses with a workforce of 2,300. (Chart-7) The Island of Moloka'i has been investing in STEM Technology for the past five years with great success. The development of remote work is a path the community embraces.

Chart-7

Business Characteristics of Moloka'i

Business Size



Emsi Q3 2020 Data Set | www.economicmodeling.com

1.2 An analysis of the knowledge and skills required to meet the employment needs of the employers in the local area (county), including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B), 20 CFR 679.560 (a) (2)]

To identify the kinds of skills and knowledge that individuals need to find current and future employment, and that employers desire in their employees, the following table summarizes the skills, abilities, and knowledge requirements of the twenty occupations with the most annual openings state-wide. (Chart-8)

Chart – 8 Skill Requirements of Jobs with the Most Job Openings, 2016-2026

Occupation Title	Skills	Abilities	Knowledge	Education/ Training/ Work Experience	2018 OES Median Wages

Retail Salespersons	Persuasion, active listening, service orientation, speaking	Oral comprehension & expression, speech clarity and recognition, problem sensitivity	Customer & personal service, sales & marketing, English language, mathematics	Less than HS/Short-term OJT/No experience	\$27,100
Waiters & Waitresses	Active listening, service orientation, speaking, social perceptiveness	Oral comprehension & expression, speech clarity & recognition, near vision, arm-hand steadiness	Customer & personal service, English language, sales & marketing, food production	Less than HS/Short-term OJT/No experience	\$48,860
Cashiers	Service orientation, active listening, speaking, mathematics, social perceptiveness	Oral comprehension & expression, near vision, speech recognition, information ordering	Customer & personal service, administration & management, mathematics, clerical	Less than HS/Short-term OJT/No experience	\$24,070
Combined Food Prep. & Serving Workers, Including Fast Food	Active listening, service orientation, speaking, coordination, monitoring	Oral comprehension & expression, speech recognition & clarity, information ordering	Customer & personal service, food production, public safety & security, English language, sales & marketing	Less than HS/Short-term OJT/No experience	\$23,520
Maids & Housekeeping Cleaners	Service orientation, coordination	Extent flexibility, trunk strength, stamina, information ordering, near vision	Customer & personal service, English language	Less than HS/Short-term OJT/No experience	\$38,670
Janitors & Cleaners	Active listening	Near vision, oral comprehension, static & trunk strength, extent flexibility	Customer & personal service, English language	Less than HS/Short-term OJT/No experience	\$31,270
Office Clerks, General	Active listening, reading comprehension, speaking, writing, coordination	Oral comprehension and expression, written comprehension & expression, near vision	Clerical, English language, customer & personal service, administration & management	HS/Short-term OJT/No experience	\$33,180

Occupation Title	Skills	Abilities	Knowledge	Education/ Training/ Work Experience	2018 OES Median Wages
Food Preparation Workers	Active listening, coordination, service orientation, social perceptiveness,	Near vision, arm-hand steadiness, manual dexterity, oral expression, finger dexterity	Customer & personal service, administration & management, public safety & security	Less than HS/Short-term OJT/No experience	\$25,840

	speaking				
Cooks, Restaurant	Monitoring, active listening, coordination, critical thinking, speaking	Near vision, information ordering, manual dexterity, problem sensitivity, speech recognition	Food production, customer & personal service, English language, production & processing	Less than HS/Moderate-term OJT/fewer than 5 years' experience	\$30,830
Security Guards	Active listening, monitoring, speaking, coordination, critical thinking	Problem sensitivity, far vision, oral comprehension & expression, selective attention	Public safety & security, English language, customer and personal service	HS/Short-term OJT/No experience	\$32,770
Counter Attendants, Cafeteria, Food Concession, & Coffee Shop	Active listening, service orientation, social perceptiveness, speaking, time management	Oral comprehension & expression, near vision, arm-hand steadiness, information ordering	Customer & personal service, food production, sales & marketing, English language	Less than HS/Short-term OJT/No experience	\$23,600
Landscaping and Grounds keeping Workers	Operation and control	Multi-limb coordination, manual dexterity, trunk strength, arm- hand steadiness, control precision	English language, customer & personal service, chemistry	Less than HS/Short-term OJT/No experience	\$32,800
Stock Clerks and Order Fillers	Speaking, active listening, service orientation, coordination, time management, reading comprehension	Oral expression & comprehension, speech clarity & recognition, category & extent flexibility, information ordering, finger & manual dexterity, near vision, static strength, arm- hand steadiness	Customer & personal service, mathematics, production & processing, English language	HS/Short-term OJT/No experience	\$27,940

Occupation Title	Skills	Abilities	Knowledge	Education/ Training/ Work Experience	2018 OES Median Wages
Laborers and Freight, Stock, and Material Movers, Hand	n/a	Static strength, multi-limb coordination, trunk strength, control precision, manual dexterity	n/a	Less than HS/Short-term OJT/No experience	\$32,710

General and Operations Managers	Active listening, coordination, monitoring, social perceptiveness, speaking	Oral comprehension & expression, problem sensitivity, speech clarity, written comprehension	Administration & management, customer & personal service, personnel & human resources, English language, mathematics	Bachelor's degree/No Training/5+ years' experience	\$99,510
Customer Service Representatives	Active listening, speaking, service orientation, reading comprehension, critical thinking	Oral comprehension & expression, speech clarity & recognition, near vision	Customer & personal service, English language, clerical, computers & electronics	HS/Short-term OJT/No experience	\$36,050
Dining Room & Cafeteria Attendants and Bartender Helpers	Service orientation, coordination	Trunk strength, manual dexterity, arm-hand steadiness, speech recognition, extent flexibility	Customer & personal service, food production, English language	Less than HS/Short-term OJT/No experience	\$34,190
Secretaries, Except Legal, Medical, and Executive	Active listening, speaking, reading comprehension, writing, service orientation	Oral comprehension & expression, written comprehension & expression, near vision	Clerical, English language, computers and electronics, customer & personal service, administration & management	HS/Short-term OJT/No experience	\$39,740

Occupation Title	Skills	Abilities	Knowledge	Education/ Training/Work Experience	2018 QES Median Wages
First-Line Supervisors of Retail Sales Workers	Active listening, service orientation, speaking, coordination, critical thinking	Oral comprehension & expression, speech clarity & recognition, problem sensitivity	Customer & personal service, administration & management, sales & marketing, English language, education & training	HS/No Training/fewer than 5 years' experience	\$41,300
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	Active listening, speaking, service orientation, social perceptiveness, coordination	Oral comprehension & expression, speech clarity & recognition, near vision	Customer & personal service, English language, food production, sales & marketing, mathematics	Less than HS/Short-term OJT/No experience	\$29,950

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

Of the twenty occupations with the most annual openings, seventeen were primarily entry-level positions requiring only basic skills and needing less than a month of training. Six of the twenty occupations involved food services jobs either as waiters and waitresses, food preparation workers, restaurant cooks, hosts and hostesses, and various counter attendants. Retail sales jobs and cashiers were also plentiful. The skills for most of these jobs required were active listening, speaking, and service orientation. About half require coordination. As for knowledge, customer and personal service was critical and English played a strong role for those seeking employment in most of these positions. For occupations dealing with food, food production was important. At least a high school diploma was only necessary for six of the occupations listed.

In terms of work experience, supervisory positions, which include general and operations managers (5+ years) and first-line supervisors of retail sales workers (fewer than 5 years) necessitate work experience. The only non-supervisory position requiring work experience is restaurant cooks (fewer than 5 years)

Many of these occupations are tourist-related jobs that reflect the dominance of the visitor industry in Hawaii’s economy. As noted in the previous section, Leisure and Hospitality has been the dominant industry on Maui with 33,600, or 38.7% of jobs in the County. Most of these positions are likely entry-level, requiring minimal training that is usually acquired on the job.

General and operations managers required more advanced education, a bachelor’s degree or higher. Therefore, not surprisingly, in addition to basic skills, administration and management knowledge relating to the management of personnel and human resources were deemed necessary skills for this position. Along with these skills, knowledge specific to the job, knowledge of law and government were also desirable attributes for general and operations managers.

Education and Work Experience of Advertised Jobs Vs Potential Candidates

According to data of online job advertisements statewide on November 2019, over four-fifths of the advertised jobs in Hawaii did not have an education requirement, though this may not be surprising since many of the jobs with the most advertised listings were entry-level type positions. As a result, the actual number of potential candidates overwhelmingly exceeded the number of job listings posted for all education levels. Of the jobs that specified a minimum education level, a high school diploma was most frequently required which totaled about 9 percent of the advertised positions, while a bachelor’s degree was next highest with four percent of all job listings.

Employers seemed to focus more on the work experience of the potential candidates. While most employers were looking for candidates with some experience, over 97 percent of the jobs could be performed with two years or less of experience. On the other hand, many potential candidates possessed higher levels of work experience, more than half with over 10 years of experience. There were far fewer job openings for those with at least five years of experience compared to the jobs with less experience requirements, which presents problems for those with greater work experience seeking employment.

Chart – 9 Education and Work Experience Requirements, State of Hawaii, November 2019

Category	Requirements on Advertised	% Distribution	Level of Potential	% Distribution
Education Level	--	--	--	--

No Minimum Education Requirement	406	2.0%	0	N/A
Less than High School	0	N/A	432	2.6%
High School Diploma or Equivalent	1,761	8.8%	5,719	34.3%
1 to 3 Years of College or a Technical or Vocational	33	0.2%	N/A	N/A
Vocational School Certificate	49	0.3%	1,193	7.2%
Associate's Degree	164	0.8%	1,646	9.9%
Bachelor's Degree	788	3.9%	3,160	19.0%
Master's Degree	53	0.3%	1,062	6.4%
Doctorate Degree	20	0.1%	238	1.4%
Specialized Degree (e.g. MD, DDS)	1	0.0%	139	0.8%
Not Specified	16,705	83.6%	N/A	N/A
Work Experience	--	--	--	--
Entry Level	822	4.1%	N/A	N/A
Less than 1 year	171	0.9%	985	5.9%
1 Year to 2 Years	18,471	92.5%	764	4.6%
2 Years to 5 Years	426	2.1%	1,965	11.8%
5 Years to 10 Years	81	0.4%	3,019	18.1%
More than 10 Years	9	0.1%	9,969	59.7%

Job Source: Online Advertised Jobs data, HIWI, as of 11/15/19

Education Requirements in Maui County

According to the Department of Labor and Industrial Relations, in terms of education level required, construction laborers is one of the main occupations in Maui County that requires less than a high school education. (It also has a very high automation index at 131.9)

Plumbers, pipefitters, and steamfitters; first-line supervisors, construction trades and extraction workers; operating engineers and other construction equipment operators; first-line supervisors of mechanics, installers, repairers; and first-line supervisors of personal service workers all require only a high school education in Maui County.

Massage therapists in Maui County require 600 hours of training to acquire a state license. General and operations managers; registered nurses; accountants and auditors; construction managers; and financial managers require a bachelor's degree or higher.

Chart – 10 Best Job Opportunities by Education Level, Maui County, 2016-2026

Occupation	Total Annual Openings	New Jobs Created Annually	Annual Growth Rate	Base Year Empl.	2018 Median Wage	Auto-mation Index
Less than High School Education	--	--	--	--	--	--
Construction Laborers	60	70	13.2%	490	\$62,360	131.9

Cement Masons and Concrete Finishers	20	10	10.8%	130	\$88,930	126.6
High School or equivalent	--	--	--	--	--	--
Carpenters	120	110	9.3%	1,140	\$62,570	125.9
First-Line Supervisors, Food Preparation and Serving Workers	110	50	7.5%	720	\$52,420	107.7
Reservation & Transportation Ticket Agents & Travel Clerks	60	70	15.3%	480	\$48,800	94.4
Electricians	60	40	8.6%	490	\$72,240	110.3
Plumbers, Pipefitters, and Steamfitters	50	60	15.2%	370	\$53,950	116.3
Sales Rep., Wholesale & Mfg, Exc. Tech. & Scientific Product	50	50	11.4%	400	\$44,630	91.5
Property, Real Estate, and Community Association Managers	50	50	7.9%	620	\$54,410	83.8
First-Line Supervisors, Housekeeping and Janitorial Workers	50	40	9.9%	370	\$50,550	101.1
Self-Enrichment Education Teachers	40	50	15.6%	330	\$47,200	89.0
Food Service Managers	40	30	8.4%	360	\$79,170	104.3
Chefs and Head Cooks	40	20	8.5%	280	\$77,610	92.2
Operating Engineers and Other Construction Equipment Oprs.	30	40	16.7%	240	\$81,320	120.3
First-Line Supervisors, Const. Trades & Extraction Wkrs	30	40	12.8%	310	\$75,980	106.2
First-Line Supervisors, Landscaping and Groundskeeping Wkrs	30	30	12.0%	270	\$56,910	101.3
First-Line Supervisors of Non- Retail Sales Workers	30	20	7.4%	260	\$64,020	81.4
First-Line Supervisors of Personal Service Workers	20	30	13.5%	210	\$50,060	91.4
First-Line Supervisors of Mechanics, Installers, Repairers	20	30	10.9%	250	\$66,310	94.0
Police and Sheriff's Patrol Officers	20	30	8.6%	300	\$66,490	94.5
First-Line Supervisors, Transportation & Vehicle Operators	20	20	12.3%	150	*\$49,920	n/a
Locker Room, Coatroom, and Dressing Room Attendants	20	10	9.3%	90	\$41,460	119.3
Insurance Sales Agents	20	10	8.8%	160	\$56,810	96.0

Associate's degree, Postsecondary or some college	--	--	--	--	--	--
Massage Therapists	40	50	17.8%	300	\$73,460	86.5
Captains, Mates, and Pilots of Water Vessels	40	30	7.7%	350	\$46,850	97.0
Heavy and Tractor-Trailer Truck Drivers	40	30	7.6%	370	\$52,670	110.1
Licensed Practical and Licensed Vocational Nurses	20	40	20.6%	170	\$46,930	84.8
Aircraft Mechanics and Service Technicians	20	30	17.1%	180	\$63,540	101.2
Bachelor's degree and Higher	--	--	--	--	--	--
General and Operations Managers	100	110	9.6%	1,090	\$88,480	82.2
Registered Nurses	50	80	11.0%	760	\$91,120	85.3
Elementary School Teachers, Except Special Education	50	50	8.7%	600	\$50,010	82.3
Accountants and Auditors	40	30	7.4%	410	\$60,350	93.1
Child, Family, and School Social Workers	30	50	18.0%	250	\$53,650	83.7
Medical and Health Services Managers	20	70	40.6%	180	\$98,620	75.2
Market Research Analysts and Marketing Specialists	20	40	26.2%	150	\$49,869	88.6
Financial Managers	20	40	19.0%	220	\$87,430	85.8
Substance Abuse and Behavioral Disorder Counselors	20	30	21.6%	140	*\$45,940	84.9
Construction Managers	20	30	10.9%	270	\$146,300	88.6

Secondary School Teachers, Exc. Spcl & Career/Technical Edu.	20	30	8.5%	300	\$60,970	84.9
Meeting, Convention, and Event Planners	20	20	14.0%	160	\$58,500	90.5
Substitute Teachers	20	20	11.1%	160	\$43,840	83.3
Administrative Services Managers	20	20	8.8%	170	\$83,320	81.0

Middle School Teachers, Exc. Special & Career/Technical Edu.	20	20	8.5%	280	\$60,030	84.5
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Source: Department of Labor and Industrial Relations, by EMSI, www.economic modeling.com

1.3 An analysis of the local workforce in the county, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the county, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C), 20 CFR 679.560 (a) (3)]

In 2018, Maui County saw a 6.7 percent decline in unemployment and a 0.2-point improvement in the jobless rate. However, this lower unemployment rate did not hold up in 2019 as a 10.2 percent increase in the number of jobless pushed the unemployment rate back up to 2.8 percent in the first 10 months of the year.

In March of 2020, the labor rate changed dramatically due to the COVID-19 Crisis. While many of the positions in the hospitality industry continue to be the largest sector in the workforce of Maui County, the uncertain future dictates that Maui County begin to develop diversity in the workforce and decrease its dependence upon tourism.

The unemployment rate reached as high as 48% in Maui County. The unemployment rate presently is 21.1%.

(Chart-12)

Civilian Labor Force (not seasonally adjusted), Maui County, 2008-2020

Year	Civilian Labor Force	Employed	Unemployed	Unemployment Rate
2008	78,250	74,400	3,800	4.9%
2009	76,050	69,100	6,950	9.1%
2010	78,950	72,200	6,750	8.5%
2011	80,500	74,150	6,400	7.9%
2012	79,150	74,100	5,100	6.4%
2013	79,900	75,750	4,150	5.2%
2014	82,300	78,550	3,700	4.5%
2015	83,750	80,650	3,100	3.7%
2016	85,700	83,050	2,650	3.1%
2017	86,600	84,350	2,250	2.5%
2018	86,150	84,050	2,100	2.4%
2019	84,540	86,350	2,410	2.8%
Sep 2020	81,800	64,844	16,956	21.1%

Note: 2020 reflects the loss of 5,250 jobs post the onset of COVID-19. Source: Hawaii Department of Labor and Industrial Relations, Research & Statistics Office

Labor Force Participation Rate

The labor force participation rate equals the civilian labor force divided by the civilian non- institutionalized population. Maui County has the highest participation rate in the state of 97.6 percent in 2018, while Hawaii County had the lowest with 60.0 percent. The participation rate in 2020 plummeted to 78.9 percent. These

rates are skewed because of Maui County's underemployed population who often hold two or three jobs simultaneously.

Educational Attainment

In Maui County, the 18-24-year-old age group was more than double the statewide share of eight percent of people without a high school education, topping nineteen percent. Maui County's college-aged population also had less educational credentials in terms of high school equivalencies and college degrees than the statewide average.

Maui's working-age population (25+ years old) also had fewer college degrees and more people with only high school diplomas than the state overall. (Statewide, about 27 percent had a high school diploma or equivalent. Nearly 21 percent had some college work but no degree. For those earning degrees, 11 percent had an Associate's, 22 percent had a Bachelor's, and 12 percent had a graduate or professional degree.) (Chart-13)

Educational Attainment by Age Group, Maui County, 2018

Category	Total	% of Total
Population 18 to 24 years	11,697	----
Less than high school graduate	2,259	19.30%
High school graduate (includes equivalency)	4,047	34.60%
Some college or associate's degree	4,865	41.60%
Bachelor's degree or higher	526	4.50%
Population 25 years and over	119,483	----
Less than 9th grade	4,199	3.50%
9th to 12th grade, no diploma	4,871	4.10%
High school graduate (includes equivalency)	38,372	32.10%
Some college, no degree	25,629	21.40%
Associate's degree	11,212	9.40%
Bachelor's degree	22,752	19.00%
Graduate or professional degree	12,448	10.40%
Population 25 to 34 years	20,599	----
High school graduate or higher	19,726	95.80%
Bachelor's degree or higher	4,282	20.80%
Population 35 to 44 years	22,630	----
High school graduate or higher	21,220	93.80%
Bachelor's degree or higher	7,970	35.20%
Population 45 to 64 years	45,762	---
High school graduate or higher	41,777	91.30%
Bachelor's degree or higher	12,794	28.00%
Population 65 years and over	30,492	----
High school graduate or higher	27,690	90.80%
Bachelor's degree or higher	10,154	33.30%

Source: U.S. Census Bureau, 2018 American Community Survey 1-year Estimates, Table S1501

Skill Gaps

At the Maui County Stakeholders Meeting for Workforce Innovation and Opportunity Act (WIOA) Hawaii Unified State Plan 2020-2023, on November 12, 2019, stakeholders identified the following skills gaps per island in Maui County:

- ✓ Lanai: Skilled Management, construction, trades, healthcare
- ✓ Maui: Healthcare, skilled labor, food & beverage, skilled educators, information tech
- ✓ Molokai: Skilled labor, informational tech, paths for managerial advancement

Individuals with Barriers to Employment:

Long-Term Unemployed:

In Hawaii, people who file unemployment insurance claims can receive benefits for up to 26 weeks. However, persons collecting unemployment insurance benefits for 15 or more weeks are considered long-term unemployed in this report because that is the longest time period of data that is collected by the DLIR R&S Office. During 2018, Hawaii averaged 1,467 of those individuals each month, which accounted for almost 22 percent of all claimants. Maui County averaged 215 or a 24 percent share of its claimants at the longest duration of 15+ weeks.

Older Adults:

In Hawaii, older workers can be an asset because of the employability skills they possess and the knowledge base acquired over their many years of experience. In 2018, more than 3 out of 4 of Hawaii's adults between 45 to 64 years old were in the labor force, with a 2.2 percent rate of unemployment. However, it is possible that many of these people have had to take a job that does not pay enough and for which they are overqualified based on their education and training. This is considered underemployment. Of these older adults, over 45 percent have an Associate's or higher college degree.

Adults 65 years and older may experience more difficulty finding a job because of their age. Only 22 percent were in the labor force and their rate of unemployment was higher at 3.0 percent in 2018. An estimated 40 percent possessed an Associate's or higher degree. The employment and educational patterns on Maui County were pretty consistent with the state, except that the jobless rates were identical for the 45-64 and 65+ age groups at 2.6 percent.

(Chart-13) Employment Status and Educational Attainment of Older Workers, Maui County, 2018

Category	45 to 64 years	65+ years
EMPLOYMENT STATUS	--	--
Total population in age group	45,762	30,492
In Civilian labor force:	34,625	6,251
Labor force participation rate	75.7%	20.5%
Employed	33,733	6,087
Unemployed	892	164
Unemployment rate	2.6%	2.6%
Not in labor force	11,020	24,241
EDUCATIONAL ATTAINMENT	--	--

Total in age group	45,762	30,492
Less than 9th grade	5.3%	4.2%
9th to 12th grade, no diploma	3.4%	5.0%
High school graduate (includes equivalency)	27.4%	32.6%
Some college, no degree	24.0%	17.9%
Associate's degree	11.9%	7.0%
Bachelor's degree	17.9%	18.2%
Graduate or professional degree	10.0%	15.1%

Source: U.S. Census Bureau, 2018 American Community Survey 1-year Estimates, Table B23001, B15001

Veterans:

In Maui County, veterans accounted for 7.1 percent of the adult population in 2018. Compared to the statewide average of 9.6%, Maui had the lowest proportion among the counties. When only 18 to 64-year-old veterans are included, labor force participation was 81.5 percent in Maui County, while the unemployment rate was 4.6 percent. Over 40 percent of veterans state-wide have some college or an Associate's degree and another 33 percent have a Bachelor's or higher degree.

(Chart-14) Veterans Employment Status and Educational Attainment, Maui County, 2018

Category	Veterans	% Distribution
VETERANS STATUS	--	--
Civilian population 18 years and over	9,279	7.1%
EMPLOYMENT STATUS	--	--
Veterans 18-64 years old:	3,826	----
In labor force:	3,120	81.5%
Employed	2,976	----
Unemployed	144	----
<i>Unemployment Rate</i>	4.6%	----
EDUCATIONAL ATTAINMENT	--	--
Civilian population 25 years and over	9,032	----
Less than high school graduate	124	1.4%
High school graduate (includes equivalency)	2,870	31.8%
Some college or associate's degree	3,574	39.6%
Bachelor's degree or higher	2,464	27.3%

Source: U.S. Census Bureau, 2018 American Community Survey 1-year Estimates, Table C21005, S2101

Disabled:

According to the U.S. Census Bureau Quickfacts (from July 1, 2018), the number of individuals in Hawaii between 18 and 65 years old with disabilities represents a population of 92,312 (6.5% of Hawaii’s 1,420,491 total population statewide). In Maui County there were 9,049 individuals with disabilities aged 18-64. Compared to other counties, they had the highest rate of labor force participation in the state at 49.7 percent and also the highest rate of joblessness with 8.0 percent. Statewide, nearly 32 percent had some college or an Associate’s degree, while over 21 percent had a Bachelor’s or higher degree.

Hawaii’s unemployment rate in 2019 remained close to 2.7%, with non-disabled adult employment rates over 68% (2016 US Census), while employment rates of individuals with disabilities averaged below 24% (2016 US Census), similar to the national average. This unemployment rate represents a 44% disparity rate for individuals with disabilities in the workforce as compared with their non-disabled peers. Maui County had the greatest share of individuals with disabilities in the workforce with 28 percent employed. As noted in Table 1.71. Employment Status of the Disabled, Maui County, 2018, there were 9,049 civilian non-institutionalized individuals in Maui County aged 18-64 in 2019, with 4,501 in the labor force. Of those, 8% were unemployed.

(Chart-15) **Employment Status of the Disabled, Maui County, 2018**

Category	2018 Estimate
Civilian non-institutionalized disabled population 18-64 years	9,049
In the labor force	4,501
<i>Labor force participation rate</i>	49.7%
Employed	4,139
Unemployed	362
<i>Unemployment rate</i>	8.0%
Not in labor force	4,548

Source: U.S. Census Bureau, 2018 American Community Survey 1-year Estimates, Table C18120

Foreign-Born Individuals:

There were 28,574 people born outside of the U.S. residing in Maui County in 2018. The share of those participating in the labor force was the highest among all counties, slightly more than 70 percent. The unemployment rate was a little below the state, averaging 3.2 percent. Maui had a higher percentage of high school graduates and those with some college or Associate’s degrees. As for language spoken, there was a smaller share of foreign-born people that spoke other languages in Maui compared to the state-wide average, 78 percent, and of that about 48 percent couldn’t speak English very well.

(Chart-16) **Employment Status, Education, Language Spoken of Foreign-Born, Maui County, 2013-2017**

Category	2013-2017 Estimate
EMPLOYMENT STATUS	--
Population 16 years and over	28,574

In labor force	70.1%
Civilian labor force	70.1%
Employed	67.8%
Unemployed	2.3%
Percent of civilian labor force	3.2%
Armed Forces	0.0%
Not in labor force	29.9%
EDUCATIONAL ATTAINMENT	--
Population 25 years and over	26,600
Less than high school graduate	17.0%
High school graduate (includes equivalency)	32.9%
Some college or associate's degree	30.3%
Bachelor's degree	15.5%
Graduate or professional degree	4.3%
LANGUAGE SPOKEN AT HOME AND ABILITY TO SPEAK ENGLISH	-
Total population	30,457
Population 5 years and over	30,122
English only	21.7%
Language other than English	78.3%
Speak English less than "very well"	48.2%

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-year Estimates, Table S0501

Individuals Below Poverty Level:

Maui County had a 7 percent share of their population living in poverty and 34 percent were labor force participants, which is the highest share among the counties. The rate of joblessness was higher than the state at 20.3 percent. Proportionately more of Maui County's low-income people worked compared to the state and the 55 percent that did not work was the lowest share among the counties. Educational attainment was a mixed bag when compared to other counties. It had the highest rate of high school graduates with 42 percent, but the lowest proportion of Bachelor's or higher degree holders with 8 percent.

(Chart-17) Employment Status, Experience, Education of Individual Below Poverty Level, Maui County, 2018

Category	Total	Below poverty level	% below poverty level
Population for whom poverty status is determined	164,915	11,698	7.1%
EMPLOYMENT STATUS	--	--	--
Civilian labor force 16 years and over	87,871	3,956	4.5%
Employed	84,778	3,153	3.7%
Unemployed	3,093	803	26.0%
<i>Unemployment Rate</i>	<i>3.5%</i>	<i>20.3%</i>	<i>----</i>
WORK EXPERIENCE	--	--	--

Population 16 years and over	133,000	9,842	7.4%
Worked full-time, year-round in the past 12 months	63,165	976	1.5%
Worked part-time or part-year in the past 12 months	28,844	3,461	12.0%
Did not work	40,991	5,405	13.2%
EDUCATIONAL ATTAINMENT	--	--	--
Population 25 years and over	118,037	8,225	7.0%
Less than high school graduate	8,491	1,405	16.5%
High school graduate (includes equivalency)	37,708	3,462	9.2%
Some college, associate's degree	36,697	2,734	7.5%
Bachelor's degree or higher	35,141	624	1.8%

Source: U.S. Census Bureau, 2018 American Community Survey 1-year Estimates, Table S1701

Native Hawaiians and Other Pacific Islanders:

The Census Bureau combines Native Hawaiians with Other Pacific Islanders. Therefore, we will use this combined group when referring to Native Hawaiians in this section. As of 2018, Maui County had 14,358 Native Hawaiians of which 62 percent were labor force participants. They had the lowest unemployment rate among the counties at 3.3 percent. In terms of educational attainment, Native Hawaiians in Maui had the smallest share of those with less than a high school diploma and those with a Bachelor's or higher degree. However, they also had the greatest share of those with some college or Associate's degree.

(Chart-18) Employment Status and Education of Native Hawaiians, Maui County Maui County, 2017- 2018

Category	2018 Estimate	--
EMPLOYMENT STATUS	--	--
Total, 16+ years and over:	14,358	--
Civilian labor force:	8,899	--
Employed	8,604	--
Unemployed	295	--
<i>Unemployment rate</i>	3.3%	--
Not in labor force	5,232	--
Category	2017 Estimate	% Distribution
EDUCATIONAL ATTAINMENT	--	--
Total population 25+ years and over	12,132	--
Less than high school diploma	1369	11.3%
High school graduate (includes equivalency)	5545	45.7%
Some college or associate's degree	4156	34.3%
Bachelor's degree or higher	1062	8.8%

Source: U.S. Census Bureau, 2017-2018 American Community Survey 1-year Estimates, Table C23002E, C15002E

Homeless:

In 2019, the annual Point in Time (PIT) count of homeless individuals identified 862 homeless people, representing a 1.3 percent decrease from the same time a year ago. It had the smallest share of unsheltered homeless among the counties.

(Chart-19) Homeless Point in Time Count, 2019

State/County	Total Homeless	Change from 2018	Sheltered	Unsheltered
State of Hawaii	6,448	-1.3%	2,810	3,638
Honolulu County	4,453	-0.9%	2,052	2,401
Hawaii County	690	-20.6%	243	447
Maui County	862	-1.3%	420	442
Kauai County	443	51.2%	95	348

Source: Homeless Point in Time Count conducted on January 22, 2019

Migrant Seasonal Farmworkers:

According to the U.S. Department of Agriculture’s 2017 Census of Agriculture, there were 793 migrant farm workers in the State of Hawaii. Over 70 percent were in Hawaii County, 19 percent were in Kauai County, 5 percent were in Honolulu County, and the remaining 5 percent were in Maui County.

(Chart-20) Farmworkers, 2017

Category	State of Hawaii	Honolulu County	Hawaii County	Maui County	Kauai County
Hired Farm Labor	11,891	2,768	6,093	1,880	1,150
Migrant Farm Labor	793	43	563	36	151
Incl. Hired Workers	569	n/a	360	36	n/a
Only Contract Labor	224	n/a	203	n/a	n/a
Unpaid Farm Labor	9,047	1,046	5,082	1,814	1,105

Source: U.S. Department of Agriculture, 2017 Census of Agriculture

1.4 An analysis and description of adult and dislocated worker workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the needs identified in 1.2., including individuals with barriers to employment, and the employment needs of employers. [WIOA Sec. 108(b)(1)(D) & 108 (b)(7), 20 CFR 679.560 (a) (4), 20 CFR 679.560 (b) (8)]

Workforce Development, Education and Training Activities Analysis Title I-B - Adult, Dislocated Worker		
Activities	Strengths	Weaknesses
<u>Work Experience Programs:</u> <ul style="list-style-type: none"> • Job Shadowing • Voluntary Internship Programs (unsubsidized) • Externships • On-the-job training 	<ul style="list-style-type: none"> • AJC has a Central location with free accessibility for the public and close accessibility to bus stops 	<ul style="list-style-type: none"> • AJC is not open evenings, weekends, or holidays • Many male job

<ul style="list-style-type: none"> • Work Experience (subsidized) <p><u>Employment Assessments:</u></p> <ul style="list-style-type: none"> • Objective Personal Assessment that identifies qualifying barriers to employment • Skills Assessments • Competency Testing • Career Interest Surveys <p><u>Access to eligible education and training programs:</u></p> <ul style="list-style-type: none"> • American Job Center provides free basic employment classes • Tuition assistance for programs of study and certification from Eligible Training Provider List (ETP) • Tuition assistance for Career Readiness Classes (e.g. excel, word, etc.) • Direct Connect to McKinley Community School for Adult and UH Maui College <p><u>Job Search & Placement:</u></p> <ul style="list-style-type: none"> • Register HireNet placement tool • Career counseling • Case Management • Individual Employment Plan (IEP) • In-Demand occupation information • Labor Market Information • Transitional jobs for quick placement through HireNet process <p><u>Support Services:</u></p> <ul style="list-style-type: none"> • Supplies and Tools • Bus Passes • Books and Training Tools • Childcare Referrals • Personal Counseling Referrals • Referrals to TANF and SNAP services through Provider Goodwill case management with those programs <p><u>Follow up Services:</u></p> <ul style="list-style-type: none"> • Counseling regarding the workplace • Additional Career Counseling and Planning • Assistance with work-related problems that might arise after employment • Information about additional educational opportunities • Referral to supportive services in the community • Re-enrollment when applicable and meets qualifications <p><u>Employer Support:</u></p> <ul style="list-style-type: none"> • Employer Outreach to assess skills needed per occupation • Provide employers with strategies on how to develop a qualified labor pool • Apprenticeship Programs being developed 	<ul style="list-style-type: none"> • AJC is open reliably on Monday-Friday from 7:45 a.m. to 4:30 p.m. • Experienced Wagner-Peyser Welcome Team • Ability to partner and stretch funds by leveraging resources • Co-enrollment is available using many resources for participants to create a framework of support • Support Services such as bus passes, tools, supplies, and books are provided as applicable for enrollees • Access to Assistive Technology equipment for individuals with disabilities • AJC Partners are aware of and responsive to local business needs • Locally-based training when possible • Trained Staff and Partners at AJC • Excellent, diverse, and engaged Board • Personalized case management and pathway planning (each participant has developed an Individual Employment Plan with their counselor (IEP) • Maui AJC Workforce Development Series Classes for basic employment training responding to Business Community requests for this training • AJC Partners have monthly meetings and trainings and have developed an Integrated 	<p>seekers that come to the AJC cannot be enrolled due to Selective Service requirement</p> <ul style="list-style-type: none"> • Technology difficulties due to poor infrastructure in Maui County • Shortage of (local) eligible training providers besides the University of Hawaii • State and County Procurement create barriers, inhibit flexibility, and time ineffectiveness • Lack of technical assistance and computer equipment available in Maui County • Lack of staff • Transportation; bus system often has unreliable time schedules • Low unemployment; Shortage of workers to fill in-demand but low-paying vacancies • Need to begin apprenticeship programs and need more career-readiness
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<ul style="list-style-type: none"> • Incumbent Worker Training (subsidized and partially subsidized) • Internships (voluntary and subsidized) • Upskill incumbent workers for management opportunities • Partnerships with educational institutions to design and offer foundational skill development • Business training in Labor Law, Human Resource, accounting, long-term planning • Job Fairs • Office space to conduct job interviews • Labor Market analytics • Mauicountyvirtualjobfair.com 	<p>Response Team (IRT) to collaborate on participants on a weekly basis</p> <ul style="list-style-type: none"> • The County of Maui provides ongoing free business enhancement classes through the Maui County Business Resource Center 	<p>classes</p> <ul style="list-style-type: none"> • Outreach is limited due to lack of staff • Need more resources for long term planning; especially in the Agricultural Sector which is anticipating a huge need for employees in the next two years • Funding such as RESEA/UI Program are always subject to change from year to year
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<p>Capacity to Provide Services:</p> <ul style="list-style-type: none"> • American Job Center (satellites) needed on each island in Maui County (mauicountyvirtualjobfair.com and mauiamericanjobcenter.com websites provide virtual opportunities and contact information) • Lack of Eligible Training Providers present in Maui County • Technology infrastructure capacity deficiencies create distance learning difficulties (Current improvements in both the Hana and Moloka’i Communities is due to be completed by December 2021 and grants for Resiliency Hubs are also under construction) • Lack of funds for sufficient operating system • Challenge is enough living wage jobs appropriate for those they serve and the need to fill in-demand jobs that do not provide a living wage (Due to the COVID-19 Pandemic, this is critical) • Lack of funding for needed staff positions (the County of Maui awarded a new Administrative position to support the Workforce Development Team) • Maui County has remote locations and geographic barriers as a three-island county creating logistical and financial hardships (the websites make it possible to register for services at the American Job Center and the University of Hawaii including financial aid, career counseling, and support services)

Title II Adult Education Services (including language limited learners):		
Activities	Strengths	Weaknesses
<p><u>Adult Education and Family Literacy Act (AEFLA):</u></p> <ul style="list-style-type: none"> • Register participants for HireNet services • Participation in WASC self-study and accreditation process for their programs and facility 	<ul style="list-style-type: none"> • Small Class Size with an Integrated framework in education and job training • Accommodation of varying learning styles to delineate career 	<ul style="list-style-type: none"> • Decreased in enrollment may affect funding dynamics • Geographic

<ul style="list-style-type: none"> • MCSA collaborates with Maui Correctional facility, the MEO BEST program, and the AJC in providing educational programs and classes for REO participants • MCSA provides services and training for English language acquisition • MCSA provides services and training to participants in acquiring High-school equivalency preparation • Career Preparation and Job Training • Citizenship Transition Services • Employability & Life Skills training in collaboration with the Maui AJC Workforce Development Series Classes for basic employment training responding to Business Community requests for this training • MCSA continues to work directly with a large variety of social service nonprofits, schools, Maui Correctional Complex, Maui Drug Court, AJC Partners, University of Hawaii, and Job Corps to serve adults who lack a high school diploma, disadvantaged and low-skills adults with multiple barriers to employment and educational attainment, adults who have been incarcerated, single parents, displaced homemakers, Adults with limited English proficiency, and adults with disabilities • Continues to develop strategies to improve retention to completion • Course alignment to other education and training systems, such as postsecondary education to provide smooth transition to entry level employment or post-secondary education • Workforce Development Diploma (WDD) to serve special populations that may not be able to achieve a GED but ma transition into less skilled jobs <p><u>Assessments</u></p> <ul style="list-style-type: none"> • Objective assessments with career services and labor market information • CASAS and TABE assessments are utilized for every participant • EFL assessment is used for pre-post evaluation • MSG is used for measurable skills gains • All AJC Partners may refer participants to MCSA for assessments 	<p>pathway options for students based on their abilities and interests</p> <ul style="list-style-type: none"> • College and career readiness opportunities upon completion of initial training services • Partnership with Hui Malama Learning Center, social service nonprofits, Maui Correctional Complex, Job Corps, Maui Drug Court, UH, AJC Partners • Schedule-driven to accommodate work and family responsibilities including evening classes • Co-enrollment with AJC Partner and other programs is when appropriate • Office personnel provide participants with timely and accurate information • Registration information is organized and accessible • Social Media platforms are being utilized to keep the community connected • State of Hawaii offers and encourages professional development for faculty and staff • Classrooms activities are structured to simulate real life situations and opportunities to problem solve • Diverse faculty • Computer Lab available to serve AJC participants • Provider of limited language learners; especially Adults of the large population of those of Filipino ethnicity • May serve those that do not possess US citizenship 	<p>limitations for tri-isle county and isolated areas</p> <ul style="list-style-type: none"> • Funding limitations limit critical support services • Limited support for planning for changes in learning needs to use different and more effective tools • WDD is in beginning stages and will require more collaboration with existing and new partners • Needs increased outreach about services • No AJC on Lanai and Moloka'i • Maui County has remote locations and geographic barriers that create logistical and financial hardships
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Capacity to Provide Services:

- American Job Center (satellites) needed on each island in Maui County. (mauicountyvirtualjobfair.com and mauiamericanjobcenter.com websites provide virtual opportunities and contact information)
- Limited resources to provide current education and career preparation services, particularly support services
- Need to work on stronger and expanded relationships with local partners, particularly with employers and postsecondary institutions
- Integrated with statewide career pathways system that will enhance services, support transitions, and drive college and career readiness
- Maui County has remote locations and geographic barriers as a three-island county creating logistical and financial hardships. (the websites make it possible to register for services at the American Job Center and the University of Hawaii including financial aid, career counseling, and support services)

Title III Wagner Peyser Employment Services: ☒

Activities	Strengths	Weaknesses
<p>Welcome Team at the AJC</p> <ul style="list-style-type: none"> • Provides initial consultation for walk-in and phone services as follows: self-service on HireNet, career counseling and assessments, return participants career and placement services • Processes intake referrals from the Unemployment Office (UI); Tuesday collaborative classes facilitating RESEA/UI claimants chosen by UI system. • First-line assistance on registration on the HireNet placement tool focusing on providing a variety of services in job search assistance matching job seekers with employers. <p>First-line Assistance Services to Job Seekers</p> <ul style="list-style-type: none"> • Placement using objective assessments to AJC Partners • Referral of job seekers to job openings, include matching job requirements with job seeker experience, skills and other attributes for all participants • Counseling/Case Management for all participants; priority to veterans • Referral to training & other services with other members of the Integrated Resource Team to one or more appropriate AJC Partner Programs • Provides assistance in additional programs such as Trade Act Assistance (TAA), Disability and Education Initiative (DEI) 	<ul style="list-style-type: none"> • AJC has a Central location with free accessibility for the public and close accessibility to bus stops • AJC is open reliably on Monday-Friday from 7:45 a.m. to 4:30 p.m. • Training and working knowledge of the use of technology such as self-service features in Hire Net Hawaii • Provider has a long history of strong interagency partnerships • Well established Re-employment Services and Eligibility Assessment (RESEA) and UI workshop every Tuesday • AJC that provide public access to computers, internet, job search materials and job information • Co-enrollment is utilized by one or more AJC Partners when applicable • Trained Staff and Partners at AJC • Welcome team begins the personalized case management and pathway planning (each participant has developed an 	<ul style="list-style-type: none"> • AJC is not open evenings, weekends, or holidays • Funding levels constrain business outreach and individualized services to customers • Lack of standard on-boarding for new career counselors • More professional training needed • Non-existent statewide representation of veterans services (DVOP, LVER) • No access to youth-build programs • Lack of relationship with TANF • Transportation; bus system often has unreliable time schedules • Low

<ul style="list-style-type: none"> • Referral process for personal counseling to Maui County nonprofits <p>First-line assistance to programs that provide resources to businesses</p> <ul style="list-style-type: none"> • Registering for Hawaii Hire Net • Promoting hiring of veterans • Helping employers with special recruitment needs • Assisting employers analyze hard-to-fill job • Federal bonding for at-risk employers • Facilitating Federal Tax Credit for hiring offenders, persons with disabilities, other target groups • Counseling and job referrals for veterans with significant barriers • Helping employers and employees deal with layoffs and referrals to Rapid Response services • Alien Labor Certification Program • Employer Training Fund (ETF) • Job Fairs • Human Resource tools and Labor Law Seminars <p>Assessments and Referral to AJC Partners</p> <ul style="list-style-type: none"> • Assessment of competency, experience, skills, and interests with WIOA AJC Partners • Career guidance • Labor market information • Job search workshops orders 	<p>Individual Employment Plan with their counselor (IEP)</p> <ul style="list-style-type: none"> • Access to Assistive Technology equipment for individuals with disabilities • Maui AJC Workforce Development Series Classes for basic employment training responding to Business Community requests for this training • AJC Partners have monthly meetings and trainings and have developed an Integrated Response Team (IRT) to collaborate on participants on a weekly basis • The County of Maui provides ongoing free business enhancement classes through the Maui County Business Resource Center • Excellent, diverse, and engaged Board • AJC Partners are aware of and responsive to local business needs • Relationships with business and industry Responsiveness to business hiring needs 	<p>unemployment; Shortage of workers to fill in-demand but low-paying vacancies</p> <ul style="list-style-type: none"> • Need to begin apprenticeship programs and need more career-readiness classes • More local eligible training providers needed • Outreach is limited due to lack of staff • Need more resources for long term planning; especially in the Agricultural Sector which is anticipating a huge need for employees in the next two years • Funding such as RESEA/UI Program are always subject to change from year to year
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Capacity to Provide Services:

- American Job Center (satellites) needed on each island in Maui County. (mauicountyvirtualjobfair.com and mauiamericanjobcenter.com websites provide virtual opportunities and contact information)
- Technology infrastructure capacity deficiencies create distance learning difficulties
- No funding in the state for DVOP or LVER services on neighbor islands
- TANF would not participate in the MOU; waiver until 6/30/2020
- No access to Youthbuild programs
- Maui County has remote locations and geographic barriers as a three island county creating logistical and financial hardships
- Insufficient funds for professional development

Title IV Vocational Rehabilitation: ☑ Adults with disabilities		
Activities	Strengths	Weaknesses
• Provides ongoing information about innovative, effective,	• Co-enrollment is	• DVR remains under

<p>and efficient approaches to disability awareness</p> <ul style="list-style-type: none"> • Provides information on compliance with Americans with Disabilities (ADA) of 1990 and other employment related laws • Recruitment and hiring of persons with disabilities by increasing the support for independent living through inclusion in communities and integrated workplaces • Provides support for incumbent employees with disabilities • Disseminating information and strategies to improve the transition to postsecondary activities of individuals who are members of traditionally unserved populations • Collaborates with the Integrated Resource Team and co-enrolls with AJC Partners when appropriate • Provides input on assistive technology resources at the AJC • Provides ongoing training and resources for AJC Partners in using best practice in communicating with persons with disabilities • Providing instruction to vocational rehabilitation counselors, school transition personnel, and other persons supporting students with disabilities 	<p>encouraged when appropriate</p> <ul style="list-style-type: none"> • Direct Connect System from AJC to DVR offices • Assistive technology is readily available at the American Job Center for persons with disabilities • Ongoing training for EEO compliance with all AJC Partners is ongoing and AJC have monitored by the State of Hawaii successfully 	<p>an Active Order of Selection (OOS)</p> <ul style="list-style-type: none"> • Need to Increase awareness of DVR services in Maui County for people receiving SSI/SSDI who are often misinformed or unaware of the benefits of becoming employed
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Capacity to Provide Services:

- Sufficient staffing to meet the needs of employers who call VR for training and technical assistance for Maui.
- Efficiently trained staff provides ongoing training to AJC Partners about resources available
- County provides an EEO Coordinator to train AJC Partners in how to better communicate with persons with disabilities
- Budgetary limitations on enrollment as demand for services exceeds funded services making DVR continue to remain under Order of Selection
- Insufficient staffing for the communities of Molokai, Lanai, Hana
- Insufficient resources for assistive technology for the hearing impaired

Career Technical Education:

Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Registers HireNet tool • Serves youth and adults • Provides integrated education and vocational training ☐ • Fosters competency-based learning ☐ • Each post-secondary student moves through a Program of Study ☐ • Focus on employability skills whether it be vocational training, post-secondary education, or work experience and apprenticeship programs 	<ul style="list-style-type: none"> • Co-enrollment is available when appropriate • Integrated education (k-12, McKinley Community School for Adults, and postsecondary education) ☐ • Utilizes career pathways, career counseling and individual employment plans (IEP)s for AJC Program participants • Multiple entry and exit options through the community college - industry- recognized credential, certificate, degree or transfer to 	<ul style="list-style-type: none"> • Once a state career pathway system is adopted, will require adjustments to transition clients from other partners. ☐ • Incoming clients often require remediation and intensive career counseling • Limited staffing and funding • Client access to the system may be a challenge

<ul style="list-style-type: none"> • Students are encouraged to participate in work experience activities • There is strategic alignment between McKinley Community School for Adults, the Ku'ina Program and Career and Technical Education pathways • Participants earn industry-recognized credentials ☑ • Ongoing coordination between CTE Education representatives, the Workforce Development Council, and the Hawaii State Department of Education is ongoing 	<p>baccalaureate degree program</p> <ul style="list-style-type: none"> • Industry involvement in career pathway development and system vetted with employers through AJC Business Engagement partnership • Clear sequence of coursework (non-duplicative, progressive, articulated) ☑ • Curricula and instructional strategies facilitate work readiness☑ • Active participation in AJC Partner meetings and trainings 	<p>because of cost and time</p> <ul style="list-style-type: none"> • Career pathways do not address entrepreneurial training even though required for American Job Center certification • Maui County has geographic barriers that inhibit outreach and smooth transitions • Online and distance learning is difficult due to lack of infrastructure in remote communities
<p>Capacity to Provide Services:</p> <ul style="list-style-type: none"> • Existing structures have capacity to provide services but are not co-located☑ • Financial and other support for clients to access the services often require intensive career counseling and there is lack of funding for staffing☑ • Geographic barriers and lack of infrastructure inhibits participation 		

Community Block Services Grant (CSBG):		
Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Participants are referred to Maui Economic Opportunity for services because this is not a stand-alone service. • Collaborates with the Maui Homeless Alliance and other social service agencies to maximize existing funding • Advocates for affordable housing initiatives and projects and maintains the County Rental Assistance Program to provide rental assistance like security deposits to stabilize conditions for people in financial emergency eviction, homelessness, and back payments on utilities (low-income energy assistance program) • Provides assistance through the Legal Services program that provides legal assistance for low-income seniors sixty and older • Referrals to Paratransit services and works to identify and eliminate barriers for disabled riders 	<ul style="list-style-type: none"> • Assists individuals in need into housing by funding security deposits, utility assistance • MEO CSBG is the “glue” that holds the community action agency together • Service Maui County • Supplements the BEST Program staffing 	<ul style="list-style-type: none"> • Limited funding resources for the population served in Maui County
<p>Capacity to Provide Services:</p> <ul style="list-style-type: none"> • Insufficient staffing • Resources to meet needs of individuals in poverty in Maui County 		

Job Corps – Title 1-B

Activities	Strengths	Weaknesses
<p>Phases of Career Development</p> <p>Outreach & Admissions (OA)</p> <ul style="list-style-type: none"> • Gather information for enrollment into this academic and vocational skills training program for ages 16-24 • Transportation services provided ☐ • Residential program with free room and board. ☐ • A self-paced program that allows participants two years to complete the program ☐ • Income eligibility is required ☐ <p>Career Preparation Period (CPP)</p> <ul style="list-style-type: none"> • Students assimilate into life at the center, academic testing, health screening <p>Career Development Period (CDP)</p> <ul style="list-style-type: none"> • Academic instruction • 10 vocational options including Construction and automotive and machine repair in addition to college and advanced training at another Job Corps Center ☐ • Driver's Education training provided • Register HireNet for job placement • Job Placement Services • Training preparation for life skills <p>Career Transition Readiness (CTR)</p> <ul style="list-style-type: none"> • After graduation, follow-up services include job search, assistance with living accommodations, transportation, and family support resources 	<ul style="list-style-type: none"> • Pleasant environment for residential services that promote camaraderie amongst participants in developing healthy relationships • Open entry/open exit program • No cost to the participants • Counseling services provided • Basic Medical, dental, mental health services ☐ • Childcare planning for the parent of a dependent child • AJC Partners for co-enrollment is available when applicable; such as GED and HiSet diploma program • Utilizes career pathways that align with post-secondary education opportunities at the University of Hawaii • Provides opportunities to obtain industry recognized certifications • Vocational trade/education/training component that provides preparation for job placement after graduation • Recreational activities provided • Driver's education training provided • No drugs or alcohol are allowed 	<ul style="list-style-type: none"> • No bus service • Need more resources for long term planning; especially in the Agricultural Sector which is anticipating a huge need for employees in the next two years • Lack of funding for ongoing building repairs for an old building such as painting and plumbing • Persistent staff shortages as participant count rises for residential advisors

Capacity to Provide Services:

- Hawaii Job Corps has the capacity for 128 participants on Maui.

Indian and Native American- Title 1 –B (Alu Like)☐

ALU LIKE, Inc. provides Hawaii's WIOA, Title I, Subtitle D- National Programs Sec. 166, NATIVE AMERICAN PROGRAMS COMPREHENSIVE SERVICES (ADULTS). ☐

Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Training, career, and follow-up services for Native American and Native Hawaiian residents. • Assistance to employers for subsidized employment for entry level positions 	<ul style="list-style-type: none"> • No cost to the participants • Counseling services provided • Referrals for basic medical, dental, mental health services☐ • Referrals to Childcare services 	<ul style="list-style-type: none"> • Staff shortages with lack of contact with counselors for extended periods • Geographic barriers

<ul style="list-style-type: none"> • The goal is to enter, re-enter, retain, or upgrade unsubsidized employment leading to ultimate self-sufficiency • Co-enrollment with AJC Partners when appropriate to leverage funding • Supplemental youth services for ages 14-24 throughout the school year, during summer vacation, and/or during breaks in the school year including skills training with priority to training programs that lead to industry recognized postsecondary credentials that are aligned with in-demand occupations 	<ul style="list-style-type: none"> • AJC Partners for co-enrollment is available when applicable; such as GED and HiSet diploma program • Utilizes career pathways that align with post-secondary education opportunities at the University of Hawaii • Provides opportunities to obtain industry recognized certifications • Vocational trade/education/training component that provides preparation for job placement after graduation • Extensive experience in working with Native Hawaiians 	<p>of a three-island county that created funding insufficiencies</p>
<p>Capacity to Provide Services:</p> <ul style="list-style-type: none"> • Lack of funding for needed staff positions • Maui County has remote locations and geographic barriers as a three island county creating logistical and financial hardships • Extensive experience and established relationships in working with the high ratio of Native Hawaiians in the Maui County remote communities of Hana, Lanai and Molokai 		

<p>Native Hawaiian Workforce Development Services – Youth ☐ ALU LIKE, Inc. provides Hawaii’s WIOA, Title I, Subtitle D- National Programs Sec. 166, NATIVE AMERICAN PROGRAMS COMPREHENSIVE SERVICES (YOUTH). ☐</p>		
<p>Activities</p> <ul style="list-style-type: none"> • Supplemental youth services for ages 14-24 throughout the school year, during summer vacation, and/or during breaks during the school year; menu of services includes occupational skills training which must include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors of occupations or occupations in the local area; work experiences that have academic and occupational educational component; etc. • Register HireNet Placement Tool 	<p>Strengths</p> <ul style="list-style-type: none"> • Partner with American Job Center for program specialists and training providers • Co-enrollment is available using many resources for participants to create a framework of support 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Kauai, Maui, and Molokai Island Offices each only have one Program Specialist.
<p>Capacity to Provide Services:</p> <ul style="list-style-type: none"> • ALU LIKE, Inc. WIOA program is statewide with offices and staff on the islands of Maui, Molokai (also serving Lanai). • Good partnerships with American Job Centers Maui. 		

<p>Jobs for Veterans State Grants (JVSG)</p>		
<p>Activities</p>	<p>Strengths</p>	<p>Weaknesses</p>
<ul style="list-style-type: none"> • Trained Wagner-Peyser Program Manager to provide services to Veterans 	<ul style="list-style-type: none"> • AJC team is serving Veterans without benefit of JVSG funding 	<ul style="list-style-type: none"> • No LVER or DVOP services available in

• Co-enrollment with AJC Partners	and support	Maui County
Capacity to Provide Services:		
• Insufficient funding has prevented any services through this grant		

Senior Community Service Employment Program (SCSEP):		
Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Provides subsidized part-time employment opportunities for unemployed senior citizens who are 55 years or older and a resident of Maui County. • Transitions older workers to unsubsidized employment and provides case management guidance in job search • Provides HireNet services as an AJC Partner • Co-enrollment with AJC Partners when appropriate 	<ul style="list-style-type: none"> • Program works with AJC Partners at no cost to participants • Case Managers co-locate weekly at the AJC and are readily available through appointments • Trained case managers and active AJC Partners through AJC Meetings 	<ul style="list-style-type: none"> • Case Managers are not co-located daily • Limited resources • Maui County has geographic barriers that inhibit outreach and smooth transitions
Capacity to Provide Services:		
<ul style="list-style-type: none"> • Limited resources • Program provides outreach that lends to opportunities for co-enrollment in other AJC Partner programs 		

Temporary Assistance for Needy Families: Waiver to June 30, 2020		
Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • TANF services are offered through our Adult and Dislocated Worker Provider (Goodwill Industries) 	<ul style="list-style-type: none"> • AJC Partners provide case management 	
Capacity to Provide Services: Goodwill Industries Hawaii provides counseling services for TANF, SNAP, and Medicaid/Quest Applications. TANF has now signed the MOU/IFA		

Trade Adjustment Assistance (TAA):		
Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Assist Unemployment Claimants that lost positions due to trade issues in returning to work • Provides additional funding to claimants passed the customary UI claim timelines 	<ul style="list-style-type: none"> • Staff is experienced in the implementation of TAA funding • Co-enrollment and coordination with Wagner-Peyser and Dislocated Worker services 	<ul style="list-style-type: none"> • Insufficient funding for follow-up services • The extra funding by TAA sometimes makes claimants unmotivated to find employment • Funding has limited parameters
Capacity to Provide Services:		
<ul style="list-style-type: none"> • Funding is available when Trade issues arise 		

Re-Employment Services Eligibility Assessment (RESEA) Unemployment Insurance (UI)		
Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Tuesday orientation classes in coordination with UI to help unemployment insurance claimants to return to work more quickly • Provides information about workforce assistance programs and access to AJC services, HireNet, and may co-enroll with AJC Partners when appropriate • Referrals to career and personal counseling; to social service agencies, and begins develop of claimants Individual Employment Plan (IEP) • Referral to AJC Workforce Development Series Classes at no cost 	<ul style="list-style-type: none"> • Integrated services between UI claims and job search • Collaboration with AJC Partners to place participants in the best programs for each situation • Through HireNet, claimants have access to a review of their work search efforts for claim compliance 	<ul style="list-style-type: none"> • Not every UI claimant is required to take the Tuesday class due to staffing
<p>Capacity to Provide Services:</p> <ul style="list-style-type: none"> • Insufficient resources to serve every UI claimant with the Tuesday class • Every UI claimant has access to HireNet, AJC services and the Maui AJC Workforce Development Series of classes 		

Unemployment Insurance (UI)		
Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Tuesday orientation classes in coordination with UI to help unemployment insurance claimants to return to work more quickly • Provides information about workforce assistance programs and access to AJC services, HireNet, and may co-enroll with AJC Partners when appropriate • Referrals to career and personal counseling; to social service agencies, and begins develop of claimants Individual Employment Plan (IEP) • Referral to AJC Workforce Development Series Classes at no cost 	<ul style="list-style-type: none"> • Integrated services between UI claims and job search • Collaboration with AJC Partners to place participants in the best programs for each situation • Through HireNet, claimants have access to a review of their work search efforts for claim compliance 	<ul style="list-style-type: none"> • Not every UI claimant is required to take the Tuesday class due to staffing
<p>Capacity to Provide Services:</p> <ul style="list-style-type: none"> • Insufficient resources to serve every UI claimant with the Tuesday class • Every UI claimant has access to HireNet, AJC services and the Maui AJC Workforce Development Series of classes 		

National Farmworkers Job Program (NFJP):		
Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Provide assistance to farmworkers that have worked on a farm for 25 days and/or have earned \$800 within the last two years to provide assistance through a case manager to find employment 	<ul style="list-style-type: none"> • Program works with AJC Partners at no cost to participants • Case Managers co-locate weekly at the AJC and are readily available through appointments 	<ul style="list-style-type: none"> • Case Managers are not co-located daily • Limited resources • Maui County has geographic barriers

<ul style="list-style-type: none"> • Provides HireNet services as an AJC Partner • Co-enrollment with AJC Partners when appropriate 	<ul style="list-style-type: none"> • Trained case managers and active AJC Partners through AJC Meetings 	that inhibit outreach and smooth transitions
Capacity to Provide Services: <ul style="list-style-type: none"> • Limited resources • Program provides outreach that lends to opportunities for co-enrollment in other AJC Partner programs 		

Being Empowered and Safe Together Reintegration Program (BEST)		
Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Provides REO services to Maui County with support and training to prepare inmates for successful return to the community • Case Management, employment training, anger management training, cognitive skill restructuring, pre-employment training, and participation in the Maui AJC Workforce Development Series of basic employment training • Provides HireNet services as an AJC Partner • Co-enrollment with AJC Partners when appropriate 	<ul style="list-style-type: none"> • Excellent coordination with the Maui Police Department and the Maui Correctional Facility • Program works with AJC Partners at no cost to participants • Case Managers co-locate weekly at the AJC and are readily available through appointments • Trained case managers and active AJC Partners through AJC Meetings 	<ul style="list-style-type: none"> • Case Managers are not co-located daily • Limited resources • Maui County has geographic barriers that inhibit outreach and smooth transitions • No federal financial resources as an REO provider
Capacity to Provide Services: <ul style="list-style-type: none"> • Collaboration with the Maui Correctional Facility and the Maui Police Department to provide appropriate services to inmates that are reintegrating as Maui County residents • Limited resources • Program provides outreach that lends to opportunities for co-enrollment in other AJC Partner programs 		

Entrepreneurial Services - MEO CORE FOUR Program		
Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Provides a 36-hour course that offers training in the development of a realistic and achievable business plan which includes plan development, marketing, cash flow planning, and operational planning • Course is offered 10 times per year • Course is offered on a sliding fee scale • Upon certification, participants are eligible to apply for low-interest startup loans from \$5,000 to \$25,000 • Maui County Made on Maui Festival collaborates with MEO to offer a festival to 	<ul style="list-style-type: none"> • MEO Business Development Center's sliding fee scale makes this comprehensive course affordable • The Maui County Business Resource Center is co-located with the AJC and offers ongoing training, job fairs, and workshops • Opportunities for loans make a new business achievable by helping with start-up costs through low-interest loans • Leveraged resources through Made on Maui offer marketing 	<ul style="list-style-type: none"> • WIOA encourages entrepreneurial services but this program cannot be funded using federal funding to cover costs that aren't covered by the sliding fee scale • Case Managers are not co-located daily • Limited resources • Maui County has geographic barriers that inhibit outreach and

<p>exhibit products every November to provide test marketing for products</p> <ul style="list-style-type: none"> • Provides referral to the AJC for HireNet services as an AJC Partner for individuals that decide to discontinue the program and that begin to conduct a job search • Co-enrollment with AJC Partners when appropriate • As new businesses, the Maui AJC provides ongoing training, job fairs, and workshops 	<p>opportunities to a new business</p> <ul style="list-style-type: none"> • This program offers Maui County’s remote communities of Hana, Molokai and Lanai, that do not have positions available, an opportunity to create earned income within their communities • Partnership with Maui AJC Partners offer job search resources if business ventures are not achieved 	<p>smooth transitions</p>
<p>Capacity to Provide Services:</p> <ul style="list-style-type: none"> • Sufficient staffing and resources to meet needs of individuals in poverty for this program • Existing structures have capacity to provide services but are not co-located • MEO business infrastructure supports an ongoing successful program • Geographic barriers and lack of infrastructure inhibits participation 		

1.5 An analysis and description of youth workforce activities, including activities for youth with disabilities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services. [WIOA Sec. 108(b)(1)(d) and 108(b)(9), 20 CFR 679.560 (b) (8)]

Workforce Development, Education and Training Activities Analysis Title I-B – Youth Program		
Activities	Strengths	Weaknesses
<p><u>Work Experience Programs:</u></p> <ul style="list-style-type: none"> • Job Shadowing • Voluntary Internship Programs (unsubsidized) • Externships • On-the-job training • Work Experience (subsidized) <p><u>Employment Assessments:</u></p> <ul style="list-style-type: none"> • Objective Personal Assessment that identifies qualifying barriers to education leading to employment • Skills Assessments • Competency Testing • Career Interest Surveys <p><u>Access to eligible education and training programs:</u></p> <ul style="list-style-type: none"> • American Job Center provides free basic employment classes, leadership development and occupational skills training • Tuition assistance for programs of study and certification from Eligible Training Provider List (ETP) • Tuition assistance for Career Readiness Classes (e.g. excel, word, etc.) • Direct Connect to McKinley Community School for Adult and UH Maui College for alternative secondary school options to assist in skill development allowing future post-secondary options 	<ul style="list-style-type: none"> • AJC and University of Hawaii both have a Central location with free accessibility for the public and close accessibility to bus stops • AJC is open reliably on Monday-Friday from 7:45 a.m. to 4:30 p.m. • UH Ku’ina Program is open 8:00am – 5:00pm weekdays • Experienced Wagner-Peyser Welcome Team at the AJC to refer to the Ku’ina Program • Ability to partner and stretch funds by leveraging resources • Co-enrollment is available and Inter-Agency Release document allows transfer or eligibility documents among AJC Partners • Support Services such as bus passes, tools, supplies, and books are provided as applicable for enrollees • Access to Assistive Technology equipment for individuals with 	<ul style="list-style-type: none"> • AJC and UH are not open evenings, weekends, or holidays • Many male job seekers that come to the AJC cannot be enrolled due to Selective Service requirement • Technology difficulties due to poor infrastructure in Maui County • Shortage of (local) eligible training providers • State and County

<p><u>Job Search & Placement:</u></p> <ul style="list-style-type: none"> • Register HireNet placement tool • Career counseling • Case Management • Individual Employment Plan (IEP) • In-Demand occupation information • Labor Market Information • Transitional jobs for quick placement through HireNet process <p><u>Support Services:</u></p> <ul style="list-style-type: none"> • Supplies and Tools • Bus Passes • Books and Training Tools • Childcare Referrals • Personal Counseling Referrals • Referrals to TANF and SNAP services through Provider Goodwill case management with those programs <p><u>Follow up Services: (at least 12 months)</u></p> <ul style="list-style-type: none"> • Counseling regarding the workplace • Additional Career Counseling and Planning • Assistance with work-related problems that might arise after employment • Information about additional educational opportunities • Referral to supportive services in the community • Re-enrollment when applicable and meets qualifications <p><u>Employer Support for Youth Participant Work Experience:</u></p> <ul style="list-style-type: none"> • Employer Outreach to assess skills needed per occupation to match work experience with employers • Apprenticeship Programs are being developed • Internships (voluntary and subsidized) • Upskill incumbent workers for management opportunities • Partnerships with other educational institutions to design and offer foundational skill development • Business training in Labor Law, Human Resource, accounting, long-term planning • Job Fairs • Office space to conduct job interviews • Labor Market analytics 	<p>disabilities</p> <ul style="list-style-type: none"> • AJC Partners are aware of and responsive to local business needs to enable positive matching for work experience between Ku'ina Program participants and employers • Trained Staff at UH and Partners at AJC • Excellent, diverse, and engaged Board • Personalized case management and pathway planning (each participant has developed an Individual Employment Plan with their counselor) (IEP) • Maui AJC Workforce Development Series Classes for basic employment training responding to Business Community requests for this training • Ku'ina Program Manager attends the AJC Partner monthly meetings and trainings and are part of the Integrated Response Team (IRT) to collaborate on participants on a weekly basis • Excellent relationship and outreach with Ka Hale A Ke Ola Homeless Resource Center 	<p>Procurement create barriers, inhibit flexibility, and time ineffectiveness</p> <ul style="list-style-type: none"> • Lack of technical assistance and computer equipment available in Maui County • Lack of staff (Program Manager case load is high) • Transportation; bus system often has unreliable time schedules • Need to begin apprenticeship programs and need more career-readiness classes • Outreach is limited due to lack of staff
<p>Issues that exceed the capacity of the Maui County area to respond are as follows:</p> <ul style="list-style-type: none"> • American Job Center (satellites) needed on each island in Maui County • Lack of Eligible Training Providers present in Maui County • Technology infrastructure capacity deficiencies create distance learning difficulties • Lack of funds for sufficient operating system • Challenge is enough living wage jobs appropriate for those they serve and the need to fill in-demand jobs that do not provide a living wage 		

- Lack of funding for needed staff positions
- Maui County has remote locations and geographic barriers as a three island county creating logistical and financial hardships

Title IV Vocational Rehabilitation: Individuals with Disabilities, Youth with Disabilities

Activities	Strengths	Weaknesses
<ul style="list-style-type: none"> • Register HireNet • Provides ongoing information for disability awareness • Provides information on compliance with Americans with Disabilities (ADA) of 1990 and other employment related laws • Vocational Rehabilitation Services and availability of other related resources • Recruitment and hiring of youth with disabilities • Collaborates with the Integrated Resource Team and co-enrolls with AJC Partners when appropriate • Provides input on assistive technology resources at the AJC • Provides ongoing training and resources for AJC Partners in using best practice in communicating with persons with disabilities • Job exploration counseling • Work-based learning experiences • Counseling on opportunities for enrollment in comprehensive transition or postsecondary educational programs at institutions of higher education • Workplace readiness training to develop social skills and independent living (often referred to as soft skills) • Instruction in self-advocacy, which may include peer mentoring 	<ul style="list-style-type: none"> • DVR maintains a part-time weekly schedule of service at the Maui AJC • Direct Connect System with the AJC • Assistive technology is available at the Maui American Job Center for persons with disabilities • EEO compliance officers monitored programs successfully through AJC partners • Co-enrollment with AJC Partners is available when appropriate • DVR is implementing effective strategies to increase the likelihood of future independent living and inclusion in communities and competitive integrated workplaces • DVR develops and improves strategies for individuals with intellectual disabilities and individuals with significant disabilities to participate in postsecondary education experiences, and obtain and retain competitive integrated employment • DVR provides instruction to school transition personnel, and other persons supporting students with disabilities • DVR implements summer youth employment with Maui, Lanai, and Molokai for students with disabilities 	<ul style="list-style-type: none"> • DVR needs to be more responsive and efficient with service delivery, in collaboration with community partners providing comparable resources and has made continuous improvement through IRT meeting collaboration, more AJC presence, and inter-agency communication • There is an increase in the number of youth with substance abuse issues, resulting in an increase in youth involved with the juvenile justice system. This limits the employment opportunities for these young people • DVR remains under an Active Order of Selection (OOS). Also the awareness of DVR services among the population of Maui County due to people receiving SSI/SSDI bring misinformed and/or unaware of the benefits of becoming employed • Not enough Transition-aged students have a mentors • DOE, DVR policies and limited opportunities result in transition-aged

		<p>students needing more exposure to competitive integrated work-based learning experiences prior to exiting the school system. Increasing employer engagement/education could help improve opportunities</p>
<p>Capacity to Provide Services:</p> <ul style="list-style-type: none"> • Efficiently trained staff provides ongoing training to AJC Partners about resources available • County provides an EEO Coordinator to train AJC Partners in how to better communicate with persons with disabilities <p>Issues that exceed the capacity of the Maui County area to respond are as follows:</p> <ul style="list-style-type: none"> • Budgetary limitations on enrollment as demand for services exceeds funded services • Insufficient staffing for the communities of Moloka'i, Lanai, Hana • Insufficient resources for assistive technology for the hearing impaired • DVR remains under an Active Order of Selection (OOS) 		

1.6 Identify successful models and best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9), 20 CFR 679.560 (b) (8)]

The Workforce Innovation and Opportunity Act of 2014 (WIOA) requires Federal investments in workforce readiness activities and occupational education and mandates that training programs are evidence-based, data-driven and incorporate a work experience requirement of 20% of labor costs. WIOA mandates increased accountability in reporting, more consistent and effective analysis of the programs, and tracking core performance measures to ensure program adjustments are implemented in a timely manner.

The Program and Youth Committee achieves best-practice standards by tracking core performance measures, assessing the effectiveness of Partner Services, and promotes continuous improvement, and ongoing co-enrollment, all in collaboration with Adults, Dislocated Workers, Disabled Workers, Youth and Employers.

Monthly monitoring of performance measures ensures measurable skill gains, credential attainment, employment retention, median earnings, and effectiveness of the program in serving Employers.

The Maui AJC has incorporated the following trends that have proven to be successful models and best practices:

- Programs that prepare youth for work experiences through training and guidance in soft skills including the AJC series of classes that train participants in basic employment information and successful employment habits, financial literacy, resume writing, interviewing skills, and how to upskill into management positions
- Programs that train youth in technical skills, or hard skills, needed for specific career pathways or work settings
- Staff devoting time to developing and maintaining supportive and guiding relationships with youth
- Quarterly monitoring of both fiscal and program files

- Training that communicates what is expected of employers, youth, and families BEFORE the start of work-based activities ☐
- Programs that carefully match youth to work experience opportunities based on individual interests and skills
- Quarterly grade checks and continue to develop the Individual Employment Plan (IEP)
- Career counseling that provides on-going support to youth and employers throughout the work experience
- Developing and fostering collaborations with AJC Partners; Community Nonprofits like Maui Youth & Family Services, Ka Hale A Ke Ola Homeless Resource Shelters, Children's Justice Center, Hale Kipa, and Queen Liliuokalani Trust; Maui County Police Department Juvenile Division; Maui High Schools; Hui Malama Learning Center; and McKinley Community Schools for Adults.

Despite the struggles that the Youth Program has faced in the last few years, the program has learned from its monitoring deficiencies and has shown continual improvement in compliance. The program has consistently served a population beyond its negotiated enrollment.

SECTION 2. WORKFORCE AND ECONOMIC ANALYSIS

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

2.1 Describe the LWDB's strategic vision to support the local area's economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce in the local area, (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators described in 20 CFR 677.155(a)(1). [WIOA Sec. 108(b)(1)(E), 20 CFR 679.560 (a) (5)]

On the following dates the Maui County Workforce Development Board conducted a Community Stakeholder Meeting, Business Engagement Team Meetings, and Sector Strategy Team meetings to align community needs with workforce planning:

- November 12, 2019 – Community Stakeholder Meeting to provide input to the Hawaii Unified State Plan 2020-2023:
 - Attendees included representatives of the American Job Center, the Maui County Mayor's office, Maui Economic Opportunity, WIOA Youth Services/Ku`ina Program, County of Maui Economic Development, Workforce Development, ILWU, AmeriCorps, Hawaii Job Corps Maui, Maui Police Department, Unemployment Insurance, Maui Economic Development, and Hawaii Employment Services.
 - One of the outcomes of the meeting was to finalize the Maui County Workforce Development Board's Vision and Goals;
 - The approved vision is aligned with the state's vision for 2016-2020
 - "All employers have competitively-skilled employees and support services to improve their business performance, and all residents who are willing to be trained have sustainable employment and self-sufficiency."
 - The approved goals, which were developed to reach the above vision, are aligned with the state's vision for 2016-2020, with an added sixth goal due to Maui's unique geographic barriers;
 - *To provide coordinated, integrated, and aligned services.*
 - *To prioritize services to vulnerable populations with barriers to employment as described under WIOA, including veterans, individuals with limited language proficiency, unemployed workers, at-risk youth, individuals with disabilities, homeless individuals and Native Hawaiians, which are currently of critical concern in the State.*
 - *To develop sector strategies and a career pathways system that will integrate education and training, and move skilled job seekers into high need industries and growth industries that will diversify the economy.*
 - *To strengthen a high employment rate by supporting sustainable employment and*

- self- sufficiency.*
 - *To fully engage employers in the workforce development system to address to address the skill gaps and talent shortages.*
 - *To overcome geographic barriers and increase access to services, training, and distance employment opportunities among participants who reside in remote locations such as the communities of Moloka'i, Lanai, and Hana.*
- March 13, 2020 – Diverse and representative team formed to discuss the planning for the development of the Local Plan 2017-2020 revisions, the Maui County American Job Center Certification, and the completion of the Policies and Procedures Manual with the following members which provide the planning and implementation of the approved goals:
 - Goodwill Industries as the Adult & Dislocated Worker Provider
 - Maui Economic Opportunity
 - Maui United Way
 - Maui Food Bank
 - Unemployment Insurance Division
 - Workforce Development Division (RESEA, Wagner-Peyser, TAA)
 - Hawaii Pacific Solar
 - Hawaii Farmers Union United
 - Hawaii Federal Credit Union
 - ILWU Local 142
 - McKinley Community School for Adults
 - Maui County Council Member Tasha Kama
 - Skywriting by Nico
 - Maui Police Department Community Relations
 - Hawaii Employment Services
 - ESG Initiative and Read/Write Consultants
 - May 27, 2020- Business Engagement Team met again with membership approving final versions of the Local Plan revisions, the American Job Center Assessment Tool, and the Policies and Procedures Manual.
 - October 22, 2020- Business Engagement Team met to provide input to the new Local Plan 2020-2024 and the Workforce Development Plan Outline.
- After the onset of the COVID-19 Pandemic, the Maui County Workforce Development Team began the development of Sector Strategy Committees with the formula of a minimum of three businesses and two community leaders in each sector. The following committees have been meeting regularly since July of 2020 to explore job creation and training a skilled workforce:
 - IT Sector
 - Agricultural Sector
 - Hana Sector
 - Molokai Sector
 - Lanai/ILWU Local 142 Sector
 - Security and Safety Sector
 - Employment Agencies Sector
 - Other Sectors being organized include: Retail, Small Manufacturing and Food

Innovation, Trades, Hospitality and Restaurants, Education

- The Maui County Workforce Development Board meets quarterly and is committed to the following beliefs that are integral to accomplishing the overarching goal of ensuring support for an educated and skilled workforce that targets residents facing a wide-range of barriers to employment:
 - the needs of businesses and workers drive workforce solutions and local boards are accountable to communities in which they are located
 - outreach to businesses and community leaders in sector strategies drives the planning and course corrections for the overall workforce development plan
 - the Maui County American Job Center provides excellent customer service to all job-seekers and employers and focuses on continuous improvement through a myriad of collaborative efforts
 - the virtual websites (mauiamericanjobcenter.com and maucountyvirtualjobfair.com) are important tools in providing access and opportunities to a three-island Maui County that faces underserved remote communities with geographical barriers
 - the Board committee structure and members working together is essential to the performance accountability of the provider programs and meet quarterly to provide oversight and course correction insight
 - leveraging resources and strong inter-personal relationships between Maui County American Job Center and Community Partners are key to the ability to pivot and fill in gaps to ensure the best individual employment plan possible for each participant including weekly Integrated Resource Meetings with core partners
 - the Maui County Workforce System supports strong county economies throughout the State of Hawaii and plays an active role in community and workforce development in collaboration with our county partners. Maui, Honolulu, Kauai, and Hawaii Counties hold regular meetings to discuss challenges, share successes, and collaborate on projects.

2.2 Describe how the LWDB's vision and goals align with and/or supports the vision of the Hawaii Unified State Plan:

"All employers have competitively-skilled employees, and all residents seeking work or advancement have sustainable employment and self-sufficiency."

The Maui Local Plan's Vision aligns with the State of Hawaii Vision, with the addition of **"and support services to improve their business performance."**

In terms of goals, as noted above, the MCWDB strategic goals include the added commitment to overcoming geographic barriers that are unique to Maui County, as well as the following additions and modifications:

- ✓ The addition of **"integrated"** to **"coordinated aligned services."**
- ✓ The addition of **"individuals with limited language proficiency"** and **"at-risk youth"** to the list of vulnerable populations and the modification of **"youth with disabilities"** to **"Individuals with**

disabilities.”

1. Modification of “growth industries” to **“into high need industries and growth industries that will diversify the economy.”**
2. Modification of “To Augment a higher employment rate” to **“To strengthen a high employment rate by supporting sustainable employment and self- sufficiency.”**
- ✓ Addition of **“skill gaps.”**

Because the above modifications either add or provide more detail to the state’s goals, Maui County’s goals align directly with the State’s in the Unified State Plan. However, the strategies that will be implemented to achieve these goals will be specific to Maui.

Furthermore, the MCWDB actively supports the vision of the State Unified Plan through participation in such meetings as the Maui County Stakeholders Meeting described under 2.1, as well as through membership in the Business Engagement Team Planning Group, Sector Strategy Committees, MCWDB Committees, and attendance at regular Executive Director meetings where county workforce development boards’ Executive Directors share with each other as facilitated by the Workforce Development Council.

The Maui County Workforce Development Board Executive Director meets regularly with the WDC state liaison; attends ongoing trainings as offered by the National Association of Workforce Development Boards (NAWDB); training with the Language Learning Institute; and financial workshops offered by the US Department of Labor and the Workforce Development Council (WDC). The WDC also has offered media/outreach support to the local boards.

Professional Development specifically offered for the WDB Executive Directors is provided by membership in the National Association of Workforce Development Professionals (NAWDP).

In addition, the Maui County Rapid Response Team works directly with the state-wide Rapid Response Team including the Workforce Development Council’s Rapid Response Liaison regularly to develop strategies and tools in dealing with the mass lay-offs due to the COVID-19 Pandemic and any other disruptive events that affect local employment and local businesses.

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

- a. To provide coordinated, aligned services to clients through the American Job Centers.***
- b. To prioritize services to vulnerable populations with barriers to employment as described under WIOA.***
- c. To develop sector strategies and a career pathways system for in-demand industries.***
- d. To engage employers in the workforce development system.***
- e. To increase access to employment services for clients in remote locations.***

The Hawaii Unified State Plan includes a number of strategies under each goal. It is up to the discretion of the LWDB to determine what strategies best fit their local needs.

Specific contributions of the Maui County Local Board's vision and goals to each of the Unified State Plan Goals include:

a. To provide coordinated, aligned services to clients through the American Job Centers.

- Maui County implements and monitors for purposes of continuous improvement a seamless, coordinated service delivery model that will be supported through Memoranda of Understanding (MOU). The MOU-IFA describes partner roles and responsibilities to achieve coordination of services. ☐
- Specifically, MCWDB utilizes Inter-Agency Release Forms (IAR) to enable participants to present documents one time, which are shared by American Job Center (AJC) Partners; to create Individual Employment Plans (IEP), to create effective planning for each participant; and to establish an Integrated Resource Team (IRT) that meets regularly to discuss the best partner(s) to provide services for the participant through co-enrollment among two or more partners.
- The Workforce Development Division (WDD), funded through Wagner Peyser, staffs the Welcome Team, which consists of the Program Manager and support from the RESEA Program coordinator. Utilizing the Inter-Agency Release form and the Nonprofit Referral Form for co-enrollment, this is the point of entry for all services. Furthermore, all customers are registered for Hirenet, Hawaii's online job placement tool.
- MCWDB takes advantage of any staff training the State provides on the HireNet system, program requirements, and populates from a common intake/referral process to aggregate data pertinent to common performance measures. ☐
- MCWDB requires core partners, and community partners, and service providers to report successes, challenges and outcomes in order to determine any necessary strategies for continuous improvement of coordinated services. ☐ This happens weekly for core partners and once a month for all American Job Center Partners and Community Partners.
- MCWDB has developed and has implemented a coordinated service policy to direct jobseekers to the services they need from all points of access through the guidance offered in the Maui County Local Plan and the Maui County Workforce Development Policies and Procedures Manual.

Core Partners: (Integrated Resource Team)

- ✓ *Wagner-Peyser, which creates the Individual Employment Plans (IEP)*
- ✓ *WIOA Adult Program*
- ✓ *WIOIA Dislocated Worker Program*
- ✓ *WIOA Youth Program/ University of Hawaii Maui College, Ku`ina Program*
- ✓ *WIOIA State Vocational Rehabilitation Program (DVR)*
- ✓ *McKinley Community School for Adults*
- ✓ *Hawaii Job Corps, Maui Center*

Referral Options include services such as:

- ✓ *Resume Update*
- ✓ *Skill Training*

- ✓ *Individual Training Accounts*
- ✓ *Career Guidance*
- ✓ *Job Coaching Support Services*
- ✓ *Work Experience*
- ✓ *On-the-Job-Training*
- ✓ *Apprenticeship Opportunity Exploration*
- ✓ *High School Equivalency Certificate or General Education Diploma (GED)*
- ✓ *English Language Learners*
- ✓ *Follow-up*

Partners that provide these services include:

- ✓ *Job Corps*
- ✓ *Department of Labor & Industrial Relations- Workforce Development Division (WDD)*
- ✓ *Department of Labor & Industrial Relations- Unemployment Insurance Division (UI)*
- ✓ *Department of Labor & Industrial Relations – Re-Employment Services and Eligibility Assessment (RESEA)*
- ✓ *University of Hawaii Perkins Career Technical Education (CTE) programs*
- ✓ *University of Hawaii, Youth Provider, Ku’ina Program*
- ✓ *Maui Economic Opportunity (MEO)-National Farmworkers Job Program (NFJP)*
- ✓ *MEO-Senior Community Service Employment Program (SCSEP)*
- ✓ *MEO-Community Services Block Grant (CSBG)*
- ✓ *Department of Education, McKinley Community School for Adults - Adult Education & Family Literacy Act (AEFLA)*
- ✓ *Alu Like, Inc.*
- ✓ *Goodwill Industries of Hawaii, Inc. (Adult & Dislocated Worker Programs)*
- ✓ *Maui United Way Safety Net Program and 211 Call Center*
- ✓ *Maui Economic Development Board*
- ✓ *Maui Nonprofit Directors Association*

b. To prioritize services to vulnerable populations with barriers to employment as described under WIOA.

- The Board (through committee) will work with core partners, other American Job Center partners, and key service providers to develop and implement policies and procedures that will ensure that vulnerable populations with barriers to employment (those populations described in the Unified State Plan) receive targeted outreach, access, and priority of services.
- The Board (through committee) will work with core partners, including the American Job Centers, and other service providers, as well as employers, to improve the labor market circumstances and workforce services outcomes in relation to vulnerable populations, as well as increase access to employment opportunities for those populations.
- The Board (through committee) will review the State's most recent needs assessment and the County of Maui's Comprehensive Economic Development Strategy (CEDS) of homeless individuals and Native Hawaiians to determine what specifically is needed to target and serve

these populations. Veterans and their spouses, at-risk youth, and individuals with disabilities are also assessed in planning for sustainable employment and self-sufficiency. This will enable the MCWDB to develop and implement strategies including an action plan that serves these vulnerable and underserved populations in Maui County.

- The Board establishes an effective MOU-IFA that outlines each partner's roles and responsibilities in providing effective, high-quality, intensive, wrap-around services to the vulnerable and underserved populations in Maui County.
- The Board ensures that the American Job Center partners and other key service providers are offered adequate professional development for workforce staff so that the highest-quality and most effective, evidence-based services are provided to vulnerable populations in order that they achieve successful employment outcomes. Partners also meet monthly to continuously cross-train.
- Utilize strategies identified through the State's Rural Outreach Services Initiative to improve access to workforce development services to jobseekers who live in rural and underserved areas including communities that are designated Opportunity Zones such as the communities of Lahaina, Makawao, Moloka'i and Wailuku.

Utilizing the tools for coordinated aligned services to co-enroll vulnerable populations to all appropriate partners, the Workforce Development Division (WDD), funded through Wagner-Peyser prioritizes services to vulnerable populations through the following referrals:

Native Hawaiians

- ✓ *Wagner Peyser*
- ✓ *Alu Like*
- ✓ *WIOA Adult Program*
- ✓ *WIOA Dislocated Worker Program*
- ✓ *WIOA Youth Program*

Homeless

- ✓ *Wagner-Peyser*
- ✓ *WIOA Adult Program*
- ✓ *WIOA Dislocated Worker Program*
- ✓ *WIOA Youth Program*
- ✓ *Maui Economic Opportunity*
 - *Senior Community Service Employment Program (SCSEP)*
 - *BEST Program, if previously incarcerated*
 - *Support Services for Youth aging out of the foster care system*
- ✓ *Alu Like, if Native Hawaiian*

Veterans:

- ✓ *Wagner Peyser, through outside relationship with Disabled Veterans Outreach Program works with (DVOP)/Local Veterans Employment Representatives (LVER) with access virtually or through phone services*
- ✓ *Vocational Rehabilitation (DVR) – although MCAJC doesn't have an official JSVG Program, referrals are screened by the Youth Service Provider as part of his practicum; Wagner-Peyser*

coordinates priority and access to services for both Veterans and their spouses; and referrals are made to the MCAJC by Ka Hale A Ke Ola Homeless Resource Shelters

Unemployed Workers/Claimants

- ✓ *Re-employment Services and Eligibility Adjustment (RESEA)*
- ✓ *Unemployment Insurance*
- ✓ *WIOA Adult Program*
- ✓ *WIOA Dislocated Worker Program*
- ✓ *WIOA Youth Program*
- ✓ *Goodwill Industries - Services for TANF, Medicaid, and SNAP*

Individuals and Youth with Disabilities

- ✓ *WIOA Youth Program/ University of Hawaii Maui College, Ku`ina Program*
- ✓ *WIOA State Vocational Rehabilitation Program (DVR)*
- ✓ *Job Corps, if appropriate*
- ✓ *Alu Like if Native Hawaiian*
- ✓ *Goodwill Industries - Youth aging out of the foster care system*

English Language Learners (ELL)

- ✓ *Wagner-Peyser*
- ✓ *WIOA Adult Program*
- ✓ *WIOA Dislocated Worker Program*
- ✓ *McKinley Community School for Adults*
- ✓ *WIOA Youth Program*
- ✓ *Goodwill Industries*

c. To develop sector strategies and a career pathways system for in-demand industries.

- ✓ MCWDB will maintain participation with the Maui Economic Development Board's Healthcare sector partnership and will continue to facilitate ongoing dialogue between local service providers, employers, and other key stakeholders to increase understanding of growth industry needs, foster learning between related businesses and coordinate use of information and resources to formulate and implement effective workforce solutions that meet the skill, recruitment, and retention needs of employers and the training, employment, and career advancement needs of workers.
- ✓ MCWDB initiated a Healthcare Strategy Committee and intends to continue to advocate for county support in order to focus resources efficiently on the integrated education and training that moves workers into industries with high-quality jobs that lead to better financial outcomes and longer job tenures for workers.
- ✓ MCWDB will work with community partners (University of Hawaii, Career and Technical Education) to implement the State's career pathways model as described in the Unified State Plan that will serve jobseekers with integrated education and training for transition into employment.

- ✓ MCWDB will facilitate trainings provided by the State's Disability Employment Initiative and engage trainers to provide customized employment to train American Job Center staff and other workforce development staff in Maui County.
 - ✓ MCWDB will continue with the current iCAN bridging program and tutoring opportunities at the McKinley Community Schools for Adults as a stepping stone to proceed into a career pathway leading to a work-readiness certificate and/or degree and economic success for those with low educational competency.
 - ✓ MCWDB will work closely with UH Maui College to create possible dual enrollment and pre-apprenticeship classes for adult learners in efforts to leverage resources. [2]
 - ✓ MCWDB will combine Maui County local market analytics and research with support for trained partners that can provide industry recognized credentials for in-demand job opportunities.
 - ✓ MCWDB will use state and local labor market information that describes skill needs and growth industries to drive workforce services.
 - ✓ MCWDB will establish sector initiatives that facilitate ongoing dialogue between service providers, employers and other key stakeholders to increase understanding of growth industry needs, foster learning between related businesses and coordinate use of information and resources to formulate and implement effective workforce solutions that meet the skill, recruitment, and retention needs of employers and the training, employment, and career advancement needs of workers.
- [2]
- ✓ MCWDB will move jobseekers along career pathways using sector strategies promoting in-demand industries, including alignment with educational institutions, alternative opportunities (such as Maui Economic Opportunity's Core Four), University of Hawaii's Career Technical Education (CTE) Programs, and remote training.
 - ✓ MCWDB will align policies and funding streams across education, workforce, and economic development services to focus local resources on the training that moves workers into industries with high-quality jobs that lead to better financial outcomes and longer job tenures for workers.[2]
 - ✓ MCWDB will take an active role in the development of the "career pathways" for both individuals who desire to pursue secondary education AND for individuals who do not desire to pursue secondary education but desire to learn employment skills through work experience and/or on-the-job training. [2]
 - ✓ MCWDB will coordinate a "common" work assessment process, common documentation processes, utilize electronic signature options, and use common intake documents between core partners. [2]

d. To engage employers in the workforce development system:

- ✓ Developed two websites that provide the following no-charge services to all local employers;
 - Mauiamericanjobcenter.com provides information on relief funding for employers, the latest COVID-19 resource information, a portal to Employer registration in the HIRENET system, listing of training opportunities for their employees, and resources for their employees.
 - Mauicountyvirtualjobfair.com provides an effective tool to post a company profile, post available positions for their companies, access to the University of Hawaii resources, provides training resources for marketing, and provides a portal to communicate with prospective employees.
- ✓ Employer Outreach to solicit input to assess skills needed per occupation through Sector Strategies Committees.
- ✓ Provision of strategies to employers on how to develop a qualified labor pool
- ✓ Development of apprenticeship programs
- ✓ Incumbent Worker Training (subsidized and partially subsidized)
- ✓ Internships (voluntary and subsidized)
- ✓ Upskill incumbent workers for management opportunities
- ✓ Partnerships with educational institutions to design and offer foundational skill development
- ✓ Business training in Labor Law, Human Resource, accounting, long-term planning
- ✓ Job Fairs
- ✓ Office space to conduct job interviews
- ✓ Labor Market analytics

e. To increase access to employment services for clients in remote locations.

Maui County faces continual challenges and barriers to employment due to the geography of being a three-island county and remote Hana, which is a two-hour drive on a winding road through a tropical rain forest. Often there is no cell phone and no internet service.

MCWDB and the Workforce Development Team developed the following strategies to support the residents in the most remote communities in the state:

- ✓ mauiamericanjobcenter.com provides information on relief funding for residents, the latest COVID-19 resource information, a portal to both Unemployment Insurance and HIRENET registration, listing of training opportunities, a self-interest assessment, a tool to access labor market information on industries of interest, career counseling resources, and relief funding resources;
- ✓ mauicountyvirtualjobfair.com provides an effective tool to post a job seeker profile, apply for jobs, access to the University of Hawaii resources, provides training resource with the American Job Center, and provides a portal to communicate with perspective employers;
- ✓ through strategic collaborations, resiliency hubs are being developed, grants have been written to upgrade broadband and cell phone services, libraries provide access to computers, and Sector Strategy Committees bring community businesses and leaders together for future planning in job creation to provide assistance for economic recovery.

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

The Workforce Innovation and Opportunity Act (WIOA) creates a public workforce development system through the creation of One-Stop Career Centers; Maui County American Job Center (MCAJC). This system provides a comprehensive, integrated system that provides access to information and equipment to self-service participants, career pathway development to those seeking career services, and support services to eligible participants.

WIOA Adult Program, Dislocated Worker Program and Youth Program services have the general goals as follows:

- Provide activities that increase participants’ employment retention, living wage earnings, attainment of postsecondary credentials and industry recognized certificates, reduce dependence on government assistance, skills that meet requirements of local employers, upskill incumbent employees to enable transition into management positions, and enhance productivity and competitiveness in the national and global economies.
- Serve those who need the most help, especially those with significant barriers to employment such as Veterans, individuals with disabilities, out of school and at risk youth, to assist them in securing employment and advancing the probability of the outcome of sustainable wages.

Goals	Performance Measures
<p>1. To provide, coordinated, integrated, and aligned services.</p>	<p>Supports getting jobseekers into sustainable employment as efficiently and effectively as possible, with the skills and credentials they need.</p> <p>This goal directly links to the following common performance measures:</p> <ul style="list-style-type: none"> • Employment both transitional and permanent • Sustainable Employment (Median Earnings) • Skills Gains and Achievement • Credential Attainment • Working with Employers to improve employee skill sets, employment opportunities, and continuous skill gains • Creating incumbent worker training to move personnel into management positions • Supportive services for eligible participants in career and training activities that are unable to obtain such services through other programs

	<ul style="list-style-type: none"> • Co-enrollment in one or more integrated AJC Partner services
<p>b. To prioritize services to vulnerable populations with barriers to employment as described under WIOA, including veterans, individuals with limited language proficiency, unemployed workers, at-risk youth, individuals with disabilities, homeless individuals and Native Hawaiians, which are currently of critical concern in the State.</p>	<p>Supports priority of services as defined under WIOA to serve the hardest-to-serve, vulnerable populations with barriers to employment.</p> <p>This goal directly links to the following common performance measures:</p> <ul style="list-style-type: none"> • Employment both transitional and permanent • Sustainable Employment (Median Earnings) • Skills Gains and Achievement • Credential Attainment • Working with Employers to improve employee skill sets, employment opportunities, and continuous skill gains • Creating incumbent worker training to move personnel into management positions • Supportive services for eligible participants in career and training activities that are unable to obtain such services through other programs • Co-enrollment in one or more integrated AJC Partner services
<p>c. To develop sector strategies and a career pathways system that will integrate education and training, and move skilled job seekers into high need industries and growth industries that will diversify the economy.</p>	<p>Supports moving jobseekers being served through workforce services through career pathways into high need, high wage, and/or high growth employment.</p> <p>This goal directly links to the following common performance measures:</p> <ul style="list-style-type: none"> • Employment both transitional and permanent • Sustainable Employment (Median Earnings) • Skills Gains and Achievement • Credential Attainment • Working with Employers to improve employee skill sets, employment opportunities, and continuous skill gains • Creating incumbent worker training to move personnel into management positions

	<ul style="list-style-type: none"> • Supportive services for eligible participants in career and training activities that are unable to obtain such services through other programs • Co-enrollment in one or more integrated AJC Partner services
<p>d. To strengthen a high employment rate by supporting sustainable employment and self-sufficiency.</p>	<p>Supports providing jobseekers with the skills and credentials they need and moving them from transitional low wage positions to sustainable, permanent employment that provide a living wage. This goal specifically aligns to the following performance measures:</p> <ul style="list-style-type: none"> • Employment both transitional and permanent • Sustainable Employment (Median Earnings) • Skills Gains and Achievement • Credential Attainment • Working with Employers to improve employee skill sets, employment opportunities, and continuous skill gains • Creating incumbent worker training to move personnel into management positions. • Supportive services for eligible participants in career and training activities that are unable to obtain such services through other programs • Co-enrollment in one or more integrated AJC Partner services
<p>e. To fully engage employers in the workforce development system to address skill gaps and talent shortages.</p>	<p>Supports the emphasis of WIOA that workforce services are as much about serving job seekers as it is about serving local employers. Engaging the right employers in high wage, high growth, high demand industries at all levels of the workforce system will ensure jobseekers acquire the skills and credentials they need for high wage jobs that are available. with an eye on future opportunities in emerging industries.</p> <p>This goal directly links to the following common performance measures:</p> <ul style="list-style-type: none"> • Employment both transitional and permanent • Sustainable Employment (Median Earnings) • Skills Gains and Achievement • Credential Attainment

	<ul style="list-style-type: none"> • Working with Employers to improve employee skill sets, employment opportunities, and continuous skill gains • Creating incumbent worker training to move personnel into management positions • Supportive services for eligible participants in career and training activities that are unable to obtain such services through other programs • Co-enrollment in one or more integrated AJC Partner services
<p>f. To overcome geographic barriers and increase access to services, training, and distance employment opportunities among participants who reside in remote locations such as the communities of Moloka'i, Lanai, and Hana.</p>	<p>Supports priority of services as defined under WIOA to serve the hardest-to-serve, vulnerable populations with barriers to employment.</p> <p>This goal directly links to the following common performance measures:</p> <ul style="list-style-type: none"> • Employment both transitional and permanent • Sustainable Employment (Median Earnings) • Skills Gains and Achievement • Credential Attainment • Working with Employers to improve employee skill sets, employment opportunities, and continuous skill gains • Creating incumbent worker training to move personnel into management positions • Supportive services for eligible participants in career and training activities that are unable to obtain such services through other programs • Co-enrollment in one or more integrated AJC Partner services

PRIORITY OF SERVICE FOR VETERANS AND ELIGIBLE SPOUSES

1. Veterans and eligible spouses hold priority of service in WIOA Programs. [38 U.S.C. 4215 and described in 20 CFR 1010).
2. Priority services are implemented from the point of entry whether online, at the Ka Hale A Ke Ola Homeless Shelters, or on-site when they visit the Maui County AJC.
3. There are posters at the front of the AJC alerting Veterans and spouses of their priority services and the Wagner-Peyser Welcome Team provides coordination either in self-service or basic career services and asks every potential participant if they have Veteran's status or is a spouse of a Veteran.
4. Once identified as a possible covered person, participant is asked to complete a Questionnaire to determine Veteran eligibility.

5. As the Maui County AJC does not have a Disable Veteran Outreach Program (DVOP) readily available on staff, the participant is provided service with the Wagner-Peyser team or other providers available and referred to an Oahu AJC DVOP as needed.
6. There are always spots reserved for Veterans and eligible spouses for workshops, job fairs, basic employment training series classes, and assessments.
7. Veterans and eligible spouses who are not low income, not recipients of public assistance, not basic skills deficient, or do not have other common barriers to employment shall receive third priority based on WIOA Bulletin No. 14-16 written by the State of Hawaii Workforce Development Council.
8. Training funds shall be made available to Veterans and eligible spouses by priority and shall be available in coordination with other training opportunities.

SECTION 3. LOCAL AREA PARTNERSHIPS AND INVESTMENT STRATEGIES

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

3.1 Taking into account the analysis in Section 1, describe the LWDB's strategy to work with the organizations that carry out core programs and required partners to align resources available to the local area to achieve the strategic vision and goals described in Question 2.1. [WIOA Sec. 108(b)(1)(F), 20 CFR 679.560 (a) (6)]

The County of Maui has two American Job Centers, one on the island of Maui co-located at the Maui County Business Resource Center at 70 E. Kaahumanu Avenue, Suite B-9, Kahului, Hawaii and a satellite office on the island of Molokai under the direction of the State of Hawaii, Department of Labor and Industrial Relations, Workforce Development Division, both of which are designed to provide assistance to job seekers and businesses under a single roof. Established under the Workforce Investment Act of 1998 and continued by the Workforce Innovation and Opportunity Act of 2014, the centers offer an array of services designed to match talent with opportunities.

The Maui American Job Center is scheduled to move in 2021 to the new Maui County Service Center, which will be located on Ho'okele Street in Kahului in central Maui as well.

The Maui County Workforce Development Board has sought to establish a system that stands in stark contrast to the traditional transaction-based model, whereby each agency operates its own business and job seeker services functions, moving participants from place to place in order to seek assistance. Instead, the goal is to create integrated locations and a unified structure and process of proactive, transparent, and effective job seeker and business services, orchestrated by a seamless collaboration of talent development and support agencies.

The MCWDB has therefore defined the parameters within which education, workforce, economic development, and other Partner programs and entities operating in Maui County will create a seamless, customer-focused American Job Centers Network that aligns service delivery across the board and enhances access to program services. By realizing one-stop opportunities together, partners are able to build community-benefiting bridges rather than silos of programmatic isolation. These partnerships reduce administrative burdens and costs and increase customer access and performance outcomes.

A Memoranda of Understanding (MOU) and an Infrastructure Funding Agreement (IFA) have been executed with all WIOA partners. The purpose of the MOU is to establish a viable framework in which MCWDB and Partners will be able to provide one-stop services for employers, their employees, those seeking employment, and other interested parties in Maui County.

The American Job Centers will enact the basic guiding principles for services delivered through Maui County's One Stop delivery system:

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

The vision of the Maui County Workforce Development Board is that: "All employers have competitively-skilled employees and support services to improve their business performance, and all residents who are willing to be trained have sustainable employment and self-sufficiency."

The vision/mission of the Maui County American Job Centers, which supports the MCWDB vision, is that all job-seekers will have the skills needed for sustainable employment and self-sufficiency now and in the future, and that all employers who sustain, grow, and help diversify the Maui County local economy will develop competently-skilled employees. ☐

Both Maui County American Job Centers enable partners to coordinate operations and services in a seamless, easy to access manner. Customers can select services best suited for them, including a self-help job search plan or employment counseling, training information, or other resource help. Customers may use laser printers, copiers, fax machines, and telephones. Labor market and occupational information and reports are also available. ☐

Employers have access to a wide pool of applicants, as well as access to programs that provide resources to employers and job seekers:

- Helping employers with special recruitment needs
- Assisting employers analyze hard-to-fill job orders
- Supporting and managing Hawaii Hire Net, the state-sponsored Job Board
- Federal bonding for at-risk employers
- Facilitating Federal Tax Credit for hiring offenders, persons with disabilities, other target groups
- Counseling and job referrals for veterans with significant barriers
- Promoting hiring of veterans
- Helping employers and employees deal with layoffs
- Re-employment Services and
- Eligibility Assessment (RESEA)

- Foreign Labor Certification
- Youth Services
- Job Fairs
- Labor Law Seminars

Service integration is no small under-taking, but it ensures a greater quality of service, eliminates duplication of services, and provides an easier access of services to the client (ONE-STOP-SHOP). To this end, the County of Maui, in its role as One Stop Operator (OSO), employs a Center Manager who acts as a functional leader who can make suggestions regarding organizing Partner staff in order to optimize and streamline service delivery. Formal leadership, supervision, and performance responsibilities remain with each staff member's employer of record.

Partners meet on a monthly basis to develop and implement strategies that address alignment of services, avoid duplication of services, and facilitate an effective referral process so that workforce service participants receive comprehensive services and do not "fall through the cracks." (See 3.3 for detailed descriptions of partner coordination and collaboration.)

3.2 Identify the programs/partners that are included in the local workforce development system. Include, at a minimum, organizations that provide services for Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, Temporary Assistance for Needy Families, Supplemental Nutritional Assistance Program, and programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006. [WIOA Sec. 108(b)(2), 20 CFR 679.560 (b) (1) (i)]

The MCWDB will include the following programs/partners in Maui County's workforce development system:

Program	Partner
Adult Education and Literacy (AEFLA)	Maui Branch of the McKinley Community School for Adults, Hawaii Department of Education
Wagner-Peyser (WIOA) Trade Adjustment Assistance (TAA)	Department of Labor and Industrial Relations Maui Branch of the Workforce Development Division
Vocational Rehabilitation (DVR)	Department of Labor and Industrial Relations, Maui Branch Division of Vocational Rehabilitation
Temporary Assistance for Needy Families (TANF)	Department of Human Services signed on to the MOU/IFA in June of 2020. Goodwill provides case management for TANF but do not authorize program qualification.

Supplemental Nutritional Assistance Program (SNAP)	Goodwill is our Adult/Dislocated Worker Program Provider. They do case management for SNAP but do not authorize program qualification UH Ku'ina Program is our Youth Provider refers students to the ONE-STOP System at UH for SNAP
Carl D. Perkins Career and Technical Education Act of 2006 (CTE Perkins)	University of Hawaii, Maui Campus
Innovative Offender Re-entry Program (REO)	Second Chance Grants are not offered in Maui County. Maui Economic Opportunity BEST Program is an AJC Partner offering services to Offenders and collaborates with both the Maui Police Department and the Maui County Correctional Center
Native Hawaiian Non-Profit Organization Alu Like, Inc.	Alu Like
Job Corps	Hawaii Job Corps, Maui Center
Senior Community Service Employment Program (SCSEP)	Maui Economic Opportunity
National Farmworkers Job Program (NFJP)	Maui Economic Opportunity
Unemployment Insurance Services	Department of Labor and Industrial Relations Unemployment Insurance Division
Community Services Block Grant (CSBG)	Maui Economic Opportunity

The MCWDB has other partnerships with the following agencies:

- Hawaii Farmers Union United (HFUU)
- Maui County Farm Bureau (including Maui Cattlemen's Association)
- Maui Branch of the Farm Service Agency
- Maui Chamber of Commerce
- Native Hawaiian Chamber of Commerce
- Maui Economic Development Board, Inc.
- Maui Police Department
- Maui Food Bank
- Maui United Way (211 Call Center Partnership)
- Maui Economic Opportunity – CORE FOUR Program and Central Pacific Bank Foundation
- Hawaii State Federal Credit Union
- Maui Nonprofit Directors Association (60 Maui County Nonprofits)
- Ka Lima O Maui
- State of Hawaii First to Work Program and MedQuest
- Hana Business Council
- Maui Visitors Bureau
- ILWU Local 142
- IBEW Local 1186- Hawaii Electrician's Union
- Carpenters Union Local 745
- Ka Hale A Ke Ola Homeless Resource Shelter

3.3 Describe how the LWDB will support the strategy and goals identified in the Unified State Plan and work with the entities carrying out core programs and other workforce development programs (partner identified in 3.2), including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment. [WIOA Sec. 108(b)(2), 20 CFR 679.560 (b) (1) (ii)]

The MCWDB and OSO both work with partners to ensure their roles and responsibilities as articulated in the signed MOU/IFAs are on target. The annual review of MOU/IFAs will help establish and re-establish roles and responsibilities among the partners, negotiate action plans, and review progress. The MOU/IFA will be revised in 2021 to accommodate the move to the new Maui County Resource Center.

The Maui County Workforce Development Board's Program and Youth Committee works with the core partners of the American Job Center, and other service providers to define roles and responsibilities, which have been articulated in Maui County American Job Center policies and procedures, and which was completed and submitted in June of 2020.

Specifically, the Policies and Procedures Manual outlines the roles of all AJC Partners:

- i. Partners will support the operations of the AJC and provide individual services in the areas of their expertise.
- ii. They will provide additional resources through monthly allocations outlined in the MOU/IFA to be billed on a quarterly basis.
- iii. They will employ effective communication, information sharing and collaboration with each other and the Center Manager to ensure all resources are best leveraged for the benefit of every job-seeker and local business employer.
- iv. They will co-enroll participants when possible.
- v. AJC Partners and the AJC Center Manager will not assist in the development of the Local Area Plan.

Effective and efficient services will be coordinated through a robust referral network established by the partners and administered through the AJCH delivery system. All partners will target services to vulnerable populations with barriers to employment identified in this Plan. These services will include:

- Common intake and assessment among partners, utilizing co-enrollment and inter-agency release forms, which enable participants to present documents one time shared by AJC Partners;
- Outreach to targeted populations with barriers to employment ☐
- Education, career and life planning, utilizing Individual Employment Plans (IEPs), to create effective planning for each participant
- Career awareness and exploration, utilizing three different common assessments
- Movement of jobseekers along career pathways using sector strategies promoting in-demand industries, including alignment with educational institutions, alternative opportunities (such as Maui Economic Opportunity's Core Four), University of Hawaii's CTE Programs, and remote training

- Comprehensive support services to promote retention and persistence, utilizing Integrated Resource Teams (IRTs), that meets regularly to discuss the best partner(s) to provide services for the participant through co-enrollment amongst two or more partners
- Transition into postsecondary education and employment ☐ Meaningful employer engagement, particularly in growth industries

In order to support aligned and coordinated service provision, partners meet monthly. Meetings include one to two presentations by partners or other trainers in order to support a regular system of continuing professional staff development. Training examples include: De-escalation at the AJC, how to Communicate with Persons with Disabilities, Diversity Inclusion, Bias Training, Cultural Sensitivity, how to Effectively use our Virtual Tools, etc.

All Partners are urged to attend monthly meetings regularly.

Other strategies for supporting aligned services include systems for capturing and responding to customer feedback, including customer satisfaction surveys and reviews, which have recently been approved by the board and will be distributed and reviewed by the Maui AJC Manager upon enrollment, exit, and upon request. Any deficiencies will be reported to the MCWDB Executive Director monthly or earlier upon necessity and quarterly to the MCWDB by the Maui AJC Manager.

3.4 Describe the LWDB's plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser services and other services provided through the one-stop delivery system. [WIOA Sec. 108(b)(12), 20 CFR 679.560 (b) (11)]

In order to maximize coordination of services and avoid duplication, the Wagner-Peyser Program provides services through the American Job Centers, and serves as a wrap-around welcome team. The Workforce Development Division (WDD), funded through Wagner Peyser, staffs the Welcome Team, which consists of the Wagner-Peyser Program Manager, Branch Manager, and the RESEA Coordinator. Partners utilize the Inter-Agency Release form and the Nonprofit Referral Form for co-enrollment. This is the general point of entry for American Job Center services.

The Maui AJC Manager works with core program partners at the AJC and other local service providers to implement a referral network where services offered among participating partners are clearly articulated. The focus will be on building a strong AJC Network that will coordinate services and ensure that those services address the needs of employers and job seekers, especially those from priority populations.

Using this referral network along with a common intake and assessment process will ensure jobseekers and employers are served effectively, get the services they need, do not fall through the cracks while eliminating duplication of services. These services will include outreach and access to vulnerable populations with barriers to employment, career preparation and placement, integrated education and training, and comprehensive support services. Services are offered by phone, in person and through virtual platforms as safety dictates.

The MCWDB and the OSO work with core partners and other key service providers to establish criteria for coordinating services with the Wagner-Peyser program. Effective coordination of services will be monitored by the Board through its quarterly reviews and its annual evaluation of the One Stop Operator and the AJC to ensure continuous improvement. The strength of the program in its whole is due to the effective working relationships of everyone involved.

The Maui County Workforce Development Board plan for assurances is addressed in the MOU/IFA that is signed by all the established partners. Per the MOU/IFA, partners agree to develop, implement, and modify the processes, procedures, and forms necessary to provide for the seamless referral of American Job Centers customers from partner to partner. Parties agree to cross-train and/or cross-inform each other's staff on their policies, procedures and services. As appropriate, site visits, excursions, and joint training shall be available for appropriate staff. The primary principle of the referral system is to provide integrated and seamless delivery of service to workers, job seekers, and employers. In order to facilitate such a system, Partners agree to:

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the County of Maui Workforce Development System.
- Develop materials summarizing their program requirements and making them available for Partners and participants.

- Work in conjunction with any state efforts to develop and utilize common intake, eligibility determination, assessment, and registration forms.
- Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs.
- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys.
- Commit to robust and ongoing communication required for an effective referral process.
- Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.
- Be ready and agreeable to referring participants to community social service agencies as needed.

3.5 Describe how the LWDB will coordinate WIOA Title I workforce investment activities with Adult Education and Literacy activities (under Title II) and describe how the LWDB will carry out the review of local applications submitted under Title II consistent with WIOA sections 107(d)(11)(A) and (B)(i) and WIOA section 232. [WIOA Sec. 108(b)(13), 20 CFR 679.560 (b) (12)]

The MCWDB through its AJC will partner with local Adult Education & Family Literacy Act (AEFLA) programs to provide adult education services to jobseekers as appropriate. AELFA provides an important opportunity to improve the quality of life for individuals with low skills, no High School Diploma or are English Language Learners that needing assistance. Literacy and numeracy are fundamental skills necessary for workforce success, as well as for personal and social well-being. English Language Learners are often very competent in literacy and numeracy in their own language and just require support services in learning the English Language.

Services provided under AEFLA most often leads to further education, training opportunities, and work, and will be based on best practices. The diversity of individuals who are limited by low skills or have not yet mastered the English Language requires a variety of interventions in skill development.

AEFLA will increase opportunity in the educational and workforce development of adults as workers, parents, and citizens. While playing a critical role in adult attainment of a secondary school diploma, the program will also assist in the transition to post-secondary education and training through the use of career pathways.

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

- Adult Basic Education, Family Literacy
 - Assist adults to become literate and obtain the knowledge and skills for employment and economic self- sufficiency, including:
 - High-school Equivalency Preparation
 - Career Preparation and Job Training
 - Employability & Life Skills
 - Registering with the HireNet Placement Tool
 - Support the educational and skill achievement of parents and family members to

participate in the educational development of their children and improve economic opportunities for families.

- Assistance to Immigrants and English Language Learners
 - English Language Improvement
 - Math Proficiency using the English Language
 - Understanding the Rights and Responsibilities of Citizenship
 - English Language Acquisition
 - Citizenship Transition Services

- Assistance to Incarcerated Individuals to Promote Successful Re-entry into Society²
 - Education for participants in Correctional Institutions and newly released, through Core Partnerships including the Maui Economic Opportunity, Inc. BEST Program.
 - Support Service Referrals and additional Referrals to Social Service Agencies for Personal Counseling

The MCWDB Executive Director participates in the Accreditation Process for the McKinley Community School for Adults (MCSA) and in the review of AEFLA applications consistent with WIOA requirements as outlined in the Hawaii Unified State Plan as deemed appropriate by the Hawaii Department of Education (HIDOE). ²

Title I, Title II and Carl Perkins programs braid funding for integrated education and training programs. The American Job Center works closely with the MCSA Transition Coordinators to identify students whose career plan is to pursue post-secondary education when eligible, they can receive an Individual Training Accounts (ITA) to enroll in the University of Hawaii Maui College or other Eligible Training Providers. The AJC rely on the MCSA for assessments as part of the IEP and for private and group tutoring as needed.

MCSA generally holds classes at their facility. Collaborative efforts currently include co-teaching Basic Employment Series classes alongside several partners. MCSA also allows all AJC participants to use their computer lab as needed on the evenings the facility is holding classes for participants who work in daytime hours.

The American Job Center may also assist students to enter apprenticeships other career training or employment. MCSA will collaborate with one-stop partners by providing basic academic instruction for participants who perform below the 6th grade level and English language acquisition to improve their competencies so that they can advance to the Competency-Based Community School Diploma program to eventually obtain a high school equivalency diploma to further their careers.

3.6 Describe how the LWDB will coordinate local workforce investment activities with regional economic development activities carried out in the local area, and how the LWDB will promote

entrepreneurial skills training and microenterprise services. [WIOA Sec. 108(b)(5), 20 CFR 679.560 (b)(4)]

The Sector Strategies and Employer Engagement Committee (SSEE) of the Maui County Workforce Development Board (MCWDB) identified weaknesses in workforce skill levels and have created an action plan that will be implemented to improve employee skills, create entrepreneurial ventures, and increase employee retention in the Maui County workforce.

The SSEE hopes to suggest economic activities in coordination with workforce activities through the implementation of the statewide career pathways model (described in the State's Unified State Plan), including entrepreneurial and microenterprise services.

The MCWDB will carry out the following activities to support economic and workforce development:

- Ongoing training to provide a skilled workforce ☐
- Supporting small and medium-sized enterprises, including entrepreneurship through coordination with the Maui County Office of Economic Development ☐
- Encouraging the formation of new enterprises, including entrepreneurship
- Supporting the soft infrastructure of economic development (educational and workforce development, institutional support systems, and regulatory issues) ☐
- Supporting the growth of particular groups of businesses, particularly in-demand and high-need industries☐
- Supporting culturally competent and environmentally sensitive businesses;☐
- Targeting particular parts of Maui County for regeneration or growth (area-based initiatives)
- Targeting and assisting vulnerable populations with barriers to employment and living in remote locations to consider entrepreneurial ventures because there are no jobs in these areas;
- As new businesses emerge, providing ongoing training, in-person or virtual job fairs, and workshops
- Encourage providers to use the referral process to use HireNet services for individuals that decide to discontinue their training program and assist those individuals conduct a job search
- Encourage continued co-enrollment between AJC Partners when appropriate.

Supporting entrepreneurs is necessary for supporting emerging industries. Maui County is very fortunate to have programs that have a comprehensive planning process for business start-ups as follows and subsequent funding and marketing opportunities:

- Maui Economic Opportunity, Inc., CORE FOUR:
 - Provides a 36-hour course that offers training in the development of a realistic and achievable business plan which includes plan development, marketing, cash flow planning, and operational planning
 - Course is offered 10 times per year
 - Course is offered on a sliding fee scale
 - Upon certification, participants are eligible to apply for low-interest startup loans from \$5,000 to \$25,000
 - Maui Economic Opportunity Business Development Center provides microenterprise loans,

business planning classes, and consultation services. Established in 1997, the Center has helped create more than 700 new business, 700 loans (more than \$4 million), 900 jobs, and train 2,000 entrepreneurs. MEO BDC offers loans ranging from \$5,000 to \$25,000, for startup operations or expansion of existing small business. There are also emergency loans available for special situations.

- Maui County Made on Maui Festival collaborates with Maui Economic Opportunity to offer a festival to exhibit products every November to provide test marketing for products. Since the first festival was held in 2014 through September 2019:
 - The annual event was converted to a virtual platform in 2020 due to the Coronavirus
 - This annual event has attracted over 51,000 residents and visitors
 - Over 300 vendors have participated
 - Over 165,900 items have been sold, with over \$2.5 million in total festival product sales reported
 - Over 1,120 new wholesale accounts have been secured and over 6,770 new leads gained
- The Maui Food Innovation Center (MFIC) is Hawai'i's first in-state business incubator, which serves to foster and accelerate the growth and education of agribusinesses and food entrepreneurs. Our partner, the University of Hawai'i Maui College, ELWD, is helping to build a stronger, more economically diverse, and sustainable Maui by supporting the value-added food industry. MFIC assists its community by providing technological expertise, innovative training, industry consultation, a state-of-the-art manufacturing facility, and a Resource Hub for new and established food entrepreneurs endeavoring to bring their products to market locally, regionally, and nationally. Assistance in taking the products to market includes support of:
 - Agribusinesses
 - New and established food entrepreneurs
 - Food service business
 - UHMC – Culinary, Business, Science students interested in food manufacturing
 - Workforce development
 - Women, Veteran, and minority-owned food businesses
 - Native Hawaiian food business owners

3.7 Describe how the LWDB will coordinate relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10), 20 CFR 679.560 (b) (9)]

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

- Hawaii Department of Education
 - Adult Education and Family Literacy Program: McKinley Community School for Adults
 - University of Hawaii, Career and Technical Education (CTE)
 - University of Hawaii Maui College, credit and non-credit programs (ELWD) of study and

- career readiness support training
- Maui's High School System:
 - ✓ Lahainaluna High School
 - ✓ Baldwin High School
 - ✓ Maui High School
 - ✓ King Kekaulike High School
 - ✓ Hana High School
 - ✓ Lanai High School
 - ✓ Molokai High School
- Hui Malama Learning Center
- International Beauty School (IBS)

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

Postsecondary education providers play a key role of providing occupational skills training, job-related instruction for apprenticeships, skill upgrading for incumbent workers, or customized training to meet a business or a group of businesses' specific needs.

Participants select training programs from providers that are on the Eligible Training Provider List (ETPL) which are vetted through labor market research. The American Job Center partners with training providers such as the University of Hawaii Maui College or other education and training providers to develop new programs that meet industry needs. With the emphasis of sector priorities through Comprehensive Economic Development Strategy (CEDS) and through Sector Strategy Committee Meetings, there will be even closer collaboration between economic development, workforce and education partners to support the agenda driven by business and industry.

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

Hawaii's Career Pathway System supports pathways and sector strategies in high-demand industries and will:

- Align with skills needed by industries
- Prepare individuals to succeed in a range of education options
- Include counseling to support an individual in achieving education and career goals
- Include, as appropriate, concurrent education and training opportunities for specific occupations
- Organize education, training, and support services to meet individual needs and accelerate educational and career advancement

- Enable individuals to attain a high school diploma or equivalent, and at least one postsecondary credential
- Help individuals and provide ongoing support to enter or advance within an occupation

3.8 Describe how the LWDB will coordinate WIOA Title I workforce investment activities with the provision of transportation, including public transportation and other appropriate supportive services in the local area. [WIOA Sec. 108(b)(11), 20 CFR 679.560 (b) (10)]

The Maui American Job Center, core programs, and other key service providers contacted through a negotiated referral process, with the sixty nonprofit directors of the Maui Nonprofit Directors Association and especially with Maui Youth and Family Services Inc. and Hale A Ke Ola Homeless Resource Center Shelter, provide bus passes to participants with demonstrated need for transportation to support their access to workforce development services.

Other support services are offered through in-house classes or by referral to social service agencies for jobseekers through the Maui American Job Center based on eligibility include:

- Services to Veteran and their spouses
- Housing
- Public Assistance
- Substance Abuse Treatment
- Mental Health Counseling
- Financial and Family Planning
- Youth and other age appropriate services
- Support to youth aging out of the Foster Care System
- Assistance to incarcerated individuals and those who were recently released from incarceration
- Work Incentive Benefits Planning
- Child care
- Domestic Violence Counseling
- Federal Internal Revenue guidelines for Earned Income Credit and Income Tax forms

Currently, the only transportation support to workforce development participants is bus passes and mileage reimbursements. The other support services listed above are those that are currently offered upon eligibility, which are only pursued for participants as a result of self-disclosure.

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

The Workforce Innovation and Opportunity Act (WIOA) vision is to increase access and opportunities to employment, education, training, and support services to employment. WIOA aims to promote stronger alignment of workforce, education, vocational rehabilitation, and other human services systems in order to improve the structure and delivery of services to individuals.

Maui County WIOA programs and other partners in the Maui County American Job Center Workforce System increase access to high quality workforce services for a range of targeted populations, preparing them for transitional jobs, incumbent worker training, and long-term careers.

With a Customer-Centered Design (CCD), the AJC generates a collaborative process that starts with people in need of jobs and pathways to careers; and continues with tailor-made Individual Employment Plans (IEP) to put our participants' needs at the forefront in the center.

There is an emphasis on learning directly from the communities served, and to rapidly generate innovative new concepts, quickly prototype them, and then make ideas come to life with positive results for participants. The ability to pivot for the good of the participants is integral.

The MCWDB requires providers in the Maui County workforce development system to provide targeted outreach to identified vulnerable populations and give priority of services to these populations. The vulnerable populations include:

- Veterans and Dislocated Spouses of Veterans
- Homeless Individuals
- Native Hawaiians
- Individuals with Disabilities
- Unemployed Adults and Youth
- Under-Employed Adults and Youth
- At-Risk Youth
- Youth that age out of the Foster Care System
- Dislocated Workers
- Ex-Offenders in Re-Entry
- Individuals with Limited English Proficiency
- Low-skilled Adults, including those who lack a high school credential
- Youth that are first generation college students
- Individuals in Poverty (who receive public assistance) or live in "low Income areas" as defined in the Policies and Procedures Manual
- Victims of Domestic Violence
- Individuals from families that have had long-term unemployment

OUTREACH FOR TARGET POPULATIONS

- With the addition of Maui United Way's Call Center co-located at the AJC Annex, first-hand information will be provided directly to AJC Providers in real time.
- For homeless individuals or families and Veterans, outreach is conducted at Ka Hale A Ke Ola Homeless Resource Shelters, Goodwill Industries Hawaii, and referrals from community health centers, and social service agencies.
- Outreach for Native Hawaiians is conducted through Alu Like and referrals from community based social service organizations.
- Youth with disabilities are referred from AJC Partner Division of Vocational Rehabilitation (DVR), high schools, college campuses, and referrals through social service organizations.
- Adult individuals with disabilities at any age are outreached through partnerships with DVR, high

schools, college campuses, and community based social service organizations that serve people with disabilities such as Ka Lima O Maui and Hale Kipa. ☐

- The AJC is readily able to respond to inquiries from ex-offenders through MEO's BEST Program and victims of Domestic Violence from the Maui Police Department and Women Helping Women.
- In general, many referrals come from the community based social service organizations that are members of the Maui Nonprofit Directors Association.

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

The Board has been working to coordinate sector priorities with local employers, the Maui Chamber of Commerce, The Maui Farm Bureau (MFB), the Hawaii Farmers Union United (HFUU), the University of Hawaii- Maui Campus, the Maui Economic Development Board (MEDB), Hale Makua Health Services, and the Maui Health System, (Kaiser Permanente).

Sector priorities that have been identified include Agriculture, Healthcare, Culinary, and Technology/Trade/Construction. The Board has developed the following sector strategies and a career pathways system that will integrate education and training, and move skilled job seekers into growth industries.

1. The Maui Farm Bureau and the Hawaii Farmers Union United are grantees of the Maui County Office of Economic Development (OED). Through OED, HFUU has a Farmer Apprentice Mentoring Program (FAM) and works with the University of Hawaii on instructional opportunities for students and then are placed in farm apprenticeships supported by grant funding upon graduation.
2. Hawaii Taro Farm, LLC has partnered with the Maui County Workforce Development Board to create a replicable model "Food Hub" that includes 21 Farms and an internship program. With an ongoing collaboration, all farms were assisted in developing business plans including a badly needed meat processing facility. The farms formed a "Hui" that will share administrative and distribution costs leveraging resources to increase ability to grow and hire new employees.
3. The Maui County Healthcare Partnership (MCHP) was recognized as exemplary in bringing community Healthcare leaders together to work with the Maui Economic Development Board (MEDB) in providing real-life and instructional access to Maui County students interested in becoming Healthcare workers.
4. MEDB was invited as faculty to a national sector partnership training. The MCHP's initiatives included an inventory of available work-based learning opportunities and placements of students into internships, career shadowing, and industry tours. The MCHP also created a medical map to ease/increase provider referral and collaboration, as well as increase patient access to care.
5. The University of Hawaii, Maui Campus, has an exemplary Culinary program that provides Maui County students with educational, real-life experiences in culinary preparation and service through the campus restaurant (Class Act). Strategic partnerships with Maui's restaurants, resorts and hotels provide graduates a direct line to immediate employment.

6. The University of Hawaii (UHMC), also has several construction apprenticeship programs that work directly with Maui Unions in placing students in positions during and after graduation and two union representatives are active and essential members of the Maui County Workforce Development Board.
7. A new pilot project with a private Artificial Intelligence and Cybersecurity Software Developer is in development stage with a pathway to new job creation for remote IT jobs in Maui County's most remote communities.

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

The Board is engaged in supporting the Maui County Health Sector Partnership. The Partnership follows a model, which practices an industry led format and has had over seventy (70) healthcare providers that participate in partnership meetings. The Office of Economic Development for the County of Maui invested \$50,000 in grant funding to discuss ways to partner with healthcare industry organizations and to reach out to partners who have expressed interest in hosting interns to begin placement assessments. With support from the Board, the Partnership and Maui County established a mentorship program.

The Board is engaged in general in supporting all Maui County Partnerships. The MCWDB's role is to align career pathways, workforce and economic priorities efforts emphasized by Partnerships through the following activities:

1. The Maui County Workforce Development Board has confirmed fifty-five providers for the Eligible Training Provider List (ETPL) to support these the sector initiatives
2. The MCWDB Sector Strategies and Employer Engagement Committee (SSEE) is responsible for the development of continued integrated measurable outcomes by continued in-depth discussions with community leaders and businesses and has developed 15 Sector Strategy Committees to collect data and input in the development of new job creation strategies
3. The SSEE Committee has identified five basic classes that they deem essential to improving the quality of the workforce:
 - a. How to create an effective resume
 - b. Interviewing and mock interviews
 - c. Basic employment information, essential on-the-job code of conduct and work ethic
 - d. Financial literacy
 - e. How to upskill employees to ready them for a management position.
4. The Maui County Workforce Development Board is working on the development of continued integrated measurable outcomes by continued in-depth discussions with community leaders and businesses through social media, Sector Strategy Committees, speaking to community associations and organizations, ongoing meetings with the Business Engagement Team, and working directly with unions in Maui County.

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

- a. *Facilitate engagement of employers in workforce development programs, including small*

- employers and employers in in-demand industry sectors and occupations;*
- b. Support a local workforce development system described in 3.2 that meets the needs of businesses in the local area;***
- c. Better coordinate workforce development programs and economic development;***
- d. Strengthen linkages between the one-stop delivery system and unemployment insurance programs;***

That may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of local employers. These initiatives must support the strategy described in 3.1. [WIOA Sec. 108(b)(4)(A&B), 20 CFR 679.560 (b) (3) (i-v)]

WIOA career pathways include gaining knowledge and skills leading to employment and self-sufficiency. Literacy barriers include non-native English speakers and lack of opportunity in work-based education and training programs. In addition, the committee monitors the implementation of county-wide career pathway models that boost labor productivity for employers.

The MCWDB recognizes that in order to ensure meaningful work opportunities for jobseekers, organizations must engage effectively with employers by building a bridge both in person and virtually between employers and jobseekers. A purpose of the career pathways system is to create a range of activities employers can provide to support the workforce development system and get jobseekers ready for work, with the ultimate goal of attaining sustainable employment.

Involving in-demand industries in sector partnerships will help employers plan how to move jobseekers along a career pathway by using an Individual Employment Plan that plans the development of the skills and support networks they need to be successful employees.

The MCWDB's employer engagement model will inform providers about a core set of professional and life skills that will create strong partnerships and incorporate meaningful mentoring support, wraparound services, and work-based experiential learning, such as on-the-job training, job shadowing, and customized and incumbent worker training.

a. Facilitate Engagement of Employers

Strategies to Support Employer Engagement

- **Developing a Shared Language** — Learning the language of employers is a key strategy for the MCWDB. This will help the Providers understand how employers are communicating, what needs are not being fulfilled, and how workforce development can develop programs with effective partnerships that operate quickly and efficiently.
 - A virtual platform was developed in 2020 that more easily provides the ability for employers to post a profile, engage directly with applicants, and provide input for the workforce system to aim toward continuous improvement.
- **Using Business Principles to Drive Partnerships** - Businesses are interested in partnering with

workforce development systems that understand market-driven principles and respond to clear needs. Workforce development in Maui County will not just be about helping unemployed jobseekers find jobs, but will also be designed to help employees retain those jobs, receive training to enhance their skills, and allowing them to possibly move into better positions within the companies that employ them or to open opportunities in other companies.

- Influencing Employer Culture - Employer engagement can change the way employers view jobseekers and broaden their approach to finding competently skilled employees.

In 2019, the Maui County Workforce Development Board restructured its committees, forming the Sector Strategies & Employer Engagement Committee, the role of which is to continue to improve strategies that promote increased employer engagement and to develop "Sector Strategies," which are policy initiatives designed to promote the economic growth and development of Maui County industries using strategic workforce career pathway models in secondary and postsecondary education and facilitate opportunities for professional development and training for education and training providers.

The Sector Strategies & Employer Engagement Committee has participated in the following activities:

- Leading the American Job Center/Rapid Response Business Engagement Team
- Supporting sector initiatives that facilitate dialogue between Employers, Government and Stakeholders to formulate and implement effective workforce solutions that meet the skill, recruitment, retention needs of Employers, and the training, employment and career advancement needs of workers
- Strategizing methods of increasing employer engagement
- Creating a business engagement stakeholder team that includes a Maui County Council Member, Agricultural representatives, Media representatives, the AJC Manager, Business representatives, technology representatives, Strategic AJC Partner such as Unemployment Insurance, Workforce Development Division, McKinley Community School for Adults, Goodwill Industries, and the MCWDB Executive Director. The group's first session created the planning structure for AJC Certification.

b. Support a Local Workforce Development System

It is important for Maui County to link workforce development and economic development efforts. That is why the Maui Economic Development Board, the Maui County Office of Economic Development, and 67% of the MCWDB Members come from the Private Business Sector are all key partners in Maui County's workforce development system.

The County's economic policies focus on long-term economic growth, and its workforce development policies continue to build and supply a labor force to meet the demand generated by that economic growth. This is a key purpose of the sector strategies; to link supply with demand.

To that end, the Sector Strategies & Employer Engagement Committee conducts the following activities:

- Identifying and recommending worker education and training programs that address Employer needs
- Identifying skill gaps and recommend solutions
- Approving and monitoring a career pathways model
- Assessing and reporting effectiveness in career pathways to target populations

With regard to formulating and implementing effective workforce solutions that meet the skill, recruitment, retention needs of employers, and the training, employment and career advancement needs of workers, the Committee recognizes that a crucial strategy is to teach basic skills to prospective employees. Therefore:

- 1) The Committee is requiring three assessments for each client addressing competency, job interest, and skills.
- 2) At the request of employers, the Committee is also developing the Maui American Job Center Workforce Development Series, which will offer the following free classes, most of which have already been developed by partner Goodwill Industries:
 - ✓ How to write a resume (Goodwill)
 - ✓ How to conduct an effective Job Search (assessments/analytics)
 - ✓ How to interview for a job, including interview techniques including mock interviews (Goodwill)
 - ✓ Financial Literacy (Goodwill)
 - ✓ How to become an A+ Employee, understand what is expected, and how to read your paycheck stub (Goodwill soft skills, AJC, MCWDB staff)
 - ✓ Making a plan to advance your career and gain management skills (developing curriculum)
 - ✓ Building financial capacity

c. Better Coordinate Workforce Development Programs

The Sector Strategies & Employer Engagement Committee also conducts the following activities:

- Monitoring Labor Market Information (LMI) to identify emerging growth industries
- Monthly AJC Partner Meetings and weekly IRT Meetings
- Identifying target sectors and recommend guidelines for local sector targeting

d. Strengthen Linkages Between One-Stop Delivery System and Unemployment Insurance

The Wagner Peyser funded staff perform as the Welcome Team for the Maui County American Job Center. Unemployment Insurance (UI) and the Re-Employment Services and Eligibility Assessment (RESEA) Programs work together to assist Unemployment Claimant file for benefits, job search, and remain compliant.

Although filing for UI claims is all done online, there is a segment of the workforce development population that is challenged by filing their claims online. One-stop staff assists them with their filing by using the Maui American Job Center website at the Maui American Job Center. There are dedicated computer terminals for this purpose and the website can be easily accessed also on a smartphone. The Title I funded staff provide additional information on services available under the Dislocated Worker contract, conduct briefing sessions on training services and provide career planning (IEPs) and establish Individual Training Accounts (ITAs) to pay-out training for those interested in re-training.

Rapid Response contract funding and Goodwill Rapid Response funding combine their efforts in addressing both individuals filing for unemployment but also assist businesses that are at-risk through lay-off aversion and direct services.

Through local business associations such as the Maui Chamber of Commerce, the Molokai Chamber of Commerce, the Maui County Business Resource Center, the Lanai Chamber of Commerce, and the Society of Human Resource Management, employers are networked through speaking engagements, workshops and group presentations. This allows them to build long term relationships that sustain continual engagement and communication of business needs during the various phases of the economic cycles.

AJC staff offers recruitment assistance, candidate referrals, and job fairs. If a business is in a down economic cycle, AJC staff and the Rapid Response Program offers outplacement services. Businesses are educated on the myriad of services available from the various partner programs such as on-the-job training, job shadowing, apprenticeships, tax credits, incumbent worker trainings, and upskill trainings. Assistance is also provided to businesses to navigate community resources and social services to help them with retention of employees, bookkeeping, human resource management, loan and grant funding.

The Division of Vocational Rehabilitation (DVR), which is a Strategic Partner, assists the AJC and businesses in providing effective communication, facility and services that provide effective assistive technology, and direct services to individuals with disabilities.

The AJC offers assistance to limited language learners for information on training opportunities and offers businesses support in communicating with their limited language learners through on-site, virtual, and phone-in services.

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

funding, does it have future plans to pursue them?

At this time, there are no alternative grant funding sources in place except the following to support the AJC and training programs:

- In the fall of 2020, the Hawaii Workforce Development Council wrote ETA Disaster Grants and Employment Grants (DWG) after the onset of the COVID-19 Pandemic for all the counties in Hawaii
- Through continual collaboration, the Office of Economic Development, the University of Hawaii, and the Maui County Workforce Development Board developed a long-term funding workforce plan
- The County of Maui provided an OED Administrative Specialist to assist with the increase of duties due to the COVID-19 Pandemic in the fall of 2020
- The County of Maui provides the funding for the MCAJC Manager and the Maui Business Resource Center (co-located) Receptionist who answers the phone for the MCAJC and routes phone calls to the Wagner-Peyser Welcome Team as needed. The Receptionist also assists in making appointments and sets up participants on computers as needed
- The County of Maui provides offices for the MCWDB Executive Director and the Fiscal Specialist
- Goodwill Industries Hawaii, Inc. is the WIOA Adult and Dislocated Worker Provider, but they also offer strategic support for TANF, SNAP, and MedQuest applications
- Through the MOU/IFA, Partners help support the expenses of the AJC through quarterly allocation reimbursement to Maui County

SECTION 4. PROGRAM DESIGN AND EVALUATION

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

4.1 Describe how the LWDB, working with the entities carrying out core programs, will coordinate activities and resources to provide high quality, customer-centered services and expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3), 20 CFR 679.560 (b) (2) (i)]

Individuals with Barriers to Employment	
Native Hawaiian	<ul style="list-style-type: none"> • The American Job Center (AJC) will target workforce services to Native Hawaiians in partnership with Alu Like, the primary service provider for Native Hawaiians. • AJC will co-enroll Native Hawaiians with core partners and support services in partnership with Alu Like, based on need. • AJC will provide personalized case management and pathway planning through an Individual Employment Plan (IEP) beginning with the Wagner-Peyser Welcome Team and in collaboration with the counselors assigned per eligibility in each program, (e.g.- WIOA Adult, Dislocated Worker, Youth Programs and other partners as appropriate). • AJC will perform assessments of competency, interests, and skill levels for all clients upon entry into the system, in order to determine basic employment needs through Wagner Peyser. • McKinley Community School for Adults (MCSA) will provide adult education services, (e.g.- GED and limited language learner proficiency) to this population through career pathways that lead to transitional and permanent employment. • MCWDB has initiated Sector Strategies Committees in both the Hana Community and on Molokai (the highest concentration of Native Hawaiians) to keep an ongoing dialogue with residents of those community for collaboration and to inform about the success of strategies.
Ex-Offenders	<ul style="list-style-type: none"> • The American Job Center (AJC) will target workforce services to Ex-Offenders in partnership with Maui County Correctional Center within a two-year reentry status. McKinley Community School for Adults (MCSA) will provide adult education services to this population through career pathways into employment, funded through the Adult Education and Family Literacy Act (AEFLA), and the WIOA Adult Program will provide career counseling, tuition assistance, and support services as needed. • Maui Economic Opportunity Being Empowered and Safe Together Reintegration Program (BEST) Program is an AJC Partner offering services to ex-offenders and collaborates with the WIOA Adult Program, the Maui Police Department and the Maui County Correctional Center. • AJC may co-enroll Ex-Offenders with other core partners and support services, based on need. • AJC will provide personalized case management and pathway planning through an Individual Employment Plan, (IEP), with their counselor beginning with the Wagner Peyser Welcome Team.

	<ul style="list-style-type: none"> • AJC will perform assessments of competency, interests, and skill levels for all clients upon entry into the system, in order to determine basic employment needs through career counselors from AJC Partners.
Youth	<ul style="list-style-type: none"> • The American Job Center (AJC) will target workforce services to at-risk out-of school youth in partnership with Maui Youth & Family Services (MYFS) and other social service agencies in Maui County by the AJC Referral System. • AJC may co-enroll youth in University of Hawai'i Maui College Ku'ina Program, which facilitates youth's successful transition to independence and self-sufficiency with other core partners and support services. • AJC will provide access to personalized case management and pathway planning through an Individual Employment Plan, (IEP), with the career counselors beginning with the Wagner-Peyser Welcome Team. • AJC will provide access to assessments of competency, interests, and skill levels for all clients upon entry into the system, in order to determine basic employment needs beginning with the Wagner-Peyser Program and in collaboration with the appropriate AJC Partners. • Planning is for a Sector Strategy Committee be formed for the Youth Sector headed by staff in high schools and at UH Maui Campus.
Individuals with Disabilities	<ul style="list-style-type: none"> • The American Job Center (AJC) will target workforce services to individuals with disabilities in partnership with State Vocational Rehabilitation Program (DVR). • AJC will provide access to co-enrollment of individuals with disabilities with core partners and support services. • AJC will provide access to personalized case management and pathway planning through an Individual Employment Plan, (IEP), with a counselor beginning with the Wagner-Peyser Welcome Team. • The Division of Vocational Rehabilitation, (DVR), will perform assessments of competency, interests, and skill levels for clients with disabilities upon entry into the system or through Direct Connect, in order to determine basic employment needs.
Veterans	<ul style="list-style-type: none"> • The American Job Center (AJC) will target workforce services to veterans and their spouses, ensuring that they receive priority services to programs, in partnership beginning with the Wagner-Peyser Welcome Team. • AJC will provide access to co-enrollment of veterans with disabilities with core partners and support services, including State Vocational Rehabilitation Program (DVR). • AJC will provide access to co-enrollment for veterans with other core partners and support services as needed. • AJC will provide access to personalized case management and pathway planning through an Individual Employment Plan, (IEP), developed by a counselor beginning generally with the Wagner-Peyser Program. • AJC will provide access to assessments of competency, interests, and skill levels for all Veterans and their spouses upon entry into the system, in order to determine basic employment needs.
Homeless	<ul style="list-style-type: none"> • The American Job Center (AJC) will target workforce services to homeless individuals in partnership with local homeless shelters, Maui County Nonprofit Social Service Agencies, and the County's HUD office. • Maui Economic Opportunity BEST Program is an AJC Partner offering services to homeless ex-offenders and collaborates with both the Maui Police Department, Maui County Nonprofit Social Service Agencies, and the Maui County Correctional Center

	<ul style="list-style-type: none"> • AJC will provide access to co-enrollment for homeless individuals with disabilities in partnership with the State Vocational Rehabilitation Program (DVR). • AJC will provide access to co-enrollment for homeless youth through Maui Youth and Family Services, Maui Nonprofit Social Service Agencies, and the UH Maui College Ku'ina Program. • AJC will provide access to co-enrollment for homeless individuals with other core partners and support services as needed and as appropriate. • AJC will provide access to personalized case management and pathway planning through an Individual Employment Plan, (IEP), with the appropriate career counselor beginning with the Wagner-Peyser Welcome Team and in collaboration with AJC Partners. • AJC will provide access to assessments of competency, interests, and skill levels for all clients upon entry into the system, in order to determine basic employment needs beginning generally with the Wagner-Peyser Welcome Team.
<p>Adults with skill gaps</p>	<ul style="list-style-type: none"> • The American Job Center (AJC) will target workforce services to Adults with skill gaps in partnership with McKinley Community School for Adults (MCSA), the WIOA Adult Program and other service providers at the AJC as appropriate. • AJC will provide access to personalized case management and pathway planning through an Individual Employment Plan, (IEP), with counselors generally beginning with the Wagner Peyser-Welcome Team. • AJC will provide access to assessments of competency, interests, and skill levels for all clients upon entry into the system, in order to determine basic employment needs and skill levels generally beginning with Wagner-Peyser Welcome Team and in collaboration with appropriate AJC Partners. • At MCSA, transition coordinators reach vulnerable populations by assuming responsibility for planning, organizing, monitoring and providing support for the transition program and centers that are located on Maui, Lanai, and Molokai. The coordinators also facilitate and provide opportunities for students to enter employment, post-secondary training as well as re-entry programs for inmates released into the community. Other related duties include planning, program implementation with partners. • Transition coordinators provide outreach and relationship building to engage students in need. They work on building informal and referral pathways by identifying and partnering with other AJC Partners, agencies, and organizations. • Support services and career counseling for students to ease transition from community school to work or post-secondary education provide necessary regular contact to encourage and help students remain engaged and focused on their end goal. • MCSA, through AEFLA, accommodates a variety of basic education, adult secondary, workplace literacy classes and ELA & IELCE programs that are integrated with Civics within the English Language Acquisition curriculum. ☐ • MCSA advertises program offerings and services through outreach, the school website, social media, school app, brochures, and flyers. ☐ • MCSA provides distance learning and use of technology to meet the needs of the student population through online learning options and extends reach of programs through public access computers, smart phones, and other mobile devices. ☐ • Online instruction allows for extended reach of programs and provides flexibility so that students can work and go to school at the same time. • A blended or hybrid approach to teaching that includes both face-to-face and online learning strategies is offered at MCSA. ☐

<p>English Language Learners</p>	<ul style="list-style-type: none"> • The American Job Center (AJC) will target workforce services to English Language Learners in partnership with McKinley Community School for Adults (MCSA) and the other service providers at the AJC as appropriate. • AJC will provide access to personalized case management and pathway planning through an Individual Employment Plan, (IEP), with counselors beginning with the Wagner-Peyser Welcome Team. • AJC will provide access to assessments of competency, interests, and skill levels for all clients upon entry into the system, in order to determine basic employment needs and skill levels beginning with Wagner-Peyser Welcome Team and in collaboration with appropriate AJC Partners. • At MCSA, transition coordinators reach vulnerable populations by assuming responsibility for planning, organizing, monitoring and providing support for the transition program and centers that are located on Maui, Lanai, and Molokai. Other related duties include planning, program implementation with partners. • Transition coordinators provide outreach and relationship building to engage students in becoming proficient at English. They work on building informal and referral pathways by identifying and partnering with other AJC Partners, agencies, and organizations and may be accomplished through assistive language phone systems and other technology. ☐ • Support services and career counseling for students to ease transition from community school to work or post-secondary education provide necessary regular contact to encourage and help students remain engaged and focused on their end goal. ☐ • McKinley through AEFLA accommodates a variety of basic education, adult secondary, English Language Proficiency programs that are integrated with Civics within the English Language Acquisition curriculum and also assist participants in becoming U.S. citizens. ☐ • MCSA advertises program offerings and services through outreach, the school website, social media, school app, brochures, and flyers in the most common languages on Maui. ☐ • MCSA provides distance learning and use of technology to meet needs of student population through online learning options and extends reach of programs through public access ☐computers, smart phones, and other mobile devices. ☐ • Online instruction allows for extended reach of programs and provides flexibility so that students can work and go to school at the same time and they may work in familiar groups to ease the tensions of working in new languages and cultural experiences.
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4.1(a) Describe the local area’s outreach strategies to increase enrollment of individuals with barriers to employment. Address each of the categories listed in 4.1.

The AJC provides access to partner program services for individuals with barriers to employment through focused outreach:

- A team of presenters including the AJC Manager, the Adult, Dislocated Worker & Youth Providers, and the MCWDB Executive Director attended a meeting of the Maui County Non-Profit Directors Association, which includes 60 nonprofit members. The team presented the work of the Maui American Job Center and invited nonprofits to participate in a referral process whereby they would refer job seeker participants to the Maui American Job Center and the AJC would refer participants in need of services to the Maui Nonprofits. Following the presentation in

October of 2019, the MCWDB Executive Director/AJC Partner Team was invited back to continue the dialog and referral forms were distributed to all sixty social service agencies.

- MCWDB Executive Director/AJC Partner Team hosts a table at all Maui County “Friday Town Parties.” There are four to five town parties held per month, with “First Friday” in Wailuku Town, “Second Friday” in Lahaina, “Third Friday” in Makawao, “Fourth Friday” in Kihei, and when there is a “Fifth Friday,” on the island of Lanai. The table includes one staff members and one AJC Partner, brochures, and referral forms, providing an opportunity introduce the AJC to large groups in the span of just a few hours.
- MCWDB Executive Director/AJC Partner Team hosts after hour events with the Maui County Chamber of Commerce and the Native Hawaiian Chamber of Commerce, speaks at Rotary and Kiwanis club events, and attends Nonprofit Social Service Agency events.
- MCWDB Executive Director/AJC Partner Team hosts tables at all Job Fairs and other Maui County Business Resource Center events.

Outreach Strategies for Individuals with Barriers to Employment	
Native Hawaiian	<p>Targeted outreach to communities & organizations which serve the Native Hawaiian community:</p> <ol style="list-style-type: none"> 1) Alu Like is a Native Hawaiian Nonprofit Organization that works together with other AJC Partners to help Native Hawaiians achieve social and economic self-sufficiency. 2) Kamehameha School Maui refers students and parents to the AJC through continuing outreach efforts by the Youth Provider. 3) Brochures are distributed at Hui Ko Ke Ola Pono, Maui’s Native Hawaiian Health Care System
Ex-Offenders	<p>AJC Partners McKinley Community School for Adults and MEO’s BEST Program routinely work with ex-offenders through regular interaction with the following agencies:</p> <ol style="list-style-type: none"> 1) Maui County Community Correctional Facility 2) Maui Police Department 3) Maui Nonprofit Directors Association referral process with AJC Partners
Youth	<p>Outreach with Maui Youth is achieved primarily through AJC Partners such as the UH Ku’ina Program, Maui Job Corps, Goodwill Industries and McKinley Community School for Adults, as well as through ongoing interaction and referrals from the following agencies and organizations:</p> <ol style="list-style-type: none"> 1) Maui Nonprofit Directors Association 2) DOE Maui High Schools 3) Maui Farm 4) Maui Youth & Family Services 5) Hale Kipa on Molokai 6) Department of Human Services (Pregnant Teens, Parenting Teens, Individuals receiving social assistance) 7) Malama Family Recovery Center 8) Child & Family Services 9) Parents & Children Together (PACT) 10) Ka Hale A Ke Ola Homeless Resource Center, Family Life Center & Salvation Army 11) Maui Police Department Community Policing Officers 12) Maui Catholic Charities

Individuals with Disabilities	<p>AJC Partner Division of Vocational Rehabilitation (DVR) co-enrolls individuals with disabilities through all the AJC Partners, co-located weekly at the AJC, and is contacted through AJC Direct Connect. Outreach to Individuals with Disabilities also is conducted with the following community partners:</p> <ol style="list-style-type: none"> 1)The ARC of Maui 2)Ka Lima O Maui 3)State of Hawaii Dept. of Human Concerns 4)Department of Education High Schools 5)Maui Nonprofit Association Directors referral process with AJC Partners 6)Maui County Office on Aging & Disability Resource Center 7)Aloha Independent Living Hawaii 8)Hoopono Services for the Blind 9)Maui Deaf Friends Public Group
Veterans	<p>MCWDB is working to address the impact of losing DVOP and LVER staff in Maui County. Veteran’s services are conducted through the following partners, volunteers and community agencies:</p> <ol style="list-style-type: none"> 1) Ka Hale A Ke Ola Homeless Resource Shelters 2) Wagner-Peyser Welcome Team Outreach and referrals from other AJC Partners 3) Family Life Center, Maui Catholic Charities, and Goodwill Industries 4) Maui Veteran’s Center 5) US Veteran’s Affairs Department 6) Maui Nonprofit Directors Association referral process with AJC Partners
Homeless Individuals	<p>Our AJC Partners and Staff work as a team and outreach is conducted at the following locations:</p> <ol style="list-style-type: none"> 1) Ka Hale A Ke Ola Homeless Resource Center in both Wailuku and Lahaina 2) Family Life Center, Salvation Army, and Goodwill Industries in Kahului 3) Malama I Ke Ola Health Center (Maui Community Clinic) 4) A referral process has been established with Maui Nonprofit Directors Association members that refer participants to AJC Partner workforce services and also AJC Partners refer participants to those same social service agencies in need of counseling or services.
Adults with skill gaps	<p>Our AJC Partners and Staff work as a team and outreach is conducted at the following locations:</p> <ol style="list-style-type: none"> 1) Education entities as follows: <ol style="list-style-type: none"> a.) McKinley Community School for Adults (co-enroll with AJC Partner) b.) Hawaii Dept. of Education High Schools c.) Hui Malama Learning Center 2) Ka Hale A Ke Ola Homeless Resource Center in both Wailuku and Lahaina 3) Family Life Center, Salvation Army, and Goodwill Industries in Kahului 4) Malama I Ke Ola Health Center (Maui Community Clinic) 5) A referral process has been established with Maui Nonprofit Directors Association members that refer participants to AJC Partner workforce services and also AJC Partners refer participants to those same social service agencies in need of counseling or services.
English Language Learners	<p>Outreach for English Language Learners (ELL) is conducted primarily through partnerships with the following partners and agencies:</p> <ol style="list-style-type: none"> 1) McKinley Community School for Adults 2) University of Hawaii, Maui’s One-Stop-Center 3) Binhi At Ani Filipino Community Center 4) Maui Economic Opportunity’s Enlace Hispano Program 5) The Salvation Army 6) Keolahou Hawaiian Congregational Church, Waiehu Community Church, & Maui

a. ***Describe the local area's outreach strategies to increase enrollment in Title I Youth and Adult Programs***

For the Title I Adult Program, the Maui AJC will continue to strengthen and expand its outreach and recruitment activities to increase enrollment through the following activities:

1. Attending community events (Friday events, Nonprofit fundraisers, UH Maui events) and provide brochures and information to participants;
2. Continual update the mauiamericanjobcenter.com and maucountyvirtualjobfair.com websites and Maui AJC Facebook page;
3. Continual updates the MCWDB Members to communicate with their local communities;
4. PSAs and guest spots on radio shows and Akaku: Maui Community Television;
5. Ka Hale A Ke Ola Homeless Resource Centers presentations;
6. Family Life Center, Maui Catholic Charities, Maui Economic Opportunity, and Goodwill Industries participant regular meetings;
7. Providing AJC brochures to put in Maui Food Bank boxes and at other food distributions; and
8. McKinley Community School for Adults co-enrollment & referrals.

For the Title I Youth Program, the AJC will continue to strengthen and expand its outreach and recruitment activities to increase enrollment through the following activities:

1. Attending community events (Friday events, Nonprofit fundraisers, UH Maui events) and provide brochures and information to participants;
2. Continual update the mauiamericanjobcenter.com and maucountyvirtualjobfair.com websites and Maui AJC Facebook page;
3. Continual updates the MCWDB Members to communicate with their local communities;
4. PSAs and guest spots on radio shows and Akaku: Maui Community Television;
5. Ka Hale A Ke Ola Homeless Resource Centers presentations;
6. Family Life Center, Maui Catholic Charities, Maui Economic Opportunity, and Goodwill Industries participant regular meetings;
7. Providing AJC brochures to put in Maui Food Bank boxes and at other food distributions;
8. McKinley Community School for Adults co-enrollment & referrals;
9. Maui Job Corps co-enrollment & referrals;
10. Maui's High Schools Counselors' and Teachers' referrals;
11. Hui Malama Learning Center referrals & outreach presentations at the school; and
12. Maui Nonprofit Directors referral process.

4.2 Describe how the LWDB will facilitate the development of career pathways, consistent with the Career Pathways Definition. [WIOA Sec. 108(b)(3), 20 CFR 679.560 (b) (2) (ii)]

The Hawaii Career Pathway System increases access to and opportunities for employment, education, training, and support services, particularly for individuals with the greatest barriers to employment, providing a high-quality, effective, and meticulous education by:

1. Identifying funding needs and resources available
2. Engaging industry sectors and employers to assist in designing training programs to provide a continuum of relevance
3. Aligning those programs with partnerships, funding policies and programs
4. Measuring system change and program performance
5. The target population includes displaced homemakers; low-income individuals; Native Hawaiians; individuals with disabilities, including youth who are disabled; adults; ex-offenders; homeless individuals, or homeless children and youth; youth who are in or have aged out of foster care; English Language Learners, individuals who have low levels of literacy, individuals facing substantial cultural barriers; Temporary Assistance for Needy Families program (TANF); single parents; veterans and their displaced spouses, and long-term unemployed individuals.
6. This System is a unifying framework across the state's Workforce Development Council and its implementation of the Workforce Innovation and Opportunity Act (WIOA) and CTE provided through Perkins V as a part of that System. The Career Pathway System's approach connects levels of education, training, support services, and credentials for specific occupations in a way that collaborates between partners to ensure the progress and success of individuals with varying levels of abilities and needs.
7. This approach helps individuals earn marketable skills and credentials, engage in further education that leads to sustainable employment, and actively engages employers to help identify, meet their workforce needs, with the outcome desired to strengthen the Maui County economy. This model benefits a wide variety of participants including high school, postsecondary, and adult learners – both traditional and non-traditional.
8. Career and technical education (CTE) programs of study, including those that lead to industry recognized credentials, are critical components of an effective career pathway system. Career pathways also serve adults with skill gaps, high school students, disconnected youth, veterans and their dislocated spouses, incumbent workers seeking to upskill, individuals with disabilities that are looking for solutions and opportunity for employment, public assistance recipients, new immigrants, English Language Learners, ex-offenders and the long term unemployed.

The MCWDB will facilitate following six strategies as fundamental in developing a comprehensive career pathways system:

1. Build cross-state agency partnerships, including community-based nonprofits and clarify roles of partnerships
2. Identify industry sectors that have in-demand opportunities and engage employers in the dialog and in the outreach
3. Design and discover education and training programs, including University of Hawaii, Maui Campus career and technical education (CTE) and Extended Learning and Workforce

- Development (ELWD) at the secondary and postsecondary levels
4. Identify funding needs and sources to ensure resources are available to meet specifically Maui County workforce development needs
 5. Continually align policies and programs to enable improvement and innovation of workforce development activities while scaling the sustainability of those improvements and innovations
 6. Measure system change and performance to enable steering the pathways as needed and be brave enough to think out-of-the-box for new pieces in an ever-changing puzzle.

Career Ladders and Programs of Study:

At the heart of effective career pathway programs are career ladders to enable individuals to ascend from entry-level jobs to higher level jobs within an industry sector. The education and training programs that we identify in Maui County will be aligned to support each step on the ladder and it is up to the individual to decide where the ascent stops. By mapping courses and credentials against the required skills, teams can create career progression in high-demand occupations that lead to sustainable jobs.

Occupations within the career pathways are the subject of Hawaii's Programs of Study (POS). POS have been developed through collaboration between the State of Hawaii Department of Education (HIDOE) and the University of Hawaii, Maui Campus (UHMC) Career and Technical Education (CTE). Each POS incorporates secondary and postsecondary elements required to meet academic and career technical education (CTE) content areas that result in industry-recognized credentials and certificates, or associate or baccalaureate degrees.

The POS are a non-duplicative sequence of courses taught by professionally trained instructors that encompass content that is aligned with academic standards and relevant technical knowledge, as well as skills that are needed to prepare for further education and careers in current or emerging professions.

Secondary Level:

The Hawaii Department of Education (HIDOE) continues to implement its strategic plan to graduate all students "College, Career, and Community Ready." They work with employers, advisory committees, workforce and economic development partners to ensure that educational policies, curricular content, instructional approaches, etc. are in alignment with federal guidelines and initiatives.

The HIDOE requires that individual high school (CTE) improvement plans address the State's economic development initiatives, comprehensive counseling and guidance, integration of State academic standards and with industry standards, and transitions and partnerships with postsecondary and business and industry.

The POS have been aligned to the HIDOE graduation requirements, and students who receive a HIDOE diploma may enter the University of Hawaii Community Colleges and/or the University of Hawaii 4-year campuses and continue in their POS to the level of certificate and/or degree. The POS

also include opportunities for secondary students to earn dual, concurrent, and articulated postsecondary credits prior to graduation, thereby reducing their time after high school to the completion of a postsecondary certificate or degree.

Postsecondary Level:

UHMC CTE provides high-skills, career-focused curriculum accessible to all students which directly supports Hawaii's economic development plans and addresses the mission and Strategic Plan goals of the UHMC. Ultimately the POS leads to a recognized postsecondary degree, certificate, and/or a credential. The postsecondary components of the POS are developed by UHMC college faculty in accordance with national accrediting organizations and in consultation with local business and industry, and are aligned to national standards where appropriate.

The POS are driven by the economic needs of Maui County. The Maui County Workforce Development Board and UHMC will work in alignment to use data to identify gaps and student needs when developing campus plans. The campus will also consult and collaborate with the Maui County Office of Economic Development, the State Department of Labor and Industrial Relations, Workforce Development Division (WDD), labor unions, and business and government leaders to determine the CTE needs of Maui County.

As a key partner in the Hawaii Career Pathway System, McKinley Community School for Adults (MCSA) provides access to and opportunities for education, training and support services for individuals with the greatest barriers to employment. As one of the educational components of the "system", McKinley has aligned itself with MCWDB, DVR, Union Apprenticeship Programs, private businesses, and the post-secondary institutions to deliver services to our participants. This alignment with Maui County's core partners' education, employers, and the public workforce system makes for an efficient and effective use of resources.

4.3 Describe how the LWDB will utilize co-enrollment, as appropriate, in core programs and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable) to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3), 20 CFR 679.560 (b) (2) (iii)]

Successful partnerships make it possible to leverage resources across systems. At its core, a diverse group of AJC Partners and Community Partners that have defined roles can utilize co-enrollment and a referral process system to serve a variety of needs of the participants crucial to the progressive improvement of individuals with significant barriers to employment.

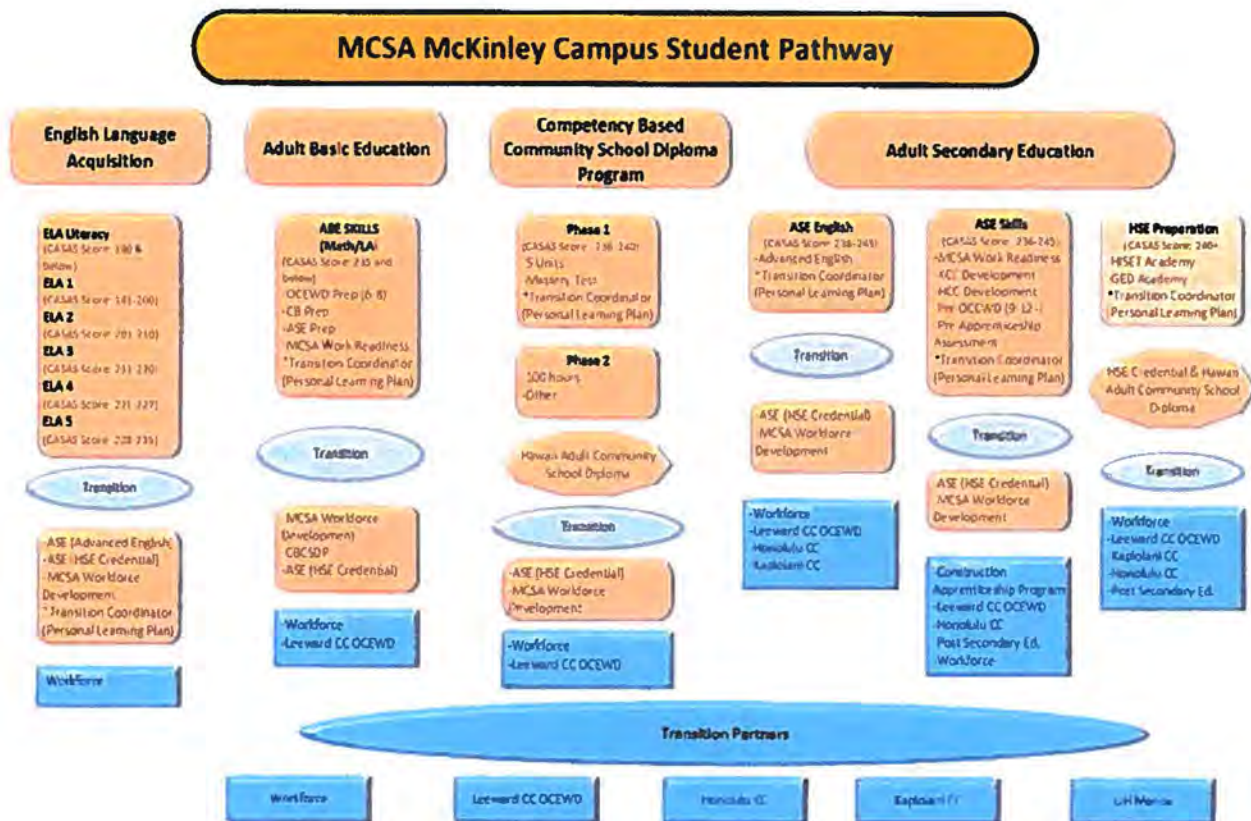
MCWDB has developed an Integrated Resource Team (IRT), which meets bi-weekly to discuss the co-enrollment of program participants with AJC Partners and identifies possible participants that could benefit from being referred to a community social service agency. This team will also discuss work experience opportunities.

The IRT includes the following AJC Partners:

- Wagner-Peyser Welcome Team (WDD) – conducts orientation and begins the IEP for the partners
- WIOA Adult & Dislocated Worker (Goodwill) – facilitates ITAs and enrolls eligible participants
- WIOA Youth Program (UH-Ku’ina) – facilitates needs of youth participants ages 14-24
- DVR- consultation on all individuals with disabilities
- AEFLA- McKinley Community School for Adults – GED and English Language Learners

Utilizing this information, AJC Partners will ensure the efficient use of their grants to provide tuition support, support services, assessments and career guidance. Communication between AJC Partners provides for efficient implementation of case management support to assist individuals to explore career pathways, apply for programs, etc. Agencies will also work together to identify and connect with local employers to learn of job openings and workforce training needs.

There are instances where strategies for co-enrollment and improved access to activities leading toward a recognized postsecondary credential are already in use. McKinley Community School for Adults' (MCSA) Career pathways model exhibits the extensive partnerships with the community colleges, University of Hawaii, apprenticeship programs, and workforce. The pathway diagramed below provides a quick and clear visual of the programs offered by MCSA. It is also an indication of the existence of an extensive partnership between the community schools, community colleges, and university for students to access a postsecondary education and credentials.



In addition, each campus has tailored career pathways for their individual campuses that reflect the specific need of their school community. MCSA Transition Coordinators work collaboratively with AJC Partners, Union and Private Sector Apprenticeship Programs, UHMC, and HIDOE to facilitate initial access and entry to post-secondary education tailored to their individual needs.

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

The MCWDB Executive Director will work with core partners on a monthly basis to improve coordination of services, expand access to services, and collaborate in the overview of career pathways. As the Board and core partners convene to review progress, necessary improvements to the system will be articulated in the AJC MOU/IFA, which will be reviewed and, if necessary, revised annually.

4.4 Describe the actions or activities the LWDB will take toward becoming or remain a high-performing board that is strategic and has a high impact on the local economy and communities. [WIOA Sec. 108(b)(18), 20 CFR 679.560 (b) (17)]

MCWDB has adopted the following criteria in rating whether it is making progress to becoming a high-performing Board:

- 1) Diverse roster of members and members certified by the Mayor of Maui County
- 2) Over 50% membership comes from the private sector
- 3) Regular and effective meetings of board committees and board sub-committees
- 4) Regular, and effective Board Meetings
- 5) Relevant guidance tools such as the Maui County Local Plan and the Maui County Policies and Procedures Manual
- 6) Progress in career pathway development and implementation
- 7) Business engagement with enhancement of WIOA services
- 8) Successful contracts for the Youth, Adult and Dislocated Worker programs
- 9) Successful monitoring including EEO monitoring
- 10) Development of a comprehensive workforce development system plan
- 11) Development of an extensive funding strategy beyond WIOA funding
- 12) Development of virtual tools and websites to enable operation even in times of crisis
- 13) The ongoing improvement of team spirit throughout all the collaborators within the system
- 14) Progress in developing work-based learning opportunities, transitional jobs, incumbent worker training, and an effective Eligible Training Provider (ETP) list.

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

Implementation of One-Stop Delivery System in Maui County:

The Maui County Workforce Development Board recognizes the importance of the American Job Center/One-Stop Center (OSO) to implement the WIOA Programs, and that having an OSO is pivotal to the success of the program. In 2017, the MCWDB issued an RFP but received no responses. In order to move forward, the County of Maui agreed to temporarily be named OSO until a new RFP is issued in 2020.

The County of Maui co-located the Maui Island American Job Center/One-Stop Center at the Maui County Business Resource Center at 70 E. Kaahumanu Avenue, Suite B-9, Kahului, Hawaii, 96732, and the Molokai AJC/One-Stop Center at the DLIR Workforce Development Division in Kaunakakai.

The Maui AJC provides a wide-ranging assortment of services to assist individuals in meeting their employment and training needs, while also assisting local employers in search of qualified workers. Jobseekers and employers are welcome to use the Resource Center computers to access HireNet and other labor market tools. Staff assistance is provided for job seekers who need additional help. Job fairs and specialized recruitment fairs are also held at the Maui AJC.

The Molokai Satellite Office provides support to the residents of Molokai, however, most of the enrollment into programs for both the islands of Molokai and Lanai are conducted virtually or by phone with AJC Partners traveling to the islands as needed; sometimes monthly or sometimes every other month.

The Maui County Workforce Development Board oversees the services and contracts of the Adult, Dislocated Worker, and Youth Programs. It also oversees the progress of the OSO and the AJC Certification to ensure effective services and clearly defines the partnership roles.

The Maui AJC provides direct services through the original MOU/IFA Partners, Wagner-Peyser including Veteran services; Trade Adjustment Assistance (TAA); WIOA Adult and Dislocated Worker Programs; the Youth Program; MEO's National Farm Worker Program (NFJP), Community Services Block Grant Program (CSBG), and the Senior Community Services Program (SCEP); Alu Like; UHMC CTE; McKinley Community School for Adults (MCSA); DVR; Department of Human Services (TANF); and Hawaii Job Corps, Maui Center.

Community Partners that have been added are Maui United Way, MEO's CORE FOUR entrepreneurial training program and MEO's Being Empowered and Safe Together Reintegration Program (BEST), Hawaii Farmers Union United (HFUU), Maui Farm Bureau including the Cattlemen's Association (MFB), Maui Chamber of Commerce, Native Hawaiian Chamber of Commerce, Maui Police Department Community Relations, Maui County Correctional Center, and the Maui Nonprofit Directors Association's sixty members.

Each partner agency, required or not, presently operates their own data collection system and shares outcomes through the IRT Team. Inter-Agency release forms make it possible to share documents. Future planning is to implement the utilization of one system or allowing the systems to communicate to collect data. Individual roles are continually clarified and adjusted as needed for each AJC Partner in WIOA in order for the one-stop system to operate effectively. Building on established partnerships and the coordination to improved access to the available partner services will increase the overall success of Maui County's one-stop system.

The MCWDB will be responsible for developing and submitting a Local Area Plan that includes a description of the activities that shall be undertaken by the MCWDB and its Partners. This includes, but is not limited to:

- Adequate, sufficient, and accessible one-stop center location(s) and facilities;
- Sufficient numbers and types of providers of career and training services (including eligible training providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities);
- A human centered design system of supporting services;
- Oversight, monitoring, and implementation of corrective action for the OSO;
- Determination of the role and scope of services of the OSO;
- Approval of the annual budget allocations for operation of the workforce development network; and
- Review and evaluation of performance of the WIOA Adult, Dislocated Worker, and Youth Programs.

a. How the LWDB will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers will meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A), 20 CFR 679.560 (b) (5) (i)]

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

MCWDB/AJC further ensures continuous improvement by:

- a) Supporting achievement of the negotiated level of performance with systems in place to capture and respond to customer feedback:
 - Manual survey forms are available
 - They will be distributed to participants upon enrollment in Partner programs, six months after enrollment in Partner programs, upon exit, and at Partner's discretion
 - They will be reviewed weekly
 - AJC manager will compile them quarterly and create corrective action forms
 - AJC manager will present results to ED & then Board for transparency in process

- b) Developing a regular process/policy for identifying and responding to technical assistance needs using a tech evaluation form:
- Manual survey forms are available to participants, partners, and staff
 - They will be reviewed weekly by AJC Manager
 - AJC Manager may improve simple requests
 - AJC manager will compile all requests quarterly
 - AJC manager will present any purchase requests to the Board and implement approved changes
- c) *Implementing a regular system of continuing professional staff development:*
1. Maintain a list of monthly cross-training between partners at AJC Partner Meetings
 2. Offer ongoing training opportunities to AJC Partners and provide impetus to share materials with all Partners who were not able attend the training. Some topics include:
 - De-Escalation of Difficult Members of the Public
 - How to Communicate with Individuals with Disabilities
 - EEO Training
 - How to Communicate with English Language Learners
 - Trauma-Informed Care
 - Veterans and Spouses of Veterans Services
 - How to Integrate Career Pathways and Training Opportunities
 - In-Demand Occupations and Emerging Industries
 - What Are TEGs and WIOA Bulletins?
 - Continual Input On the Policies and Procedures of The AJC
 - Outreach Opportunities On Maui, Molokai, And Lanai
 - How to Improve Collaboration Among The AJC Partners
- d) *Creating a Business Engagement Team (Sector - Members listed)*
- ✓ AJC Manager
 - ✓ MCWDB Executive Director
 - ✓ MCWDB Chair
 - ✓ MCWDB Vice-Chair
 - ✓ Private Sector Compliance Specialist
 - ✓ AJC Partner UI
 - ✓ AJC Partner AEFLA
 - ✓ Youth Provider
 - ✓ Wagner-Peyser Provider
 - ✓ County Council Member
 - ✓ Nonprofit Sector AG Specialist
 - ✓ ILWU Union Business Agent
 - ✓ Credit Union Manager
 - ✓ Social Media & Media Specialist
 - ✓ Office of Economic Development Technology Specialist
 - ✓ Private Sector Business Management Specialist

B Describe how the LWDB will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B), 20 CFR 679.560 (b) (5) (ii)]

Accessibility to the services provided by the AJC and all AJC Partners is essential to meeting the requirements and goals of the AJC network. Job seekers and businesses must be able to access information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or any other classification protected under state or federal law.

In addition to a full-service American Job Center in Kahului, an affiliate center is available on Molokai with each providing access to WIOA services. The Molokai satellite employs one full-time position through the AJC Partner Workforce Development Division (WDD). Both centers provide convenient access to jobseekers and businesses, including employment services under the Wagner-Peyser Act, Title I Adult/Dislocated Worker program services, and Youth Program services.

Lanai projects are in development by working with the Lanai liaison of the Office of the Mayor of Maui County and Pulama Lanai. HireNet Hawaii, the online statewide database, is available in various locations on Maui, Molokai and Lanai for self-service support for jobseekers and employers. Additional HireNet help is available to participants via walk-in visits at the AJC and Molokai satellite; through phone and virtual platforms; and through the mauiamericanjobcenter.com website.

Some strategies to overcome geographic barriers to sustainable employment for remote areas are:

- Improved technology and broadband to allow for remote jobs
- Renewable energy sources such as wind and solar to reduce dependence on energy grids that often fail
- Resiliency hubs in remote communities that allow free internet access, use of certified kitchens, and cooler space to residents that may not have income, infrastructure, or opportunity to access broadband or support for entrepreneurial ventures
- Small farm agriculture and valued added agricultural products that provides jobs in remote communities
- Environmentally and culturally sensitive tourism connected to the host culture
- Entrepreneurship using Maui brand niche marketing
- Spas and medical tourism that provides medical care while enjoying travel to a healthy environment with alternative therapies
- Improved child care services and care services for the aging population to support sustainable employment for families
- Another effort includes the recent hiring of a Technology Specialist by the Maui County Office of Economic Development, who is focused on remote technology opportunities and working toward resolving the barrier of the lack of reliable internet in Maui County remote areas
- Maui Economic Opportunity's CORE FOUR Program, which provides training, support, and loans to entrepreneurs offers Maui County's remote communities of Hana, Molokai and Lanai an

opportunity to create earned income within their communities when jobs are not available in those communities. The program includes a 36-hour training course, including success, market, cash flow, and operations planning offered on a sliding scale, eligibility to apply for a \$5,000 to \$25,000 loan, and test marketing opportunities

- The Made in Maui Festival held each November is the perfect continuum of the CORE FOUR Program by offering a major marketing venue for new entrepreneurs to gain exposure. Participants come from Maui, Molokai, and Lanai

The WDC initiated a Statewide Executive Directors group for WDB administrators to meet on a quarterly basis with EDs to share best working practices, discuss challenges and methods to overcome areas of concern, and presentations from core partners, stakeholders and community. This group will provide ongoing strategies to improve employment services to people in isolated locations.

C Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C), 20 CFR 679.560 (b) (5) (iii)]

WIOA reinforces the partnerships and strategies necessary to provide all job seekers and businesses career training, career counseling, and support services that enable job seekers to attain sustainable employment and support businesses in finding skilled workers, accessing human resource assistance, and funding to upskill employees for more advanced and possibly management positions. The American Job Center's network of partners provides the structure and shared resources to implement the WIOA vision and goals.

To ensure meaningful access to all customers, the AJC incorporates the principles of universal and human-centered design. Maui County AJC(s) will maintain a culture of inclusiveness, and the physical characteristics of the facility, both indoor and outdoor, will meet the high standards of accessibility. Indoor areas are designed in an "equal and meaningful" manner providing space and access for individuals with disabilities.

Such actions include but are limited to the following provisions:

1. Providing reasonable accommodations for individuals with disabilities
2. Making reasonable modifications to policies, practices, and procedures where necessary to ensure there is no discrimination against those with disabilities
3. Administering the network of partners in the most integrated setting possible
4. Communicating with persons with disabilities as effectively as with any others
5. Providing appropriate auxiliary aids and services, including assistive technology devices and services to afford individuals with disabilities an equal opportunity to participate in and enjoy the benefits of all programs and activities

6. Providing appropriate physical accessibility to persons with disabilities

These principles include flexibility in space usage; the use of pictorial, written, verbal, and tactile messaging to present information to customers with disabilities; providing clear lines of sight to information for seated or standing users; providing physical accommodations; and providing adequate space for the use of assistive devices or personal assistants.

The AJC has developed the following systems and policies for programmatic and physical accessibility, which comply with disability regulations:

1. Administer programs in an integrated setting
 - a. A chart is provided of all services at the AJC to enable staff and AJC Partners to provide the appropriate assistive technology, services, and career counseling
 - b. A listing of all AJC equipment for individuals with disabilities is provided for staff and AJC Partners to locate and use as necessary
 - c. EEO policy & procedures (AJC Policies and Procedures Manual) are provided to staff and AJC Partners to be presented to all participants upon enrollment and forms are readily available for any complaints received
 - d. Forms to provide input for assistive services and devices will be readily available at the AJC.
2. Communicating with persons with disabilities as effectively as others
 - a. Ongoing trainings for AJC Partners on verbal communication are provided by AJC Partner, Division of Vocational Rehabilitation (DVR)
3. Providing reasonable accommodations for individuals with disabilities. Specific examples are as follows:
 - a. Visually impaired participants
 - Assistive technology: items designed specifically to help people with vision loss or other disabilities, including everything from screen readers for blind individuals or screen magnifiers for low-vision computer users, video magnifiers and other devices for reading and writing with low vision.
 - b. Hearing impaired participants
 - Some of the assistive listening devices most commonly used are Audio Induction Loop systems, and other accessories to couple hearing aids to media such as phones, music players, computers, and tablet devices.
 - Virtual technology to provide sign language interpreters for assistance in intakes and counseling sessions.
 - c. Persons with physical disabilities
 - People who have physical disabilities may need help with mobility. Devices that are intended to help with mobility include wheelchairs, walkers, scooters, crutches, canes, and orthotic devices. The AJC will accommodate the appropriate space for these devices.
 - d. Individuals with speech-language impairments

- DVR will assess the impairment and suggest services to the participants as well as a referral to the community social service agencies.
- e. Individuals with intellectual and developmental disabilities
 - There are two agencies on Maui that specifically serve this target population that are community partners to the Maui County AJCs; Arc of Maui which provides services by protecting their human rights and actively supports programs and services that assure full inclusion and participation in the community throughout life and Ka Lima O Maui which provides job training and support for sustainable employment.

D Describe the roles and resource contributions of the one-stop partners and if memoranda of understanding or resource sharing agreements are used, provide a summary of those agreements. [WIOA Sec. 108(b)(6)(D), 20 CFR 679.560 (b) (5) (iv)]

The Maui County Workforce Memorandum of Understanding and Infrastructure Agreement (MOU/IFA) is executed between the Chief Elected Official, Mayor of Maui County (Mayor), the Maui County Workforce Development Board (MCWDB), and the American Job Center Network Partners (“Partners”). They are collectively referred to as the “Parties” to this MOU/IFA.

All Parties to the Maui AJC MOU/IFA agreement shall comply with:

- Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016).
- Title VI of the Civil Rights Act of 1964 (Public Law 88-352).
- The Age Discrimination Act of 1967.
- Title IX of the Education Amendments of 1972.
- Section 504 of the Rehabilitation Act of 1973.
- The Americans with Disabilities Act of 1990 (Public Law 101-336).
- The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor.
- Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping is Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188.
- The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99).
- The Non-traditional Employment for Women Act of 1991.
- Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38).
- The confidentiality requirements governing the use of confidential information held by the State. Unemployment Insurance (UI) agency (20 CFR part 603).
- All amendments to each.
- All requirements imposed by the regulations issued pursuant to these acts.
- Additionally, all Parties shall:
 - Collaborate and reasonably assist each other in the development of necessary service

- delivery protocols for the services outlined in the Partner Services section above.
- Agree that the provisions contained herein are made subject to all applicable federal and state laws, implementing regulations, and guidelines imposed on either or all Parties relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers.
- Agree to participate in a continuous improvement process and increase customer satisfaction, and participate in regularly scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

MAYOR

The Mayor will:

- In Partnership with the MCWDB and other applicable Partners within Maui County, develop and submit a single Local Area Plan that includes a description of the activities that shall be undertaken by MCWDB and their Partners
- Approve the MCWDB budget and workforce center cost allocation plan
- Coordinate with the MCWDB to oversee the operations of the Maui County AJC network

THE MAUI COUNTY WORKFORCE DEVELOPMENT BOARD (MCWDB)

The Maui County Workforce Development Board (MCWDB) ensures the workforce-related needs of employers, workers, and job seekers in the local area are met, to the maximum extent possible, with available resources. The MCWDB will, at a minimum, in partnership with the Mayor and other applicable Partners within Maui County, develop and submit a Local Area Plan that includes a description of the activities that shall be undertaken by the MCWDB and its Partners. This includes, but is not limited to:

- Adequate, sufficient, and accessible one-stop center location(s) and facilities.
- Sufficient numbers and types of providers of career and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities).
- A human-centered design system of supporting services.
- One or more competitively procured one-stop operators.
- In collaboration with the Mayor, designate through a competitive process, oversee, monitor, implement corrective action, and, if applicable, terminate the one-stop operator(s).
- Determine the role and scope of services of the one-stop operator.
- Approve annual budget allocations for operation of the AJC network.
- Review and evaluate performance of the AJC and one-stop operator.

LOCAL WORKFORCE DEVELOPMENT BOARD STAFF

- Assist the Mayor and the MCWDB with the development and submission of a single Local Area Plan.
- Support the MCWDB with the implementation and execution of the local area's vision, goals, objectives, and workforce-related policies, including all duties outlined above.

- Provide operational and grant-specific guidance to the one-stop operator.
- Investigate and resolve elevated customer complaints and grievance issues.
- Prepare regular reports and recommendations to the MCWDB.
- Oversee negotiations and maintenance of MOU with one-stop Partners.

PARTNERS

Partners will further promote system integration to the maximum extent feasible through:

- Cross-training and/or cross informing of staff, as learning opportunities that promote continuous quality improvement.
- Effective communication, information sharing, and collaboration with the one-stop operator.
- Joint planning, policy development, and system design processes.
- Commitment to the joint mission, vision, goals, strategies, and performance measures.
- Use of common intake (core partners), assessment, referral, and case management processes.
- The use of common and/or linked data management systems and data sharing methods, as appropriate.
- Leveraging resources, including other public agency and non-profit organization services.

ONE-STOP OPERATOR

The County of Maui, in its role as the OSO, will employ a Center Manager who will act as a functional leader. As such, they will have the authority to organize and supervise Partner staff in order to optimize and streamline service delivery efforts. Formal leadership, supervision, and performance responsibilities will remain with each staff member's employer of record. The OSO, through the Center Manager, will, at a minimum:

- Manage daily operations.
- Manage and coordinate Partner responsibilities, as defined by this MOU.
- Coordinate daily work schedules and work flow based upon operational needs.
- Assist the MCWDB in establishing and maintaining the AJC network structure including but not limited to:
 - Ensuring staff are properly trained by their formal leadership organization and provided technical assistance, as needed.
 - Integrate systems and coordinate services for the AJC and its Partners, placing priority on customer service.
 - Oversee and coordinate Partner, program, and AJC network performance.
 - Providing and/or contributing to reports of center activities, as requested by the MCWDB.
 - Identifying and facilitating the timely resolution of complaints, problems, and other issues.
 - Collaborating with the MCWDB on efforts designed to ensure the meeting of program performance measures, including data sharing procedures to ensure effective data matching and timely data entry into the case management system.
 - Ensuring open communication with Partners in order to facilitate efficient and effective center operations.
 - Evaluating customer satisfaction data and proposing service strategy changes to the MCWDB

based on findings.

- o Manage fiscal responsibilities and records for the center.

The OSO will **NOT** assist in the development, preparation, or submission of Local Area Plans. They will not manage or assist in future competitive processes for selecting/terminating service providers or one-stop operators, career services providers, or Youth providers. The OSO cannot negotiate local performance accountability measures or develop and submit budgets for activities of the local WDB. MCWDB is responsible for the negotiated performance measures, strategic planning, budgets, and OSO oversight (including monitoring).E ***Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out under WIOA and by one-stop partners. [WIOA Sec. 108(b)(21), 20 CFR 679.560 (b) (20)]***

The AJC is responsible for ensuring the implementation of an effective common data system and reporting process. HireNet Hawaii provides a common database, case management, labor exchange, and participant reporting system for Title I Adult, Dislocated Worker and Youth Programs, Wagner Peyser including Veteran's services, Trade Adjustment Act (TAA), and other strategic AJC Partners.

Case notes are recorded electronically and made available to all partners through dissemination by the Integrated Resource Team (IRT). Electronic Signatures have been implemented. An Interagency Release form has been implemented that assures permission from participants for partners to share documentation and information. Since the AJC does not currently have the ability to scan documents, clients will be provided with a USB stick with all information if needed.

The Division of Vocational Rehabilitation and McKinley Community School for Adults will continue to maintain their own reporting systems for program-specific data beyond common measures that are required by their funding agencies. This was a decision made based on the extensive sets of personal and performance data required by DVR and DOE that are not necessary for coordination of services among agencies.

4.6 Describe the process and criteria for issuing individual training accounts. [WIOA Sec. 108(b)(19), 20 CFR 679.560 (b) (18)]

MCWDB completed its American Job Center WIOA Adult, Dislocated Worker, and Youth Programs' Standard Operating Procedures for Individual Training Accounts (ITAs) in May 2019, (incorporated into the Maui County Workforce Development Policies and Procedures Manual). In addition to Scope and Purpose, Procedures and Implementation describe the need for training, and criteria for ITA funding.

Authorizing an ITA requires completion of the following:

- i. An Individual Employment Plan (IEP)
- ii. An acceptance letter from a chosen Eligible Training Provider
- iii. A Training or Class Schedule

- iv. Understanding of the Cost of the Program
- v. A Driver's License or eCrim License for participants entering the transportation or health care industries
- vi. A signed AJC Participant Agreement of Understanding form
- vii. A signed Family Educational and Privacy Act form
- viii. A Degree or Training Plan that is signed by an Academic Advisor
- ix. A signed Free Application for Federal Student Aid form and an Award letter from the training institute or college for the present or upcoming academic year.
- x. Documentation of any other grant awards received.
- xi. To use an ITA, the Adult Program Provider must facilitate, the training is limited to \$1,500.00 per participant with a consideration for an additional \$1,500.00 if funds are available and if it moves the participant up the career ladder.
- xii. All trainings to be paid through an ITA must come from the Eligible Training Provider List (ETP). The list is approved through the Workforce Development Council (WDC) and must be training for an In-Demand Occupation.

4.7 If training contracts are used, how will the use of such contracts be coordinated with individual training accounts; and how will the LWDB ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided. [WIOA Sec. 108(b)(19), 20 CFR 679.560 (b) (18)]

While Individual Training Accounts are the primary method to be used for procuring training services under WIOA, in certain circumstances, a training contract may be used to provide training services.

Training contracts may only be used if at least one of the five circumstances as described:

- on-the-job training which may include paying for the on-the-job training portion of a Registered Apprentice (RA) Program, customized training, incumbent worker training, or transitional jobs
- When the MCWDB determines that there are insufficient number of Eligible Training Providers in the area to accomplish the purpose of an ITA and determination must include a public comment period for interested providers at least 30 days in advance of commencement
- To use a training services program of demonstrated effectiveness offered in a local area by a community-based organization or other private organization to service individuals with barriers to employment. Criteria must be developed to determine demonstrated effectiveness, financial stability of the organization, demonstrated performance of services, and how the program relates to the workforce investment needs identified in this plan
- When the MCWDB determines that the most appropriate training could be provided by an institution of higher education in order to train a cohort of multiple individuals for in-demand sectors or occupations and consumer choice cannot be limited
- When the MCWDB determines a pay-for-performance contract is suitable and consistent with 20 CFR 683.500 and no more than 10 percent of the funding allocation may be spent on pay-for-performance contract strategies

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

The MCWDB ensures that training is linked to in-demand industry sectors or occupations in the local area by adhering to the Maui County Local Plan and the American Job Center WIOA Adult, Dislocated Worker, and Youth Programs Standard Operating Procedures for Individual Training Accounts (ITAs), which specifically states:

In-demand Occupation Requirement and Training Period

- i. The MCWDB submits applicants to the Workforce Development Council (WDC) for approval to be added to the Eligible Training Provider List that have been vetted to train applicants for positions in In-Demand Sectors and Occupations.
- ii. The MCWDB staff utilizes labor market information, consultation with partner programs within workforce development, consultation with local entities working within economic development, and other resources such as the Comprehensive Economic Development Strategy (CEDS) for Maui County. (www.mauicounty.gov/CEDS)
- iii. ITAs are authorized only for training programs listed on the State's Eligible Training (ETP) Provider's List at <http://dlir.state.hi.us/labot/etp/>.
- iv. ITAs are only authorized for training for an in-demand occupation with a training period of up to twenty-four (24) months. On a case-by-case basis, exceptions may be made by Case Managers.
- v. If a participant started training prior to participation in the Adult, Dislocated Worker, or Youth Program, the participant is responsible for the cost incurred prior to participation.
- vi. If a participant continues to receive training after the approved end date of their individual program managed by the Adult or Dislocated Worker Program, the participant is responsible for the cost.
- vii. ITAs are not authorized for pre-requisite courses and short-term pre-vocational training.
- viii. In instances where the training is being accessed in order to enter employment in another area to which a participant is willing to relocate, program staff is directed to contact the local workforce development board for the area in question to determine whether the training is linked to in-demand industry sectors or occupations in that area.

4.8a. Has the local area issued an Eligible Training Provider policy? Provide the link to the policy.

The MCWDB approved the Maui County Workforce Development Policies and Procedures Manual's Standard Operating Procedures for Individual Training Accounts on May 16, 2019, which includes the Eligible Training Provider policy in compliance with [WIOA Bulletin No 10-16]

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

Rapid Response is a statewide strategy used in Maui County to respond to business layoffs and closings by coordinating workforce development services and providing immediate aid to affected business and their workers. When Rapid Response is necessary in Maui County, MCWDB Rapid Response Staff and AJC Partner Goodwill take the lead to work with state staff as a team to assist employers and employees (or employee representatives) to maximize public and private resources in order to minimize disruptions associated with job loss.

The Rapid Response Team of Maui County will provide customized services virtually, on-site at an affected business, accommodate work schedules, and assist employers and employees through employment transition. Services offered include the following:

- Resume Writing
- Interview Workshop and Mock Interviews
- Career Counseling, Career Exploration, And Assessments
- Assistance in Registration On the Hirenet System
- Assistance in Applying for Unemployment Insurance
- Assistance with Training Opportunities and Job Training
- Providing Support Services for Eligible Applicants Including Bus Passes, Books, etc.
- Assistance in Finding Relief Funding Resources for Employees
- Assistance to Businesses in Applying for Grant and Loan Relief Funding
- Assistance to Businesses in Human Resource Needs, Re-Skilling and Training Furloughed Employees and Incumbent Workers
- Continuing Assistance to Businesses in Finding Resources to Problem Solve
- New job creation; especially for the most remote and isolated sectors of Maui County

Options for meeting places across Maui County will depend on the type and severity of the natural disaster along with the location of the affected workers. If there is a Presidential declaration for Individual Assistance (IA), FEMA will open Disaster Recovery Centers (DRCs). These centers may not be ideal for holding a formal presentation but will likely be a gathering place for those affected by the natural disaster. Other location options where the Rapid Response event may take place include Red Cross Stations, community buildings not affected by the disaster, and the nearest American Job Center.

The Team visits community locations in significantly impacted areas (i.e., shelters, libraries, schools, etc.) to assist businesses and impacted individuals, and to provide on- the-ground information and support regarding state-level efforts.

4.10 Describe the direction given by the LWDB to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and 20 CFR 680.600. [20 CFR 679.560 (b) (21)]

WIOA underserved populations include consumers who share one or more of the following characteristics; receive fewer health care services; encounter barriers to accessing primary employment and health care services (e.g., economic, cultural, and/or linguistic) and have a lack of familiarity with the opportunities for employment and training services, the health care delivery system, and generally live in “low income” or remote areas.

“Low-income” area means a geographical area in which at least 60 percent of the children are eligible for free or reduced price school meals under the National School Lunch Program and the School Breakfast Program.

In Maui County, the following areas qualify as “low income areas”:

- Hana High & Elementary School district
- Molokai (Kaunakakai, Kilohana, Kualpuu, Maunaloa elementary schools) and Molokai High & Intermediate Schools” districts
- Lanai High & Elementary district
- Central Maui (Lihikai, Wailuku, Kahului, Waihee Elementary Schools) districts
- Paia Elementary School district
- Upcountry (Makawao Elementary and Kalama Intermediate School) districts

Underserved populations generally have the following additional qualifiers to enable enrollment due to special circumstances if income levels exceed low-income guidelines in WIOA eligibility determinations:

- No employment within the last six months
- Family has a history of chronic long-term unemployment; not being able to hold employment due to being terminated for cause, or quitting two or more jobs in the last six months
- Parents or applicant has a history of substance abuse
- One or more parents are incarcerated
- Veterans in need of program services
- Exceeds basic skills requirements but has one or more barriers above
- Lives in a “low income” area
- Domestic Violence
- Parents are undocumented immigrants
- Variable/Seasonal Income as per the following chart:

One-year income divided by 2 = qualifying six-month income

Family Size	Annual Income	Six-Month Income	Family Size	Annual Income	Six-Month income
1	\$12,490	\$6,245	6	\$37,691	\$18,846
2	\$16,910	\$8,455	7	\$43,159	\$21,598
3	\$22,119	\$11,060	8	\$48,627	\$24,314
4	\$27,307	\$13,654	9	\$54,095	\$27,048
5	\$32,223	\$16,112	10	\$59,563	\$29,782

General Outreach for all AJC participants (most have significant barriers to employment)

- Mauiamericanjobcenter.com and maucountyvirtualjobfair.com websites development and ongoing updates
- Maui AJC Facebook Page and ongoing updates
- Community Nonprofit Events
- Google Maps listing
- County website updated with program features and links
- Service Clubs like Kiwanis, Rotary, Lions Club
- Maui County High School Counselors and Teachers
- Maui Food Banks, Feed My Sheep, and Hale Kau Kau
- Maui Nonprofit Directors Association sixty (60) members with a referral process
- Op-Eds and Newspaper Articles
- Maui Chamber of Commerce
- Maui Native Hawaiian Chamber of Commerce
- Flyers, brochures, and rack cards to be distributed to unions, businesses, and nonprofit program staff; especially with Maui Food Bank distribution

Targeted outreach for underserved populations (especially in remote areas)

- A table at Friday parties in Wailuku, Lahaina, Makawao, Kihei, and Lanai
- Mauiamericanjobcenter.com and maucountyvirtualjobfair.com websites
- Ongoing community meetings on the island of Molokai and referrals from Molokai Community Health Center, Kuhao Business Resource Center, and referrals from Hale Kipa and Queen Liliuokalani Trust
- Molokai Chamber of Commerce
- Lanai Chamber of Commerce
- Hana Health Center
- Hana Canoe Club, Hana Cultural Center, and Hasegawa General Store
- Ka Lima O Maui and ARC of Maui
- Maui County Office on Aging and Disability Resources

SECTION 5. COMPLIANCE

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

Attachment A is the document signed by the Mayor of Maui, Maui County's Local Elected Official, designating the Maui County Workforce Development Board as the Maui County WIOA Administrative Entity.

5.2 Describe the competitive process and criteria (such as targeted services, leverage of funds, etc.) to be used to award sub grants and contracts for WIOA Title I Adult, Dislocated Worker, and Youth activities; provide the names of contracted organizations, and the duration of each contract. [WIOA Sec. 108(b)(16), 20 CFR 679.560 (b) (15)]

5.2a The competitive process and criteria to be used for sub-grants and contracts for providers for WIOA Title 1 Adult, Dislocated Worker, and Youth Services are included in Attachment B, the Maui County Workforce Development Policy & Procedures Manual and are as follows:

- A competitive bid process utilizing a Maui County Request for Proposal (RFP) method shall provide comprehensive employment and training programs on a year-round basis to eligible individuals in the Adult, Dislocated Worker, Youth Programs as described in Public Law 113-128, (also known as the Workforce Innovation and Improvement Act, including and any amendments, thereto and all subsequent versions thereof);
- The RFP shall include requirements relating to program design and program elements as described in WIOA Sec. 129(c) and WIOA Sec 1.34(c) and related sections of the Code of Federal Regulations.
- Evaluation criteria will include, but is not limited to, a review of the proposed program design, delivery of services, inter-agency collaboration, evaluation, and projected performance outcomes that are aligned and in accordance with WIOA Bulletin 19-18;
- The Board is bound by the procurement rules of the Hawaii Public Procurement Code (HRS 1031) and procurement rules of the County of Maui.

5.2b Current contracts are in place with following providers:

- WIOA Youth Program C7141 (PY 19 & PY 20) - University of Hawaii (Duration of Contract – July 1, 2020 to June 30, 2021 with an option to extend based on performance from July 1, 2021 – June 30, 2022)
- Adult and Dislocated Worker Programs C7005 (PY19-PY20) – Goodwill Industries Hawaii, Inc. (Duration of the Contract – July 1, 2020 to June 30, 2021 with an option to renew based on performance from July 1, 2021 – June 30, 2022).

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

Clearly delineated roles and responsibilities are included in Attachment B, Maui County Workforce Development Board Policies & Procedures Manual and includes a Firewall Chart that is attached to show

clear delineation of the Firewall between the Maui County Workforce Development Board, Contracted Service Providers, and the American Job Center One-Stop Operator. (Attachment B- MCWDB Policy & Procedures Manual)

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

5.4a The Maui County Workforce Development Board Roster is found in Attachment C.

5.4b Provide a list of MCWDB Committees, the Chairs of each committee, and committee members Attachment D.

A list of MCWDB Committees is as follows:

- Executive Committee
- Governance Committee
- Program & Youth Mentoring Committee
- Sector Strategies & Employer Engagement Committee
- Finance Committee

5.4c Describe the priorities, responsibilities and scope of work of each committee.

Brief Descriptions of the Committees are as follows:

- Executive Committee: The Executive Committee oversees the operation of the board and acts of behalf of the board between board meetings for items that are time sensitive. The Committee consists of MCWDB Officers and Committee Chairs. The Committee is also responsible for the evaluation of the Executive Director;
- Governance Committee will take a leadership role to ensure that the MCWDB programs and One-Stop system are in compliance with Federal, State and County regulations and that they are customer driven for both job seekers and employers. The Governance Committee initiates and overviews the Maui County Workforce System Policies and Procedures manual, the MCWDB By-laws, Board certification, the Local Plan, and American Job Center certification documents;
- Program and Youth Mentoring Committee: The Program and Youth Committee achieves best-practice standards by tracking core performance measures, assessing the effectiveness of Partner Services, and promotes continuous improvement in services to Adults, Dislocated Workers, Disabled Workers, Youth and Employers. The Committee shall provide information and assists with the planning, operational and other issues related to the provision of services to Youth as permitted by Sec. 107(b)(4)(A)(ii) of WIOA. Monitoring performance measures includes measurable skill gains, credential attainment, employment retention, median earnings, and effectiveness of the program in serving Employers. Included services are provided by all of the Partners participating in the American Job Center activities;
- Sector Strategies and Employer Engagement Committee: "Sector Strategies" are policy initiatives designed to promote the economic growth and development of Maui County industries using strategic workforce career pathway models in secondary and postsecondary education and facilitates

opportunities for professional development and training for education and training providers. WIOA career pathways include gaining knowledge and skills leading to employment and self-sufficiency. Literacy barriers include non-native English speakers and lack of opportunity in work-based education and training programs. In addition, the committee monitors the implementation of county-wide career pathway models that boost labor productivity for Employers;

- Finance Committee: The Finance Committee oversees the fiscal operations of the MCWDB and the American Job Center including budget, fiscal reporting, fiscal audits, program year closeout, partner allocations and MOU/IFA negotiations, monitoring stand-in costs and leveraging resources, and recommendations to the MCWDB for budgetary re-allocations;
- Full MCWDB Committee descriptions are found in **Attachment D**.

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

The criteria for the appointment of MCWDB members shall conform with the following guidelines:

- All members shall have “optimum policy-making authority”, the individual must be able to speak affirmatively on behalf of the entity that she/he represents that allows them to commit to a chosen course of action;
- Local business organizations, nonprofits, labor organizations, trade associations, and government agencies, shall formally nominate individuals by submitting a nomination form, **(Attachment E)**, to the Executive Director of the MCWDB which is transmitted to the Mayor of Maui County for approval;
- The MCWDB must be certified every two years and policy shall be administered evenly;
- When there is more than one local area provider of adult education and literacy programs under Title 11, or multiple institutions of higher education, the Mayor of Maui or designee must solicit nominations from providers and institutions before appointment;
- The chairperson of the MCWDB must be elected from among the businesses representatives and serves as the spokesperson of the board;
- An individual that meets multiple entity criteria may be appointed to represent more than one requirement of the MCWDB;
- A member whose employment status changes must notify the chairperson of the MCWDB and the Executive Committee shall determine if he/she may serve until the end of the term;
- The MCWDB consists of no less nineteen (19) and no more than 30 members. A majority of the board members shall represent private sector organizations (at present- 68.42%; the other (at present 31.58%) shall represent the public sector;
- The MCWDB meets quarterly and at such other times as deemed necessary, as the Chairperson determines, or as provided by the rules of the board. The Mayor may designate in writing another person to attend meetings on his/her behalf.

5.6 Provide the completed Local Workforce Development Board Membership Certification Request included in WIOA Bulletin No. 04-15 (SN 04), as Attachment D. See The Maui County Workforce Development completed certification of Board Membership is found in **Attachment F**.

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

Ralph Thomas, EEO Specialist, County of Maui, 200 South High Street, Wailuku, Hawaii 96793, and can be reached at 808-270-3168 and his email is ralph.thomas@co.maui.hi.us

5.8 Identify the entity responsible for the disbursement of grant funds described in WIOA section 107(d)(12)(B)(i)(III). [WIOA Sec. 108(b)(15), 20 CFR 679.560 (b) (14)]

The Governor of the State of Hawaii as the Chief Elected Official of the State is the entity responsible for the disbursement of WIOA funding. A flow chart of the disbursement of grant funding from the Federal Government Department of Labor down to the providers is found in **Attachment B (MCWDB Policy & Procedures Manual)**.

5.9 Provide the negotiated local levels of performance to be used to measure the performance of the local area by the LWDB. [WIOA Sec. 108(b)(17), 20 CFR 679.560 (b) (16)]

The Governor of the State of Hawaii as Chief Elected Official tasked the Workforce Development Council, (WDC), to create and disseminate the negotiated local levels of performance with the local boards (TEGL 9-17). The WDC WIOA Bulletin No. 19-18 was issued to prepare the local workforce development boards for the PY2018 and PY2019 performance expectations.

The following performance measures are in place for the Maui County Workforce Development Board (MCWDB) for PY20 and PY21:

PROGRAM	Negotiated	Negotiated
	Performance	Performance
	PY20	PY21
PRESENT PARTICIPANT COUNTS	TOTAL PY20	TOTAL PY21
ADULT	40	40
DISLOCATED WORKER	45	45
YOUTH	45	45
PERFORMANCE MEASURES		
Entered Employment 2ND QTR		
Adults	55.00%	55.00%
Dislocated Worker	58.00%	58.00%
Youth	55.50%	55.50%
PERFORMANCE MEASURES		
Entered Employment 4th QTR		
Adults	64.00%	64.00%
Dislocated Worker	68.00%	68.00%
Youth	54.00%	54.00%

Median Earnings		
Adults	5,450.00	5,450.00
Dislocated Worker	7,400.00	7,400.00
Youth	3,700.00	3,700.00
Credential (degree/cert)		
Adults	65.00%	65.00%
Dislocated Worker	68.00%	68.00%
Youth	63.10%	63.10%
Measurable Skills		
Adult	50.00%	50.00%
Dislocated Worker	50.00%	50.00%
Youth	50.00%	50.00%

5.10 Describe indicators used by the LWDB to measure performance and effectiveness of the local fiscal agent (where appropriate), eligible providers under WIOA Title I, and the one-stop delivery system in the local area. [WIOA Sec. 108(b)(17), 20 CFR 679.560 (b) (16)]

The performance and effectiveness of the one-stop delivery system, the Maui American Job Center, (AJC), and the contracted service providers will be monitored as follows:

- The MCWDB Program and Youth Monitoring Committee will provide guidance and overview on conducting quarterly performance monitoring of the contracted service providers for the Adult, Dislocated Worker, and the Youth Programs. An independent monitoring agent will be contracted yearly in April/May;
- The MCWDB Finance Committee will provide guidance and overview of the budget vs. actual reporting of the service providers and MCWDB budgets on a quarterly basis and will assist in budget re-allocations as necessary. An independent monitoring agent will be contracted yearly in April/May;
- As the One Stop Operator, the Maui American Job Center is primarily funded by the County of Maui with AJC partners contributing 28% of its operation by reimbursement. The Finance Committee will provide general oversight of the partner allocations yearly in April/May;
- The MCWDB will provide regular oversight of the Maui American Job Center to assess performance and ongoing improvement in the following manner:
 - ✓ Surveys will be distributed to job seekers, business employers, and AJC Partners regularly; **(Attachment B – MCWDB Policy & Procedures Manual)**
 - ✓ Surveys will be reviewed by the AJC Manager weekly with any negative reviews addressed within ten (10) days;
 - ✓ The AJC Manager will present the statistics to the MCWDB and specific issues at the quarterly MCWDB meetings;
 - ✓ Equipment needs will be discussed at AJC Partner meetings monthly with assistive technology assessed by the Division of Vocational Rehabilitation to ensure continuous improvement;
 - ✓ Request for proposals and service contracts shall include addressing underperformance and corrective action steps.

5.11 Provide copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements as defined by WIOA 107(d)(11) between the LWDB and the Department of Human Services' Division of Vocational Rehabilitation Services with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. Include these copies as Attachment I. [WIOA Sec. 108(b)(14), 20 CFR 679.560 (b) (13)]

- See MOU/IFA as **Attachment G.**

- The Division of Vocational Rehabilitation, DVR, does not distinguish between program and administrative funds. Non-Federal resources that are cash, non-cash, or third party in-kind contributions may be used for support and inclusion of students with disabilities in higher education or financial security management. DVR must report all infrastructure costs as administrative and AIC Partner Allocations are allowable costs. Non-Federal funding may not be used as a match requirement for one-stop infrastructure costs.

- DVR offers the following on-site and assistive technology services to the AIC:
 - ✓ Overview and orientation to vocational rehabilitation services to both program participants and AIC partners;
 - ✓ Evaluation and assessment of eligibility for vocational rehabilitation services;
 - ✓ Vocational rehabilitation guidance and counseling;
 - ✓ Development of individualized plan for employment including job placement, vocational training and post-secondary education services;
 - ✓ Assistance in the continuing improvement of assistive technology equipment and AIC Partner services to those with disabilities.

5.12 Describe the process for getting input into the development of the local plan in compliance with WIOA section 108(d) and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plan. If any comments received that represent disagreement with the plan were received, please include those comments as Attachment E. [WIOA Sec. 108(b)(20), 20 CFR 679.560 (b) (19)]

The following methods of communication are being used to provide public comment to all sectors of the local plan:

- The draft Local Plan for Maui County (February 1, 2017-June 30, 2020) revisions shall be presented to the MCWDB for approval, notices will be posted at the informational booth at the Kalana O' Maui Building lobby and in the Office of Economic Development Office at One Main Plaza, and posted on the County of Maui website for public review and comment for a fifteen-day period;

- The Local Plan will then be submitted to the Workforce Development Council;
- The approved Local Plan will be posted on the maucounty.gov website, copies will be given to all MCWDB members, AJC Partners, and members of the public as requested.

5.12a Describe the process as in 5.12 for this local plan modification.

- MCWDB participated in the State-wide stakeholders meeting on December 12, 2019.
- The MCWDB hired a consultant to assist the Executive Director in the preparation of the revisions in the local plan revisions.
- The previous methods of communication were used in a step by step process to approval.

5.13

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

(1) The LWDB's Bylaws as Attachment F

(2) The LWDB's Conflict of Interest Policy as Attachment G

(b) State any concerns the LWDB has with ensuring the compliance components listed below are in place prior to November 16, 2020. Copies of documents are not required at this time but may be requested during monitoring.

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

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

1) Maui County Workforce Development Board By-Laws **(Attachment H)**

2) Maui County Workforce Development Conflict of Interest Policy **(Attachment B, included in the Maui County Workforce Development Policy and Procedures Manual)**.

(b) State any concerns the local board has with ensuring that the compliance components listed below are in place prior to October 31, 2016 during monitoring.

Copies of documents are not required at this time but may be requested during monitoring.
MCWDS Policies & Procedures Manual (***Attachment B***)

- Administration of funds
- Agreement between all counties and other local governments, if applicable, establishing the consortium of local elected officials
- Agreement between the Local Elected Official and the Workforce Development Board
- Code of Conduct
- Approved Budget
- Memorandum of Understanding and/or Resource Sharing Agreements, as applicable

Required policies on the following topics: MCWDS Policies & Procedures Manual (***Attachment B***)

- Financial Management including a cost allocation plan
- Internal controls
- Cash management
- Receipt of goods
- Cost reimbursement
- Inventory and equipment
- Program income
- Travel reimbursement
- Audit requirements and resolution
- Annual report
- Property management
- Debt collection
- Procurement
- Allowable costs

Also included is program management including equal opportunity for participants, supportive services, file management, eligibility self-sufficiency criteria, individual employment plans and individual training accounts, lay-off assistance, priority of services based on applicable program directives, eligible training providers list, transitional jobs, incumbent worker training, stipends, and training verification and refunds.

Risk management, records retention, public record requests, monitoring scheduling, grievance procedures, satisfaction surveys, incident reports, and disaster recovery planning.

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

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

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

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

(d) Attach as Attachment H the LWDB agenda and minutes for the last two fiscal years (2019 & 2020).

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

- (a) All members of the MCWDB Board are notified of meetings via email. Members of the public may request to receive meeting notifications by email and be placed on the list.
- (b) Meeting Notices are on the County of Maui website thirty (6) days prior to MCWDB Board Meetings and notices are placed at the informational booth in the Kalana O' Maui Building lobby, and in the Office of Economic Development.
- (c) MCWDB Chair or designee posts approved draft meeting minutes within forty (40) days of the MCWDB meeting on the maucounty.gov website. Meeting minutes are attached to the Board agenda and submitted to members prior to the meeting and available to all at every Board meeting. After the Board meeting, approved and corrected minutes, are posted on the maucounty.gov website.
- (d) Minutes from 2018 and 2019 in **Attachment I**

SECTION 5 ATTACHMENTS

- A: Letter Designating Maui County Workforce Development Board
- B: Maui County Workforce Development System Policies and Procedures Manual
- C. Maui County Workforce Development Board Roster
- D. Maui County Workforce Development Board Committee List and Full Description of Maui County Workforce Development Board Committees
- E: Maui County Workforce Development Board Membership Certification Nomination Form
- F. Maui County Workforce Development Board Completed Certification
- G. MOU/IFA Agreement
- H. Maui County Workforce Development Board By-Laws
- I. Maui County Workforce Development Board Agendas and Minutes for 2019 and 2020

MICHAEL P. VICTORINO
Mayor of Maui County

JOANN INAMASU
Economic Development Director



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June 25, 2020

Ms. Allicyn Tasaka
Executive Director
State of Hawaii Department of Labor & Industrial Relations
Workforce Development Council
830 Punchbowl Street, Room 417
Honolulu, Hawaii 96813

Dear Ms. Tasaka,

Effective immediately and as in the past, the Maui County Workforce Development Board (MCWDB) is thereby designated as the official local WIOA Administrative Entity to carry out the implementation of the Workforce Innovation and Opportunity Act (WIOA) for the County of Maui.

I am requesting that all necessary administrative access remain with the MCWDB to enable them to allocate funding; issue policy and procedural guidance; develop the Local Area Plan; continue oversight of the performance and accountability of the American Job Center; and to maintain and carry on fiscal, monitoring, and reporting oversight of the WIOA Programs.

If you have any questions, please contact Linda Puppolo, Executive Director of the Maui County Workforce Development Board at 808-270-7709 or linda.puppolo@mauicounty.gov.

Sincerely,

A handwritten signature in black ink that reads "Michael P. Victorino".

Michael P. Victorino
Mayor, County of Maui

ALAN M. ARAKAWA
MAYOR



KEITH A. REGAN
MANAGING DIRECTOR

OFFICE OF THE MAYOR

Ki'ena O Ka Mea
COUNTY OF MAUI - Kalana O Maui
Tuesday, January 17, 2017

Ms. Allicyn Tasaka
Executive Director
State of Hawaii Dept. of Labor & Industrial Relations
Workforce Development Council
830 Punchbowl St., Room 417
Honolulu, HI 96813

Dear Ms. Tasaka,

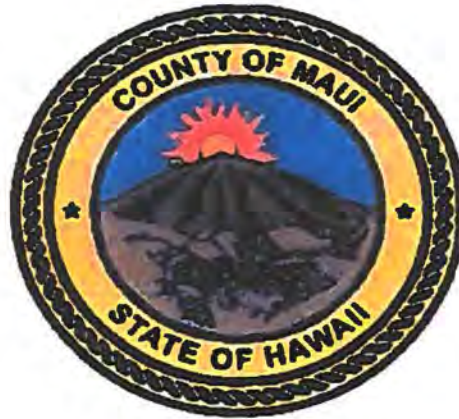
Effective immediately, the Maui County Workforce Development Board (WDB) will become the official local WIOA administrative entity to carry out the implementation of the Workforce Innovation and Opportunity Act (WIOA) for the County of Maui. I am requesting that all necessary administrative access be transferred to the Maui County WDB to enable them to allocate funds; issue policy and procedural guidance; and carry on fiscal, monitoring, and reporting oversight in a timely manner.

Should you have questions, please contact Brian Nagami, Executive Director of the Maui County WDB at (808) 270-7710 and brian.nagami@mauicounty.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Alan M. Arakawa".

Alan M. Arakawa
Mayor, County of Maui



AmericanJobCenter
HAWAII

MAUI COUNTY WORKFORCE DEVELOPMENT POLICIES & PROCEDURES MANUAL

REVISED: MAY 25, 2020

MAUI COUNTY WORKFORCE DEVELOPMENT POLICY MANUAL

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MAUI COUNTY WORKFORCE DEVELOPMENT POLICY & PROCEDURES MANUAL

The Workforce Innovation and Opportunity Act, (WIOA), was signed into law on July 22, 2014. WIOA is legislative reform of the public workforce system that improves job and career options for job-seekers throughout our country. WIOA supports a job-driven public workforce system that seeks to link talents in the community to local businesses.

This policy and procedure manual is intended to provide a clear definition of the primary roles of the Maui County workforce system network and provides policy and procedural guidance to all in the Maui County Workforce Development System. The critical components of the entire network are effective communication and a collaborative approach. It is also important to reinforce a collaborative working relationship that employs best practice methods in the service delivery to job seekers and businesses.

1. PRIMARY ROLES AND RESPONSIBILITIES

Maui County local workforce development has developed the following System Structure through a Memorandum of Understanding, (MOU), executed between the Mayor of Maui County; The Maui County Workforce Development Board, (MCWDB); and the American Job Center, (AJC).

The MCWDB in coordination with the Mayor selected the County of Maui as the One-Stop Operator (OSO). The parties in the MOU have agreed that joint funding is essential for an integrated service delivery system. The AJC consists of various levels of government, nonprofit, and for profit entities all working together to integrate the intake, case management, program performance reporting, and the management of the fiscal and operational systems of the center.

a. Mayor of the County of Maui

- i. The Mayor of Maui County is designated by the Governor of the State of Hawaii as the recipient of WIOA funding and is given the following responsibilities in its role as caretaker of WIOA funding and performance:
 1. In Partnership with the MCWDB and other Partners in Maui County, the Office of the Mayor shall submit a single Local Area Plan to the Workforce Development Council, approves the MCWDB Budget and workforce allocation plan, and coordinates the operations of the Maui County AJC.
- ii. The Mayor shall designate the Director of the Office of Economic Development to supervise the Manager of the OSO.
 1. The County of Maui shall employ a Center Manager who will act as functional leader at the AJC. Formal leadership, supervision and performance responsibilities of all Partners of the AJC shall remain with each member's employer of record. The Center Manager shall preform the following duties:
 - a. Manages daily operations at the AJC including hours of operation and oversight of building infrastructure;
 - b. Manages and coordinates Partner responsibilities as defined by the MOU;

- c. Coordinates daily work schedules and Initiates a smooth work flow based on operational needs;
 - d. Ensures that all Federal, State, County and Certification requirements are maintained and in compliance;
 - e. Reports to MCWDB on operations, performance, and continuous improvement.
 2. The AJC Manager shall complete the certification of the American Job Center once every three (3) years.
 3. The AJC Manager shall not participate in the development, preparation or submission of the Local Area Plan.
 4. The AJC Manager shall not manage the process of selection or terminating the adult, dislocated worker services, or youth providers.
 5. The AJC Manager shall not negotiate performance measures or budgets under the purview of the MCWDB.
 - iii. Three staff positions will be provided by the County of Maui through funding as follows: An Executive Director, (FTE 1.0), Workforce Development Fiscal/Administrative Support Specialist (FTE .50) and a Rapid Response Coordinator (FTE .50). The supervision and performance responsibilities of these employees shall remain with the County of Maui and Maui County shall be reimbursed for these salaries by the WIOA funding.
 - iv. All direct infrastructure costs for the housing of the two staff positions shall be reported as Non-Federal Stand-In costs in the monthly budget vs. actual reports that are submitted to the Workforce Development Council. The County of Maui may request that these costs be used to off-set disallowed costs if needed and if approved by the Workforce Development Council.
- b. The Local Board - Maui County Workforce Development Board (MCWDB)
- i. Oversees the certification of the AJC at least once every three (3) years to ensure standards are being met or exceeded in the following areas:
 1. Effectiveness of the AJC:
 - a. How well it integrates available services for job-seekers and local employers. How well AJC Partners assess program participant needs, are able to create Individual Employment Plans (IEP) for program participants, how the effective the Integrated Resource Team, (IRT), is in ensuring that participants are co-enrolled when possible and how well available resources are shared.
 2. Programmatic and Physical Accessibility:
 - a. How well the AJC ensures equal opportunities for individuals with disabilities. All AJCs must comply with the applicable physical and programmatic accessibility requirements as set forth in *29 CFR part 38*, the implementing regulations of *WIOA section 188*

3. **Language**
4. **Continuous Improvement-** How well the OSO supports the achievement of the negotiated local performance indicators.
5. **Executive Director-** In coordination with the Office of the Mayor, the MCWDB performs the annual performance evaluation for the Executive Director. And the Executive Director and the Director of the Office of Economic Development shall perform the performance evaluation of the Fiscal/Administrative Support Specialist.
6. **Local Area Plan-** The Executive Director in coordination with the MCWDB assists the Mayor in the development and submission of the Local Area Plan.
7. **Fiscal Management-** The Executive Director and the Fiscal/Administrative Support Specialist shall assist the Mayor and the MCWDB in the development and implementation of the budget and the expenditures of the program.
8. **Reporting-** The MCWDB Staff prepares regular reports and recommendations to the MCWDB and oversee the maintenance and negotiations of the MOU with the OSO Partners.

c. AIC Partners

- i. Partners will support the operations of the AIC and provide individual services in the areas of their expertise.
- ii. They will provide additional resources through monthly allocations outlined in the MOU to be billed on a quarterly basis.
- iii. They will employ effective communication, information sharing and collaboration with each other and the Center Manager to ensure all resources are best leveraged for the benefit of every job-seeker and local business employer.
- iv. They will co-enroll participants when possible.
- v. AIC Partners and the AIC Center Manager will not assist in the development of the Local Area Plan.

2. CONFLICT OF INTEREST

INTRODUCTION

WIOA Bulletin No.11-16 of the Workforce Development Council (WDC) for the State of Hawaii requires that local areas establish a policy on conflict of interest addressing the provisions identified in the WDC's Conflict of Interest Policy and ensure that their local plans address the requirements set forth in the WDC policy.

This conflict of interest policy ensures that individuals employed by, or who are representatives of organizations entrusted with WIOA funds and their immediate family members will not personally or professionally benefit from the award or expenditure of such funds. This policy provides that each grant recipient and sub-recipient must ensure that no individual in a decision-making capacity engages in any activity if a conflict of interest (real, implied, apparent, or potential) is involved. This includes decisions involving the selection, award, or administration of a grant, sub-grant, or contract supported by WIOA funds.

POLICY

It is the policy of the Maui County Workforce Development Board (MCWDB) that board members and staff engaged in the administration, oversight, and operation of federal WIOA grant programs minimize organizational conflicts of interest through segregation of duties, disclosure, and recusal in order to foster public and partner confidence. 29 USC § 3122(h) specifically sets forth board member obligations regarding conflict of interest. A WDB board member may not vote on a matter under consideration by the WDB regarding the provision of services by such member or that would provide direct financial benefit to such member or the immediate family of such member.

In accordance with WIOA Bulletin No. 11-16 and 2 CFR § 200.112, WDB board members must disclose in writing any potential conflict of interest to the State of Hawaii Workforce Development Council, the recipient of federal grant funds.

A. Disclosure

Potential conflicts of interest arise from required members on the WDB that establish strategic direction and policy and issue and approve competitive requests for proposals which the organizations they represent may pursue. It is the policy of the agency that staff who serve on such boards as members or designee members do the following:

- i. Disclose conflicts of interest and recuse themselves from discussions or decisions related to these issues.
- ii. Ensure that disclosures of conflict of interest made during board meetings be documented in meeting proceedings and in approved minutes.
- iii. Contact WDB's Executive Director or the County of Maui Board of Ethics with questions regarding possible conflicts of interest.

B. Recusal/Abstention

Members of the WDB must recuse themselves from involvement in discussions or decisions in which the organization they represent has a conflict of interest. Members in such as position must do the following:

- i. Abstain from offering motions and/or voting on matters wherein the organization they represent has disclosed a conflict of interest, to include physically leaving the room when such discussions are underway so as not to influence deliberations.
- ii. Abstain from activities that could unduly influence the outcome of the award process (e.g. - participating in board discussion; development of RFPs; serving on RFP review panels, scoring panels, or committees).

C. Nondisclosure

Board Members are prohibited from sharing advanced, non-public information related to Requests for Proposals that will be issued for which their organization may be a respondent to avoid providing an unfair advantage to the organization in the procurement process.

REFERENCES

- Public Law 113-128 (Workforce Innovation and Opportunity Act) Sec. 107
- Workforce Innovation and Opportunity Act (WIOA), 20 CFR 679.430, 20 CFR 683.200
- US Department of Labor (USDOL), 29 CFR § 97.36(b)(3)

DISCLAIMER

This policy is based on WDB's interpretation of WIOA and USDOL's Final Rules for WIOA. This policy may change due to the release of further Training and Employment Guidance Letters or other guidance issued by USDOL.

Members of the WDB must recuse themselves from involvement in discussions or decisions in which the organization they represent has a conflict of interest. Members in such a position must do the following:

- iii. Abstain from offering motions and/or voting on matters wherein the organization they represent has disclosed a conflict of interest, to include physically leaving the room when such discussions are underway so as not to influence deliberations.
- iv. Abstain from activities that could unduly influence the outcome of the award process (e.g. - participating in board discussion; development of RFPs; serving on RFP review panels, scoring panels, or committees).

D. Nondisclosure

Board Members are prohibited from sharing advanced, non-public information related to Requests for Proposals that will be issued for which their organization may be a respondent to avoid providing an unfair advantage to the organization in the procurement process.

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- Public Law 113-128 (Workforce Innovation and Opportunity Act) Sec. 107
- Workforce Innovation and Opportunity Act (WIOA), 20 CFR 679.430, 20 CFR 683.200
- US Department of Labor (USDOL), 29 CFR § 97.36(b)(3)

3. FIREWALL

Firewall between the MCWDB, OSO and the AJC

The primary role of the One-stop operator is to ensure a seamless customer-focused delivery system that integrates service delivery across all program and enhances access to the programs' services.

A notice of Request for Proposal (RFP) to become the One-stop Operator of the local Maui County One-stop System and Center was issued on Friday, June 23, 2017 aiming for a Program Start Date of Tuesday, August 2, 2017. There were no proposals submitted. The Maui County Workforce Development Board (MCWDB), with agreement from the Mayor of Maui County, selected the County of Maui as the One-stop Operator (OSO) for the Local Workforce Development Area.

Maui County employs an Executive Director and a Fiscal Specialist to oversee the System Program and Fiscal Management between the MCWDB and Maui County. Maui County also employs a Manager and staff at the American Job Center to optimize and streamline service delivery efforts and manage daily operations.

Proper firewalls must be in place between the Maui County Workforce Development Division staff and the American Job Center staff to prevent any Conflict of Interest between the two entities. Firewalls ensure the transparency and integrity of the procurement and management processes of the One-Stop Operation and

demonstrate to the public and Federal Funding Regulators that all processes are impartial and that there is no preferential treatment.

The following key areas in procurement and financial system functions; and responsibilities have firewalls in place:

- Governance Roles and functions
- Separation of Staff Roles and responsibilities
- Established Internal Controls
- Partner Roles and responsibilities
- Administrative and Fiscal procedures
- Transparency and Disclosure of Conflicts of Interest
- Methods of Recusal when a Conflict of Interest is disclosed

A Memorandum of Understanding (MOU) was developed and signed by the MCWDB, the Mayor of Maui County (OSO) & (AJC), and all AJC partners on November 9, 2018 that clearly delineates separation between entities. The MOU clearly outlines the Governance; Financial Planning and Cost Allocations; MCWDB, Staff, Partners administrative fiscal roles and responsibilities; and addresses staff training, performance improvement and compliance.

4. FISCAL POLICIES AND PROCEDURES

Expenditures of WIOA Title 1-B funding only allow activities permitted by the WIOA regulations. Generally, costs are considered allowable by the United States Department of Labor, (USDOL), if they are reasonable, necessary to accomplishing program goals and allocable by Federal Statute.

References: **2CFR 200** Uniform Administrative Requirements, Cost Principles, and Audit Requirements, subpart E and Appendices 1 through X1, including any exceptions identified by the Department at **2CFR part 2900, WIOA Final Regulations; 29 CFR 95, 29 CFR 9, P.L. 112-128 Sections 184 and 188; 20 CFR Sections 583.200, 683.285, 693.620, 683.630, 667.270, Department of Labor Training and Employment Guidance Letter (TEGL) No. 2-12.**

- a. Federal Allowable Cost Principles – The MCWDB, the OSO Director, the AJC and all the Employees and Partners of the OSO System must comply with the Federal allowable cost principles as follows:
 - i. Allowable costs shall be determined in accordance with the cost principles in **2CFR 200** Uniform Administrative Requirements, Cost Principles, and Audit requirements.
 - ii. The circulars for Cost Principles and Audit Requirements can be found on the internet at **2CFR 200 Uniform Administrative Requirements Cost**.
 - iii. All the procurement contracts between local boards and units of state or local governments must be only on a cost reimbursement basis.
 - iv. Costs must be deemed reasonable
 - v. Costs must be deemed necessary to support the operation
 - vi. Costs must be deemed similar to that which would be incurred by a reasonable and prudent person.
- b. WIOA Title 1-B Allowable Costs
 - i. Promotional Materials, Advertising and Public Relations- all expenses must meet the following criteria:

1. The service offered must be stated in at least once sentence to provide a reasonable description.
 2. All invoices must contain a phone number, email address, web address or street address for customer contact.
 3. The funding source must be stated in every advertisement including the state and county brand; (example: Funded by the State of Hawaii Department of Labor and Industrial Relations).
 4. The cost must be tracked to justify the effectiveness of the promotion.
 5. When items are distributed for promotional purposes, they must have an inventory system.
 6. Advertising costs include magazines, newspapers, radio and television spots, direct mail, electronic transmittals (email), and social media networks for the following purposes:
 - a. Recruitment of personnel for the program
 - b. The procurement of goods and services related to WIOA tasks
 - c. Public relations campaigns and community relations dedicated to communicating with the public and the press providing information about the activities and accomplishments of the program.
- ii. **Development and Training Activities**
1. Contracts with potential employers for the purpose of placement between WIOA Title 1 B job seekers and local employers
 2. Participation in business associations such as the Maui, Moloka'i and Lana'i offices of the Chamber of Commerce
 3. Costs associated with participation of staff and board members on economic development boards and commissions and work with economic development agencies such as subscription to relevant publications, dissemination of information about programs and activities, participation in local business resource centers (incubators), job training for staff and job-seekers, promotion of entrepreneurial training and microenterprise services, resources to conduct labor market surveys, and other reasonable costs for WIOA activities.
 4. Costs associated with the technical assistance for meetings and conferences
 5. Cost of Youth incentives such as training activities; awards in recognition of goals achieved; conference and meeting costs; and travel costs. While these incentives are allowed under WIOA, the incentives must be in compliance with *2CFR part 200*. Entertainment costs are not allowable. Other items such as gift cards or cash are also not allowable.
- iii. **UNALLOWABLE COSTS**
1. Legal expenses incurred for the prosecution of claims against the government.
 2. Costs of construction associated with the purchase of facilities or buildings as Capital Expenditures
 3. Employment-generating activities such investment in revolving funds, capitalization of businesses, investment in contract bidding resource centers, economic

development activities or similar activities. However, employer outreach and job development activities that are directly related to participants are allowable.

4. The wages of incumbent workers during participation in economic development activities provided through the workforce system.
5. Any other expenses prohibited under any other federal, state or county law or regulation
6. In general, food and beverages are not allowable because they do not directly relate to the main purpose of fulfilling labor demands and needs of job-seekers and local businesses. Only allowable is a meeting or conference fee that includes the price of the food and beverages served.
7. Costs of entertainment, amusement, or social activities such as tickets, meals, gratuities, lodging, rentals, transportation for these purposes are all unallowable.
8. Salary and bonuses are not allowable unless they are paid under Title 1-B and only the portion of the amount that is attributable to the work performed directly by approved staff members.
9. Contracted services are unallowable unless it pertains to goods or services used directly to support the program.
10. Alcoholic beverages are not allowable.
11. Contributions or donations, (including cash, property or services), are not allowable from the recipients or sub recipients of Federal funding to other entities.

iv. Business Relocations

1. Funds may not be used to support business relocations that result in the loss of an employee's job at the original location in the United States. They may not pay for customized training, on-the-job training, incumbent worker training, transitional employment, or assessments for job applicants that has relocated from any location in the United States until the company has operated at the new location for a minimum of 120 days. To verify funding for a business that has moved, the MCWDB must document, as a pre-requisite, the ability to qualify again for WIOA Title 1-B funding.

v. Capital Expenditures

1. Capital expenditures for general purpose are not allowable as a direct cost except when pre-approved by the State Workforce Development Council pursuant to *WIOA Regulations 683.200(a)(s)* and *2CFR 200.439*. The State Workforce Development Council has the authority to grant or deny approval for the selected items.
2. All Capital expenditures pre-approval must include the explanation of the need for the expenditure and three competitive quotes for the materials and service performed.

vi. Disparagement of Other Services or Organizations

1. Projects cannot disparage the work of another group or the quality of other services.

vii. Fines, Penalties, Damages, and Other Settlements

1. Fines, penalties, damages, and other settlements for failure to comply or violation for violation of laws or regulations are not allowable costs.

viii. Fiscal Sponsorships

1. Fiscal sponsorships are allowed if the following requirements are met:
 - a. Fiscal sponsorships must be clearly disclosed within the grant application
 - b. If funds are awarded, the fiscal sponsor, not the sponsored organization is the grant recipient and is responsible for executing all the terms of the grant agreement.
 - c. Fiscal sponsorship fees must not be charged as direct cost; but may be allowable as an indirect cost if charged in a consistent manner with the sponsored organization's established fiscal policies.
 - d. Any changes to the recipients must be approved by the USDA and CDFA.

ix. Foreign Travel

1. Travel to Canada, Mexico and the United States territories are allowable costs.

x. Travel and Meals

1. Travel costs that are limited to those allowed by formal organizational policy and relate directly to the program are allowable.
2. Only meals that are part of a registration fee or are related to program travel are allowable expenditures.

xi. Fundraising

1. Fundraising including financial campaigns, solicitation of gifts and bequests, and similar expenses are not allowable.

xii. Goods of Services for Personal Use

1. Personal use for goods and services is strictly prohibited.

xiii. General Cost of Government

1. Salaries and expenses other than direct services to the program are unallowable.

xiv. Information Technology Systems

1. Website development, mobile apps and direct costs to carry out a federal award are allowable, however, systems having a useful life of more than one year and a per unit acquisition cost which equals or exceeds the lesser of the capitalization level established in accordance with Generally accepted accounting principles (GAAP) by a non-federal recipient or sub-recipient for financial purposes of \$5,000 or more are unallowable.

xv. Insurance and Indemnification

1. Insurance and indemnification costs are allowable as indirect costs of the program.

xvi. Lobbying & Political activities

1. Lobbying and expenditures related to political activities are strictly prohibited.

5. INTERNAL CONTROLS

Internal Control is a process implemented by a Non-Federal Entity that is designed to provide reasonable assurance that the entity is in compliance with Federal statutes, regulations, and the terms and conditions of Federal Funding; while using sound management practices in administering those Federal Awards.

Effective Management Systems always include clear delineation of roles and responsibilities; have written policies and procedures; include training for individuals involved; define and exercise firm Internal Controls; have clearly defined and effective oversight; and have an effective communication and sharing network.

In establishing an effective Internal Control Structure, seven Financial Management Standards assure effective and efficient administration as follows:

- All revenue receipts must be identified per funding source and expenditures must be identified per allowable cost.
- There must be written procedures that describe allowable costs.
- There must be accurate, timely, and complete disclosure of all costs.
- There must be accurate records that correctly identify and code source as well as application of funds as per and established Accounting System.
- All assets must have an effective and accurate method of record keeping including location, current worth, depreciation and description.
- Budgeted expenditures must be reported to the Board and compared against actual expenditures.
- There must be written procedures for payments and deposits which can be found in the Maui County fiscal policies on mauicounty.gov.
- i. AJC Cost Reconciliation and Allocation
 1. Partners will provide MCWDB with updated staffing information no later than thirty days after the end of each quarter
 2. Upon receipt of the Partner information, MCWDB staff will compare budgeted costs to actual costs and determine the actual costs allocable to each partner
 3. MCWDB staff will prepare an updated budget document showing the cost adjustments and will prepare an invoice or credit for each Partner no later than forty-five (45) days after the end of each quarter. Invoices will be submitted to each Partner.
 4. Upon receipt, each partner will review documents and report any discrepancies to the MCWDB Executive Director within fifteen (15) days of receipt.
 5. Budget vs. Actual costs will be reported by the MCWDB staff at each MCWDB Board meeting.

6. SUB-RECIPIENT REPORTING

- a. Sub-recipients shall report financial budget vs. actual reporting and corresponding invoice request by the 20th of the month for the previous month.
- b. Participant counts and other performance data shall be reported quarterly by the 20th of the month following the end of the quarter (3/31, 6/30, 9/20, 12/31) at a minimum directly to the MCWDB Staff.
- c. MCWDB Staff shall report all sub-recipient information to the MCWDB at every regularly scheduled Board meeting and at interim applicable Committee Meetings.
- d. Reports shall include cash on hand, obligations, expenditures, any income or profit earned, indirect costs, stand-in costs, recipient share of expenses of the AJC, and any other allowable applicable expenses.
- e. WIOA Adult, Dislocated Worker and Youth Programs shall provide a report at every regularly scheduled MCWDB Meeting and shall participate on the Committees that they are assigned.
- f. Monitoring of Program & Fiscal shall be conducted quarterly through the direction of the Executive Director, the Fiscal/Administrative Support Specialist and members of the Program & Youth Committee.

7. RECORD RETENTION POLICY

Minimum record retention requirements are established as part of an effective internal and external control program to ensure that local workforce areas can provide the documents requested by any federal and state agencies within the statutes of limitations.

Grant recipients, fiscal agents, MCWDB and WIOA Title I service providers must maintain records for at least the minimum periods outlined below, but are encouraged to retain records for at least one-year longer than the minimum requirement.

Complete and accurate record retention process summary as follows:

- a) Records should be maintained in a suitable location based on the nature of the documents and filed in a manner supporting ease of access.
- b) Records should be maintained for at least the minimum required retention period (See Section 3 below), with an additional one-year period recommended by the State.
- c) Record maintenance, retention and access should be periodically reviewed to ensure security and that required policy and procedures are being followed.
- d) Following the record retention period, documents should be purged, stored or destroyed in an appropriate manner.

Record Retention Requirements are as follow:

- a) Requirements for record maintenance, retention, and access to records pertain to all major areas including agenda and minutes of open meetings, contracts, participant records, fiscal management and documentation in accordance with OMB Circular A-110.
- b) MCWDB and the OSO are responsible for establishing and maintaining adequate accounting books, records and controls sufficient to accurately track and report all financial transactions related to work performed, and costs incurred relative to WIOA Title I-funded activities.

- c) Local areas must keep and maintain original source documents as evidence of all work performed, and costs incurred. All records, data or information related to WIOA Title I funds are to be retained separately and distinctively from the records pertaining to other operations of the applicable entity.
- d) Where records having one retention period cannot be separated from records having a longer retention period, both records should be retained for the longer period.

Retention Time Periods

- a) All financial, statistical, property, applicant and participant records, and all applicable supporting documentation will be retained for a period of at least five (5) years subsequent to the date of submission of final Grant expenditure report, close-out package, or the date all audits are complete and findings on all claims have been finally resolved, whichever occurs last.
- b) Financial records, supporting documents, statistical records, and all other records pertinent to an award shall be retained for a period of five years from the date of submission of the final expenditure report or, for awards that are renewed quarterly or annually, from the date of the submission of the quarterly or annual financial report, as authorized by the Federal awarding agency. The only exceptions are the following:
 - i. If any litigation, claim, or audit is started before the expiration of the five-year period, the records shall be retained until all litigation, claims or audit findings involving the records have been resolved and final action taken;
 - ii. Records for real property and equipment acquired with Federal funds shall be retained for three years after final disposition;

Miscellaneous Provisions

- a) Records should be kept detailing the documents that are maintained, the location(s) retained, and document purge dates.
- b) In the event that a local WIOA Title I service provider becomes unable to retain the required WIOA participant and financial records, or the award for service is terminated by a local workforce board, the records must be transferred to WDB's possession, or the possession of a new service provider as the WDB may direct. Such records must be transmitted within the time period stated by the WDB, and for acceptance in an orderly fashion with documents properly labeled and filed in an acceptable condition for storage.
- c) No service provider's records should be disposed of without the prior written approval of the MCWDB designated staff.
- d) During normal business hours and upon written request, records shall be made available and access shall be provided to any and all books and records pertaining to local workforce area performance of work and/or costs billed under arrangements for WIOA Title I to the Commonwealth of Virginia, Federal Funding or Regulatory Agencies and/or their designees. Such right to audit will correspond with the above referenced record retention period for the service provider.
- e) In case of doubt, authorization for release or review of any public records generated fully or as part of a WIOA Title I contracted service provider's agreement with the WDB should be directed to the WDB staff.

WIOA Applicant and Registrant Customer File Maintenance

- a) Service providers must maintain hard copy customer files containing documents and forms in an appropriate storage space that ensures security and confidentiality.
- b) Access to customer file information should be restricted to authorized entities associated with the operation and performance of workforce programs.
- c) Any customer medical information should be recorded on separate forms and stored separately from main program files. To ensure confidentiality, access to these separate medical files should be limited to direct program managers.

8. WIOA CLOSEOUT

- a) The WIOA closeout period refers to the 60-day period after a grant code or sub-grant agreement has reached its term end date or its funding has been fully utilized. During this period, the sub-recipient submits a closeout package to the MCWDB, and it is confirmed that all applicable administrative actions and required work of the grant code or sub-grant agreement have been completed by the sub-recipient.
- b) The closeout period is a critical piece in the cycle of a grant code or sub-grant agreement. It is used by the sub-recipient to liquidate remaining obligations and to prepare and transmit final fiscal and program documents. In accordance with the requirements of *Uniform Guidance Section 200.343*, this directive addresses the proper steps a sub-recipient must take in order to close out a grant code or sub-grant agreement. Additionally, it provides the instructions and report forms necessary to complete a closeout.

The Federal agency or pass-through entity will close-out the Federal award when it determines that all applicable administrative actions and all required work of the Federal award have been completed by the non-Federal entity. This section specifies the actions the non-Federal entity and Federal awarding agency or pass-through entity must take to complete this process at the end of the period of performance.

- (a) The non-Federal entity must submit, no later than 90 calendar days after the end date of the period of performance, all financial, performance, and other reports as required by or the terms and conditions of the Federal award. The Federal awarding agency or pass-through entity may approve extensions when requested by the non-Federal entity.
- (b) Unless the Federal awarding agency or pass-through entity authorizes an extension, a non-Federal entity must liquidate all obligations incurred under the Federal award not later than ninety (90) calendar days after the end date of the period of performance as specified in the terms and conditions of the Federal award.
- (c) The Federal awarding agency or pass-through entity must make prompt payments to the non-Federal entity for allowable reimbursable costs under the Federal award being closed out.
- (d) The non-Federal entity must promptly refund any balances of unobligated cash that the Federal awarding agency or pass-through entity paid in advance or paid and that is not authorized to be retained by the non-Federal entity for use in other projects. See OMB Circular A-129 and see § 200.345 Collection of amounts due for requirements regarding unreturned amounts that become delinquent debts.
- (e) Consistent with the terms and conditions of the Federal award, the Federal awarding agency or pass-through entity must make a settlement for any upward or downward adjustments to the Federal share of costs after closeout reports are received.
- (f) The non-Federal entity must account for any real and personal property acquired with Federal funds or received from the Federal government in accordance with §§ 200.310 Insurance coverage through 200.316 Property trust relationship and 200.329 Reporting on real property.

(g) The Federal awarding agency or pass-through entity should complete all closeout actions for Federal awards no later than one year after receipt and acceptance of all required final reports.

9. POLICY AND OVERSIGHT AND MONITORING

In accordance with the State of Hawaii Workforce Development Council's WIOA Bulletin No. 10-17, the Workforce Innovation and Opportunity Act of 2014 and 2 CFR Part 200, the Maui County Workforce Development Board (MCWDB) will conduct a fiscal and program onsite monitoring review of its service provider(s) quarterly.

The review will be conducted to ensure the following:

- The contracted funds are being used for authorized purposes;
- The expenses and activities are compliant with Federal and State regulations and policies;
- The expenses have been made against the proper cost categories and within the cost limitations specified in the WIOA regulation;
- The activities are in accordance with the terms and conditions of the sub-grant/contract;
- The performance and financial data are reported timely and accurately.

The MCWDB will document the monitoring efforts as follows:

- A monitoring report will be issued to the service provider management within thirty (30) days from the onsite visit;
- The service provider will be given thirty (30) days to respond to the report;
- All monitoring findings and any questioned costs will be resolved within ninety (90) days of the final report issuance to ensure timely resolution and corrective action.

The MCWDB will monitor Moloka'i efforts as follows:

- The Workforce Development Division (WDD) will conduct quarterly desk file reviewed.
- Quarterly oversight of activities and staff will be reviewed both on-site or by Teleconference.
- The Workforce Development Council (WDC) will provide the Maui County Workforce Development Board (MCWDB) with not less than a ten (10) day notice to enable the Moloka'i WDD Office a reasonable period for preparation and delivery of documents required. Alternatively, a five (5) day notice if monitoring is in-person on the Island of Moloka'i.

10. INDIVIDUAL TRAINING PLANS (ITAs)

1. SCOPE

This procedure applies to employment consultants, center staff, program partners and Participants of the American Job Center.

2. PURPOSE

The purpose of this document is to establish the policy of the American Job Center (AJC) in reference to Individual Training Accounts (ITAs) for individuals who are eligible to receive training services and information; and to ensure participants a choice in selecting training programs and providers through private consultations with partners or WIOA program staff.

3. PROCEDURES AND IMPLEMENTATION

- A. ITAs are the primary method to be used for procuring training services under WIOA Title 1 Adult and Dislocated Worker Program
- B. Utilizing ITA funding allows Adult and Dislocated Worker participants to acquire training services from eligible training providers that they select in consultation with their Case Managers.
- C. Individuals are required to utilize information such as skills and literary assessments, labor market information, current trends, and training providers' program suggestions.
- D. Need for Training
 - a. The award of an ITA is not an entitlement; even though an Adult or Dislocated Worker may be eligible for enrollment and meets priority of service into a WIOA Title 1 funded program, there must be demonstrated need for participant to obtain employment.
 - b. ITA funding is limited to a participant who meets the following criteria;
 - i. Participant is unable to obtain grant assistance from another source(s) to pay for training costs(s). (e.g. Pell Grant, etc.)
 - ii. Participant must complete an application packet and is deemed eligible to receive WIOA funding as an Adult or Dislocated Worker participant.
 - iii. Participant completed an assessment given by the AJC or a recent assessment completed by an AJC Partner.
 - iv. Participant completed an ITA that identifies the selected training course(s) that is expected to result in an industry-recognized credential, certificate, license, or diploma that is directly linked to employment opportunities in the local area or another area where the participant is willing to relocate.
 - v. Participant completed registration in the AJC HireNet Hawaii job search data base.
 - vi. The participant maintains satisfactory progress throughout enrollment.
 - c. Authorizing an ITA requires completion of the following:
 - i. An Individual Employment Plan (IEP)
 - ii. An acceptance letter from a chosen Eligible Training Provider
 - iii. A Training or Class Schedule
 - iv. Understanding of the Cost of the Program
 - v. A Driver's License or eCrim License for participants entering the transportation or health care industries
 - vi. A signed AJC Participant Agreement of Understanding form

- vii. A signed Family Educational and Privacy Act form
 - viii. A Degree or Training Plan that is signed by an Academic Advisor
 - ix. A signed Free Application for Federal Student Aid form and an Award letter from the training institute or college for the present or upcoming academic year.
 - x. Documentation of any other grant awards received.
- d. AJC Staff Procedures
- i. AJC must document the availability of other sources of grants, excluding loans, to pay for training cost(s) so that WIOA funding is used to supplement but not replace other sources. WIOA funding is intended to provide training assistance but not replace other sources and to provide training assistance in circumstances when there is no assistance or insufficient grant assistance from other sources.
 - ii. If a participant is awarded financial assistance in the form of a Pell Grant, tuition waivers, or other monies, they will be applied towards the training cost(s) before the ITA funding.
 - iii. If participant received financial assistance prior to a bill being sent to the AJC from the training institution or college, the participant is required to pay tuition or training cost directly to the institution or college.
 - iv. WIOA funding cannot be used to pay personal loans of an eligible participant.
 - v. ITAs must be checked and endorsed by the applicable Case Manager.
- e. In-demand Occupation Requirement and Training Period
- i. ITAs are authorized only for training programs listed on the State's Eligible Training (ETP) Provider's List at <http://dli.state.hi.us/labot/etp/>.
 - ii. ITAs are only authorized for training for an in-demand occupation with a training period of up to twenty-four (24) months. On a case-by-case basis, exceptions may be made by Case Managers.
 - iii. If a participant started training prior to participation in the Adult or Dislocated Worker Program, the participant is responsible for the cost incurred prior to participation.
 - iv. If a participant continues to receive training after the approved end date of their individual program managed by the Adult or Dislocated Worker Program, the participant is responsible for the cost.
 - v. ITAs are not authorized for pre-requisite courses and short-term pre-vocational training.
- f. Funding Limits
- i. An ITA is limited to \$1,500.00 per participant, however, a participant may be considered for additional funding not to exceed \$1,500.00 after a five (5) year period if the additional training is to move the participant up the career ladder along the same pathway.
 - ii. The ITA funding is to be used to cover training cost and is contingent on the availability of funds and the participant's satisfactory progress.
 - iii. The ITA funding only includes the cost of tuition or training for classroom instruction and materials such as required books, uniforms, tools and equipment. Certification examination fees are not allowable ITA costs.

- iv. A participant working with the AJC staff will establish one (1) ITA with one career goal. Once the ITA is approved, the career goal cannot be changed.
 - v. The AJC staff will review the participant's progress and related costs on a quarterly basis or as needed. A participant's progress is considered satisfactory upon the following conditions:
 - 1. A grade point average of a minimum of 2.0 should be maintained;
 - 2. A grade point average sufficient to graduate from, or receive certification in, the participant's approved area of study; or
 - 3. Sufficient credit hours are earned to finish the approved course of study.
 - vi. If a participant is placed on "academic probation" and/or their grade point average falls below 2.0, WIOA funding will not be used to pay for training in the subsequent quarters, semesters or training periods. The participant must maintain a 2.0 grade point average in order to qualify for ITA funding.
 - vii. A participant must submit their grades before their Case Manager can authorize participation in the subsequent quarters, semesters or training periods.
 - viii. The participant's Case Manager must ensure the participant is consistently attending training or classes and is demonstrating satisfactory progress before issuing a purchase order for the next quarter, semester or training period.
 - ix. A participant must complete a training course and pass with the applicable certification examination before a subsequent training course will be considered for approval. Consideration also includes the availability of funding and if the certification is sufficient for the participant to enter the workforce.
 - x. If a participant is approved to participate in a self paced or online training, the participant's Case Manager will regularly check the participant's progress through a bi-weekly report submitted by the school.
 - xi. WIOA funding will not pay for retake or substitution classes, modules or penalties.
- g. Removing Training Programs from ETPL**
- i. When a program or training is removed from the ETP list because classes are not available, the participant and their Case Manager will identify a similar program or training to enable the participant to continue in the program.
 - ii. The career goal, agreed upon funding amount and the selected training program related to the approved ITA, cannot be modified.
 - iii. If a participant drops a course or is suspended or expelled by the training institution or college, the participant will return the books, tools and supplies purchased with the WIOA funding. The participant will be exited from the WIOA program and will no longer qualify for further training.
 - iv. A participant will submit a copy of the industry-recognized certificate within forty-five (45) days after the training end date.
- h. Time Limit to Enroll**
- i. The Case Manager and the participant will agree to begin using the ITA within sixty (60) days of its issuance; provided that the program of study is available. If the ITA is not used within sixty (60) days, it will be cancelled and the participant will need to reapply to be considered to receive WIOA funding after a ninety (90) day waiting period.

- ii. **If a participant discontinues their training or college courses, the participant must provide a written statement that notifies the Case Manager of their status and the participant's ITA will be cancelled.**
- iii. **If a participant would like to request a leave of absence from training, the participant will be required to submit a written request for review and approval. The duration of the leave of absence is limited to one (1) quarter, semester, or training period and is not allowable for trainings that have a duration of less than sixty (60) days or those that do not have an on-going training schedule.**
- iv. **A participant will authorize through a consent form that the training institution, provider or college, will release information on attendance, grades and financial information to the applicable Case Manager.**

11. Youth Work Experience

Work Experience is a critical WIOA youth program element. Work experience helps youth understand proper workplace behavior; what is necessary in order to attain and retain employment; and an opportunity to attain occupational skills. Work experiences are designed to enable youth to gain exposure to the working world and its requirements; help youth acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment.

Work experience can serve: (1) as a stepping stone to unsubsidized employment; and (2) is an important step in the process of developing a career pathway for youth. According to research, work experience is correlated with higher high school graduation rates and success in the labor market.

The Youth Program is separated into two categories In-School-Youth (ISY- ages 14-21) and Out-Of-School-Youth (OSY- ages 16-24). The program specifies that seventy-five percent of the funding serves OSY. Work Experience is particularly important for youth with disabilities who have an exception to the age eligibility for youth attending school (ISY) in that they may remain in the program past age twenty-one.

Work Experience Expenditures

Local youth programs must expend not less than 20 percent of funds allocated to them to provide in-school and out-of-school youth with paid and unpaid work experience. This includes wages, staff costs for the development and management of the Work Experience.

Work Experiences for Youth

1. Work experience must include academic and occupational education. Education offered concurrently and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
(WIOA Law Sec. 129(c)(2)(E))
2. The program element requires integrated education and training to occur concurrently and contextually with workforce preparation activities and workforce training for a specific occupation that is an in-demand occupation in the County of Maui. Youth participants may concurrently master basic academic skills and career-specific technical skills.
3. The types of paid and unpaid work experiences include the following categories:
 - i. Career exploration and guidance;
 - ii. Summer employment;
 - iii. Pre-apprenticeship and Registered Apprenticeship programs;
 - iv. Internships, Externships and job shadowing;
 - v. Adult Workplace Mentoring which is generally about twelve months in duration and includes structured activities where the mentor offers guidance, support, and encouragement to develop the competence and character of the mentee;
 - v. On-the-job training opportunities as defined in WIOA Sec. 3(44) and in WIOA 20 CFR Part 680.700 which states that typically fifty percent of the wage rate of the participant is paid by reimbursement.

Employment Law & Work Experience Requirements

Work Experience Business Employers and Youth Program participants must:

1. Comply with the Fair Labor Standards Act and Hawaii Labor Laws in regard to wages paid, hours worked and child labor regulations.
2. Complete an I-9 in accordance with the Immigration Reform and Control Act.
3. Provide Workers' Compensation coverage
4. Withhold Social Security, Federal Income and Hawaii State Income taxes.

Exclusions: Youth that have been in a paid Work Experience may not qualify for unemployment insurance. Work Experience wages are not subject to payment of UI taxes by the employer and participants do not earn wage credits during their participation.

Participant Wages, Benefits, Hours of Work and Duration of Assignment

Work Experience Wages. Work Experience participants shall be paid an hourly wage for hours worked which may be in ¼ hour increments. Wages are considered a work training or educational allowance.

Wage Rate. Each participant will receive a wage based on:

1. Applicable federal and state minimum wage; or
2. At the same rates as trainees or employees who are in similar occupations, and who have similar training, experience and skills within that worksite, whichever is higher.
(WIOA 181(a)(1)(A))
3. Providers are not restricted to paying minimum wage for a youth work experience and may pay the youth a higher wage based on wages in the community and are commiserate with other employees at the worksite doing the same job but not more than the other employees doing the same job.

Tax Withholding. Work Experience wages are subject to withholding for Social Security, Federal Income Tax, and Hawaii State Income Tax. Therefore, participants must complete a W-4 and the employer must issue a W-2. Transportation and/or supportive services, if paid, are over and above wages and are not subject to tax deduction.

Injury. Providers are to ensure that each participant is covered by State Workers' Compensation Insurance or adequate injury insurance.

Hours of Work. Participants must be provided with the same level of benefits and working conditions as the other employees working the similar type of work and length of time. Participants may work part-time or full-time in a Work Experience depending on service provider funding. Full-time participation is defined as working 32-40 hours per week, or the same number of hours worked by regular employees at the worksite, not to exceed 40 hours per week. Neither overtime work nor overtime pay is allowable. Child labor laws must be observed when scheduling work hours for youth under 18 years of age.

Duration of Assignment. The length of the Work Experience assignment is to be based on the needs of the participant and the Business Employer.

Worksite Supervision. Service providers should monitor participants and their supervisors at their worksites several times throughout the assignment to assist in job-related or personal counseling and job coaching. The performance and progress of the participant is to be monitored on a regular basis to determine if continued participation, transfer to another activity, and placement in unsubsidized employment, or other action is most appropriate.

Required Work Experience Documents:

Memorandum of Agreement (MOA) and **Training Summary** must be completed prior to the placement of participants at a worksite. The MOA sets forth the intent of the activity for both the participant and Business Employer. The WIOA Youth Training Summary outlines the work elements, duties and skills for which the participant will receive training or perform during the activity assignment.

Training Summary: A training summary must be completed for each job that will be performed at a Worksite. The original training summary must be attached to the worksite MOA and a copy placed in each of the youth's file that will be maintained with the appropriate timesheets for that placement.

Note: The Training Summary must be completed by identifying the participant and employer (worksite); supervisor(s) that are authorized to evaluate the youth's performance and sign timesheets and a phone number; occupation; Wage per hour and hours of work per week; timesheet that includes hours of work and activity performed that day; a list of the skills, duties and tasks for which the participant will receive training.

Timesheets: All participants on a must complete a time sheet at the end of the scheduled work period. The job duties and tasks that the participant performed must be completed on the WIOA Youth Work Experience Time Sheet for each day worked and must tie to the work elements, duties and tasks listed on the WIOA Youth Training Summary.

1. Timesheets sheets must be completed with pay period dates, dates and hours worked, and duties documented;
2. Timesheets must be signed and dated by both the participant and the supervisor;
3. The supervisor must complete the evaluation section of the timesheet;
4. The individual signing as the supervisor must be listed on Training Summary as authorized to sign time sheets;
5. Timesheets must be complete with dates, duties, supervisor evaluation, and signed and dated before a participant can be paid.

Case Work Documentation

1. Case note Work Experience details including: the scope and sequence of educational training supported; job description and duties, how the worksite was determined; worksite information (company name, address, phone number, and the name of the youth's supervisor); and expected duration of the work experience;
2. Case notes shall be in chronological order with the most recent on top and there shall be a document control list in exact order in every case file;
3. A copy of the Timesheet and Pay Stub must be arranged in chronological order with the most recent on top.

Renewal Process

Extending a work experience opportunity is possible subject to availability of funding and evaluation of the new training plan. If an employer would like to extend the participant to continue the work experience opportunity, the following steps are applicable:

1. Re-establish all the elements of the program in writing;
2. If there are any changes, documentation must be provided to support such changes;
3. A new MOA must be signed with the new training period and scope of services;
4. Career exploration is not applicable; a program of study must be established;
5. Must be approved by the Executive Director of the Maui County Workforce Development Board and is subject to available funding.

12.a. Code of Conduct for Customers/Clients

Clients will not:

- Use foul, abusive or offensive language (swearing or remarks that are discriminatory)
- Make threats or unreasonable demands towards other customers or AJC staff/ partners
- Personally criticize any individual, nor AJC staff/partners
- Discriminate against any individual, including AJC staff/partners on the grounds of race, color, age, religion or political beliefs, disability or illness, gender, marital status, sexual orientation, class, learning difficulty, appearance or employment status.
- Engage in any violent or harassing behavior
- Impose any personal beliefs or standards on others

Clients are expected to:

- Follow the rules of the program
- Treat all staff members and customers with respect
- Be responsible for the care, behavior and control of their pet, emotional support animal or service animal
- Respect the property belonging to the program, clients and staff

12.b. Code of Conduct for AIC Staff & Partners

AIC staff and partners shall/will:

- Use appropriate language while on center property and working with customers
- Conduct themselves in a manner that creates and maintains respect for their work areas, fellow employees and customers, their respective programs.
- Strive to provide impartial quality service to those with whom they interact, including customers.
- Comply with all federal and state laws, rules and other regulations.
- Respect and protect confidential information and abide by all laws governing the possession and use of such information.
- Provide customers with accurate, timely, fair, and understandable information and provide the highest level of customer service possible.
- Conserve and protect property and equipment and not use it for unauthorized purposes.
- Not be involved in dishonesty, fraud or misrepresentation.
- Maintain a healthy, safe, and productive work environment which is free from discrimination and harassment.

By signing my name below:

- I acknowledge that I have reviewed the attached Code of Conduct for AIC Staff and Partners and understand my responsibilities under the AIC Center policies.
- I agree to report any actual or potential situation or incident that may be contrary to the above policies as soon as I become aware of it.
- I agree to abide by the attached policies and I understand that my failure to follow the policies may result in disciplinary action, up to and including dismissal.

AIC Staff/Partner Signature

Date

AIC Staff/Partner Name (print)

13. VIRTUAL MEETINGS AND THE SUNSHINE LAW

The Sunshine Law is Hawaii's open meetings law. It governs the manner in which all state and county boards must conduct their official business. The Office of Information Practices ("OIP") has been the agency in charge of administering the Sunshine Law since 1998.

Establishing a set of ground rules for virtual meetings helps board members and the public know how the board will conduct its meetings, including any consistencies with and differences from the Sunshine Law as follows:

- A basic ground rule would be to have board members identify themselves and any other persons in the room from where they are participating in the virtual meeting.
- Board members should also announce whenever they leave the virtual meeting.
- Roll call votes should be taken or otherwise conducted in a manner that can be recorded to identify how each board member voted (e.g., "unanimously").
- If there are connectivity problems, the MCWDB will continue for five minutes and check in at five minute intervals.
- If the connectivity problems affect the board's quorum requirements, the MCWDB will pause or terminate the meeting until resolution.
- The Board Chair will facilitate unless someone else is designated to do so.
- The deadline for submission of written testimony should be provided in the rules and on the agenda, although the board should strive to consider all testimony to the extent possible.
- County provide BlueJeans software will be used for the meetings and the MCWDB Executive Director will setup the meeting, process the agenda, and invite the participants.
- Remind board members, especially the Chair, that there can sometimes be a delay and to allow a few seconds of extra time when asking if people have questions or comments to allow them to unmute and respond.
- The board will record at least the audio of the meeting and post the recording to the Maui County website following the meeting for public inspection until the written minutes can be created.
- At a minimum, allow the public to submit written testimony through email, which can be preserved for the board's record of the meeting, consider the items on the agenda and formulate written testimony.

AMERICAN JOB CENTER

14. Policy for Customer Satisfaction Survey

- All complaints will be fully investigated by the AJC Manager
- The Maui AJC will vow to treat others fairly and respectfully at all times.
- Concerns will be acknowledged by the AJC Manager within five business days or less upon receipt of the complaint.

- We will make things right by:
 - Apologizing
 - Becoming accountable
 - Explaining the situation

- AJC Manager will provide completed copies of Customer Satisfaction Surveys to:
 - AJC Partners – at the monthly AJC Partner meetings.
 - Workforce Dev Board – Ex Director on a monthly basis.
 - Workforce Dev Council – Quarterly – WDC Meetings.

- Staff/Partners to give Survey to client
 - At the first interview/meeting
 - In the midst of the program (at discretion of Staff/Partner)
 - At the end/exit of program



Customer Satisfaction Survey

Please tell us about your visit to the Maui American Job Center today. Your feedback is valuable. Please place your survey in the drop box provided. Thank you!

Date of Visit _____

How often do you visit the Center?

- Daily Weekly Monthly First Visit Other _____

What is the reason for your visit to the American Job Center? (Check all that apply)

- Workshop or class Training information Unemployment Information Veterans' Services Help with job search/resume Job interview/job fair Assessment/test Other _____

Visual scale for satisfaction and likelihood with smiley faces and color-coded boxes (blue, yellow, red).

Who helped you today?

- Suzette Bacam Eric Balinbin Colin Okumura Keku DePonte Sonjia Spring Stephanie Richard CaryAnn Hao Karen Arakawa _____

Any other services you would like to see?

Horizontal line for service suggestions

Do you have any other comments, questions, or concerns?

Horizontal line for comments



Partner Customer Satisfaction Survey

Please tell us about the Maui American Job Center today Your feedback is valuable
Please place your survey in the drop box provided Thank you!

Date _____

Overall, how satisfied are you with the services at the American Job Center?				
Completely Satisfied <input type="checkbox"/>	Very Satisfied <input type="checkbox"/>	Satisfied <input type="checkbox"/>	Less Satisfied <input type="checkbox"/>	Dissatisfied <input type="checkbox"/>
How well does the schedule, of times spent at the Center, work for you?				
Extremely Well <input type="checkbox"/>	Very Well <input type="checkbox"/>	Somewhat Well <input type="checkbox"/>	Not so Well <input type="checkbox"/>	Not at All Well <input type="checkbox"/>
How satisfied are you with the building and structure of the Center?				
Extremely Satisfied <input type="checkbox"/>	Very Satisfied <input type="checkbox"/>	Satisfied <input type="checkbox"/>	Less Satisfied <input type="checkbox"/>	Dissatisfied <input type="checkbox"/>
How satisfied are you with marketing?				
Completely Satisfied <input type="checkbox"/>	Very Satisfied <input type="checkbox"/>	Satisfied <input type="checkbox"/>	Less Satisfied <input type="checkbox"/>	Dissatisfied <input type="checkbox"/>
How well does the Center provide Equal Employment Opportunity and assistive technology devices?				
Extremely Well <input type="checkbox"/>	Very Well <input type="checkbox"/>	Somewhat Well <input type="checkbox"/>	Not so Well <input type="checkbox"/>	Not at All Well <input type="checkbox"/>
How well does the Center provide continuous improvements such as staff professional development?				
Extremely Well <input type="checkbox"/>	Very Well <input type="checkbox"/>	Somewhat Well <input type="checkbox"/>	Not so Well <input type="checkbox"/>	Not at All Well <input type="checkbox"/>

Do you have any other comments, questions, or concerns?

Mahalo!



Business Customer Satisfaction Survey

Please tell us about your visit to the Maui American Job Center today. Your feedback is valuable. Please place your survey in the drop box provided. Thank you!

Date of Visit _____

How often do you visit the Center?

- Daily Weekly Monthly First Visit Other _____

What is the reason for your visit to the American Job Center?

Completely Satisfied <input type="checkbox"/>	Very Satisfied <input type="checkbox"/>	Satisfied <input type="checkbox"/>	Less Satisfied <input type="checkbox"/>	Dissatisfied <input type="checkbox"/>

Overall, how satisfied were you with the services you received from the American Job Center?

Completely Likely <input type="checkbox"/>	Very Likely <input type="checkbox"/>	Somewhat Likely <input type="checkbox"/>	Not so Likely <input type="checkbox"/>	Not at All Likely <input type="checkbox"/>
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How likely is it that you will recommend this organization?

Completely Well <input type="checkbox"/>	Very Well <input type="checkbox"/>	Somewhat Well <input type="checkbox"/>	Not so Well <input type="checkbox"/>	Not at All Well <input type="checkbox"/>
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How well do our services meet your goals?

Completely Informed <input type="checkbox"/>	Well Informed <input type="checkbox"/>	Somewhat Informed <input type="checkbox"/>	Not so Informed <input type="checkbox"/>	Not at All Informed <input type="checkbox"/>
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How well informed are we?

Who helped you today? _____

Any other services you would like to see?

Do you have any other comments, questions, or concerns?

15.a. Procedures for Childcare Services Referrals

Summary: The Ku'ina Youth Program, as one of the qualifying components provide services to single/unmarried parents (males or females) and verified currently pregnant youth.

The Department of Human Services (DHS) Child Care Connections (CCC) Division, People Attentive To Children (PATCH), and Women, Infants, and Children (WIC) on Maui has established a Partnership with the Ku'ina Program for streamlining referrals for Childcare Support Programs:

Criteria as eligible Applicant: CCC has income criteria for qualifying participants to meet before receiving financial subsidy within their program. (<https://humanservices.hawaii.gov/bessd/ccch-subsidies/>)

Criteria for Eligible Child Care:

- Under 13 years or between 13 – 18 years old if the child cannot do self-care and lives with parents or caretakers
- Parents or Caretakers: Must be employed, attending school, or participating in a job-training program. Two parent families both parents/caretakers must be participating in any of the above activities.
- Income Requirements: Gross monthly income must not exceed 85% of State median income for family size

Women, Infant, and Children (WIC) provides Supplemental Nutrition for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women and to infants and children up to age five who are deemed having a nutritional risk.

Criteria for WIC:

- Households that meet the above WIC criteria and qualify for SNAP are eligible for WIC support

15.b. EARNED INCOME CREDIT INFORMATION

To qualify for Earned Income Tax Credit or EITC, you, and your spouse if married and filing a joint return, must meet all of the following rules:

- .. Have a Social Security Number that is valid for employment.
- ! Have earned income from working for someone, running or owning a business or farm or another source.
- i. Cannot file as married filing separate.
- i. Must be:
 - o a U.S. citizen or resident alien all year or
 - o a nonresident alien married to a U.S. citizen or resident alien, file a joint return and choose to be treated as a resident alien (for more information on making this choice, see Publication 519, U.S. Tax Guide for Aliens (PDF))
- i. Cannot be the qualifying child of another person.
- i. Cannot file Form 2555 or 2555-EZ (related to foreign earned income).
- ! Your Adjusted Gross Income and earned income must meet the limits shown on the Earned Income Tax Credit Income and Maximum Credit Amounts page.
- i. Your investment income must meet or be less than the amount listed on the Earned Income Tax Credit Income and Maximum Credit Amounts page.

After you meet the EITC rules for everyone, you must either meet the rules for workers without a qualifying child or have a child that meets the qualifying child rules. Your child must have the required Social Security number that was issued on or before the due date of the tax return (including extensions) and must pass all of the following tests to be your qualifying child for the EITC:

Relationship

- Your son, daughter, adopted child¹, stepchild, foster child² or a descendent of any of them, such as your grandchild
- Brother, sister, half brother, half sister, step brother, step sister or a descendant of any of them, such as a niece or a nephew

Age

- At the end of the filing year, your child was younger than you (or your spouse if filing a joint return) and younger than 19
- At the end of the filing year, your child was younger than you (or your spouse if filing a joint return), younger than 24, and a full-time student
- At the end of the filing year, your child was any age and permanently and totally disabled³

Residency

- The child must have the same main home as you (or your spouse if filing a joint return) in the United States⁴ for more than half of the tax year

Joint Return

- The child cannot file a joint return for the tax year unless neither the child nor the child's spouse would have had a separate filing requirement and they filed the joint return only to claim a refund of withheld or estimated taxes.

IMPORTANT: Generally, only one person may claim a child as a qualifying child for the child-related tax benefits. If a child is a qualifying child of more than one person and one of the persons is a parent, a non-parent can claim the child if no parent claims the child and the nonparent's AGI is higher than the AGI of any parent who may claim the child. If a child is the qualifying child of more than one person, the IRS applies tiebreaker rules. Read more about Qualifying Child of More Than One Person here.

Refer to Publication 596, Earned Income Credit or Publication 596 (SP) Credito por Ingreso del Trabajo for information on the following:

- Definition of School and Student
- Residency Test and Homeless Shelters
- Residency Test and Military Personnel
- Birth or Death of a Child
- Temporary Absences
- Kidnapped Child

¹**Adapted Child.** An adopted child is always treated as your own child. It also includes a child lawfully placed with you for legal adoption.

²**Foster Child.** For purposes of the EITC, a child is your eligible foster child if the child is placed with you by an authorized placement agency or by judgment, decree, or other order of any court of competent jurisdiction. (An authorized placement agency includes a state or local government agency or an Indian tribal government. It may also include a tax-exempt organization licensed by a state or an organization authorized by an Indian tribal government.)

³**Permanently and totally disabled.** Your child is permanently and totally disabled if both of the following apply: The child cannot engage in any substantial gainful activity because of a physical or mental condition and it is medically determined that the condition has lasted or can be expected to last at least a year or lead to death.

⁴**United States** This term means the 50 states and the District of Columbia. It does not include Puerto Rico or U.S. possessions such as Guam.

15.c. Workforce Innovation and Opportunity Act Interagency Release of Information Form

Participant Name: _____

Participant HireNet Number: _____

I authorize only the Workforce Innovation and Opportunity Act (WIOA) Partners listed below to obtain, or release source documentation, written documentation, and/or discuss any employment related information indicated below with each other to assist me in my employment and training efforts.

My permission to discuss information is only valid until _____ and cannot extend beyond one year from the date I sign this form, whichever is sooner.

I can, at any time, modify this release, by telling the initiating agency identified below, in writing, that I do not want any further information to be given out or discussed.

Information to be obtained, released, and/or discussed by an agency must be for its program purposes, associated with a referral, and only to the extent the other agency demonstrates that the information requested is necessary for its program. No specific medical and/or direct disability information is to be provided under this release. I give my permission for the checked items listed below to be shared:

- My contact information.
- My work history/experience.
- My education/skills/abilities.
- My career/skill assessment results.
- My income level/benefit eligibility.
- My eligibility documents/enrollment verification and/or attendance in workforce system programs.
- The accommodations I need to access training or services or to find, obtain, or retain employment.

WIOA agencies releasing/receiving/discussing this information:

Initiating Agency Name: _____

Agency Address: _____

Telephone: _____ **Email:** _____

Agency Name: _____

Agency Address: _____

Telephone: _____ **Email:** _____

Agency Name: _____

Agency Address: _____

Telephone: _____ **Email:** _____

Agency Name: _____

Agency Address: _____

Telephone: _____ **Email:** _____

Agency Name: _____

Agency Address: _____

Telephone: _____ **Email:** _____

I have read, understand and agree to all the information in this document.

Participant or Authorized

Representative/Guardian Signature: _____

Date: _____

.....
WIOA Agencies: The information being disclosed to you may be from records protected by state or federal confidentiality rules which prohibit you from making any further disclosure of this information unless said further disclosure is expressly permitted by the written consent of the person to whom it pertains or as otherwise legally permitted. It is understood and accepted that this Release Form is not sufficient to, and is not intended to allow for, providing informed consent for the release of medical information pursuant to the Privacy Rule of the Health Insurance Portability and Accountability Act of 1996 (HIPAA); education information pursuant to the Family Educational Rights and Privacy Act (FERPA) (34 Code of Federal Regulations (CFR) Part 99); Alcohol/Drug Treatment (Public Health Services Act) (42 CFR Part 2)

15.d. WIOA REFERRAL FORM

NAME: _____ ADDRESS: _____ CITY: _____ ISLAND: _____
 PHONE: _____ EMAIL: _____ REFERRED BY: _____

Gender: _____ Veteran: _____ Yes _____ No

Current Program Enrollment:

CORE 4 DWP YOUTH WAGNER-PEYSER ADULT Other

ASSISTANCE NEEDED	AMOUNT	DESCRIPTION
CORE 4 TUITION		
ETP TRAINING (Program of Study)		
CAREER READINESS TRAINING		
SUPPORT SERVICES		
OTHER		

Training Program of Interest? _____ Are you currently enrolled in a training program? _____ Yes _____ No

If yes, what program are you enrolled in and what is the program length? _____

Employment History

Employer	Job Title	Start Date	End Date	Reason for Leaving

Thank you for your interest in the Joint Partnership between WIOA Title 1 Programs and your Nonprofit Organization. The purpose of this Joint Partnership is to provide you with the most assistance possible. This form will be given to a WIOA-specific counselor or CORE Four counselor and they will contact you to set up a meeting.

At that meeting you will discuss opportunities in either WIOA eligible or CORE Four Programs or both. In order to determine your eligibility, we will need proof of your income for the past six months or the past year if your income is variable. Pay stubs are the best way to get this information.

If you are income eligible, we will begin the paperwork for the enrollment process.

**Maui County Workforce Development
 American Job Center Partners
 70 E. Kaahumanu Avenue
 Kahului, Hawaii 96732
 808-270-5777**

Nonprofit Name: _____
Contact Name: _____
Street Address: _____
City, State, Zip _____
Phone No. _____

15.e. Procedures for Veteran Services

Summary: The Veteran Affairs (VA) has criteria for eligibility for their various support programs. In that regard, this is a procedure list on identifying eligibility for programs:

Criteria as eligible Veteran: To identify proof of Veteran Status, a DD-214 will be required for proof of Veteran Status. Statuses include Honorable, Honorable under General Conditions, and Dishonorable. Primarily VA services require Veterans to have Honorable Discharge status to be eligible for all programs. There are a few programs that Veterans that have General Condition Discharge can qualify for, however it's very limited. Those that identify as Veterans will fill out the SF-180 and will mail it in to the respective office OR can file it online through this site:

<https://www.archives.gov/veterans/military-service-records/standard-form-180.html>.

Vocational Rehabilitation through VA: After Veterans are deemed eligible (through the request of their DD-214), they are needing to apply for healthcare as a healthcare enrollee through the VA Community Based Outpatient Clinic (CBOC). Veterans must qualify with a 10% Service Connected (SC) Percentage in order to qualify for these services.

HUD VASH: After Veterans are deemed eligible (through the request of their DD-214), they need to apply to receive healthcare through the VA and be a healthcare enrollee. No minimum Service Connected or Non-Service-Connected percentages are required as long as they are qualified healthcare enrollees. Veterans must demonstrate income and homelessness to qualify for this service. Inquiries can be made through HUD-VASH program or as referral from homeless shelters after screening and determinations have been made.

16. DE-ESCALATION POLICY

De-escalation is taking action or communicating verbally or non-verbally during a potential force encounter in an attempt to stabilize the situation and reduce the immediacy of the threat so that more time, options, and resources are available for incident resolution.

The following procedures shall be implemented at the American Job Center to provide guidance to AJC Partners in de-escalation techniques:

- de-escalation training shall be mandated once per year to all AJC Partners at a regularly scheduled AJC Partner monthly meeting;
- consider that the subject of concern may have a medical condition, mental impairment, developmental disability, language barrier, drug addiction, behavioral crisis, or actual fear or anxiety of the very thing that agitated them
- when safe and feasible, AJC Partners and Management shall use de-escalation tactics in order to reduce the need for force protecting all at the facility from undue jeopardy through communication strategies;
 - choose one person to facilitate the conversation with others in the room presenting as if in agreement
 - try to establish a rapport with the subject of concern through verbal persuasion
 - use the team approach and include the subject of concern in the team as part of the resolution and acknowledge the issues of concern and feelings
 - listen and explain with equity and dignity (LEED) to calm the agitated subject of concern to calm the subject of concern and promote rational decision making
 - avoid language that could escalate the incident and ignore challenging questions
 - allow silence
 - apologize to the subject of concern about their unhappiness
 - explain choices and consequences of the confrontational behavior
- create time and distance to slow down or stabilize the situation;
 - suggest that resolution is so important that everyone will take the time to listen to the subject of concerns issues
 - increase distance slowly and thoughtfully to allow for greater reaction time
 - use natural barriers in the immediate environment
- suggest a path to resolution that might be reasonable to the subject of concern
 - remove staff from the vicinity slowly and quietly
 - call authorities when able
 - explain choices and consequences of the confrontational behavior again
 - offer words of encouragement to the subject of concern to be the one to end the conflict
 - give options to subject of concern
 - allow subject of concern to leave without restriction
- debrief with staff and file incident report with MCWDB and Maul County Management

17. RISK MANAGEMENT

Risk Management: Incidents

- Attend to those involved to assess for injuries
- Complete an Incident Report
- Keep the report on file by submitting the Incident Report to the AJC Manager within 24 hours of the event

Risk Management: Accidents

- Attend to any persons involved and provide comfort to extent possible.
- If necessary, move yourself and injured person(s) out of any areas of immediate danger, such as fire.
- Administer first aid, if necessary. Only administer the level of first aid that you are qualified to perform.
- Do not admit liability or promise to pay for expenses incurred by injured person(s)
- Call or ask someone to call 911, if necessary. Provide as much helpful information as possible: location, victim's name, observations, and description of injury. Do not leave scene of the accident.
- Complete an Incident Report
- Keep the report on file
 - Submit incident Reports to the AJC Manager within 24 hours of the event.
 - Should the authorities (police, EMT, etc.) be involved, notify AJC Manager immediately.

Incident and Accident Reporting

A report must be filled out by staff as soon as possible after an incident occurs, both non-emergency and emergency.

An incident may include any of the following:

- Injuries
- Disruptive behavior of customers or accompanying children/other adults
- Inappropriate behavior by the customer toward staff, such as the use of profanity, threats, or assault
- Property theft or damage
- Any suspected incident of abuse

18. Hours of Operation

- The Maui American Job Center is open to the public from 8:00 a.m to 4:00 p.m., Monday through Friday, except State and County holidays.
- Notice of holiday closures will be posted at the center five (5) days prior to day of closure, on the Maui American Job Center website (mauiamericanjobcenter.com) and Maui AJC Facebook Page.

19. Scheduling Space for Job Fairs, Meetings, Workshops

To secure a room to conduct a meeting, workshop, job fair, recruiting event or any other type of activity for the AIC or Annex, contact the AIC Manager by email stating

- The nature of the event
- Number of expected attendees
- Desired date and time
- Room preference – conference room, multi-purpose room
- Any equipment or accommodations needs

20. HOW TO COMPLETE THE YEAR TRUE-UP REPORT FOR AJC PARTNER ALLOCATIONS

- Find the previous Year True-Up Budget VS Actual > right click on the tab > click on "move or copy" > scroll down and click on "move to the end" and "create a copy"
- Copy and paste the Infrastructure & System Costs Actuals for each of the four quarters in the year.
- Make sure that it totals at the bottom of each quarter.
- The totals for each category's four quarters should calculate automatically, to the right of the 4th quarters column.
- Double check that the budget column for each category is correct and it totals at the bottom. (example: lease cost per quarter 12729.00 X 4 = 50916.00)
- To the right of the budget column, you will see the difference column with total. This column takes the total actuals of the year minus the budgeted amount.
- After the difference column, you will see partner's percentages. It should auto-calculate once you have completed the prior steps.
- The total from the difference column and the partner's percentages should match.
- Below the Difference column, you will see some calculations below. The first cell that is highlighted, will auto fill with the budget total.
- You will then enter the year totals for County of Maui/DCCA/TANF/JSVG. These amounts we do not receive payments for, so they will be subtracted from the budget total which auto-fills.
- Now, you will enter the adjustments amounts for each quarter and the total will auto-fill.
- Below those calculations you just did, you will see an amount highlighted in green. This should match your difference total and your partner's payment total, which are highlighted the same color.
- At the bottom of the page you will see the Partner billings and payments.
- You will have to cut and paste each quarters bottom section (one-stop operating budget) and paste into this document. It should auto-fill your totals.
- Last, but not least. You will enter all the payments made by each partner. They should be entered as a negative number. (-2275.50) The payments will be subtracted from the billings, which should auto-fill.
- Check your sheet to be sure all dates have been changed and are correct.

21. PRECAUTIONARY PROCEDURES FOR ENTRY TO AMERICAN JOB CENTER

Cleaning

Professional sanitizing and disinfecting of all chairs, tables, door knobs, bathroom, a/c ducts, computers, keyboards, etc. to be done on May 23, 2020 and June 20, 2020.

The following will be cleaned and disinfected daily by staff:

- Tables
- Doorknobs and door handles
- Light switches
- Countertops
- Desks
- Phones
- Keyboards
- Toilets
- Faucets and sinks
- Touch screens

Staff to wear disposable gloves to clean and disinfect.

Keyboards, mouse, computer desk and chairs to be disinfected after use by each client:

- Use gloves to apply alcohol-based wipes or sprays. Leave on for at least one minute and dry surface thoroughly.

Signs

- Posted on outside and within the center
- Information about wearing masks and using hand sanitizer

Appointment Only

- Hours of operation: 8:00 am to 4:15 pm
- Clients will be allowed to enter the office if they have an appointment. If they do not have an appointment, they must call the AJC to make such arrangements.
- They must wear a face mask and must clean their hands with sanitizers (located at the front door) before they will be allowed to move past the front table.
- They will stand at the door and fill out a health questionnaire.
- Their temperature will be taken.
- Clients allowed to come into center after the Health questionnaire is reviewed and temperature reading taken.
- Maximum of 5 clients allowed in center, excluding staff/partners at the center.
- If needed, clients will be allowed to sit outside the AJC (approved by Maui Mall Management). Chairs will be provided outside when needed.
- 1 Hour maximum at each self-service computer station.
- If client needs help with setting up their hirenet account and do not have a computer or Iphone, we will work with them over the phone to set up their account.



RAPID RESPONSE

NAME:		PHONE#:	
REASON FOR VISIT:		APPT WITH WHO?:	
OTHER:			
TIME:		DATE:	
1	Have you traveled out of the State within the last 30 days? <input type="checkbox"/> YES <input type="checkbox"/> NO If Yes, Where?		
2	May we take your temperature? <input type="checkbox"/> YES <input type="checkbox"/> NO		
3	Are you experiencing any flu-like symptoms? <input type="checkbox"/> YES <input type="checkbox"/> NO		
4	Is anyone in your home experiencing any flu-like symptoms? <input type="checkbox"/> YES <input type="checkbox"/> NO		



RAPID RESPONSE

NAME:		PHONE#:	
REASON FOR VISIT:		APPT WITH WHO?:	
OTHER:			
TIME:		DATE:	
1	Have you traveled out of the State within the last 30 days? <input type="checkbox"/> YES <input type="checkbox"/> NO If Yes, Where?		
2	May we take your temperature? <input type="checkbox"/> YES <input type="checkbox"/> NO		
3	Are you experiencing any flu-like symptoms? <input type="checkbox"/> YES <input type="checkbox"/> NO		
4	Is anyone in your home experiencing any flu-like symptoms? <input type="checkbox"/> YES <input type="checkbox"/> NO		

EQUAL OPPORTUNITY IS THE LAW

It is against the law for this recipient of Federal financial assistance to discriminate on the following bases: Against any individual in the United States, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I-financially assisted program or activity.

The recipient must not discriminate in any of the following areas:

Deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity:

providing opportunities in, or treating any person with regard to, such a program or activity; or

making employment decisions in the administration of, or in connection with, such a program or activity.

Recipients of federal financial assistance must take reasonable steps to ensure that communications with individuals with disabilities are as effective as communications with others. This means that, upon request and at no cost to the individual, recipients are required to provide appropriate auxiliary aids and services to qualified individuals with disabilities.

WHAT TO DO IF YOU BELIEVE YOU HAVE EXPERIENCED DISCRIMINATION

If you think that you have been subjected to discrimination under a WIOA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

The recipient's Equal Opportunity Officer (or the person whom the recipient has designated for this purpose); or

The Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Avenue NW., Room N-4123, Washington, DC 20210 or electronically as directed on the CRC Web site at www.dol.gov/crc.

If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above).

If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you may file a complaint with CRC before receiving that Notice. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).

If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

The recipient must not discriminate in any of the following areas:

Decide who will be admitted, or have access, to any federally-assisted program or activity; provide opportunities in or treating any person with regard to, such a program or activity; or, make employment decisions in the administration of or in connection with, such program or activity.

If you think that you have been subjected to discrimination under a U.S. Department of Labor (USDOL) federal financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with:

Christen Lee, State-Level EO Officer
Department of Labor and
Industrial Relations
830 Punchbowl St., Room 321
Honolulu, Hawaii 96813
Phone: (808) 586-8148
Fax: (808) 586-9099
TTY/TDD: Dial 711, ask for (808) 586-8866
E-mail: dlir.eeo@hawaii.gov

OR The Director
Civil Rights Center
U.S. Department of Labor
200 Constitution Avenue, N.W.
Room N-4123
Washington, D.C. 20210
Fax: (202) 693-8505
E-mail: CRCEXternalComplaints@dol.gov

OR

City and County of Honolulu
Denise L. Tsukayama, CAAP
Equal Opportunity Administrator/ADA
Coordinator
925 Dillingham Blvd., Suite 180
Honolulu, HI 96817
Phone: (808) 768-8505
TDD/TTY: Dial 711, ask for (808)
768-8505
E-mail: dtsukayama@honolulu.gov

County of Maui:
Ralph Thomas
Equal Employment Opportunity
Specialist
200 S. High Street, 9th Floor
Wailuku, Maui HI 96793
Phone: (808) 463-3168
TDD/TTY: Dial 711, ask for (808) 270-
6292
E-mail: eeo@mauicounty.gov

County of Kauai
Daniel Fort
WIOA Executive Director
4444 Rice Street, Suite 200
Lihue, HI 96766
Phone: (808) 241-4948
TDD/TTY: Dial 711, ask for (808)
241-4948
Fax: (808) 241-6493
E-mail: dfort@kauai.gov

County of Hawaii:
Julie Rawlins
EO Officer/ADA Coordinator
Department of Civil Services
101 Pauahi St, Suite 2
Hilo, HI 96720-4224
Phone: (808) 961-8361
TDD/TTY: (808) 961-8619
Fax: (808) 961-8617
E-mail: julie.rawlins@hawaiicounty.gov

If you file your complaint with the State of Hawaii Department of Labor and Industrial Relations (DLIR), you must wait either until DLIR issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the USDOL Civil Rights Center (CRC).

If DLIR does not give you a written Notice of Final Action within 90 days of the day on which you filed a complaint, you do not have to wait for DLIR to issue that Notice before filing a complaint with CRC. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, 120 days after the day on which you filed your complaint with DLIR).

If DLIR does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

ADDITIONAL PROTECTIONS AGAINST EMPLOYMENT DISCRIMINATION

In addition to the federal requirement that programs receiving federal financial assistance shall not discriminate against anyone (including applicants for benefits and services, recipients, participants, and other beneficiaries), both federal and state laws prohibit discrimination by employers, unions, and employment agencies against employees and job applicants. Federal law prohibits discrimination because of race, color, religion, sex, national origin, age, disability or genetic information. Hawai'i state law prohibits discrimination because of race, sex, including gender identity or expression, sexual orientation, age, religion, color, ancestry, disability, marital status, arrest and court record, domestic or sexual victim status, national guard participation, assignment of income for child support obligations, breastfeeding, or credit history or credit report. Both federal and state law prohibits retaliation against any individual for opposing prohibited discrimination, filing a complaint, or testifying or assisting in any proceeding regarding prohibited discrimination.

If you think you have been subjected to employment discrimination, you can file a complaint with the Hawaii Civil Rights Commission (HCRC) or the U.S. Equal Employment Opportunity Commission (EEOC). The deadline for filing a complaint with the HCRC is 180 days from the date of the alleged discriminatory act (or last act in a pattern of ongoing discrimination). The deadline for filing an EEOC complaint is 300 days.

FOR MORE INFORMATION, CONTACT:

Hawaii Civil Rights Commission (HCRC)
830 Punchbowl Street, Room 411
Honolulu, Hawaii 96813
Phone: (808) 586-8636
TDD/TTY: (808) 586-8692
Neighbor Islands, call toll free:
Kauai: 274-3141, Ext. 6-8636#
Maui: 984-2400, Ext. 6-8636#
Hawaii: 974-4000, Ext. 6-8636#
Lanai & Molokai: 1-800-468-4644, Ext. 6-8636#
Email: DLIR.HCRC.INFOR@hawaii.gov
Website: <http://labor.hawaii.gov/hcrc>

Or

U.S. Equal Employment Opportunity Commission (EEOC)
Honolulu Local Office
300 Ala Moana Boulevard, Room 7-127
Honolulu, Hawai'i 96850
Phone: (808) 541-3118
Toll-Free: 1-800-669-4000
Website: <http://www.eeoc.gov>

Current State or County employees belonging to a union may also file a complaint or grievance with their union in their respective counties:

**HGEA Headquarters &
Oahu Division Office**
888 Māilani St., Suite 601
Honolulu, HI 96813-2991
Phone: (808) 543-0000 or 536-2351
Fax: (808) 528-4059
E-mail: oahudiv@hgea.org

Hawaii Division Office
495 Manono St.
Hilo, HI 96720-4422
Phone: (808) 935-6841
Fax: (808) 961-2437
E-mail: hawaiidiv@hgea.org

Maui Division Office
2145 Kaohu St., Suite 206
Wailuku, HI 96793-2257
Phone: (808) 244-5508
Fax: (808) 244-3621
E-mail: mauidiv@hgea.org

Kauai Division Office
3213 Akahi St.
Lihue, HI 96766-1108
Phone: (808) 245-6751
Fax: (808) 245-9632
E-mail: kauaidiv@hgea.org

Current DLIR employees may also file a complaint under the DLIR's internal complaint policy.

CERTIFICATION

This is to certify that the above information on Equal Opportunity and Non-Discrimination was explained to me and that I have received a copy of this notice.

Print Applicant's Name

Applicant's Signature

Date

MCWDB CERTIFIED BOARD ROSTER- 9/3/2020

Last Name	First Name	TERM	TERM PERIOD	BUSINESS/ORG/AGENCY	WIOA Citation	Partner Type
Bruce	Michelle	8/25/16-8/24/24	TERM 2 OF 2	Human Resource Manager- Goodfellows Brothers Inc.	Sec. 107(b)(2)A	Business
Cabebe	Debbie	11/15/17-3/31/21	TERM 1 OF 2	CEO/Executive Director - Maui Economic Opportunity (MEO)	Sec. 107(b)(2)B	Workforce
Falconer	Kimo	9/30/19-9/30/21	TERM 1 OF 1	Maui Grown Coffee, Inc., President	Sec. 107(b)(2)A	Business
Inamasu	JoAnn	1/2/19-1/1/23	TERM 1 OF 2	Director, Office of Economic Development	Sec. 107(B)(2)(D)i	Economic/Community Development
Garcia	Deanna	8/25/16-8/24/24	TERM 2 OF 2	President/Maui Site Lead Analyst Team - Akimeka LLC	Sec. 107(b)(2)A	Business
Ginoza	Kurt	8/25/16-8/24/24	TERM 2 OF 2	Vice Principal/Maui Campus - McKinley Community School for Adults	Sec. 107(b)(2) (C)i	Education Training/Adult Ed
Hanada	T. Karen	8/25/16-8/24/24	TERM 2 OF 2	Manager/Director of UH Center & Maui Language Institute – University of Hawaii, Maui College	Sec. 107(b)(2) (C)ii	Education Training/Higher Education
Johnston	Robert (Bob)	8/25/16-8/24/24	TERM 2 OF 2	President - Hawaii Pacific Solar, LLC	Sec. 107(b)(2)(B)i	Business
Kamai	William (Bill)	8/25/16-8/24/24	TERM 2 OF 2	Senior Field Rep - Carpenters Union Local 745	Sec. 107(b)(2) (B)i	Workforce/Labor
Kimizuka	Kevin	8/25/16-8/24/24	TERM 2 OF 2	Maui County Branch Manager - Workforce Development Division, DLIR	Sec. 107(b)(2) (D)ii	Government/Wagner Peyser
Kimura	Kyoko	8/25/16-8/24/24	TERM 2 OF 2	Director of Owner Relations - Aqua-Aston Hospitality	Sec. 107(b)(2)A	Business
Rawlins	Shirley	8/25/16-8/24/24	TERM 2 OF 2	President- Texaco Kaunakakai	Sec. 107(b)(2)A	Business
Rembis	Michael	9/30/19-9/30/21	TERM 1 OF 1	Maui Health System, Kaiser Permanente - CEO	Sec. 107(b)(2)A	Business
Schenk	Cristina	8/25/16-8/24/24	TERM 2 OF 2	Vice President/Controller - Merriman's Restaurants	Sec. 107(b)(2)A	Business
Shimabuku	Ray	8/25/16-8/24/24	TERM 2 OF 2	Business Representative - IBEW Local 1186- Hawaii Electricians Training Fund	Sec. 107(b)(2) (B)ii	Workforce/Apprentice Program
Kodani	Cyrus	9/30/19-9/30/21	TERM 1 OF 1	Business Agent - ILWU - Local 142	Sec. 107(b)(2) (B)i	Workforce/Labor
Wilkins	Leslie	8/25/16-8/24/24	TERM 2 OF 2	President/Executive Director - Maui Economic Development Board	Sec. 107(b)(2)A	Business
Wilson	Grant	11/15/17-11/14/21	TERM 1 OF 2	Maui Branch Admin - State of Hawaii Voc Rehab	Sec. 107(b)(2) (D)iii	Vocational Rehabilitation
VACANT		6/21/18-6/20/22	TERM 1 OF 2	VACANT	Sec. 107(b)(2)(D)i	Workforce/Labor

Quorum
9

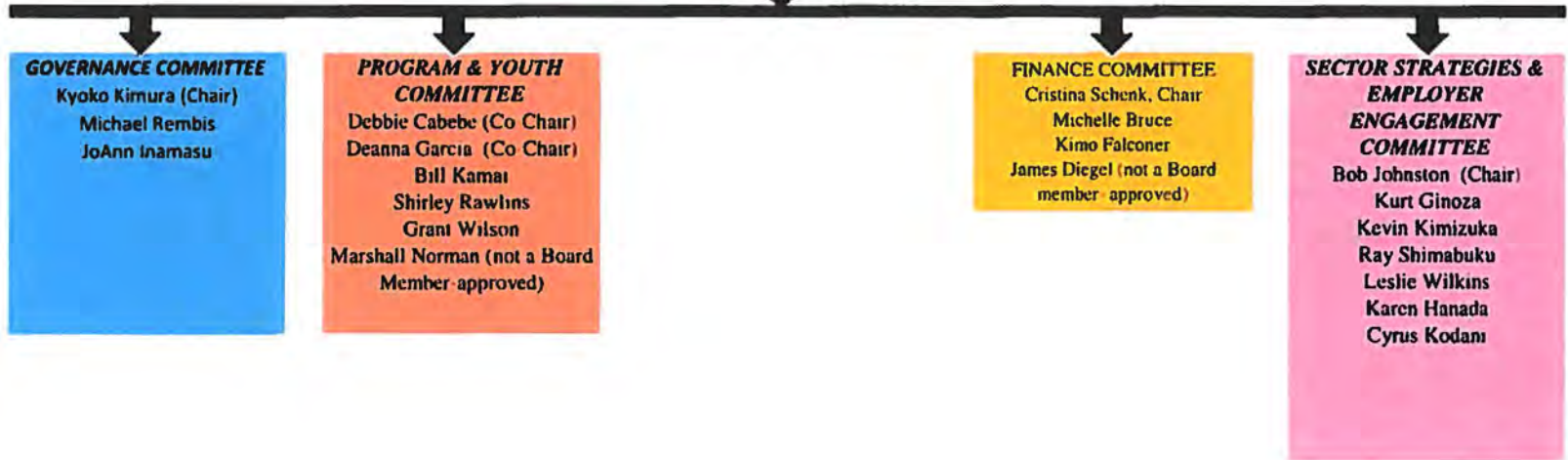
Business	8	44.44%
Workforce	4	22.22%
Government	4	22.22%
Education	2	11.11%
Total	18	100.00%
Private	12	66.67%
Public	6	33.33%
Total	18	100.00%

MAUI COUNTY WORKFORCE DEVELOPMENT BOARD ORGANIZATIONAL CHART

HAWAII STATE WORKFORCE DEVELOPMENT COUNCIL (WDC)

MAUI COUNTY WORKFORCE DEVELOPMENT BOARD

EXECUTIVE COMMITTEE
MCWDB CHAIR
Leslie Wilkins
MCWDB VICE-CHAIR /Chair Finance Committee
Cristina Schenk
MCWDB COMMITTEE CHAIRS
Kyoko Kimura, Governance Committee
Debbie Cabebe, (Co Chair) Program
Deanna Garcia, (Co-Chair) Youth
Bob Johnston, Sector Strategies & Employer Engagement Committee



FINANCE AND OPERATIONAL OVERSIGHT COMMITTEE

ROLE

The Workforce Innovation and Opportunity Act of 2014 (WIOA) mandates the appointment of a wide variety of individuals, businesses, agencies and organizations that are dedicated to developing Operating Guidance Documents that maintain a WIOA compliant Maui County Workforce Development Board.

The MCWDB will take a leadership role to ensure that the MCWDB programs and One-Stop system is customer driven for both job seekers and Employers. The Finance and Operational Oversight Committee initiates and oversees critical transition activities, fiscal compliance, implementation of Board policies and procedures that directly align with Federal investments in job training, integrating service delivery across programs.

The Finance and Operational Oversight Committee has the following roles and responsibilities:

- Reviews Budgets for the Board of Directors
- Reviews Budget vs. Actual Reporting for the Board
- Assists in Budget re-allocation
- Reviews Close-out of Program Years
- Reviews Inventory and approves discarding items as needed
- Reviews American Job Center fiscal management for the Board
- Oversees the performance of the Executive Director
- Reviews and negotiates MOU's and Contracts for Services to the Board
- Ensures and monitors compliance with the Sunshine Law
- Reviews and negotiates leases and capital expenses
- Ensures implementation of all the Policies and Procedures for the Board
- Reviews WIOA Bulletins and recommends changes based on new Bulletin initiatives

GOVERNANCE COMMITTEE

ROLE

The Workforce Innovation and Opportunity Act of 2014 (WIOA) mandates the appointment of a wide variety of individuals, businesses, agencies and organizations that are dedicated to developing Operating Guidance Documents that maintain a WIOA compliant Maui County Workforce Development Board.

The MCWDB will take a leadership role to ensure that the MCWDB programs and One-Stop system is customer driven for both job seekers and Employers. The Governance Committee initiates and oversees critical transition activities, fiscal compliance, Board policies and procedures that directly align with Federal investments in job training, integrating service delivery across programs.

The Governance Committee has the following roles and responsibilities:

- Identifies and disseminates best practices in Board Governance
- Develops criteria and policies for nomination and selection for the Appointment of Board Members
- Ensures and monitors compliance with the Sunshine Law
- Reviews and makes recommendations on any changes to the By-Laws of the MCWDB Board
- Assists in the development, reviews and recommends changes for the Policies and Procedures Manual for the Board
- Reviews and recommends changes to the Annual Local Plan
- Reviews WIOA Bulletins and recommend changes based on new Bulletin initiatives

PROGRAM MONITORING AND YOUTH OVERSIGHT COMMITTEE

ROLE

The Workforce Innovation and Opportunity Act of 2014 (WIOA) requires Federal investments in workforce readiness activities and occupational education; and mandate that training programs are evidence-based and data-driven. WIOA mandates increased accountability in reporting, more consistent and effective analysis of the programs, and tracking core performance measures to ensure program adjustments are implemented in a timely manner.

The Program and Youth Committee achieves best-practice standards by tracking core performance measures, assessing the effectiveness of Partner Services, and promotes continuous improvement in services to Adults, Dislocated Workers, Disabled Workers, Youth and Employers.

The Committee shall provide information and assists with the planning, operational and other issues related to the provision of services to Youth as permitted by Sec. 107(b)(4)(A)(ii) of WIOA.

Monitoring performance measures includes measurable skill gains, credential attainment, employment retention, median earnings, and effectiveness of the program in serving Employers. Included services are provided by all of the Partners participating in the American Job Center activities.

RESPONSIBILITIES

To support the 2017-2020 Maui County Local Plan analysis with recommendations and continuing program improvement; the Program Committee will lead the effort in the following activities:

- Monitor accountability, coordination and performance for all the workforce development programs in Maui County.
- Address WIOA mandates relating to performance measures and annual performance reporting
- Analyze, evaluate and create performance incentives
- Develop common assessment and evaluation methodologies for the programs
- Report Data Analysis to the Maui County Workforce Development Board with recommendations for improvements to programs
- Monitor Partner performance
- Recommend strategies for improved services to youth target populations; including youth with disabilities, foster care youth, youth offenders, children of incarcerated parents, homeless youth, and pregnant and parenting teens that lead to career pathways.

- **Help identify methods for providing program needed elements in local area youth programs**
 - **Adult Mentoring**
 - **Financial Literacy**
 - **Entrepreneurial Skills Training**
 - **Activities that prepare youth for transition to postsecondary education and training**
 - **Internships that lead to job placement**
- **Commit to local area system-building to align youth services, avoid duplication, increase career development, increased opportunities in education and workforce development; to At-Risk Youth through resource mapping, identification of a competitive selection of eligible service providers and community partnerships**
- **Brainstorm ways to bring together resources and services among schools, youth programs, and organizations service youth.**

SECTOR STRATEGIES AND EMPLOYER ENGAGEMENT COMMITTEE

ROLE

The Workforce Innovation and Opportunity Act of 2014 (WIOA) provides employer and industry perspectives on training needs and skill gaps in high-demand occupations and sectors; and builds stronger networks between business, education, workforce labor and training partners.

“Sector Strategies” are policy initiatives designed to promote the economic growth and development of Maui County industries using strategic workforce career pathway models in secondary and postsecondary education and facilitates opportunities for professional development and training for education and training providers.

WIOA career pathways include gaining knowledge and skills leading to employment and self-sufficiency. Literacy barriers include non-native English speakers and lack of opportunity in work-based education and training programs. In addition, the committee monitors the implementation of county-wide career pathway models that boost labor productivity for Employers.

RESPONSIBILITIES

To support of the 2017-2020 Maui County Local Plan recommendations and continuing improvement in strategies that promote increased Employer engagement, the Committee will lead the effort with the following activities:

- Support sector initiatives that facilitate dialogue between Employers, Government and Stakeholders to formulate and implement effective workforce solutions that meet the skill, recruitment, retention needs of Employers, and the training, employment and career advancement needs of workers.
- Monitor Labor Market Information (LMI) to identify emerging growth industries
- Identify target sectors and recommend guidelines for local sector targeting
- Identify and recommend worker education and training programs that address Employer needs
- Identify skill gaps and recommend solutions
- Approve and monitor a career pathways model
- Assess and report effectiveness in career pathways to target populations
- Recommend strategies that lead to self-sufficiency
- Address literacy barriers and recommend services for Non-native English speakers
- Recommend strategies that lead to career advancement in growth industries that promote high-quality jobs
- Coordinate a common work assessment process between core partners
- Strategize methods of increasing Employer engagement



OFFICE OF ECONOMIC DEVELOPMENT

COUNTY OF MAUI

2200 MAIN STREET, SUITE 305, WAILUKU, MAUI, HAWAII 96793, USA

Telephone: (808)270-7710 Facsimile: (808)270-7995 Email: economic.development@mauicounty.gov

Maui County Workforce Development Board Nomination Form

Local Workforce Development Area: Maui

Name of Nominee: _____

Nominee's Organization: _____

Representing System Partner: _____

Mailing Address: _____

Phone: _____

Nominee must be a representative with "optimum policy making authority" or "hiring authority" (WIOA Sec. 107(b)(d)(1) and TEGL 27-14.

Nominee must be an individual who can reasonably be expected to speak affirmatively on behalf of the entity he or she represents to commit that entity to a chosen course of action.

Yes: xx No: _____

Nominating Agency/Organization: _____

Name: _____ Position: _____

Address: _____

Signature: _____ Date: _____

ATTACHMENT F

MAUI COUNTY
LOCAL WORKFORCE DEVELOPMENT AREA

**LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP
CERTIFICATION REQUEST**

By signing this form, the Local Workforce Development Board Chairperson and the Chief Local elected Official requests certification of its Local Board.

CURRENT MAUI COUNTY WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

In the Chart below, list the individuals currently appointed to the Maui County Workforce Development Board, their titles, and their respective membership category (e.g. business, local education entity, labor organization, community-based organization, etc.)

NAME	TITLE/COMPANY	MEMBERSHIP CATEGORY
Leslie Wilkins	Maui Economic Development Board, Inc.	Section 107(b)(2)(A)
Cristina Schenk	Merriman's Restaurant	Section 107(b)(2)(A)
Deanna Garcia	Akimeka LLC	Section 107(b)(2)(A)
Kyoko Kimura	Aqua-Aston Hospitality	Section 107(b)(2)(A)
Bob Johnston	Hawaii Pacific Solar, LLC	Section 107(b)(2)(A)
Michelle Bruce	Goodfellow Bros., Inc.	Section 107(b)(2)(A)
Shirley Rawlins	Rawlins Chevron	Section 107(b)(2)(A)
Kimo Falconer	Maui Grown Coffee, LLC	Section 107(b)(2)(A)
Vacant		Section 107(b)(2)(A)
Debbie Cabebe	Maui Economic Opportunity, Inc.	Section 107(b)(2)(B)
Bill Kamai	Carpenters Union Local 745	Section 107(b)(2)(B)
Ray Shimabuku	IBEW Local Union 186	Section 107(b)(2)(B)
Cyrus Kodani	ILWU, Local Union 142	Section 107(b)(2)(B)
Michael Rembis	Maui Health System, Kaiser Permanente	Section 107(b)(2)(B)
Kurt Ginoza	McKinley School for Adults	Section 107(b)(2)(C)i
Karen Hanada	UH, Maui College	Section 107(b)(2)(C)ii
JoAnn Inamasu	Office of Economic Development	Section 107(b)(2)(D)i
Kevin Kimizuka	Workforce Development Division	Section 107(b)(2)(D)ii
Grant Wilson	Division of Vocational Rehabilitation	Section 107(b)(2)(D)iii

Nomination Process

Identify associations or trade organizations from whom nominations were sought for business representatives and labor organization representatives.

Business Organizations

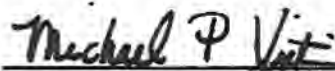
Maui Economic Development Board, Inc., Maui Economic Opportunity, Inc., Merriman's Restaurant, Hawaii Pacific Solar, LLC, Aqua-Aston Hospitality, Akimeka, LLC, Goodfellows Brothers, Inc., Rawlins Chevron, Maui Grown Coffee, LLC

Labor Organizations

Carpenters Union Local 745, ILWU Union Local 142, IBEW Union, Local 186

Local Workforce Development Board

Chief Local Elected Official



**Leslie Wilkins, Chair
Maui County Workforce Development
Board**

**Michael P. Victorino, Mayor
County of Maui**

Approved by DLIR

Not approved by DLIR

**Allcyn Tasaka, Executive Director
State of Hawaii, Workforce Development Council**

Date

County of Maui

WORKFORCE INNOVATION AND OPPORTUNITY ACT

MEMORANDUM OF UNDERSTANDING

**for Partners of the American Job
Center Network**

July 1, 2020 – December 31, 2020



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Legal Authority

The Workforce Innovation and Opportunity Act (WIOA) sec 121(c)(1) requires the Local Board, with the agreement of the Chief Elected Official, to develop and enter into a Memorandum of Understanding (MOU) between the Local Board and the One-Stop Partners, consistent with WIOA Sec. 121(c)(2), concerning the operation of the one-stop delivery system in a local area. This requirement is further described in the Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule at 20 CFR 678.500, 34 CFR 361.500, and 34 CFR 463.500, and in Federal guidance.

Additionally, the sharing and allocation of infrastructure costs among one-stop partners is governed by WIOA sec 121(h), its implementing regulations, and the Federal Cost Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) at 2 CFR part 200.

Maui County American Job Center Network

WORKFORCE INNOVATION AND OPPORTUNITY ACT MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) is executed between the Chief Elected Official, Mayor of Maui County (Mayor), the Maui County Workforce Development Board (MCWDB), and the American Job Center Network Partners ("Partners"). They are collectively referred to as the "Parties" to this MOU.

This MOU is developed to confirm the understanding of the Parties regarding the operation and management of the American Job Center (AJC) in the County of Maui. MCWDB provides local oversight of workforce programming for the Local Workforce Development Area.

MCWDB, with the agreement of the Mayor, has selected the County of Maui as the One-stop Operator (OSO) for the Local Workforce Development Area, as further outlined in the One-stop Operator section.

The One-stop Operating Budget and Infrastructure Funding Agreement establish a financial plan, including terms and conditions, to fund the services and operating costs of the local AJC Network. The Parties to this MOU agree that joint funding is an essential foundation for an integrated service delivery system and necessary to maintain the Maui County AJC Network.

All Parties to this MOU recognize the Partnership consists of various levels of government, not-for-profit, and for-profit entities. No Partner assumes any responsibility for any other Party, government or non-government, for the consequences of any act or omission of any party or third party.

The Vision, Mission, System Structure, Terms and Conditions outlined herein, and the AJC Operating Budget and Infrastructure Funding Agreement, which will be added through a modification at a later date, reflect the commitment of the Parties to their job seeker and business customers, as well as to the overall community of Maui County.

INTRODUCTION

Changing labor markets and advances in technology have revolutionized how businesses find talent and jobseekers look for work. Social media, online talent platforms, and professional networking sites are evolving rapidly, perpetuating shifts in labor market dynamics. Additionally, rising consumer expectations and global competition have transformed how business is conducted in most industries. Employers of all sizes must now move faster and more efficiently in order to maintain their competitiveness. This makes it imperative for the public workforce system to continuously adapt and reframe strategies and policies designed to support employers and job seekers.

MCWDB seeks to establish a system that stands in stark contrast to the traditional transaction-based model, whereby each agency operates its own business and job seeker services functions, moving participants from place to place in order to seek assistance. Instead, the goal is to create integrated locations and a unified structure and process of pro-active, transparent, and effective job seeker and business services, orchestrated by a seamless collaboration of talent development and support agencies.

The purpose of this MOU is to define the parameters within which education, workforce, economic development, and other Partner programs and entities operating in Maui County will create a seamless, customer-focused AJC Network that aligns service delivery across the board and enhances access to program services. By realizing one-stop opportunities together, partners are able to build community-benefiting bridges rather than silos of programmatic isolation. These partnerships will reduce administrative burden and costs and increase customer access and performance outcomes.

Vision

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

Mission

Connect businesses and community members to support individual and organizational growth and capacity, improve career and employment opportunities, and provide high quality services to promote economic prosperity and stability within the County of Maui.

SYSTEM STRUCTURE

The County of Maui has two American Job Centers, also known as one-stop centers, which are designed to provide a full range of assistance to job seekers and businesses under a single roof. Established under the Workforce Investment Act of 1998 and continued by the Workforce Innovation and Opportunity Act of 2014, the centers offer an array of services designed to match talent with opportunities.



PARTNERS

Partner Program	Partner Organization	Signatory Official	Contact Information
WIOA Title I Adult Program	Goodwill Industries of Hawaii, Inc.	Laura D. Smith Administrator	Goodwill Industries of Hawaii, Inc. 2610 Kilihaui Street Honolulu, Hawaii 96819 clau@goodwill.org
AEFLA program - Adult Education and Family Literacy Act	McKinley Community School for Adults	Dr. Christina Kishimoto State Superintendent	Hawaii Department of Education Queen Liliuokalani Building 1390 Miller Street Honolulu, HI 96813 Mailing address: P.O. Box 2360 Honolulu, HI 96804 808-586-3313 christina_kishimoto@notes.k12.hi.us
Career and Technical Education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006	University of Hawaii	Erika Lacro Vice President for Community Colleges	University of Hawaii-Community Colleges Career and Technical Education Center Lunalilo I, Lower Campus Road Honolulu, HI 96822 (808) 956-4791 mblward@hawaii.edu
Community Services Block Grant (CSBG) Employment and Training Activities	Maui Economic Opportunity, Inc	Debbie Cabebe Chief Executive Officer	99 Mahalani Street Wailuku, HI 96793 808-249-2990 debbie.cabebe@meoinc.org
WIOA Title I Dislocated Worker Program	Goodwill Industries of Hawaii, Inc.	Laura D. Smith Administrator	Goodwill Industries of Hawaii, Inc. 2610 Kilihaui Street Honolulu, Hawaii 96819 clau@goodwill.org

WIOA- AIC MOU/IFA 2020

Indian & Native American Program WIOA Title I	Alu Like, Inc.	M Winona (Cabral) Whitman Statewide Department Director, Employment and Training	Alu Like, Inc. Central Administration Hale O Na Limahana 2969 Mapunapuna Place, Suite 200 Honolulu, HI 96819 808-535-6761 wiwhitm@alulike.org
Job Corps	Job Corps	Marshall Norman Site Manager	Maui Satellite Job Corps Center 500 Ike Dr. Makawao, HI 96768 808-579-6506 norman_marshall@jobcorps.org
Jobs for Veterans State Grants Chapter 41 of Title 38	Dept. of Labor and Industrial Relations Workforce Development Division	Maricar Pilotin-Freitas Administrator	Kcetikolani Building 830 Punchbowl Street Honolulu, HI 96813 808-586-8812 Maricar.r.pilotin-freitas@hawaii.gov
National Farmworker Jobs Program /Migrant & Seasonal Farmworker Programs WIOA Title I	Maui Economic Opportunity, Inc.	Debbie Cabebe Chief Executive Officer	99 Mahalani Street Wailuku, HI 96793 808-249-2990 debbie.cabebe@meoinc.org
Programs authorized under the Social Security Act title IV, part A (TANF)	Department of Human Services	Pankaj Bhanot Director	Attn: Director's Office P.O. Box 339 Honolulu, HI 96809-0339 (808) 586-4997 pbbhanot@dhs.hawaii.gov
Senior Community Service Employment Program title V of the Older Americans Act of 1965	Maui Economic Opportunity	Debbie Cabebe Chief Executive Officer	99 Mahalani St. Wailuku, HI 96793 (808)249-2990 debbie.cabebe@meoinc.org
State Vocational Rehabilitation (VR) program, authorized under Title I of the Rehabilitation Act of 1973, as amended by WIOA Title IV	Division of Vocational Rehabilitation	Maureen Bates Vocational Rehabilitation Administrator	1010 Richards Street, Room 217 Honolulu, HI 96813 808-586-9740 mbates@dhs.hawaii.gov

WIOA- AJC MOU/IFA 2020

Unemployment Compensation Programs	Dept. of Labor and Industrial Relations Unemployment Insurance Division	Arthur Barba Administrator	830 Punchbowl Street Room 325 Honolulu, HI 96813 808-586-9069 Arthur.w.barba@hawaii.gov
Wagner-Peyser Act ES, as authorized under the Wagner-Peyser Act, as amended by WIOA Title II	Workforce Development Division	Maricar Pilotin-Freitas Administrator	Keelikolani Building 830 Punchbowl Street Honolulu, HI 96813 808-586-8812 maricar.pilotin-freitas@hawaii.gov
WIOA Title I Youth Program	University of Hawaii, Maui College	T. Karen Hanada Director, UH Center & Maui Language Institute Interim Director, Continuing Education Training	310 W Kaahumanu Ave. Kahului, HI 96732 808-984-1527 tkhanada@hawaii.edu

PARTNER SERVICES TO BE PROVIDED THROUGH THE AJC

At a minimum, Partners will make the below services available, as applicable to the program, consistent with and coordinated via the AJC network system. Additional services may be provided on a case by case basis and with the approval of MCWDB and the Mayor of the County of Maui.

BUSINESS SERVICES

Serve as a single point of contact for businesses, responding to all requests in a timely manner	Provide information and services related to Unemployment Insurance taxes and claims	Assist with disability and communication accommodations, including job coaches
Conduct outreach regarding the local workforce system's services and products	Conduct on-site Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies
Provide access to labor market information	Provide customized recruitment and job applicant screening, assessment, and referral services	Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
Assist with the interpretation of labor market information	Conduct job fairs	Develop customized training opportunities to meet specific employer and/or industry cluster needs
Use of one-stop center facilities for recruiting and interviewing job applicants	Consult on human resources issues	Coordinate with employers to develop and implement layoff aversion strategies
Post job vacancies in the state labor exchange system and take and fill job orders	Provide information regarding disability awareness issues	Provide incumbent worker upgrade training through various modalities
Provide information regarding workforce development initiatives and programs	Provide information regarding assistive technology and communication accommodations	Develop, convene, or implement industry or sector partnerships

JOB SEEKER SERVICES

Basic Career Services:

Outreach, intake, and orientation to the information, services, programs, tools and resources available through the local workforce system

Initial assessments of skill levels, aptitudes, abilities, and supportive service needs

In and out of area job search and placement assistance, including provision of information on in demand industry sectors and occupations and non-traditional employment

Access to employment opportunity and labor market information

Performance information and program costs for eligible providers of training, education, and workforce services

Information on performance of the local workforce system

Information on the availability of supportive services and referral to such, as appropriate

Information and meaningful assistance on Unemployment Insurance claim filing

Determination of potential eligibility for workforce Partner services, programs, and referral(s)

Information and assistance in applying for financial aid for training and education programs not provided under WIOA

Individualized Career Services:

Comprehensive and specialized assessments of skill levels and service needs

Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals

Referral to training services

Group counseling

Literacy activities related to work readiness

Individual counseling and career planning

Case management for customers seeking training services, individual in and out of area job search, referral and placement assistance

Work experience, transitional jobs, registered apprenticeships, and internships

Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training

Post-employment follow-up services and support. (*Not an individualized career service, but listed here for completeness)

Training Services:

Occupational skills training through Individual Training Accounts (ITAs)

Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above

On-the-Job training (OJT)

Incumbent worker training

Programs that combine workplace training with related instruction which may include cooperative education

Training programs operated by the private sector

Skill upgrading and retraining

Entrepreneurial training

Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

Other training services as determined by the workforce partner's governing rules

YOUTH SERVICES

Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential

Alternative secondary school services, or dropout recovery services, as appropriate

Paid and unpaid work experiences that have as a component academic and occupational education

Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations within the local area

Summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities

Education offered concurrently with, and in the same context as, workforce preparation activities and training for a specific occupation or occupational cluster

Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate

Supportive services

Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months

Follow-up services for not less than 12 months after the completion of participation, as appropriate

Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate

Financial literacy education

Entrepreneurial skills training

Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services

Activities that help youth prepare for and transition to postsecondary education and training

METHODS OF REFERRAL

Partners agree to develop, implement, and modify the processes, procedures, and forms necessary for the seamless referral of AJC customers. Parties agree to cross-train and/or cross-inform each other's staff on their policies, procedures and services. As appropriate, site visits, excursions, and joint training shall be available for appropriate staff.

The primary principle of the referral system is to provide integrated and seamless delivery of service to workers, job seekers, and employers. In order to facilitate such a system, Partners agree to:

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the County of Maui.
- Develop materials summarizing their program requirements and making them available for Partners and customers.
- Work in conjunction with any state efforts to develop and utilize common intake, eligibility determination, assessment, and registration forms.
- Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs.
- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys.
- Commit to robust and ongoing communication required for an effective referral process.
- Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.

ROLES AND RESPONSIBILITIES OF PARTNERS

The Parties to this agreement will work closely together to ensure that AJC(s) are high-performing work places with staff who will ensure quality of service.

ALL PARTIES

All Parties to this agreement shall comply with:

- Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38, Final Rule, published December 2, 2016).
- Title VI of the Civil Rights Act of 1964 (Public Law 88-352).
- The Age Discrimination Act of 1967
- Title IX of the Education Amendments of 1972
- Section 504 of the Rehabilitation Act of 1973.
- The Americans with Disabilities Act of 1990 (Public Law 101-336).
- The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor.

- Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188.
- The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99)
- The Non-traditional Employment for Women Act of 1991.
- Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38).
- The confidentiality requirements governing the use of confidential information held by the State Unemployment Insurance (UI) agency (20 CFR part 603)
- All amendments to each
- All requirements imposed by the regulations issued pursuant to these acts.

Additionally, all Parties shall:

- Collaborate and reasonably assist each other in the development of necessary service delivery protocols for the services outlined in the Partner Services section above.
- Agree that the provisions contained herein are made subject to all applicable federal and state laws, implementing regulations, and guidelines imposed on either or all Parties relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers.
- Agree to participate in a continuous improvement process and increase customer satisfaction, and
- participate in regularly scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

MAYOR

The Mayor will, at a minimum:

- In Partnership with the MCWDB and other applicable Partners within Maui County, develop and submit a single Local Area Plan that includes a description of the activities that shall be undertaken by MCWDB and their Partners
- Approve the MCWDB budget and workforce center cost allocation plan, and
- Coordinate with the MCWDB to oversee the operations of the Maui County AJC network.

MCWDB

The MCWDB ensures the workforce-related needs of employers, workers, and job seekers in the local area are met, to the maximum extent possible, with available resources. The MCWDB will, at a minimum, in partnership with the Mayor and other applicable Partners within Maui County, develop and submit a Local Area Plan that includes a description of the activities that shall be undertaken by the MCWDB and its Partners. This includes, but is not limited to:

- Adequate, sufficient, and accessible one-stop center location(s) and facilities.
- Sufficient numbers and types of providers of career and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities)

- A human-centered design system of supporting services.
- One or more competitively procured one-stop operators.
- In collaboration with the Mayor, designate through a competitive process, oversee, monitor, implement corrective action, and, if applicable, terminate the one-stop operator(s).
- Determine the role and scope of services of the one-stop operator.
- Approve annual budget allocations for operation of the AJC network.
- Review and evaluate performance of the AJC and one-stop operator.

LOCAL WORKFORCE DEVELOPMENT BOARD STAFF

- Assist the Mayor and the MCWDB with the development and submission of a single Local Area Plan.
- Support the MCWDB with the implementation and execution of the local area's vision, goals, objectives, and workforce-related policies, including all duties outlined above.
- Provide operational and grant-specific guidance to the one-stop operator.
- Investigate and resolve elevated customer complaints and grievance issues.
- Prepare regular reports and recommendations to the MCWDB.
- Oversee negotiations and maintenance of MOU with one stop Partners.

PARTNERS

Partners will further promote system integration to the maximum extent feasible through

- Cross-training and/or cross informing of staff, as learning opportunities that promote continuous quality improvement.
- Effective communication, information sharing, and collaboration with the one-stop operator
- Joint planning, policy development, and system design processes.
- Commitment to the joint mission, vision, goals, strategies, and performance measures.
- Use of common intake (core partners), assessment, referral, and case management processes.
- The use of common and/or linked data management systems and data sharing methods, as appropriate.
- Leveraging resources, including other public agency and non-profit organization services.

ONE-STOP OPERATOR

The County of Maui, in its role as the OSO, will employ a Center Manager who will act as a functional leader. As such, they will have the authority to organize and supervise Partner staff in order to optimize and streamline service delivery efforts. **Formal leadership, supervision, and performance responsibilities will remain with each staff member's employer of record.** The OSO, through the Center Manager, will, at a minimum:

- Manage daily operations.
- Manage and coordinate Partner responsibilities, as defined by this MOU
- Coordinate daily work schedules and work flow based upon operational needs.
- Assist the MCWDB in establishing and maintaining the AJC network structure including but not limited to:

- Ensuring the State requirements for center certification are met and maintained.
- Ensuring that career services outlined in WIOA sec. 134 (c)(2) are available and accessible
- Ensuring that MCWDB policies are implemented and adhered to.
- Adhering to the provisions outlined in the contract with the MCWDB and the Local Area Plan.
- Ensuring staff are properly trained by their formal leadership organization and provided technical assistance, as needed
- Integrate systems and coordinate services for the AJC and its Partners, placing priority on customer service.
- Oversee and coordinate Partner, program, and AJC network performance.
- Providing and/or contributing to reports of center activities, as requested by the MCWDB.
- Identifying and facilitating the timely resolution of complaints, problems, and other issues.
- Collaborating with the MCWDB on efforts designed to ensure the meeting of program performance measures, including data sharing procedures to ensure effective data matching and timely data entry into the case management system.
- Ensuring open communication with Partners in order to facilitate efficient and effective center operations.
- Evaluating customer satisfaction data and proposing service strategy changes to the MCWDB based on findings.
- Manage fiscal responsibilities and records for the center

The OSO will NOT assist in the development, preparation, or submission of Local Area Plans. They will not manage or assist in future competitive processes for selecting/terminating service providers or one-stop operators, career services providers, or Youth providers. The OSO cannot negotiate local performance accountability measures or develop and submit budgets for activities of the local WDB. MCWDB is responsible for the negotiated performance measures, strategic planning, budgets, and OSO oversight (including monitoring).

CAPACITY BUILDING

1. Parties to the MOU agree that high standards of professional service and conduct as well as professional work environments are required in the AJC.
2. Capacity-building efforts shall be examined periodically for their effectiveness in staff adaptability to change, improvements in customer service, and continuous improvement progress.
3. The Parties agree to ensure collaboration with State and regional efforts to address identified capacity building needs.

MARKETING

The Parties to the MOU agree to work with the One-Stop Operator in marketing and rebranding efforts to inform job seekers, employed individuals, employers, and the community at large about the services available through the AJC. Partners will abide by Section 121(e)(4) of WIOA which requires the Partners to use a common identifier on all products, programs, activities, services, electronic resources, facilities, and related property and new materials. The State of Hawaii Workforce Development Council has

established the unifying brand as the American Job Center of Hawaii, with the logo inclusive of the state name as detailed in the American Job Center Graphic Style Guide for Partners released by the US Department of Labor.

ACCESSIBILITY

Accessibility to the services provided by the AJC(s) and all Partners is essential to meeting the requirements and goals of the AJC network. Job seekers and businesses must be able to access information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law.

AJC(s) will maintain a culture of inclusiveness and the physical characteristics of the facility, both indoor and outdoor, will meet the high standards of accessible design. Indoor space will be designed in an "equal and meaningful" manner providing access for individuals with disabilities.

Communications access, for purposes of this MOU, means that individuals with sensory disabilities can communicate (and be communicated with) on an equal footing with those who do not have such disabilities. All Partners agree that they will provide accommodations for individuals who have communication challenges, including but not limited to individuals who are deaf and hard of hearing, individuals with vision impairments, and individuals with speech-language impairments.

To ensure meaningful access to all customers, the AJC will incorporate the principles of universal and human-centered design. These principles include, for example, flexibility in space usage; the use of pictorial, written, verbal, and tactile modes to present information for customers with disabilities or English language learners; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants.

CONFIDENTIALITY

All Parties expressly agree to abide by all applicable Federal, State, and local laws and regulations regarding confidential information, including Personally Identifiable Information (PII) from educational records, such as but not limited to 20 CFR Part 603, 45 CFR Sec 205.50, 20 USC 1232g, and 34 CFR part 99, and 34 CFR 361.38, as well as confidentiality provisions of Hawaii Administrative Rules and other applicable state and local laws and regulations. In addition, in carrying out their respective responsibilities, each Party shall respect and abide by the confidentiality policies and legal requirements of all the other Parties.

Each Party will ensure that the collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law.

Each Party will ensure that access to software systems and files under its control that contain PII or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each Party expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals.

To the extent that confidential, private, or otherwise protected information needs to be shared amongst the Parties for the Parties' performance of their obligations under this MOU, and to the extent that such sharing is permitted by applicable law, the appropriate data sharing agreements will be created and required confidentiality and ethical certifications will be signed by authorized individuals. With respect to confidential unemployment insurance information, such data sharing must comply with all of the requirements in 20 CFR Part 603, including but not limited to requirements for an agreement consistent with 20 CFR 603.10, payments of costs, and permissible disclosures.

With respect to the use and disclosure of FERPA-protected customer education records and the PII contained therein, any such data sharing agreement must comply with all of the requirements set for the in 20 U.S.C Sec. 1232g and 34 CFR Part 99.

With respect to the use and disclosure of personal information contained in VR records, any such data sharing agreement must comply with all of the requirements set forth in 34 CFR 361.38.

GENERAL TERMS AND CONDITIONS

A. APPROVAL

This MOU is of no force or effect until signed by authorized representatives of all Parties. The MOU, once executed, becomes a part of the MCWDB Local Area Plan.

B. MODIFICATION

1. If a Party wants to modify the MOU, the Party must first provide written notification to all signatories of the existing MOU and outline the proposed modifications.
2. Upon notification, the MCWDB Chair (or designee) must ensure that discussions and negotiations related to the proposed modification take place with Parties in a timely manner and as appropriate.
3. Depending upon the type of modification, this can be accomplished through email communications of all the Parties. If the proposed modification is extensive and is met with opposition, the MCWDB Chair (or designee) may need to call a meeting of the Parties to resolve the issue. Upon agreement of all Parties, a written amendment to the MOU will be required.
4. If determined that a Party is unwilling to agree to the MOU modification, the MCWDB Chair (or designee) must ensure that the process in the Dispute and Resolutions section is followed.

C. DISPUTES AND RESOLUTIONS

Parties shall continue with the responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. In the event that an impasse should arise between the Partners and/or the MCWDB regarding the terms and conditions, the performance, or administration of this MOU, the following procedure will be initiated

1. The MCWDB and Partners should document the negotiations and efforts that have taken place to resolve the issue.
2. The MCWDB Chairperson will meet with the Mayor and/or the Partner(s) and/or the One-Stop Operator based on the nature of the impasse to resolve the issue.

3. If an agreement cannot be reached, the State of Hawaii Workforce Development Council will provide assistance in resolving the issue.

D. TERMINATION

This MOU will remain in effect until the end date specified in the Effective Period section below, unless.

- All Parties mutually agree to terminate this MOU prior to the end date.
- Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any Party unable to perform pursuant to MOU due to lack of funding shall notify the other Parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.
- WIOA is repealed or superseded by subsequent federal law.
- Local area designation is changed under WIOA.
- A Party breaches any provision of this MOU and such breach is not cured within thirty (30) days after receiving written notice from the MCWDB Chair (or designee) specifying such breach in reasonable detail. In such event, the non-breaching Party(s) shall have the option to continue or to terminate this MOU by giving written notice to the MCWDB Chair, who shall provide notice to all Parties of the continuation or termination of the MOU. If the MOU is terminated, such termination will go into effect immediately.

In the event of breach and continuation, the Parties to the MOU must convene within thirty (30) days after the MCWDB Chair provides written notice of the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed. Any Party may request to terminate its inclusion in this MOU by following the modification process identified in the Modification Process section above.

All Parties agree that this MOU shall be reviewed and renewed by amendment in writing not less than once every 3-year period to ensure appropriate funding and delivery of services.

E. EFFECTIVE PERIOD

This MOU will become effective on the date of final execution by all of the parties listed below. This MOU expires on June 30, 2020, unless sooner terminated as listed in General Terms and Conditions, Section D (Termination).

F. MONITORING/AUDITS

The MCWDB, or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that

- Federal awards are used for authorized purposes in compliance with law, regulations, and State policies.
- Those laws, regulations, and policies are enforced properly.

- Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness
- Outcomes are assessed and analyzed periodically to ensure that performance goals are met.
- Appropriate procedures and internal controls are maintained, and record retention policies are followed.
- All MOU terms and conditions are fulfilled
- All Parties to this MOU should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

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

G. NON-DISCRIMINATION CLAUSE

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

Parties to this MOU shall include non-discrimination and compliance provisions of this clause in all related subcontracts or financial agreements, substantially as follows:

"No person performing work under this Contract, including any subcontractor, employee, or agent of the PROVIDER, shall engage in any discrimination that is prohibited by any applicable federal, state, or county law."

H. GOVERNING LAW

This MOU is governed by and shall be interpreted in accordance with the laws of Hawaii. All Parties shall comply with all applicable federal and state laws and regulations as well as local laws of the County of Maui, State of Hawaii Workforce Development Council, and WIOA.

I. INDEMNIFICATION

All Parties to this MOU recognize the Partnership may consist of various levels of government, not-for-profit, and for-profit entities. Each Party to this MOU shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other Party for the consequences of any act or omission of any third party. The Parties acknowledge the MCWDB and the One-Stop Operator have no responsibility and/or liability for any actions of the AJC Partner employees, agents, and/or assignees.

Likewise, the Partners have no responsibility and/or liability for any actions of the MCWDB or the One-Stop Operator.

J. INSURANCE

In order to protect themselves as well as the County under the indemnification agreement set forth herein, Parties to this Agreement shall satisfy one of the following requirements:

1. Obtain, pay for, and keep in force throughout the period of this Agreement comprehensive liability insurance issued by an insurance company (the "Carrier) authorized to do business in the State of Hawaii (an "Admitted Carrier"), or by a company not authorized to do business in the State of Hawaii (a Non-Admitted Carrier") only through a general insurance agent or broker licensed in the State of Hawaii. The carrier shall be rated no less than "A-" as established by "AM Best" or "Standard and Poor" ratings.

The insurance policy, as evidenced by issuance of a "Policy Endorsement," shall name the County of Maui, its departments, agencies, officers, directors, employees and agents as "Additional Insured", and shall include a duty to defend the County, its departments, agencies, officers, directors, employees and agents against any loss, liability, claims, and demands for injury or damage, including but not limited to, claims for property damage, personal injury, or wrongful death, arising out of, or in connection with the Party's actions and/or performance of this Agreement.

Unless otherwise agreed to by the County, through the decision and discretion of the Department of Finance, the insurance policy shall contain the following minimum requirements.

- a) No less than a Combined Single Limit ("CSL") of liability coverage of \$1,000,000;
- b) No erosion of limit by payment of defense costs; and
- c) Minimum annual aggregate limit of \$2,000,000

Prior to or upon the execution of this Agreement, the Parties shall furnish the County with a copy of the insurance policy certificate together with the required endorsements verifying such insurance coverage. If the scheduled expiration date of a current insurance policy is sooner than the specified termination date of this Agreement, the Party shall ensure renewal of the insurance policy, and provide the County with a copy of the renewed insurance policy certificate together with the required endorsements.

Unless waived by the County, the insurance policy shall expressly state that the coverage provided under such policy shall not be cancelled or terminated, unless the Carrier has first given the County thirty (30) calendar day's prior written notice of the intended cancellation or termination.

2. Provide attestation that the party is self-insured as an agent of the State of Hawaii and provides the same complete protections to the County of Maui that the County of Maui would have had had the Party purchased the required policies.

K. UNENFORCEABLE PROVISIONS

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

L. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec. 4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance.

M. COMPLIANCE WITH LAWS

All Parties shall comply with all federal, State, and county laws, ordinances, codes, rules, and regulations, as the same may be amended from time to time, that in any way affect the Parties performance of their obligations under this MOU.

ONE-STOP CENTER OPERATING BUDGET

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the Local Workforce Development Area American Job Center network. The Parties to this MOU agree that joint funding is a necessary foundation for an integrated service delivery system. The goal of the operating budget is to develop a funding mechanism that

- Establishes and maintains the Local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area.
- Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness).
- Reduces overhead costs for any one partner by streamlining and sharing financial, procurement, and facility costs.
- Ensures that costs are appropriately shared by American Job Center Partners by determining contributions based on the proportionate use of the one-stop centers and relative benefits received, and requiring that all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partners consider this one-stop operating budget the master budget that is necessary to maintain the Local Workforce Development Area's high-standard American Job Center network. It includes the following cost categories, as required by WIOA and its implementing regulations:

- Infrastructure costs (also separately outlined in the Infrastructure Funding Agreement (IFA))
- Career services
- Shared services

All costs must be included in the MOU, allocated according to Partners' proportionate use and relative benefits received, and reconciled on a quarterly basis against actual costs incurred and adjusted accordingly. The one-stop operating budget is expected to be transparent and negotiated among Partners on an equitable basis to ensure costs are shared appropriately. All Partners must negotiate in good faith and seek to establish outcomes that are reasonable and fair.

ONE-STOP OPERATING BUDGET

Cost Category	Cost Pool	Cost Item	
Career Services	Consultants & Contract	External Workshop Conductors	\$0
Infrastructure Cost Tools	Accessibility Software &	Assistive Technology for Individuals with Disabilities	
Infrastructure Cost Expense	General Office	Postage and Freight	\$240
Infrastructure Costs Expense	General Office	Publications & Subscriptions	\$130
Infrastructure Costs Expense	General Office	Printing	\$400
Infrastructure Costs	Outreach Costs	Outreach	\$1,000
Infrastructure Costs	Equipment Costs	Equipment Repairs/Maintenance	\$1,528
Infrastructure Costs	Equipment Costs	Purchase of new Equipment	
Infrastructure Costs	General Office Expense	Security Alarm Services	\$950
Infrastructure Costs	General Office Expense	Office Supplies	\$3,699
Infrastructure Costs	General Office Expense	Telephone Lines	\$1,700
Infrastructure Costs	Facilities	Lease (including CAM & taxes)	\$50,916
Infrastructure Costs	Signage	Signage	\$2,400
Infrastructure Costs	Utilities/Main	Electricity	\$5,6
Infrastructure Costs	Utilities/Main	Janitorial Services	\$4,300
Shared Services	Consultants & Contract Expense	Professional Services	\$1,200
Shared Services	Personnel	AIC Reception/Resource Area Staffing	\$96,558
Shared Services	Personnel	AIC Manager	\$144,837
Shared Services	Software	Assessment Software System	\$420
Shared Services	Travel/Training Costs	Training Registration & Fees	\$250
Shared Services	Travel/Training Costs	Training transportation	\$250
Shared Services	Travel/Training Costs	Mileage	\$60
Shared Services	Contracted Services	Water Delivery Charges	\$150
TOTAL			\$319,256

COST ALLOCATION METHODOLOGY

All Partners of the American Job Center Network were encouraged to physically co-locate in the American Job Center,

The following partners have agreed to co-allocation in the following amounts:

Partner On Site Representation Schedule

Partner Program	#of Staff	Weekly Staff Hours
WIOA Adult, Dislocated Worker		40
WIOA Youth		2
Division of Vocational Rehabilitation		2
Alu Like (INA WIOA Title I)		2
Wagner Peysen LS		40

The remaining partners/programs are linked virtually through technological access to a program staff member via American Job Center resource rooms or through cross-trained front desk staff and other, physically co located, partner staff who can provide information and referrals. All required partners, except Alu Like Inc (representing Indian & Native American Program, WIOA Title I) must contribute to the cost of infrastructure and certain additional services. Alu Like Inc is strongly encouraged, but not required, to contribute to the cost of infrastructure and certain additional services. Alu Like, Inc has declined to participate in infrastructure funding, but will contribute in kind services through the co location of staff for two (2) hours per week. Even if not physically co located within the American Job Center, Partner customers use the American Job Center network to access services such as

- Using resource room computers to file UI claims, conduct work searches, and communicate with off site program staff
- Using resource room staff assistance for the above services and for general information
- Using other resource room equipment such as copiers, scanners, fax machines, or assistive technology for individuals with disabilities
- Obtaining labor market information
- Attending reemployment workshops
- Filing grievances or appeals, et

These services are utilized in direct benefit of Partner programs and in support thereof and will, therefore, be proportionately paid for.

Square footage was utilized to determine overall Partner contributions. This was done in an effort to remedy the imbalance of non physically represented Partners and to comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the one stop center and relative benefit received.

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PARTNER CONTRIBUTION AMOUNTS (ANNUAL)

Partner Program	Non-Personnel Cost	Personnel Cost	Total Cost
WIOA title I Adult Program	\$9,102		\$9,102
WIOA title I Dislocated Worker Program	\$9,102		\$9,102
WIOA title I Youth Program	\$4,173		\$4,173
National Farmworker Jobs Program (NIJP)	\$1,285		\$1,285
Indian & Native American Program WIOA title I (Ala Like Inc.)	\$0		
Department of Commerce and Consumer Affairs (DCCA)	\$11,975		\$11,975
Wagner Peyster Act Employment Services	\$10,775		\$10,775
Senior Community Service Employment Program	\$1,285		\$1,285
TAA Program	\$1,285		\$1,285
Unemployment Insurance	\$1,285		\$1,285
JVSG program	\$1,285		\$1,285
AEFLA WIOA Title II	\$1,285		\$1,285
DVR WIOA Title IV	\$1,923		\$1,923
CTE at postsecondary level (Perkins)	\$1,285		\$1,285
Job Corps	\$1,285		\$1,285
CSBG	\$1,285		\$1,285
County of Maui Mayor's Office of Economic Development (EOD)	\$17,960	\$241,395	\$259,355
TANI	\$1,285		\$1,285
TOTALS	\$77,861.00	\$241,395	\$319,256

For detailed information regarding the calculation of contribution amounts, please refer to Appendix E: Cost Allocation and Partner Contributions.

The AJC space is shared with the Maui County Business Resource Center (MCBRC) run by the County of Maui Mayor's Office of Economic Development. DCCA has a preexisting arrangement with the County of Maui to occupy their current location. DCCA is included in this budget to reflect the WIOA-AJC MOU 2020.

COST RECONCILIATION AND ALLOCATION UPDATE

All Parties agree that a quarterly reconciliation of budgeted and actual costs and update of the allocation bases will be completed in accordance with the following process:

- Partners will provide MCWDB with updated staffing information (per the first day of the first month of each quarter) no later than fifteen (15) days after the end of each quarter.
- Upon receipt of the above information, MCWDB will compare budgeted costs to actual costs and determine the actual costs allocable to each partner.
- MCWDB will prepare an updated budget document showing cost adjustments and will prepare an invoice for each Partner with the actual costs allocable to each Partner for the quarter.
- MCWDB will submit the invoices to the Partners and send a copy of the updated budget to all Parties no later than forty-five (45) days after the end of each quarter. The Parties understand that the timeliness of MCWDB's preparation and submission of invoices and adjusted budgets is contingent upon the timeliness of each Partner in providing the necessary cost information. For Partners that advance funds to the county, MCWDB will only send a copy of the updated budget.
- Upon receipt of the invoice and adjusted budget, each Partner will review both documents and will submit payment to the County of Maui no later than fifteen (15) days following receipt. Payment of the invoice signifies agreement with the costs in the adjusted budget. For Partners that advance funds to the county, MCWDB may draw down funds for quarterly payments upon approval via email of the reconciled budget.
- Partners will communicate any disputes with costs in the invoice or the adjusted budget to MCWDB in writing. MCWDB will review the disputed cost items and respond accordingly to the Partner and Local WDB within thirty (30) days of receipt of notice of the disputed costs. When necessary, MCWDB will revise the invoice and the adjusted budget upon resolution of the dispute.

INFRASTRUCTURE FUNDING AGREEMENT

American Job Center infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the American Job Center, including, but not limited to:

- Rental of the facilities
- Utilities and maintenance
- Equipment, including assessment related products and assistive technology for individuals with disabilities
- Technology to facilitate access to the American Job Center, including the technology used for the center's planning and outreach activities

All parties to this MOU and IFA recognize that the infrastructure costs are applicable to all required Partners, whether they are physically located in the American Job Center or not. Each partner's contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partner programs' authorizing laws and regulations and the Uniform Guidance.

PARTNERS

Partners funding the costs of the infrastructure according to this IFA are the same identified in the Partners section of the MOU.

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INFRASTRUCTURE BUDGET

Cost Category	Cost Pool	Cost Item	
Infrastructure Costs	Accessibility Software & tools	Assistive Technology for Individuals with Disabilities	
Infrastructure Costs	General Office Expense	Postage and Freight	\$240
Infrastructure Costs	General Office Expense	Publications & Subscriptions	\$190
Infrastructure Costs	General Office Expense	Printing	\$400
Infrastructure Costs	Outreach Costs	Outreach	\$1000
Infrastructure Costs	Equipment Costs	Equipment Repair/Maintenance	\$3,525
Infrastructure Costs	Equipment Costs	Purchase of new Equipment	
Infrastructure Costs	General Office Expense	Security Alarm Services	\$950
Infrastructure Costs	General Office Expense	Office Supplies	\$1,690
Infrastructure Costs	General Office Expense	Telephone Lines	\$2,700
Infrastructure Costs	Facility	Lease (including CAM & taxes)	\$50,916
Infrastructure Costs	Storage	Storage	\$2,400
Infrastructure Costs	Utilities & Maintenance	Electricity	\$5,600
Infrastructure Costs	Utilities & Maintenance	Janitorial Services	\$4,300
		TOTAL	\$73,911

COST ALLOCATION METHODOLOGY

All Parties agree that the cost allocation methodology for this IFA will be the same as described in the Cost Allocation Methodology section of the MOU.

COST RECONCILIATION AND ALLOCATION UPDATE

All Parties agree that the cost reconciliation and allocation base update for this IFA will be the same as described in the Cost Reconciliation and Allocation Base Update section of the MOU.

STEPS TO REACH CONSENSUS

MCWDB will employ the following steps to reach consensus:

- MCWDB (or designee) will notify all Parties that it is necessary to renew and execute the IFA and provide all applicable policies and preceding IFA documents, as applicable.
- The MCWDB Chair (or designee) will invite all required and optional AJC Partners to formally initiate negotiations. The meeting will take place no later than four (4) weeks following notification in order to ensure negotiations are conducted in good faith and in an open and transparent environment. The MCWDB Chair (or designee) will provide a review of all relevant documents, facts, and information and ensure all Parties have sufficient time to ask questions or voice concerns.
- Over the course of the four (4) weeks following the initiation of negotiations, Partners must submit all relevant documents to the MCWDB Chair (or designee) to begin the drafting of the IFA. During this time, additional formal or informal meetings may take place with pertinent information provided to all Parties.
- Within eight (8) weeks of the initiation of negotiations, the MCWDB Chair (or designee) will provide a physical or electronic draft of the IFA to all Parties.
- Within four (4) weeks of receipt of the draft IFA, all Parties must review and return feedback to the MCWDB Chair (or designee). During this time, each Party may use this time to allow their respective legal counsel to review the IFA for legal sufficiency.
- The MCWDB Chair (or designee) will circulate the finalized IFA within four weeks of receiving feedback. The IFA will be considered fully executed once all signatories have reviewed and signed.
- If it is determined that a Partner is unwilling to sign the IFA, the MCWDB Chair (or designee) will follow the dispute resolution process.

DISPUTE AND IMPASSE RESOLUTION

All Parties will actively participate in Local IFA negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally. Should informal resolution efforts fail, the process outlined in the Dispute Resolution section of the MOU must be followed.

If Partners in a Local area have employed the dispute resolution process and have failed to reach consensus on an issue pertaining to the IFA, then an impasse is declared and the State Funding Mechanism (SFM) is triggered.

MODIFICATION PROCESS

All Parties agree to abide by the process for modification as outlined in the Modification Process section of the MOU. This IFA will become effective as of the date of signing by the final signatory below and must terminate on June 30, 2020, unless any of the reasons in the Termination section of the MOU apply.

AUTHORITY AND SIGNATURE

PAGE 1: CHIEF ELECTED OFFICIAL AND WDB CHAIR

CHIEF ELECTED OFFICIAL:

MICHAEL P. VICTORINO
Mayor, County of Maui

Date

WORKFORCE DEVELOPMENT BOARD CHAIR:



LESLE WILKINS
Chair, Maui County Workforce Development Board

Date

RECOMMEND APPROVAL:



JOANN INAMASU
Director, Office of Economic Development

Date: _____

APPROVAL AS TO FORM AND LEGALITY:

Deputy Corporation Counsel
County of Maui

Date: _____

**AUTHORITY AND SIGNATURE
SIGNATURE PAGE 2: AJC NETWORK PARTNERS**

... One completed, signed, and dated Authority and Signature page, with notarization, is required for each signatory official from each Partner

By signing my name below, I, Maureen Bates certify
(Print Name)

that I have read the above information. All of my questions have been discussed and answered satisfactorily

My signature certifies my understanding of the terms outlined herein and agreement with

- The MOU

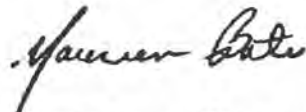
I understand that the following sections required by WIOA will be proposed via modification to the MOU at a later date.

- The Operating Budget
- The Infrastructure Funding Agreement (IFA)

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of this MOU

I understand that this MOU may be executed in counterparts each being considered an original and that this MOU expires either

- a) In six months,
- b) Upon amendment, modification or termination or
- c) On December 31, 2020, whichever occurs earlier



Date 5/22/2020

Maureen Bates, Administrator

Printed Name and Title

Division of Vocational Rehabilitation
Agency Name

State Vocational Rehabilitation Program
Agency Program(s)

**AUTHORITY AND SIGNATURE
SIGNATURE PAGE 2: AJC NETWORK PARTNERS**

... One completed, signed, and dated Authority and Signature page, with notarization, is required for each signatory official from each Partner

By signing my name below, I, Laura D Smith certify
(Print Name)

that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- The MOU

I understand that the following sections required by WIOA will be proposed via modification to the MOU at a later date:

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- d) In six months.
- e) Upon amendment, modification, or termination, or
- f) On December 31, 2020 whichever occurs earlier.

Laura D Smith

Date: June 4, 2020

Laura D. Smith, President/CEO

Printed Name and Title

Goodwill Industries of Hawaii, Inc.
Agency Name

WIOA Adult & Dislocated Worker Program
Agency Program(s)

**AUTHORITY AND SIGNATURE
SIGNATURE PAGE 2: AIC NETWORK PARTNERS**

.... One completed, signed, and dated Authority and Signature page, with notarization, is required for each signatory official from each Partner

By signing my name below, I, Dr. Christina M. Kishimoto certify
(Print Name)

that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- The MOU

I understand that the following sections required by WIOA will be proposed via modification to the MOU at a later date

- The Operating Budget
- The Infrastructure Funding Agreement (IFA)

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- g) In six months.
- h) Upon amendment, modification, or termination, or
- i) On December 31, 2020, whichever occurs earlier.

 _____ (Date: JUN 30 2020)

Dr. Christina M. Kishimoto, Superintendent

Printed Name and Title

Hawaii State Dept. of Education, McKinley Community School for Adults
Agency Name

WIOA- Title 11, Adult Education & Family Literacy Act (AEFLA)
Agency Program(s)

**AUTHORITY AND SIGNATURE
SIGNATURE PAGE 2: AJC NETWORK PARTNERS**

.. One completed, signed, and dated Authority and Signature page, with notarization, is required for each signatory official from each Partner

By signing my name below, I, Debbie Cabebe certify
(Print Name)

that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:
• The MOU

I understand that the following sections required by WIOA will be proposed via modification to the MOU at a later date:

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- j) In six months,
- k) Upon amendment, modification, or termination, or
- l) On December 31, 2020, whichever occurs earlier.

Debbie Cabebe June 2 Date: 2020

Debbie Cabebe, Chief Executive Officer
Printed Name and Title

Maui Economic Opportunity, Inc.
Agency Name

Senior Employment Services (SCSEP), National Farmworkers Job Program (NFJP), Community Services Block Grant (CSBG), BEST Reintegration Program, CORE FOUR Business Planning Classes
Agency Program(s)

RECEIVED

JUN 05 2020
County of Maui
Office of Economic Development

**AUTHORITY AND SIGNATURE
SIGNATURE PAGE 2: AJC NETWORK PARTNERS**

.... One completed, signed, and dated Authority and Signature page, with notarization, is required for each signatory official from each Partner

By signing my name below, I, M. Winona Whitman, certify
(Print Name)

that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- The MOU

I understand that the following sections required by WIOA will be proposed via modification to the MOU at a later date:

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- The Infrastructure Funding Agreement (IFA)

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) in the terms of this MOU.

I understand that this MOU may be executed in counterparts each being considered an original, and that this MOU expires either:

- m) In six months,
- n) Upon amendment, modification, or termination, or
- o) On December 31, 2020, whichever occurs earlier.

M. Winona Whitman Date: 6/19/2020

M. Winona (Cabra) Whitman, Statewide Department Director, Employment & Training
Printed Name and Title

Alu Like, Inc.
Agency Name

WIOA Title 1 - Native American/Native Hawaiian Program
Agency Program(s)

**AUTHORITY AND SIGNATURE
SIGNATURE PAGE 2: AJC NETWORK PARTNERS**

... **One completed, signed, and dated Authority and Signature page, with notarization, is required for each signatory official from each Partner**

By signing my name below I *Mr. Marshall Norman* certify
(Print Name)

that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:
• The MOU

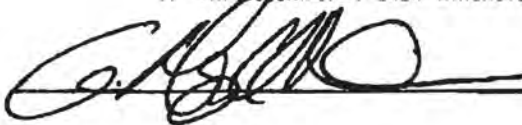
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I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- p) In six months
- q) Upon amendment, modification, or termination of
- r) On December 31, 2020, whichever occurs earlier

 Date 6/18/2020

Marshall Norman, Site Director

Printed Name and Title

Agency Name

WIOA Title 1 –Subtitle C, Job Corps

Agency Program(s)

**AUTHORITY AND SIGNATURE
SIGNATURE PAGE 2: AJC NETWORK PARTNERS**

..... One completed, signed, and dated Authority and Signature page, with notarization, is required for each signatory official from each Partner

By signing my name below, I, Erika Lacro certify
(Print Name)

that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- The MOU

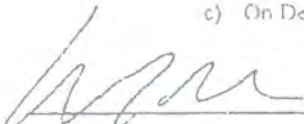
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Signature _____ Date: 1/23/2020

Erika Lacro, Vice President for Community Colleges
Printed Name and Title

University of Hawaii System
Agency Name

Career and Technical Education Programs at the postsecondary level, authorized under the
Strengthening Career and Technical Education for the 21st Century Act (Perkins V)

Agency Program(s)

**AUTHORITY AND SIGNATURE
SIGNATURE PAGE 2: AJC NETWORK PARTNERS**

.... One completed, signed, and dated Authority and Signature page, with notarization, is required for each signatory official from each Partner

By signing my name below, I, Arthur Barba, certify
(Print Name)

that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:
• The MOU

I understand that the following sections required by WIOA will be proposed via modification to the MOU at a later date:

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- The Infrastructure Funding Agreement (IFA)

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of this MOU

I understand that this MOU may be executed in counterparts each being considered an original, and that this MOU expires either

- v) In six months,
- w) Upon amendment, modification, or termination, or
- x) On December 31, 2020, whichever occurs earlier.



Date JUL - 3 2020

Arthur Barba, Administrator

Printed Name and Title

Dept of Labor & Industrial Relations, Unemployment Insurance
Division

Agency Name

Hawaii State Unemployment Insurance

Agency Program(s)

**AUTHORITY AND SIGNATURE
SIGNATURE PAGE 2: AJC NETWORK PARTNERS**

One completed, signed, and dated Authority and Signature page, with notarization, is required for each signatory official from each Partner

By signing my name below, I Margar Pilotin Freitas certify
(Print Name)

that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with

- The MOU

I understand that the following sections required by WIDA will be proposed via modification to the MOU at a later date

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- In six months
- Upon amendment, modification, or termination, or
- On December 31, 2020, whichever occurs earlier

 Date 4/29/2020
Margar Pilotin-Freitas, Acting Administrator

Printed Name and Title

Dept of Labor & Industrial Relations, Workforce Development Division

Agency Name

Wagner-Peyser, TAA, RESEA

Agency Program(s)

**AUTHORITY AND SIGNATURE
SIGNATURE PAGE 2: AJC NETWORK PARTNERS**

... One completed, signed, and dated Authority and Signature page, with notarization, is required for each signatory official from each Partner

By signing my name below, I, Pankaj Bhanot certify
(Print Name)

that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- The MOU

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I understand that this MOU may be executed in counterparts each being considered an original and that this MOU expires either

- hh) In six months,
- cc) Upon amendment, modification, or termination, or
- dd) On December 31, 2020, whichever occurs earlier.

Pankaj Bhanot Date 06/08/2020

Pankaj Bhanot, Director
Printed Name and Title

Dept of Human Services, Tempe Assistance for Need Families
TANF

Agency Name

TANF

Agency Program(s)

**AUTHORITY AND SIGNATURE
SIGNATURE PAGE 2: AJC NETWORK PARTNERS**

... One completed, signed, and dated Authority and Signature page, with notarization, is required for each signatory official from each Partner

By signing my name below, I, Lui K. Hokoana certify
(Print Name)

that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- The MOU

I understand that the following sections required by WIOA will be proposed via modification to the MOU at a later date:

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- The Infrastructure Funding Agreement (IFA)

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- ee) In six months,
- ff) Upon amendment, modification, or termination, or
- gg) On December 31, 2020, whichever occurs earlier.

Lui K Hokoana

Date: 12, June 2020

Dr. Lui Hokoana, Chancellor

Printed Name and Title

University of Hawaii, Maui Campus, Ku'ina Youth Program

Agency Name

WIOA Title 1 - Youth Program

Agency Program(s)

APPENDIX A GLOSSARY

APPENDIX A
Glossary

Term	Definition
FERPA	Family Educational Rights and Privacy Act
MCWDB	Maui County Workforce Development Board
WIOA	Workforce Innovation and Opportunity Act
Supportive Services	The term "supportive services" means services such as transportation, child care, dependent care, housing, and needs-related payments, that are necessary to enable an individual to participate in activities authorized under WIOA. (WIOA Sec. 3 59))
TEGL	Training and Employment Guidance Letter
UI	Unemployment Insurance
VR	Vocational Rehabilitation

APPENDIX B

TEGL 16-16

EMPLOYMENT AND TRAINING ADMINISTRATION ADVISORY SYSTEM U.S. DEPARTMENT OF LABOR Washington, D.C. 20210	CLASSIFICATION WIOA General Guidance for One Stop Operations
	CORRESPONDENCE SYMBOL ETA-OWI
	DATE January 18, 2017

**ADVISORY: TRAINING AND EMPLOYMENT GUIDANCE LETTER ONE-STOP
OPERATING GUIDANCE FOR THE WORKFORCE INNOVATION
AND OPPORTUNITY ACT NO. 16-16**

TO: STATE AND LOCAL STAKEHOLDERS IN THE WORKFORCE
 INNOVATION AND OPPORTUNITY ACT
 STATE WORKFORCE ADMINISTRATORS
 STATE WORKFORCE LIAISONS
 STATE AND LOCAL WORKFORCE BOARD CHAIRS AND DIRECTORS
 AMERICAN JOB CENTER DIRECTORS
 SECTION 166 INDIAN AND NATIVE AMERICAN GRANTEEES
 NATIONAL FARMWORKER JOBS PROGRAM GRANTEEES
 SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM
 GRANTEEES
 YOUTHBUILD GRANTEEES
 ALL DEPARTMENT OF LABOR GRANTEEES
 STATE AND LOCAL VETERANS ADMINISTRATORS
 STATE APPRENTICESHIP AGENCY DIRECTORS
 TRADE ADJUSTMENT ASSISTANCE LEADS

FROM: PORTIA WU /s/
 Assistant Secretary

SUBJECT: One-Stop Operations Guidance for the American Job Center Network

1. **Purpose.** This Training and Employment Guidance Letter (TEGL) provides general guidance for the implementation of operational requirements under the Workforce Innovation and Opportunity Act (WIOA) pertaining to the one-stop delivery system, branded nationally as the American Job Center network. Due to the broad scope of the one-stop delivery system, encompassing multiple programs administered by different Federal agencies, this guidance provides the primary components for understanding and implementing an integrated American Job Center network. Consistent with the requirement to promote increased public identification of the one-stop delivery system and the requirement for the use of a common identifier across the nation (WIOA sec. 121(e)(4)), the U.S. Department of Labor (DOL), in coordination with the U.S. Department of Education (ED), established the "American Job Center" network, a unifying name and brand that identifies online and in-person workforce development services as part of a single network of publicly-funded services. The use of the American Job Center network designation in this guidance establishes a framework for accentuating and implementing an integrated workforce delivery system. DOL and ED, in partnership with the U.S. Department of Health and Human Services (HHS) (collectively, the Departments), published the WIOA Joint Rule for Unified

RESCISSIONS None	EXPIRATION DATE Continuing
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and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule (Joint WIOA Final Rule) on August 19, 2016, in the Federal Register at 81 FR 55791. The Joint WIOA Final Rule, which became effective on October 18, 2016, can be found at: <https://www.federalregister.gov/documents/2016/08/19/2016-15977/workforce-innovation-and-opportunity-act-joint-rule-for-unified-and-combined-state-plans-performance>.

This guidance is being issued jointly by DOL's Employment and Training Administration (ETA), ED's Office of Career, Technical, and Adult Education (OCTAE) and Office of Special Education and Rehabilitative Services' Rehabilitation Services Administration (RSA), and HHS's Administration for Children and Families (ACF). The guidance also links to other technical assistance resources that support States and local areas as they work to implement an integrated American Job Center network.

2. **References.** See Attachment I.
3. **Background.** The vision for the American Job Center network reflects the long-standing and ongoing work of dedicated workforce professionals to align a wide range of publicly- or privately-funded education, employment, and training programs, while also providing high-quality customer service to all job seekers, workers, and businesses.

The creation of the integrated one-stop locations was a cornerstone of the Workforce Investment Act of 1998 (WIA). In the years between the passage of WIA and WIOA, the public workforce development system tested a variety of approaches to maximize the benefits that customers and their communities receive from American Job Centers. In the last ten years, technological advances have opened up new methods of service delivery and evidence-based models to build upon our shared understanding of best practices. Further, during the past few years, Federal agencies have worked collectively to reform Federal employment, education, and training programs to create a more integrated, job-driven, public workforce system. As a result of this work, American Job Centers continue to be valued community resources, acknowledged both locally and nationally as a critical source of assistance for individuals looking for work or opportunities to grow in their careers, and employers looking for human resource assistance.

WIOA builds on the value of the American Job Center network and provides the workforce development system with important tools to enhance the quality of its American Job Centers. WIOA strengthens the ability of States, regions, and local areas to align investments in workforce, education, and economic development to respond to regional job growth. WIOA also emphasizes achieving results for all job seekers, workers, and businesses.

Finally, WIOA reinforces the partnerships and strategies necessary for American Job Centers to provide all job seekers and workers with the high-quality career, training, and supportive services they need to obtain and maintain good jobs. Such strategies help businesses find skilled workers and access other human resource assistance, including education and training, to meet their current workforce needs.

1. **American Job Center Network.**
 - A. **Characteristics of the American Job Center Network.** The American Job Center network includes six core programs: title I Adult, Dislocated Worker, and Youth

programs; the title II Adult Education and Family Literacy Act (AEFLA) program; the Wagner-Peyser Act Employment Service (ES) program, authorized under the Wagner-Peyser Act, as amended by title III of WIOA; and the Vocational Rehabilitation (VR) program, authorized under title I of the Rehabilitation Act of 1973, as amended by title IV of WIOA. The American Job Center network also includes other required and additional partners identified in WIOA and discussed in section five of this TEGL. Through the American Job Centers, these partner programs and their direct service providers ensure businesses and all job seekers— a shared client base across the multiple programs—have access to information and services that lead to positive educational and employment outcomes. Under WIOA, American Job Centers and partner staff strive to:

- Provide job seekers with the skills and credentials necessary to secure and advance in employment with wages that sustain themselves and their families;
- Provide access and opportunities to job seekers, including individuals with barriers to employment, as defined in section 3(24) of WIOA, such as individuals with disabilities, individuals who are English language learners, and individuals who have low levels of literacy, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
- Enable businesses and employers to easily identify and hire skilled workers and access other human resource assistance, including education and training for their current workforce, which may include assistance with pre-screening applicants, writing job descriptions, offering rooms for interviewing, and consultation services on topics like succession planning and career ladder development, and other forms of assistance.
- Participate in rigorous evaluations that support continuous improvement of American Job Centers by identifying which strategies work better for different populations, and
- Ensure that high-quality integrated data inform decisions made by policy makers, employers, and job seekers.

The management of the American Job Center network is the shared responsibility of States, local workforce development boards (WDBs), elected officials, the six WIOA core program partners, required one-stop partners and other additional one-stop partners, American Job Center operators, and service providers. Through the American Job Center, the one-stop operator carries out the activities described below:

- Facilitates integrated partnerships that seamlessly incorporate services for the common customers served by multiple program partners of the American Job Center.
- Develops and implements operational policies that reflect an integrated system of performance, communication, and case management, and uses technology to achieve integration and expanded service offerings.

- Organizes and integrates American Job Center services by function (rather than by program), when permitted by a program's authorizing statute and, as appropriate, through coordinating staff communication, capacity building, and training efforts. Functional alignment includes having American Job Center staff who perform similar tasks serve on relevant functional teams (e.g., skills development team or business services teams).
 - Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by relevant functional teams, consistent with the purpose, scope, and requirements of each program.
 - Integrated American Job Centers also ensure that:
 - Center staff are trained and equipped in an ongoing learning environment with the skills and knowledge needed to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery, consistent with the requirements of each of the partner programs.
 - Center staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. This allows staff from differing programs to understand other partner programs' services, and share their own expertise related to the needs of specific populations so that all staff can better serve all customers.
 - Center staff are routinely trained so they are keenly aware as to how their particular work function supports and contributes to the overall vision of the Local WDB, as well as within the American Job Center network. This enhances their ability to ensure that a direct linkage to partner programs is seamlessly integrated within the center.

B. Benefits of Participating in an Integrated American Job Center Network. There are significant benefits to partner participation in the American Job Center network. The clear benefit is better outcomes for customers, both job seekers and businesses. The following is not an exhaustive list of benefits, but provides some of the many advantages inherent in partnering in an integrated one-stop delivery system:

- **Expanded workforce services for individuals at all levels of skill and experience.** All customers, including those with disabilities or other barriers to employment, have the opportunity to receive hard and soft skills guidance, career planning and job placement services, particularly timely labor market demand and occupational information, and a variety of job-driven training options, including work-based training opportunities such as registered apprenticeship, on-the-job training (OJT), and incumbent worker training.

- **Access to multiple employment and training resources.** Access to multiple program resources, including necessary supportive services that may not be offered by or available through one individual program. Access to multiple resources in one location also reduces the travel and commuting distances for customers needing referrals to or the receipt of multiple services. Access to multiple resources may also facilitate the leveraging and braiding of resources across systems for individual customers, as appropriate.
- **Integrated and expert intake process for all customers entering the American Job Centers.** Frontline staff are highly familiar with the functions and basic eligibility requirements of each program, appropriately assist customers, and make knowledgeable referrals to partner programs, as appropriate, given the authorized scope of, and eligibility requirements for, each program.
- **Integrated and aligned business services strategy among American Job Center partners.** As part of an aligned team, partners have access to a wider range of business engagement strategies, increasing the opportunity for better placement services and outcomes for all customers. This partnership also allows for a unified voice for the American Job Center in its communications with area employers.
- **Expert advice from multiple sources.** Customers, including individuals with barriers to employment, can benefit from multiple levels of staff expertise, guidance, and advice across programs. This enhances job seekers' experiences and increases their chances for success in the evolving labor market.
- **Relevance to labor market conditions.** All workforce development activities occur within the context of a regional economy. Services provided should be informed by data on labor market demand in the local area to ensure a positive impact or labor market outcome. This outcome results in a return on investment for the job seeker's time and efforts, and for the workforce program resources expended.
- **Expanded community and industry outreach.** The integrated nature of the American Job Center network extends the one-stop reach to increase customer participation and enrollments, and to engage and support businesses.
- **Strengthened partnerships.** The integrated nature of the American Job Center network also helps in providing seamless workforce services that serve similar populations. Some examples include setting up common intake and assessment, joint outreach activities, and referral processes outlined in agreements implemented between partners in the American Job Center.
- **Encouraging efficient use of accessible information technology** to include, when possible, the use of machine readable forms and other features consistent with modern accessibility standards, such as section 508 Standards (36 CFR part 1194) and the Worldwide Web Consortium's Web Content Accessibility Guidance 2.0, as well as virtual services to expand the customer base and effectively deliver self-services

C. Comprehensive American Job Centers.

A comprehensive American Job Center, as described in 20 CFR 678.305, 34 CFR 361.305, and 34 CFR 463.305, is a physical location where job seekers and employer customers can access the programs, services, and activities of all required one-stop partners (section 121(b)(1)(B) of WIOA), along with any additional partners as determined by the Local WDB. The one-stop delivery system must include at least one comprehensive physical center in each local area. (See subsection 5.B. below for a full list of required and additional partner programs.) Comprehensive American Job Centers should reflect and exemplify the characteristics of a high-quality American Job Center as described in DOL's TEGL No. 4-15, and ED's RSA-TAC 15-01 and OCTAE Program Memorandum 15-3, entitled *Vision for the One-Stop Delivery System under the Workforce Innovation and Opportunity Act*. Comprehensive one-stop centers should reflect a welcoming environment to all customer groups who are served by the American Job Centers. All American Job Center staff should be courteous and helpful to all job seekers, businesses, and others who interact with the American Job Centers, in person, by telephone, or online.

A comprehensive American Job Center must have:

- 1) At least one WIOA title I staff person physically present, and the Center must provide the career services listed in 20 CFR 678.430, 34 CFR 361.430, and 34 CFR 463.430;
- 2) Access to training services described in 20 CFR 680.200;
- 3) Access to any employment and training activities carried out under section 134(d) of WIOA;
- 4) Access to programs and activities carried out by one-stop partners listed in 20 CFR 678.400 through 678.410, 34 CFR 361.400 through 361.410, and 34 CFR 463.400 through 463.410, including the Wagner-Peyser Act ES program; and
- 5) Workforce and labor market information.

Customers must have access to these programs, services, and activities during regular business days at a comprehensive one-stop center (20 CFR 678.305(c), 34 CFR 361.305(c), and 34 CFR 463.305(c)). The Local WDB may establish other service hours at other times to accommodate schedules of individuals who work on regular business days or who, because of life circumstances, are not able to access the American Job Centers during regular business hours. The Departments encourage access to services outside of regular business hours (i.e., nights and weekends) when doing so is possible and best serves the needs of the American Job Center's customers. Centers not open outside of the regular business hours should have a plan for how they will provide services to individuals who cannot visit a center during regular business hours.

It is important to note that "providing" career services in the comprehensive does not mean that each required partner must provide these services directly on-site at the comprehensive American Job Center. However, it does mean that some career services

must be provided directly on site. Career services may be provided through access to one-stop partner programs and activities, which, as described in 20 CFR 678.305(d), 34 CFR 361.305(d), and 34 CFR 463.305(d), may be delivered in one of three ways:

- Option 1. Having a program staff member physically present at the American Job Center;
- Option 2. Having a staff member from a different partner program physically present at the American Job Center and *appropriately trained* to provide information to customers about the programs, services, and activities available through all partner programs; or
- Option 3. Making available a direct linkage through technology to a program staff member who can provide meaningful information or services.

The options above offer a wide range of possibilities to partners. Option 2 could require varying levels of assistance depending on the program's needs, but this could be as simple as having an adequately trained Wagner Peyser ES staff member providing basic program information to a one-stop customer regarding the Job Corps program. In this example, the partner staff member has been trained by someone from the Job Corps program on basic eligibility requirements as well as how to access and complete an enrollment application. Once the application is completed, the partner staff member will connect the customer to a Job Corps representative who can further assist the customer through the enrollment process. This option allows for the customer to receive high-quality service through the American Job Center, in a timely manner. In this example, it would be essential that the Wagner Peyser Act ES staff person providing information about the Job Corps program document his or her time and effort to ensure that the charges to the appropriate program, namely the Job Corps program, for salaries and wages are based on records, that accurately reflect the work performed consistent with Federal cost principles in the Uniform Guidance at 2 CFR 200.430.

Option 3, a direct linkage, can take many forms as well. As described in 20 CFR 678.305(d)(3), 34 CFR 361.305(d)(3), and 34 CFR 463.305(d)(3), a "direct linkage" means providing a direct connection at the American Job Center within a reasonable time, by phone or through a real-time Web-based communication, to a program staff member who can provide program information or services, including career services, to the customer. Solely providing a phone number, Web site, information, pamphlets, or materials does not constitute a "direct linkage".

The flexibility provided through the three optional methods for assuring customer access to required one-stop partner services and activities at the comprehensive centers, ensures that dispersed programs, such as the National Farmworker Jobs Program, Job Corps, or Indian and Native American programs, remain accessible through the American Job Center network.

Local WDBs, in conjunction with the partners and one-stop operator(s), must establish the method or means of providing access to partner programs and document such means or methods in their Memoranda of Understanding (MOUs). All comprehensive American Job Centers must be physically and programmatically accessible to individuals with disabilities, as described in section 188 of WIOA and its implementing regulations

at 29 CFR part 38 (Final Rule published at 81 FR 87130 (Dec. 2, 2016)). To ensure meaningful access to all customers, American Job Centers should incorporate the principles of universal and human-centered design. These principles include, for example, flexibility in space usage, the use of pictorial, written, verbal, and tactile modes to present information for customers with disabilities or English language learners; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants.

D. Affiliate American Job Centers.

Local WDBs may also choose to operate other access points to services in addition to comprehensive American Job Centers. Such access points are called affiliate or specialized American Job Centers, and are created to supplement and enhance customer access to American Job Center services. These sites make one or more of the one-stop partners' programs, services, and activities available to job seekers and employers.

Public libraries are an example of an additional access point that Local WDBs can use as affiliate American Job Centers. In addition to offering public computers and Internet access for job seekers and individuals, many libraries also provide space for businesses to host career fairs and networking events. As trusted institutions within their communities, libraries are often at the frontline of employment and training related inquiries. Additionally, libraries also serve school-aged youth who can use public resources for career and education planning, along with the traditional adult job seeker.

Every day, people in communities across the United States use libraries to access the Internet for career development – boosting their skills through online learning, improving their English literacy and digital literacy, and finding work. Public libraries can do even more with better collaboration with State and Local WDBs. WIOA explicitly identifies public libraries as potential partners of the American Job Center network (WIOA sec. 121(b)(2)(B)(vii)), which acknowledges a library's ability to provide an expansive array of job search services, including a remote location for filing for unemployment compensation. This also recognizes libraries as important providers of Federally-supported training and employment for adult education and literacy. (See Training and Employment Notice 35-15 - *Encouraging Collaborations between the Workforce Investment System and Public Libraries to Meet Career and Employment Needs*, for additional information.)

Affiliated sites, as described in 20 CFR 678.310, 34 CFR 361.310, and 34 CFR 463.310, allow for more flexibility in terms of the services one-stop partner programs provide. These sites do not need to provide access to every required one-stop partner program. Just as is required of comprehensive American Job Centers, affiliated sites must be physically and programmatically accessible to individuals with disabilities, as required by section 188 of WIOA and its implementing regulations at 29 CFR part 38. The frequency of program staff's physical presence in an affiliated site will be determined through partner MOU negotiations at the local level, within the parameters of the Federal regulations at 20 CFR 678.310 through 678.320, 34 CFR 361.310 through 361.320, and 34 CFR 463.310 through 463.320.

Based on local workforce needs, the Local WDB, in conjunction with the partners and

one-stop operator(s), may determine that a specialized center, as described in 20 CFR 678.320, 34 CFR 361.320, and 34 CFR 463.320, is more appropriate to serve a particular population and may choose to operate a specialized center(s). For example, a specialized center may be established to serve a specific group of dislocated workers affected by a regional lay-off. In this example, the specialized center would provide a variety of services tailored to the needs of the dislocated workers, including career coaching, networking opportunities, comprehensive assessment, and employer meetings. The specialized center could also provide flexible office hours, such as evenings and weekends, to support the job search needs of the dislocated workers served by that specialized center. Other specialized centers may be established for youth, veterans, or other specified groups as determined by the Local WDB.

Specialized centers do not need to provide access to every required partner, but should be knowledgeable about, and prepared to make referrals to, American Job Center partners in the comprehensive or affiliate American Job Centers. Partner services provided through specialized one-stop centers must also be determined through partner negotiations at the local level and incorporated into the MOU.

E. Co-location of Wagner-Peyser Act ES Offices.

WIOA recognizes the Wagner Peyser Act ES program's role in the American Job Center network and, as a result, has made the Wagner-Peyser Act ES one of the six core programs. Accordingly, the Departments recognize that Wagner-Peyser Act ES programs are vital to the successful operation of American Job Centers and strongly encourage access to these services throughout the workforce development system.

A major change to the American Job Center network under WIOA is the discontinuance of separate, stand-alone Wagner-Peyser Act ES offices that were permitted under WIA (20 CFR 678.315, 34 CFR 361.315, and 34 CFR 463.315). Under WIOA, Wagner-Peyser Act ES programs must be co-located in comprehensive and/or affiliate American Job Centers. If the Wagner-Peyser Act ES is part of an affiliate American Job Center, the affiliate American Job Center must include at least one or more other partners with a physical presence of combined staff more than 50 percent of the time the center is open. In other words, if the Wagner-Peyser Act ES is located in an affiliated site, there must be staff of at least one other partner in that affiliated site that is physically present more than 50 percent of the time the center is open.

Additionally, 20 CFR 678.315(b), 34 CFR 361.315(b), and 34 CFR 463.315(b) specify that the partner program administering local veterans' employment representatives, disabled veterans' outreach program specialists, or unemployment compensation programs would not count as the other partner for purposes of this requirement. Therefore, if Wagner-Peyser Act ES and any of these three programs are provided at an affiliated site, an additional partner or partners must have a presence of combined staff in the center of more than 50 percent of the time the center is open. These and other Wagner-Peyser Act ES requirements will be addressed further in upcoming DOL-administered program-specific guidance.

The Departments understand that States will need a reasonable amount of time to fully integrate the delivery of the Wagner-Peyser Act ES programs into the American Job

Center network. However, States are required to co-locate Wagner-Peyser Act ES services as soon as reasonably possible. In response to its program-specific WIOA Notice of Proposed Rulemaking, DOL received several comments asking how to operationalize the co-location requirement. Given the diversity of how States have previously structured their Wagner-Peyser Act ES, the Departments are giving States discretion in determining how to operationalize the requirement for co-location. However, States are required to include the steps they will take to co-locate the Wagner-Peyser Act ES into their Unified or Combined State Plan.

5. Partner Roles and Responsibilities in the American Job Center Network.

- A. **One-Stop Partners.** Section 121(b) of WIOA identifies the required and additional one stop partner programs. Generally, the entity that carries out the program serves as the one stop partner. This may be the grant recipient, administrative entity, or organization responsible for administering the funds of the specified program in a local area. In some local areas, the partner program may be carried out by more than one grant recipient, contractor, or organization. If the Federal grant recipient has issued or awarded part of or its entire program funds to a sub-recipient or subcontractor in accordance with program requirements, the Federal grant recipient remains the entity responsible for fulfilling the roles and responsibilities of a one-stop partner program. It is the responsibility of the Federal grant recipient to ensure that the subrecipient, who is providing services in that local area on its behalf, participates in the one-stop delivery system. If a program does not have a local administrative entity, the responsible State agency is considered the one-stop partner. The joint regulations at 20 CFR 678.415, 34 CFR 361.415, and 34 CFR 463.415 provide more specific information on which entities are the one-stop partners for the VR and AEFLA programs (two of the six WIOA core programs), as well as for certain other required partner programs.

A program becomes a one-stop partner when it begins carrying out the program or activity in a local area. As explained in 20 CFR 678.415, 34 CFR 361.415, and 34 CFR 463.415, if a partner is not carrying out its program or activities in the local area, the requirements relating to a required one-stop partner are not applicable to that partner program. Carrying out a program or activity means that the partner is providing any of the services its grant, contract, or program requires. One of the critical requirements that a one-stop partner must satisfy is signing the local MOU, which describes the services to be provided, infrastructure and additional costs and contributions, the duration of the agreement, and other elements described in section 6 of this document and additionally outlined in section 121(c) of WIOA and 20 CFR 678.500, 34 CFR 361.500, and 34 CFR 463.500.

- B. **Required and Additional One-Stop Partner Programs.** The chart below identifies the required one-stop partner programs, followed by a section on the additional partners. Attachment II of this TEGL provides a brief description of the one-stop partner programs, along with some options for aligning and integrating service delivery through the American Job Center network.

Required Department of Labor programs	
Adult (WIOA title I formula)	Senior Community Service Employment Program (title V of the Older Americans Act of 1965)
Dislocated Worker (WIOA title I formula)	Trade Adjustment Assistance activities (Trade Act of 1974, as amended)
Youth (WIOA title I formula)	Jobs for Veterans State Grants (Chapter 41 of title 38)
YouthBuild (WIOA title I)	Unemployment Compensation programs
Indian and Native American Programs (WIOA title I)	Wagner-Peyser Act ES, as authorized under the Wagner-Peyser Act, as amended by WIOA title III
National Farmworker Jobs Programs (NFJP)/Migrant and Seasonal Farmworker Programs (WIOA title I)	Reentry Employment Opportunities (REO) program (formerly referred to as the Reintegration of Ex-Offenders (ReXO) program) (Section 212 of the Second Chance Act of 2007 and WIOA sec. 169)
Job Corps (WIOA title I)	
Required Department of Education programs	
AEFLA program (WIOA title II)	Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006
State VR program, authorized under title I of the Rehabilitation Act of 1973, as amended by WIOA title IV	
Required Department of Health and Human Services programs	
Programs authorized under the Social Security Act title IV, part A (TANF) ¹	Community Services Block Grant Employment and Training activities (Community Services Block Grant Act)
Required Department of Housing and Urban Development (HUD) program	
Employment and training programs	

Required one-stop partner programs have specific governance, operations, and service delivery roles within the American Job Center network. In accordance with 20 CFR 678.420, 34 CFR 361.420, and 34 CFR 463.420, each required one-stop partner program must:

- Provide access to its programs or activities through the American Job Center network, in addition to any other appropriate locations (i.e., affiliated or specialized sites);

¹ A Governor may determine that TANF is not a required partner in a State or in specific local area(s) in the State. If the Governor makes this decision, the Governor must notify in writing the Secretaries of the U.S. Departments of Labor and Health and Human Services. Additionally, the State should notify the Director of the Office of Family Assistance in the Administration for Children and Families in HHS. If a Governor determines that TANF is not a required one-stop partner, local TANF programs may still elect to partner or work in collaboration with a one-stop center, unless it is inconsistent with the Governor's direction.

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- Use a portion of its funds, to the extent consistent with the relevant authorizing statute and with the Uniform Guidance at 2 CFR parts 200, 2900, and 3474 (requiring, among other things, that costs are allowable, reasonable, necessary, and allocable) to:
 - Provide applicable career services; and
 - Work collaboratively with the State and Local WDBs to establish and maintain the one-stop delivery system. This includes jointly funding the one-stop infrastructure costs through partner contributions.
- Enter into an MOU that meets the requirements of 20 CFR 678.500(b), 34 CFR 361.500(b), and 34 CFR 463.500(b) with the Local WDB relating to the operation of the American Job Center network;
- Participate in the operation of the American Job Center network consistent with the terms of the MOU, requirements of authorizing laws and implementing regulations, Federal cost principles, and all other applicable legal requirements; and
- Provide representation on the State WDB and Local WDBs as required, and participate in Board committees, as needed.

The lead State official with primary responsibility for the core program partners must be represented on both the State and Local WDBs. While these entities are not required to serve on Local WDBs, the Departments encourage them to have a voice in key Local WDB activities and notes that they are not precluded from serving on the Local WDB. For example, the State entity for adult education and literacy activities may designate eligible providers to fulfill the roles and responsibilities of the required partner. Federal regulations at 20 CFR 679.320(d)(1) require that at least one eligible provider of adult education and literacy activities under title II be on the Local WDB. A chief elected official (CEO) may consider an eligible provider that has been designated to carry out roles and responsibilities of the one-stop partner from nominations for adult education and literacy membership on the Local WDB.

Additional one-stop partners may include, with the approval of the Local WDB and CEOs; Social Security Administration employment and training programs (i.e., Ticket to Work and Self Sufficiency programs); Department of Agriculture's Supplemental Nutrition and Assistance Program (SNAP) employment and training programs; the Client Assistance Program, authorized under section 112 of the Rehabilitation Act of 1973, as amended by title IV of WIOA; National and Community Service Act Programs; employment and training programs carried out by the Small Business Administration; and other appropriate Federal, State or local programs, including, but not limited to, employment, education, or training programs such as those operated by libraries, foundations, community-based organizations, or in the private sector. Partnerships with the local mental health and transportation agencies also provide opportunities to complement and streamline supportive services through the American Job Center network.

C. Career Services.

The Joint WIOA Final Rule requires the provision of "career services" through the American Job Center network, to support and empower customers in making informed decisions based on local and regional economic demand and in achieving their personal

employment and education goals (20 CFR 678.430, 34 CFR 361.430, and 34 CFR 463.430). All applicable career services must be made available (i.e., provided) in at least one comprehensive American Job Center in each local area. As stated in section 4.C. of this guidance, these services also may be provided and accessed through one of the aforementioned methods. Some or all of the career services may also be available either at affiliated sites or specialized centers

Career services provide local areas and service providers with flexibility to target services to the needs of the customer. For example, a recently laid off customer may only require local labor market information to prepare for a new job, whereas an entry level worker may need a comprehensive assessment in order to establish a baseline for determining appropriate training options. There are three types of career services: basic career services; individualized career services; and follow-up career services. The distinction between basic career services and individualized career services is not intended to imply that there is a sequence of services, which was eliminated under WIOA. Rather, the distinction is to clarify that, while basic career services are available to all participants, individualized career services are available to participants after American Job Center staff have determined that such services are required to retain or obtain employment

1) Basic Career Services (20 CFR 678.430(a), 34 CFR 361.430(a), and 34 CFR 463.430(a))

At a minimum, all of the basic career services described in WIOA secs. 134(c)(2)(A)(i)-(xi), and 20 CFR 678.430(a), 34 CFR 361.430(a), and 34 CFR 463.430(a), must be provided in each local area through the one-stop delivery system. Basic career services must be made available and, at a minimum, must include the following services:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs, including co enrollment among these programs;
- Outreach, intake (including identification through the state's Worker Profiling and Reemployment Services system of Unemployment Insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the one-stop delivery system. For the TANF program, States must provide individuals with the opportunity to initiate an application for TANF assistance and non-assistance benefits and services which could be implemented through the provision of paper application forms or links to the application Web site;
- Initial assessment of skill levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs.
- Labor exchange services, including
 - Job search and placement assistance, and, when needed by an individual, career counseling, including the provision of
 - information on in-demand industry sectors and occupations,
 - information on nontraditional employment;
 - information from career profiles and interest inventories, and

- Referrals to, and coordination of activities with, other programs and services, including those within the American Job Center network and, when appropriate, other workforce development programs;
- Workforce and labor market employment information, including accurate information relating to local, regional, and national labor market areas, including
 - Job vacancy listings in labor market areas;
 - Information on job skills necessary to obtain the vacant jobs listed;
 - Information relating to local occupations in demand; and the earnings, skill requirements, and opportunities for advancement for occupations in demand;
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers and workforce services by program and type of providers;
- Provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's American Job Center network;
- Provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program, benefits under SNAP; assistance through the earned income tax credit; housing counseling and assistance services sponsored through HUD ; and assistance under a State program for TANF, and other supportive services and transportation provided through other programs or agencies;
- Assistance in establishing eligibility for financial aid assistance for training and education programs not provided under WIOA, and
- Provision of information and assistance regarding filing claims under UI programs, including meaningful assistance to individuals seeking assistance in filing a claim
 - "Meaningful assistance," as described in Unemployment Insurance Program Letter (UIPL) 20-15 and 20 CFR 678.430, 34 CFR 361.430, and 34 CFR 463.430, means providing assistance as follows:
 - Only merit staff (State government employees) may, in person at one stop centers or remotely, answer questions, provide advice, or make decisions that could affect claimants' UI eligibility. However, other one stop staff may assist in claims by acceptance of information from claimants.
 - If an individual in a one stop center is referred to a telephone for UI claims assistance, it must be a phone line dedicated to serving one stop customers in a timely manner. Individuals must not simply be referred to a general information/dial-in line with the state UI agency contact center where the individual is placed into a

phone queue along with all other claimants in the State. If the assistance is provided remotely using technology, it must be a technology that enables trained staff to provide the assistance. Examples of technology that enables remote assistance include live Web chat applications, video conference applications, or other similar technology.

- The costs associated in providing meaningful assistance may be paid for by the State's UI program, the WIOA Adult or Dislocated Worker programs, the Wagner Peyser Act ES, or some combination of these programs.
- For purposes of the VR program, basic career services may encompass some of the activities authorized under 34 CFR 361.48(b), which must be provided under an individualized plan for employment for an eligible individual with a disability (e.g., assessments for determining VR needs).

2) Individualized Career Services (20 CFR 678.430(b), 34 CFR 361.430(b), and 34 CFR 463.430(b))

If one-stop center staff, including designated partner program staff, determine that individualized career services are necessary for an individual to obtain or retain employment, these services must be made available to the individual. These services must be available in all comprehensive one-stop centers. American Job Center staff may use recent previous assessments by partner programs to determine if individualized career services are needed.

Individualized career services 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, achievement objectives, and the combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers;
- Group counseling, which involves two or more participants addressing certain issues, problems, or situations that may be shared by the group members;
- Individual counseling, which is a one-on-one session that may go into greater detail for a participant regarding certain issues, problems, or situations;
- Career planning (e.g. case management, see WIOA sec. 3(8));
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- Internships and work experiences (including transitional jobs) that are linked to careers;
- Workforce preparation activities (see 34 CFR 463.34);

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- Financial literacy services available through the WIOA title I youth program as described in WIOA sec. 129(b)(2)(D) and 20 CFR part 681, including:
 - Supporting the ability of participants to create household budgets, initiate savings plans, and make informed financial decisions about education, retirement, home ownership, wealth building, or other savings goals;
 - Supporting the ability to manage spending, credit, and debt, including credit card debt, effectively;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition programs (*see* 34 CFR 463.31) and integrated education and training programs (*see* 34 CFR 463.35).

For purposes of the VR program and similar to basic career services, individualized career services may encompass some of the activities authorized under 34 CFR 361.48(b), which must be provided under an individualized plan for employment for an eligible individual with a disability (e.g., vocational rehabilitation counseling and guidance, vocational and other training services, and rehabilitation technology).

Follow up Career Services (20 CFR 678.430 c), 34 CFR 361.430 c and 34 CFR 463.430(c))

Follow-up services must be provided, as appropriate, for Adult and Dislocated Worker program participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling about the work place is an appropriate type of follow up service. States and local areas should establish policies that define what are considered to be appropriate follow up services for the Adult and Dislocated Worker programs. Follow up services do not extend the date of exit in performance reporting. For purposes of the VR program, follow-up career services are similar to post employment services, as defined in 34 CFR 361.5(c)(42), and are provided subsequent to an individual with a disability achieving an employment outcome. Post employment services, under the VR program, are necessary in assisting an individual with a disability in maintaining, regaining, or advancing in employment, consistent with the individual's unique strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice.

D. Business Services (20 CFR 678.435, 34 CFR 361.435, and 34 CFR 463.435)

The Joint WIOA Final Rule requires the provision of "business services" through the American Job Center network, to support a local workforce development system that meets the needs of businesses in the local area (20 CFR 678.435, 34 CFR 361.435, and 34 CFR 463.435). Through the American Job Centers, applicable one-stop partners develop, offer, and deliver quality business services that assist businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy. To support area employers and industry sectors most effectively, American Job Center staff, including designated partner program staff, must:

- Have a clear understanding of industry skill needs;

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- Identify appropriate strategies for assisting employers, and coordinate business services activities across American Job Center partner programs, as appropriate; and
- Incorporate an integrated and aligned business services strategy among American Job Center partners to present a unified voice for the American Job Center in its communications with employers.

Certain career services must be made available to local employers, specifically labor exchange activities and labor market information, as described in 20 CFR 678.430(a)(4)(ii) and (a)(6), 34 CFR 361.430(a)(4)(ii) and (a)(6), and 34 CFR 463.430(a)(4)(ii) and (a)(6). Local areas must establish and develop relationships and networks with large and small employers and their intermediaries. Local areas also must develop, convene, or implement industry or sector partnerships.

Customized business services may be provided to employers, employer associations, and other such organizations. These services are tailored for specific employers and may include:

- Customized screening and referral of qualified participants in career and training services to employers; and
- Writing/reviewing job descriptions and employee handbooks.

Local areas may also provide other business services and implement strategies that meet the workforce development needs of area employers, in accordance with partner programs' statutory and regulatory requirements and consistent with Federal cost principles. Allowable activities include, but are not limited to, developing and implementing industry sector strategies (including strategies involving industry partnerships, regional skills alliances, industry skill panels, and sectoral skills partnerships).

WIOA also allows customized employer-related services to be provided on a fee-for-service basis. The joint regulations at 20 CFR 678.440, 34 CFR 361.440, and 34 CFR 463.440 clarify that there is no requirement that a fee-for-service be charged to employers, but there is no prohibition against doing so either. However, no fee may be charged for the career services that must be made available to local employers. The Local WDBs, however, should examine available resources and assets to determine an appropriate cost structure for those services for which it is permissible to charge a fee-for-service. The Departments consider any fees earned for these services to be program income, and the one-stop partners must expend the program income in accordance with the partner program's authorizing statute, implementing regulations, and Federal cost principles in the Uniform Guidance.

More detailed information regarding specific business engagement strategies, including Rapid Response (strategies and activities necessary to plan for and respond as quickly as possible following an announcement of a permanent closure, mass layoff, or natural or other disaster which results in mass job loss) and work-based training options (i.e., incumbent worker training and Registered Apprenticeship), will be further addressed in upcoming DOL program-specific guidance.

(Note: This is not an exhaustive list of business services available through the American Job Center network, but is meant to illustrate some of WIOA's flexibilities and services to improve business and employment opportunities. For example, American Job Centers may offer rooms for interviewing, provide human resource consultation services such as succession planning and staffing and retention assistance for small businesses and start-ups, help employers develop career ladders within their organizations, etc.)

6. **Memorandum of Understanding (MOU)**. The MOU is an agreement developed and executed by the Local WDB and the one-stop partners, with the agreement of CEO and the one-stop partners, relating to the operation of the one-stop delivery system (20 CFR 678.500, 34 CFR 361.500, and 34 CFR 463.500). As the management of the American Job Center network is the shared responsibility of States, Local WDBs, elected officials, the WIOA core programs, the required one-stop partners (as defined at 20 CFR 678.400, 34 CFR 361.400, and 34 CFR 463.400), other entities that may serve as additional one stop partners (as defined at 20 CFR 678.410, 34 CFR 361.410, and 34 CFR 463.410), and American Job Center operators, the Departments expect local areas to use a collaborative and good-faith approach to negotiations and encourage all of these entities to work together in developing an MOU that demonstrates the spirit and intent of WIOA, thereby ensuring the successful integration and implementation of partner programs in American Job Centers.

A. **Types of Memorandum of Understanding**

To facilitate transparent and flexible agreements, the Departments encourage Local WDBs to develop a single "umbrella" MOU that addresses issues related to the local American Job Center network, its CEO, and all partners. Local WDBs, with the agreement of the CEO, may still enter into separate agreements between each partner or groups of partners; however, the aim of the "umbrella" MOU is to allow partner programs to focus on service delivery and not the process of negotiating several MOUs (20 CFR 678.505(a), 34 CFR 361.505(a), and 34 CFR 463.505(a)).

B. **Key Elements of a Memorandum of Understanding**

The MOU is the product of local discussion and negotiation. The Local WDB, with the agreement of the CEO, develops and enters into a signed MOU with the one-stop partners, as described above. MOUs must, at a minimum, describe the services to be provided and contain agreement on funding the costs of services and the operating costs of the system, as well as several other elements outlined in section 121(c) of WIOA and 20 CFR 678.500, 34 CFR 361.500, and 34 CFR 463.500. The MOU must include the following:

- **Services** – The MOU must include a description of the services provided through the American Job Center network, which includes the method or means of providing partner access to those services; the frequency of program staff's physical presence in an affiliated site, and how specialized one-stop centers, as needed, will be implemented. The MOU also must include a description of the coordinated delivery of services in the system and methods for referring individuals between the one-stop operators and partners for appropriate services and activities.
- **One-Stop Operating Budget** – The one-stop operating budget is the financial

- plan that the one-stop partners, and Local WDB agree will be used to achieve the MOU's goals of delivering services in a local area. The MOU must contain, among other things, provisions describing how the costs of services provided by the one-stop system (including career services and other shared services) and the operating costs of such system will be funded, including the infrastructure costs for the one-stop system (WIOA sec. 121(c)(2)(A)). The one-stop operating budget may be considered the master budget that contains a set of individual budgets or components that consist of two types of costs that are specifically outlined in the statute: infrastructure costs, defined in WIOA sec. 121(h)(4); and additional costs, which consist of shared operating costs and shared services that are related to the operation of the one stop delivery system (but do not constitute infrastructure costs), described in WIOA sec. 121(i).
The information required to be included in the infrastructure funding agreement (IFA) is found in 20 CFR 678.755, 34 CFR 361.755, and 34 CFR 463.755, and the information required for an interim IFA is described in 20 CFR 678.715(c), 34 CFR 361.715(c), and 34 CFR 463.715(c). The Departments will soon issue joint guidance providing more detailed information on one-stop operating costs.
- **Access.** The MOU must include methods to ensure the needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials available through the one stop system.
- **Referral.** The MOU must include methods for referral to appropriate services and activities between one-stop operators and partner programs.
- **Duration.** - The MOU must include provisions specifying its duration and the procedures for amending it. The MOU must contain assurances that it will be reviewed and, if substantial changes have occurred, be renewed. The MOU must be renewed not less than once every three years.
- **Other Contributors.** - The MOU must also include contributions made to the one-stop system through other avenues, such as donations made by a non-partner entity (e.g., a local business donating computers for a learning lab). Third-party in-kind contributions made to supplement the operation of the American Job Center must also be documented.
- **Modification process.** - The MOU must include a description of the process for amending it. (See section C. below).
- **Signatories.** - The MOU must contain signatures of the CEO, Local WDB director, and authorized representatives of each partner program.
- **Appeals.** - If a one-stop partner's appeal to the State regarding infrastructure costs, results in a change to the one stop partner's infrastructure cost contributions, the MOU must be updated to reflect the final one-stop partner infrastructure cost contributions.

C. **Modification of the Memorandum of Understanding** The joint regulations at 20 CFR

678.500(b)(5), 34 CFR 361.500(b)(5), and 34 CFR 463.500(b)(5) require the MOU to contain a description of the procedures for amending it. Further, 20 CFR 678.500(b)(6), 34 CFR 361.500(b)(6), and 34 CFR 463.500(b)(6) require renewal of the MOU in certain circumstances. Renewal of an MOU requires all parties to review and agree to all elements of the MOU and re-sign the MOU. Amendment or modification of the MOU only requires the parties to review and agree to the elements of the MOU that changed.

Just as the Departments expect local areas to use a collaborative and good-faith approach with respect to negotiating the development of the MOU, the same is expected with respect to its modifications. Non-substantive changes to the MOU, such as minor revisions to the budget or adjustments made due to the annual reconciliation of the budget, do not require renewal of the MOU. These changes may occur through the local MOU amendment procedures established at the local level (20 CFR 678.500(b)(5), 34 CFR 361.500(b)(5), and 34 CFR 463.500(b)(5)). Substantial changes, such as changes in one-stop partners, or a change due to the election of a new CEO, will require renewal of the MOU (20 CFR 678.500(b)(6), (d), and (e); 34 CFR 361.500(b)(6), (d), and (e); and 34 CFR 463.500(b)(6), (d), and (e)).

A change to the MOU due to the election of a new CEO would ensure that the newly-elected official is aware of the local one-stop partners, as well as the terms and conditions of the MOU.

When the local area has created a new IFA, the MOU must be updated in accordance with 20 CFR 678.500(e), 34 CFR 361.500(e), and 34 CFR 463.500(e). For example, a partner's appeal to the State regarding infrastructure costs that results in a change to the one-stop partner's infrastructure cost contributions requires updating the MOU. Updating the MOU does not require renewal of the MOU.

7. **One-Stop Operator/Competition**. A one-stop operator is the entity or consortium of entities that coordinates the service delivery of required one-stop partners and service providers, and that is selected consistent with the requirements of section 121(d) of WIOA (20 CFR 678.600 through 678.635, 34 CFR 361.600 through 361.635, 34 CFR 463.600 through 463.635). WIOA requires the selection of a one-stop operator through a competitive process, consistent with the Uniform Guidance. Competition provides the best method of ensuring that Local WDBs examine operator effectiveness on a periodic basis. Additionally, regular competition allows Local WDBs to make improvements based on their one-stop certification process, particularly in regards to the role of the operator and other service delivery performance and performance metrics that may shift or change as one-stop partners and the Local WDBs update their MOUs.

The Joint WIOA Final Rule requires that States follow the same policies and procedures they use for procurement with non-Federal funds, and requires Local WDBs to use a competitive process consistent with the Uniform Guidance at 2 CFR part 200, including the DOL-specific requirements at 2 CFR part 2900, and the Local WDBs' local procurement policies and procedures that are consistent with the Uniform Guidance. The Uniform Guidance may be found here: <http://www.ecfr.gov>. Additionally, the Joint WIOA Final Rule requires that a competitive process be conducted at least once every four years. The requirement to use a competitive process for one-stop operator selection is found in section 121(d)(2)(A) of WIOA. While the Local WDB must select the one-stop operator through a competitive process at least once every four years, a State may require, or a Local WDB may choose to implement, a

competitive selection process more often than once every four years. DOL will soon issue guidance providing more detailed information on the one-stop competition requirements.

8. **One-Stop Operating Costs.** The one-stop operating budget consists of two types of costs -- infrastructure costs and additional costs (which must include career services and may include other shared costs and shared services). WIOA introduced mandatory funding agreements, with particularly detailed requirements for the funding of infrastructure costs (20 CFR 678.700, 34 CFR 361.700, and 34 CFR 463.700). To help the local areas develop their infrastructure costs budgets, the Governor is required to issue guidance on one-stop infrastructure funding. Infrastructure costs are defined as non-personnel costs necessary for general American Job Center operations, including facility rentals, utilities and maintenance, equipment (including assessment-related products and assistive technology for individuals with disabilities), and technology to facilitate access to the American Job Center (including planning and outreach), and may include costs associated with the common identifier (i.e., American Job Center signage) and supplies, as defined in the Uniform Guidance at 2 CFR 200.94, to support the general operation of the one-stop center. This list is not exhaustive.

All one-stop partner programs are required to contribute to the infrastructure costs and certain additional costs of the one-stop delivery system in proportion to their use and relative benefits received, as required in 20 CFR 678.700 and 678.760, 34 CFR 361.700 and 361.760, and 34 CFR 463.700 and 463.760. The sharing and allocation of infrastructure costs between one-stop partners is governed by WIOA sec. 121(h),

Native American programs are not required to contribute to infrastructure funding but, as required one-stop partners, they are encouraged to contribute. Any agreement regarding the contribution or non-contribution to infrastructure funding by Native American programs must be recorded in the signed MOU (WIOA sec. 121(h)(2)(D)(iv)).

The Departments will soon issue joint guidance providing more detailed information on one stop operating costs.

9. **American Job Center Certification.** WIOA requires the State WDB, in consultation with CEOs and Local WDBs, to establish objective criteria and procedures to use when certifying its American Job Centers (20 CFR 678.800, 34 CFR 361.800, and 34 CFR 463.800). The certification process establishes a minimum level of quality and consistency of services in American Job Centers across a State. The certification criteria allow States to set standard expectations for customer-focused seamless services from a network of employment, training, and related services that help individuals overcome barriers to obtaining and maintaining employment.

The State WDB must establish objective criteria and procedures for the Local WDBs to use in evaluating the effectiveness, physical and programmatic accessibility, and continuous improvement of American Job Centers. Local WDBs must follow procedures and criteria established by the State WDB and certify its American Job Centers and its American Job Center network at least once every three years (20 CFR 678.800, 34 CFR 361.800, and 34 CFR 463.800); this includes comprehensive, as well as affiliate American Job Centers. Local WDBs may establish additional criteria relating to service coordination achieved by the one-stop delivery system. For example, this may include establishing more flexible business hours to meet the range of customer needs or increasing staff competencies to promote higher level

service coordination to more vulnerable populations. Both the State WDB and Local WDB must review and update the criteria every two years as part of the review and modification of the State and local planning process. The Departments expect that all local area core program partners will complete the certification process using the State-developed criteria and procedures by the end of Program Year (PY) 2016 (June 30, 2017).

A. Example of One-Stop/American Job Center Certification Criteria.

The joint regulations at 20 CFR 678.800, 34 CFR 361.800, and 34 CFR 463.800 describe the specific requirements for the certification process. The Departments will not issue further requirements for certification and will not issue a single national certification checklist. However, below are some previously used criteria that might guide the development of WIOA one-stop certification standards:

- The use of customer focused processes such as integrated and expert welcoming and intake for all customers who enter the American Job Center, that consider how front-desk staff and counselors provide seamless and coordinated customer centered services.
- The frequency and quality of cross training from differing programs to share expertise about integrated customer flow, needs of specific populations, business engagement expertise, or understanding of different programs offered in the American Job Center and in the community.
- The extent to which staff members can work together across programs on similar functions.
- Regular processes for examining what processes are in place for identifying and responding to technical assistance needs.
- Regular processes of continuing professional staff development to promote high quality staffing.
- The extent to which systems are in place to capture and respond to specific customer feedback.

B. Physical and Programmatic Accessibility.

Evaluations of physical and programmatic accessibility must include how well the American Job Center ensures equal opportunity for individuals with disabilities to participate in or benefit from American Job Center services.

Physical accessibility refers to the extent to which facilities are designed, constructed, or altered so they are accessible and usable by individuals with disabilities. Evaluations of physical accessibility should take into account both external accessibility and internal accessibility. For example, evaluations of external accessibility could include a review of the availability of transportation to the American Job Center and access into the site location via ramps consistent with the Americans with Disabilities Act's (ADA) standards. On the other hand, an evaluation of internal accessibility could include a review of the center's access to bathrooms, adjustable work stations, and appropriate signage, including signage to meet multilingual needs common to the specific region of the State.

Programmatic accessibility refers to the extent to which the full range of services is available to all one-stop customers regardless of disability or cultural background. The

implementing regulations of section 188 of WIOA require that American Job Centers provide programmatic accessibility. As such, American Job Centers must provide reasonable accommodations for individuals with disabilities, administer programs in the most integrated setting appropriate, communicate with persons with disabilities as effectively as with others, and provide appropriate auxiliary aids or services (29 CFR 38.7-38.9).

The evaluations of effectiveness must include criteria evaluating how well the centers and delivery systems take actions to comply with disability-related regulations implementing WIOA section 188. In addition to ensuring compliance with WIOA and the ADA, accessible American Job Centers maximize usage by, and benefit, all customers. The use of universal design and human-centered design often benefit all customers accessing services. For example, closed captioning provides a critical link to information for individuals who are deaf or hard-of-hearing, but can also be a link for those without deafness sitting in the same noisy lobby to get updates. For additional exemplary customer service and service design principles and resources on accessibility, see DOL's Training and Employment Notice (TEN) No. 01-15, *Promising Practices in Achieving Universal Access and Equal Opportunity: A Section 188 Disability Reference Guide* and ETA's Disability and Employment Community of Practice.⁴ Also see the evaluation of American Job Center accessibility (20 CFR 678.800, 34 CFR 361.800, and 34 CFR 463.800).

10. **Common Identifier.** Section 121(e)(4) of WIOA requires each one-stop delivery system to use a common identifier on all products, programs, activities, services, electronic resources, facilities, and related property and new materials. States and local areas are also permitted to use any State- or locally-developed identifier.

The Departments established the "American Job Center" network, a unifying name and brand, that identifies online and in-person workforce development services as part of a single network of publicly-funded services (20 CFR 678.900, 34 CFR 361.900, and 34 CFR 463.900).

The one-stop delivery system must use either that common identifier as its name, or use the tag line phrase "a proud partner of the American Job Center network." Either the plain text or one of the logos may be used. If a logo is used, it must be used in accordance with the guidelines contained in the Graphics Style Guide for Partners, and with the terms of use for the logos, all of which are available at <https://www.dol.gov/ajc>.

DOL provides a toolkit on the <https://www.dol.gov/ajc> and on the Innovation and Opportunity Network (ION) <https://ion.workforcegaps.org/resources/2016/09/30/12/11/AJC-Common-Identifier-and-Branding> so that states and local areas can proactively identify one-

³ For additional information, visit http://wdr.doleta.gov/directives/corr_doc.sfm?DOCN=3182. The direct link to the *Disability Reference Guide* is located at <https://www.dol.gov/oasam/programs/crc/Section188Guide.pdf> <https://www.dol.gov/oasam/programs/crc/Section188Guide.pdf>

⁴ For additional information, visit <https://disability.workforcegaps.org>.

stop centers as "American Job Centers" in outreach materials, Web sites, and other communications. The toolkit can be used as an easy way for job seekers and employers to locate, recognize and access workforce development services, and are appropriate for physical one-stop centers or Web sites. DOL announced the American Job Center brand first in Training and Employment Guidance Letter No. 36-11, available at http://wdr.dol-eta.gov/directives/corr_doc.cfm?DOCN=7695, and DOL and ED required its use in the Joint WIOA Final Rule (20 CFR 678.900, 34 CFR 361.900, and 34 CFR 463.900).

Key Dates: The timeframe for adopting the required rebranding varies depending on the type of material. The Joint WIOA Final Rule at 20 CFR 678.900(b), 34 CFR 361.900(b), and 34 CFR 463.900(b) requires: "As of November 17, 2016, each one-stop delivery system must include the "American Job Center" identifier or "a proud partner of the American Job Center network" on all primary electronic resources used by the one-stop delivery system, and on any newly printed, purchased, or created materials. The Joint WIOA Final Rule at 20 CFR 678.900(c), 34 CFR 361.900(c), and 34 CFR 463.900(c) further requires: "as of July 1, 2017, each one-stop delivery system must include the "American Job Center" identifier or "a proud partner of the American Job Center network" on all products, programs, activities, services, electronic resources, facilities, and related property and new materials used in the one-stop delivery system." Finally, as the Departments stated in the Preamble to the Joint WIOA Final Rule, "[T]he Departments will not object if the one-stop centers continue to use materials not using the 'American Job Center' branding which are created before November 17, 2016 until those supplies are exhausted."

11. **Action Requested.** State agencies, State WDBs, Local WDBs, and one-stop partner programs must follow the requirements described in this guidance, consistent with the specific requirements of the partner programs' statutory authority, as they develop their policies and procedures related to the operation of the one-stop service delivery system.
12. **Inquiries** Please direct questions and comments regarding this guidance to the appropriate ETA regional or national office or through the ETA email address established for this purpose: DOL.WIOA@dol.gov. ETA monitors this account daily, and may respond to inquiries directly or through general communications such as official guidance, webinars, and public Q&A documents. Questions and comments from ED-funded grantees may be directed to the appropriate RSA State Liaison or OCTAE Area Coordinator.
13. **Attachments.**
 - Attachment I: References
 - Attachment II: Coordination with Partner Programs

APPENDIX C

TEGL 17-16

EMPLOYMENT AND TRAINING ADMINISTRATION ADVISORY SYSTEM U.S. DEPARTMENT OF LABOR Washington, D.C. 20210	CLASSIFICATION WIOA
	CORRESPONDENCE SYMBOL OWI and OGM
	DATE January 18, 2017

ADVISORY: TRAINING AND EMPLOYMENT GUIDANCE LETTER WIOA NO. 17-16

TO: STATE WORKFORCE AGENCIES
 NATIONAL FARMWORKER JOBS PROGRAM (NFJP) GRANTEEES
 WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
 SECTION 166 INDIAN AND NATIVE AMERICAN PROGRAM
 GRANTEEES
 SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM
 GRANTEEES
 YOUTHBUILD GRANTEEES
 REINTEGRATION OF EX OFFENDER GRANTEEES
 STATE AND LOCAL WORKFORCE DEVELOPMENT BOARDS
 AMERICAN JOB CENTERS
 TRADE ADJUSTMENT ASSISTANCE LEADS
 APPRENTICESHIP GRANTEEES

FROM: PORTIA WU /s/
 Assistant Secretary

SUBJECT: Infrastructure Funding of the One Stop Delivery System

- Purpose.** This Training and Employment Guidance Letter (TEGL) provides guidance on the operating costs of the one stop delivery system, which are comprised of infrastructure costs and additional costs (i.e., career services, shared operating costs, and shared services) in accordance with the requirements set forth in the Workforce Innovation and Opportunity Act (WIOA) and its implementing regulations.

This guidance has been developed jointly by the U.S. Departments of Labor (DOL), Education (ED), and Health and Human Services (HHS) (collectively, Departments). The Joint WIOA Final Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule (Joint WIOA Final Rule) was published in the Federal Register on August 19, 2016, at 81 FR 55791, with an effective date of October 18, 2016. Therefore, this guidance is based on the statutory requirements of WIOA and its final implementing regulations.

The sharing and allocation of infrastructure costs among one-stop partners are governed by WIOA sec. 121(h), its implementing regulations, and the Federal Cost Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for

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Federal Awards at 2 CFR part 200 (Uniform Guidance). All one-stop partner programs must contribute to the infrastructure costs and certain additional costs of the one-stop delivery system based on their proportionate use, as required by 20 CFR 678.700 and 678.760, 34 CFR 361.700 and 361.760, and 34 CFR 463.700 and 463.760. A partner's contribution must be an allowable, reasonable, necessary, and allocable cost to the program, consistent with the Federal Cost Principles set forth in the Uniform Guidance.

This joint policy guidance document focuses on how infrastructure and additional costs are determined and paid for by one-stop partners in a local one-stop delivery system. This guidance is applicable to required one-stop partners, as described in WIOA sec. 121(b)(1)(B) and 20 CFR 678.400, 34 CFR 361.400, and 34 CFR 463.400, as well as additional partners described in WIOA sec. 121(b)(2)(B) and 20 CFR 678.410, 34 CFR 361.410, and 34 CFR 463.410. It describes the roles of Governors, State and Local Workforce Development Boards (WDBs), Chief Elected Officials (CEOs), and local one-stop partner programs in determining infrastructure costs and navigating through the Local funding mechanism (LFM) and State funding mechanism (SFM) for those infrastructure costs.

2. **References.**

- Workforce Innovation and Opportunity Act (Pub. L. 113-128), July 22, 2014;
 - WIOA Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule, published at 81 FR 55791 (August 19, 2016);
 - Resource Sharing for Workforce Investment Act One-Stop Centers: Methodologies for Paying or Funding Each Partner Program's Fair Share of Allocable One-Stop Costs; Notice Published at 66 FR 29638 (May 31, 2001);
 - Office of Management and Budget (OMB) CFR Chapter II, Part 200, et al. Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Final Guidance and Final Rule Final Guidance published at 78 FR 78589 (December 26, 2013) and Final Rule published at 79 FR 75867 (December 19, 2014); and
 - Department of Labor (DOL) CFR Chapter II, Part 2900 et al. Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, December 19, 2014.
3. **Background.** Under the Workforce Investment Act of 1998 (WIA), costs that were shared among partners, including infrastructure costs, were outlined and funded through Resource Sharing Agreements between local boards and one-stop partners. The funding arrangements were incorporated into the Memorandum of Understanding (MOU). As a result of WIA, OMB directed DOL to develop a uniform policy on acceptable methodologies for cost allocation and resource sharing with respect to funding the one-stop delivery system. This uniform policy was contained in the Resource Sharing for Workforce Investment Act One-Stop Centers: Methodologies for Paying or Funding Each Partner Program's Fair Share of

Allocable One-Stop Costs; Notice, published in the Federal Register on May 31, 2001 (66 FR 29638). These same concepts also were outlined in Part I of the One-Stop Financial Management Technical Assistance Guide (TAG), which can be found at <https://www.doleta.gov/grants/resources.cfm>. It is DOL's expectation to update the Technical Assistance Guide to reflect the requirements of WIOA, the Uniform Guidance, and guidance set forth in this TEGL in the near future.

DOL, in coordination with ED, has established the one-stop centers, with American Job Centers (AJCs) as a unifying name and brand that identifies the online and in-person workforce development services as part of a single network (20 CFR 678.900, 34 CFR 361.900, and 34 CFR 463.900).

Under WIOA and its implementing regulations, consistent with the Uniform Guidance, funding provided by the one-stop partners to cover the operating costs, including infrastructure costs, of the one-stop delivery system must be based on the partner program's proportionate use of the system and relative benefit received (WIOA sec. 121(h)(1)(B)(i) and 121(h)(2)(C)(i), 20 CFR 678.700 through 678.760, 34 CFR 361.700 through 361.760, and 34 CFR 463.700 through 463.760).

4. **One-Stop Operating Budgets and Costs.** The operating budget of one-stop centers, or AJCs, is the financial plan to which the one-stop partners, CEO(s), and Local WDB in each local area have agreed in the MOU that will be used to achieve their goals of delivering services in a local area. The MOU must contain, among other things, provisions describing how the costs of services provided by the one-stop system and how the operating costs of such system will be funded, including the infrastructure costs for the one-stop system (WIOA sec. 121(c)(2)(A) and 20 CFR 678.500(b), 34 CFR 361.500(b), and 34 CFR 463.500(b)).

The one-stop operating budget may be considered the master budget that contains a set of individual budgets or components that consist of costs that are specifically identified in the statute: infrastructure costs, defined in WIOA sec. 121(h)(4); and additional costs, which must include applicable career services and may include shared operating costs and shared services that are related to the operation of the one-stop delivery system but do not constitute infrastructure costs. These additional costs are described in WIOA sec. 121(i).

The one-stop operating budget must be periodically reconciled against actual costs incurred and adjusted accordingly. This reconciliation ensures that the budget reflects a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in proportion to the partner's use of the one-stop center and relative benefit received. The one-stop operating budget may be further refined by the one-stop partners, as needed, to assist in tracking their contributions. It may be necessary at times to separate the budget of a comprehensive one-stop center from a specialized one-stop center or an affiliate one-stop center.

Attachment IV: One-Stop Operating Costs provides a diagram illustrating the organization of one-stop operating costs. One-stop operating costs include infrastructure costs and additional costs, which are made up of applicable career services, and may include shared operating costs, and shared services, as described below.

Infrastructure Costs. Infrastructure costs of AJCs are defined as non-personnel costs that are necessary for the general operation of the one-stop center, including: rental of the facilities; utilities and maintenance; equipment (including assessment-related and assistive technology for individuals with disabilities); and technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities (WIOA sec. 121(h)(4), 20 CFR 678.700(a), 34 CFR 361.700(a), and 34 CFR 463.700(a)). This list is not exhaustive. For example, the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in the Uniform Guidance at 2 CFR 200.94, used to support the general operation of the one-stop center, may be considered allowable infrastructure costs.

Non-personnel costs. Non-personnel costs are all costs that are not compensation for personal services. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the one-stop center. Such costs may include service contracts with vendors or contractors, equipment, and supplies.

Personnel costs. In contrast to non-personnel costs for the one-stop system, personnel costs include salaries, wages, and fringe benefits of the employees of partner programs or their subrecipients, as described in 2 CFR 200.430 (Compensation – personal services) and 2 CFR 200.431 (Compensation – fringe benefits) of the Uniform Guidance. For example, allocable salary and fringe benefit costs of partner program staff who work on information technology systems (i.e., common performance and reporting outcomes) for use by the one-stop center as a whole would be personnel costs and would be identified as additional costs – not infrastructure costs. The cost of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that one-stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs, but are included as “additional costs” in the one-stop operating budget.

Additional Costs. One-stop partners must share in additional costs, which must include applicable career services, and may include shared operating costs and shared services that are necessary for the general operation of the one-stop center.

Career Services. One-stop partners must ensure that at least some career services, described in WIOA sec. 134(c)(2), are provided at the one-stop center. Additional requirements regarding career services may be found at WIOA sec. 121(b)(1)(A)(i), (c)(2)(A)(ii), (e)(1)(A), and (i)(1), 20 CFR 678.760, 34 CFR 361.760, and 34 CFR 463.760. Please also see a detailed discussion about the provision of career services at the one-stop centers in the *General Guidance for the American Job Center Network in the Operation of One-Stop Centers*, issued jointly by DOL and ED, via DOL's TEGL, ED's Office of Career, Technical, and Adult Education's Program Memorandum, and ED's Rehabilitation Services Administration's Technical Assistance Circular.

Shared Operating Costs and Shared Services. One-stop partners also may share other costs that support the operations of the one-stop centers, as well as the costs of shared services. The costs of shared services may include initial intake, assessment of needs, appraisal of

basic skills, identification of appropriate services to meet such needs, referrals to other one stop partners, and business services (WIOA sec. 121(i)(2), 20 CFR 678.760, 34 CFR 361.760, and 34 CFR 463.760). As discussed in more detail in the section pertaining to personnel costs above, such costs also may include personnel expenses associated with a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that one stop center.

A portion of the costs of Local WDB staff who perform functions that are not otherwise paid with WIOA title I funds and support the general operations of the one-stop centers may also be included as additional costs. An example of such shared operating costs would be a Local WDB staff person acting as the office manager in a one-stop center. As with any additional costs paid by partner programs for the operations of the one-stop delivery system, these shared operating costs must be proportionate to the use of the partner program and consistent with the Federal Cost Principles of the Uniform Guidance set forth in 2 CFR part 200.

5. **One-Stop Partners¹.** One-stop partners are the entities that carry out the program in a local area. The one-stop delivery system, as identified in 20 CFR 678.300, 34 CFR 361.300, and 34 CFR 463.300, must include comprehensive one-stop centers, and also may include affiliate one-stop centers or specialized one-stop centers. Required partner programs and additional partners that carry out their program in the local area are required to share infrastructure costs and certain additional costs (20 CFR 678.700(c), 678.415, and

¹ 20 CFR 678.415 What entity serves as the one-stop partner for a particular program in the local area?

(a) The entity that carries out the program and activities listed in 678.400 or 678.410, and therefore serves as the one-stop partner, is the grant recipient, administrative entity, or organization responsible for administering the funds of the specified program in the local area. The term "entity" does not include the service providers that contract with or are subrecipients of, the local administrative entity. For programs that do not include local administrative entities, the responsible State agency must be the partner. Specific entities for particular programs are identified in paragraphs (b) through (e) of this section. If a program or activity listed in 678.400 is not carried out in a local area, the requirements relating to a required one-stop partner are not applicable to such program or activity in that local one-stop delivery system.

(b) For title II of WIOA, the entity or agency that carries out the program for the purposes of paragraph (a) of this section is the sole entity or agency in the State or outlying area responsible for administering or supervising policy for adult education and literacy activities in the State or outlying area. The State eligible entity or agency may delegate its responsibilities under paragraph (a) of this section, to one or more eligible providers or consortium of eligible providers.

(c) For the VR program, authorized under title I of the Rehabilitation Act of 1973, as amended by WIOA title IV, the entity that carries out the program for the purposes of paragraph (a) of this section is the designated State agencies or designated State units specified under sec. 101(a)(2) of the Rehabilitation Act that is primarily concerned with vocational rehabilitation, or vocational and other rehabilitation, of individuals with disabilities.

(d) Under WIOA title I the national programs, including Job Corps, the Native American program, YouthBuild, and Migrant and Seasonal Farmworker programs are required one-stop partners. The entity for the Native American program, YouthBuild, and Migrant and Seasonal Farmworker programs is the grantee of those respective programs. The entity for Job Corps is the Job Corps center.

(e) For the Carl D. Perkins Career and Technical Education Act of 2006, the entity that carries out the program for the purposes of paragraph (a) of this section is the eligible recipient or recipients at the postsecondary level, or a consortium of eligible recipients at the postsecondary level in the local area. The eligible recipient at the postsecondary level may also request assistance from the State eligible agency in completing its responsibilities under paragraph (a) of this section. (See also 34 CFR 361.415 and 34 CFR 463.415.)

678.420(b), 34 CFR 361.700(c), 361.415, and 361.420(b), and 34 CFR 463.700 c), 463.415, and 463.420(b)). All one-stop partners, whether they are required partners or additional partners, must contribute to infrastructure costs of the one-stop centers based on proportionate use and relative benefits received. The required one-stop partners must provide access to their programs in the comprehensive centers and contribute to the infrastructure costs of those centers. These partners also make available each partner program's applicable career services at the comprehensive one stop centers and may contribute to shared services and shared operating costs.

Only those one-stop partners that participate in the affiliate one-stop centers would be required to contribute to the infrastructure costs for those centers, including in one stop affiliate centers where "access" to programs, services, and activities are made available through a direct linkage or physical presence. When two or more grant recipients or contractors of a required partner program are carrying out the program in a local area, both of these entities must contribute to infrastructure costs, including at an affiliate center, if those partners are participating in that affiliate center. The financial contributions of one stop partners through a direct linkage will be different than those one-stop partners with a physical presence, regardless of the type of center. A list of the partner programs may be found in Attachment III: Infrastructure Costs: Funding Sources.

Required Partners. WIOA sec. 121(b)(1)(B), 20 CFR 678.400, 34 CFR 361.400, and 34 CFR 463.400 require the following programs to be one-stop partners:

Department of Labor (DOL)

- A. WIOA title I programs:
 - Adult, Dislocated Worker, and Youth formula programs;
 - Job Corps;
 - YouthBuild;
 - Native American programs;
 - National Farmworker Jobs Program (NFJP);
- B. Wagner-Peyser Act Employment Service (ES) program, authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III,
- C. Senior Community Service Employment Program (SCSEP), authorized under title V of the Older Americans Act of 1965;
- D. Trade Adjustment Assistance (TAA) activities, authorized under chapter 2 of title II of the Trade Act of 1974;
- E. Unemployment Compensation (UC) programs;
- F. Jobs for Veterans State Grants (JVSG) programs, authorized under chapter 41 of title 38, U.S.C.; and
- G. Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)), authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169;

Department of Education (ED)

- H. Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II;

- I. Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV); and
- J. The State Vocational Rehabilitation (VR) Services program, authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV;

Department of Housing and Urban Development (HUD)

- K. Employment and training programs;

Department of Health and Human Services (HHS)

- L. Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and
- M. Temporary Assistance for Needy Families (TANF) program, authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under 20 CFR 678.405(b), 34 CFR 361.405(b), and 34 CFR 463.405(b).

Additional Partners. Pursuant to WIOA sec. 121(b)(2)(B) and 20 CFR 678.410, 34 CFR 361.410, and 34 CFR 463.410, additional one-stop partners may include, with the approval of the Local WDB and CEO(s), the following:

- Social Security Administration (SSA) employment and training program established under sec. 1148 of the Social Security Act (i.e. Ticket to Work and Self Sufficiency programs);
- Small Business Administration employment and training programs;
- Supplemental Nutrition and Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008;
- Client Assistance Program (CAP), authorized under sec. 112 of the Rehabilitation Act of 1973, as amended by title IV of WIOA;
- National and Community Service Act programs; and
- Other appropriate Federal, State, or local programs, including, but not limited to, employment, education, or training programs such as those operated by libraries or in the private sector (WIOA sec. 121(b)(2)). Such programs may also include programs providing transportation assistance and services for those with substance abuse or mental health issues.

The Local WDBs and CEOs have discretion to take the actions necessary to encourage the additional partners to contribute their proportionate share of infrastructure costs. This discretion does not include the ability to subject the additional partners to the SFM, nor can additional partners trigger the SFM, as described later in this guidance.

The Departments strongly encourage Registered Apprenticeship programs to participate as additional one-stop partners. The mutual benefits include coordination in the provision of comprehensive services to participants and the potential enhancement of outreach and follow-up activities. WIOA requires that Registered Apprenticeship programs are to have a representative on the Local WDB, and also states that Registered Apprenticeship programs are automatically eligible to provide

training services. These connections would be significantly strengthened through such programs serving as one-stop partners and otherwise working with the one-stop delivery system.

Special Rules. As required one-stop partners, Native American programs (described in WIOA sec. 166) are strongly encouraged to contribute to infrastructure costs, but they are not required to make such contributions under WIOA. Any agreement regarding the contribution or non-contribution to infrastructure costs by Native American programs must be documented in the MOU (WIOA sec. 121(h)(2)(D)(iv), see also 81 FR 55911-55912 of the preamble to the Joint WIOA Final Rule). Further, these contributions must be based on the programs' proportionate use and relative benefits received, consistent with the Uniform Guidance. The lack of agreement on infrastructure costs with Native American programs does not trigger the SFM for the local area, and the Native American programs are not subject to the SFM in the event it is triggered.

The Governor may determine that TANF will not be a required partner in the State, or within some specific local areas in the State. In this instance, the Governor must notify the Secretary of Labor and Secretary of Health and Human Services in writing of this determination (WIOA sec. 121(b)(1)(C) and 20 CFR 678.405, 34 CFR 361.405, and 34 CFR 463.405). In States, or local areas within a State, where the Governor has determined that TANF is not required to be a partner, local TANF programs may still work in collaboration or partnership with the local one-stop centers to deliver employment and training services to the TANF population, unless inconsistent with the Governor's direction. In these situations, TANF may be considered an additional partner for purposes of contributing to the costs of operating the one-stop system.

Partner Programs with Multiple Grant Recipients. Partner programs and additional partners that carry out a program in the local area are required to share infrastructure costs and certain additional costs (20 CFR 678.700(c), 34 CFR 361.700(c), and 34 CFR 463.700(c)). When two or more grant recipients or contractors of a required partner program carry out a program in a local area, these entities are considered one-stop partners and must reach out to the Local WDB and carry out the roles and responsibilities of one-stop partners, including negotiating their share of infrastructure costs. For instance, there may be multiple YouthBuild and SCSEP grant recipients along with a few Job Corps contractors in a local area. In this situation, each grant or contract recipient carrying out the program in that local area must contribute towards infrastructure costs, and those contributions must be based on the proportionate use and relative benefits received by those partners from the one-stop centers.

- 6. Funding Types and Sources.** The permissible types of funds used for infrastructure costs and the additional costs of operating a local one-stop delivery system (i.e., a partner's program or administrative funds) may differ depending upon the partner program's authorizing law and implementing regulations. The funds that may be used also differ based on whether the amount that must be contributed by a partner for infrastructure costs is determined under the LFM or the SFM. The funding types and sources permissible for the one-stop partners are outlined in Attachment II. Paying for the One-Stop Delivery System.

Types. Funding for infrastructure costs and additional costs, such as shared costs and shared services, may be in the form of: (1) cash, non-cash, and third-party in-kind contributions; (2) funding from philanthropic organizations or other private entities; or (3) other alternative financing options, as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715. Some partner programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. For example, pursuant to 34 CFR 361.60(b)(2), a VR agency may not use third-party in-kind contributions for match purposes under the VR program. However, there is nothing in 34 CFR 361.60 that prohibits a VR agency from using third-party in-kind contributions to pay for its share of the one-stop operating costs, including infrastructure costs.

Sources. The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding the use of funds under the law authorizing the partner program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on the partner program's requirements. Below are the one-stop partners and the source of funds expected to be used. The partner programs required to make a contribution towards infrastructure costs and the applicable funding sources are illustrated in Attachment III: Infrastructure Costs Funding Sources.

Local and State Funding Mechanisms – Types and Sources

(20 CFR 678.720 and 678.740; 34 CFR 361.720 and 361.740; and 34 CFR 463.720 and 463.740)

- WIOA title I programs, including the Adult, Dislocated Worker, and Youth programs; Native American programs, YouthBuild, Job Corps programs, and MSFW programs – Program funds, administrative funds, or both may be used for LFM and SFM.
- SCSEP, TAA programs, REO programs – Program funds, administrative funds, or both may be used to pay for infrastructure costs under the LFM and SFM.
- Wagner-Peyser Act ES, JVSG, and Unemployment Compensation programs – These programs do not distinguish between program and administrative funds. Therefore, any of the funds allotted for these programs may be used to pay for infrastructure costs under the LFM and SFM.
- AEFLA – Infrastructure costs under the LFM and SFM are to be paid from Federal funds made available for local administration (WIOA sec. 233(a)(2) and 34 CFR 463.25 and 463.26(e)). Non-Federal resources that are cash, non-cash, or third-party in-kind contributions may also be used. The Federal funds available for activities other than local administration may not be used for such costs. For the SFM, other funds made available by the State may be used.
- VR program – This program does not distinguish between program and administrative funds. Non-Federal resources that are cash, non-cash, or third-party in-kind contributions may also be used under the LFM and SFM. The VR

regulations at 34 CFR 361.5(c)(2)(viii) clarify that one-stop system infrastructure costs are allowable administrative costs under the VR program. Therefore, although the VR program imposes no limits on the amount of funds that may be spent on administrative costs, VR agencies must report funds spent for infrastructure costs as administrative costs. Furthermore, as stated above, VR agencies may not count third-party in-kind contributions toward meeting their match requirement under the VR program when such contributions are used for one-stop operating costs.

- **Perkins IV** For the LFM, Federal funds made available for local administration may be used to pay infrastructure costs. Non-Federal resources that are cash, non-cash, or third-party in-kind contributions, and other funds made available by the State may also be used to pay infrastructure costs. Under the SFM, Federal funds made available for local administration of postsecondary level programs and activities to eligible recipients or consortia of eligible recipients may be used to pay infrastructure costs. Additionally, funds made available by the State or non-Federal resources that are cash, non-cash, or third-party in-kind contributions, and other funds made available by the State may be used to contribute to infrastructure costs
- **Other required partners including HUD employment and training programs, CSBG programs, and TANF** These partner programs may determine what funds they will use to pay for infrastructure costs under the LFM. The use of these funds must be in accordance with the requirements of WIOA and with the relevant partner's authorizing statutes and regulations, including, for example, prohibitions against supplanting non-Federal resources, statutory limitations on administrative costs, and all other applicable legal requirements. For the SFM, only administrative funds for these other required partner programs may be used to pay infrastructure costs.
- **Additional Partners** For the LFM, these partners must consult their program's requirements and/or statute or authorizing documents/regulations to determine the type and source of funds that may be used. The SFM does not apply to the additional partners.

The funds one-stop partners use to pay the additional costs of a one-stop delivery system must be consistent with WIOA and its implementing regulations governing that particular program (20 CFR 678.760, 34 CFR 361.760, and 34 CFR 463.760). The determination of contributions for additional costs is not subject to the SFM.

7. **Uniform Guidance – Federal Cost Principles.** Any cost paid for with Federal grant funds must comply with Subpart E, Federal Cost Principles of the Uniform Guidance at 2 CFR part 200. The Federal Cost Principles, applicable to one-stop partners that are Federally funded, provide general guidance to be used in developing cost allocation methodologies and in determining if contributions towards infrastructure costs and additional costs are necessary, reasonable, and allocable to their program based upon relative benefits received. Additionally, all costs must be allowable under, and allocable to, that partner program in accordance with the program's authorizing statute and implementing regulations.

In addition, WIOA requires one-stop partners to contribute funding to establish and maintain the one-stop delivery system based on each partner's proportionate use of the system and the relative benefits received (WIOA sec. 121(h)(1)(B)(i) and 121(h)(2)(C), 20 CFR 678.420(b), 34 CFR 361.420(b), and 34 CFR 463.420(b)). One-stop partners must use a reasonable cost allocation methodology in determining appropriate partner contributions based on proportionate use and relative benefits received (20 CFR 678.420(b)(2)(i), 34 CFR 361.420(b)(2)(i), and 34 CFR 463.420(b)(2)(i)).

Proportionate Use. For the purpose of this joint policy guidance, "proportionate use" refers to a partner program contributing its fair share of the costs proportionate to: (1) the use of the one-stop center by customers that may include reportable individuals and participants in its program at that one-stop center; (2) the amount of square footage occupied by the partner program in the one stop center; or (3) another allocation base consistent with the Uniform Guidance.

Relative Benefit. In determining the proportionate share, the "relative benefit" received from participating in the one-stop delivery system is another step in the cost allocation process. Determining relative benefit does not require partners to conduct an exact or absolute measurement of benefit, but instead to measure a partner's benefit using reasonable methods. The Uniform Guidance, at 2 CFR 200.4, requires that the process of assigning a cost or group of costs to one or more cost objectives must be in reasonable proportion to the benefit provided. The measurement of a one-stop partner's share of infrastructure costs must be based on reasonable methods that are agreed to by all partners or determined in accordance with the SFM. However, as discussed later in this guidance, partner contributions that are initially based on budgeted amounts must be reviewed and reconciled periodically during the program year against actual costs incurred. Additionally, adjustments must be made to ensure that partner contributions are proportionate to their use of the one-stop center and relative benefits received as required by 20 CFR 678.715(a)(4), 34 CFR 361.715(a)(4), and 34 CFR 463.715(a)(4).

Allocation of Costs. Cost allocation is based upon the premise that Federal programs are to bear an equitable proportion of shared costs based on the benefit received by each program. The allocation of costs must be consistent with the Uniform Guidance. The Uniform Guidance defines "allocation" at 2 CFR 200.4² and "allocable costs" at 2 CFR 200.405³.

² 2 CFR 200.4 Allocation.

Allocation means the process of assigning a cost, or a group of costs, to one or more cost objectives, in reasonable proportion to the benefit provided or other equitable relationship. The process may entail assigning a cost's directly to a final cost objective or through one or more intermediate cost objectives.

³ 2 CFR 200.405 Allocable costs.

(a) A cost is allocable to a particular Federal award or other cost objective if the goods or services involved are chargeable or assignable to that Federal award or cost objective in accordance with relative benefits received. This standard is met if the cost:

(1) Is incurred specifically for the Federal award.

(2) Benefits both the Federal award and other work of the non-Federal entity and can be distributed in proportions that may be approximated using reasonable methods, and

8. **Allocation Methodologies.** The specific methodologies used to allocate costs among the one-stop partners are not prescribed in WIOA, its implementing regulations, the Uniform Guidance, or in this joint policy guidance. Each local one-stop delivery system is unique and presents a different set of circumstances within which costs are allocated. Rather, when developing the local MOU, Local WDBs and partner agencies may choose from any number of methods, provided they are consistent with WIOA, its implementing regulations, and the Uniform Guidance, including the Federal Cost Principles. In selecting methodologies used to allocate costs, Local WDBs and one-stop partners may also consider whether it is necessary to allocate costs by each one-stop center separately. For instance, the budget for operating an affiliate one-stop center may be less than the operating budget for a comprehensive one-stop center because the affiliate one-stop center includes one or more, but not all, one-stop partner programs.

In this preliminary stage, the partners: (1) determine the infrastructure costs budget and the budget(s) for additional costs, which must include career services and may include shared services and shared operating costs for a particular comprehensive one-stop center; (2) determine which methodologies are reasonable and acceptable; and (3) from the acceptable methodologies, select the methodology (or methodologies) that will be applied to the different cost categories. In other words, the partners are selecting the appropriate distribution base(s) under which they allocate infrastructure and additional costs. Partner programs may agree to select different cost allocation methodologies and allocation or distribution bases for cost objectives within infrastructure costs and additional costs, such as applicable career services, shared operating costs, and shared services categories. Partners should focus on identifying methodologies that most effectively allocate costs based upon proportionate use and relative benefits received by the partners.

The negotiations of cost sharing and allocation among partners must be conducted in good faith and in an open and transparent environment, where full disclosure of costs and funding

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- (3) Is necessary to the overall operation of the non-Federal entity and is assignable in part to the Federal award in accordance with the principles in this subpart.
 - (b) All activities which benefit from the non-Federal entity's indirect (F&A) cost, including unallowable activities and donated services by the non-Federal entity or third parties, will receive an appropriate allocation of indirect costs.
 - (c) Any cost allocable to a particular Federal award under the principles provided for in this part may not be charged to other Federal awards to overcome fund deficiencies, to avoid restrictions imposed by Federal statutes, regulations, or terms and conditions of the Federal awards, or
 - (d) Direct cost allocation principles. If a cost benefits two or more projects or activities in proportions that can be determined without undue effort or cost, the cost must be allocated to the projects based on the proportional benefit. If a cost benefits two or more projects or activities in proportions that cannot be determined because of the interrelationship of the work involved, then, notwithstanding paragraph (c) of this section, the costs may be allocated or transferred to benefitted projects on any reasonable documented basis. Where the purchase of equipment or other capital asset is specifically authorized under a Federal award, the costs are assignable to the Federal award regardless of the use that may be made of the equipment or other capital asset involved when no longer needed for the purpose for which it was originally required. See also 2 CFR §200.310 Insurance coverage through 200.316 Property, trust relationship and 200.439 Equipment and other capital expenditures.

is essential to this process. Because of the need to provide maximum flexibility to accommodate various organization structures, costs, and budgets in local areas, there is no single method prescribed for allocating costs.

In selecting a method to allocate infrastructure and additional costs, consider the additional effort and expense required to achieve a greater degree of accuracy. General criteria that should be used in selecting an allocation base include the following:

- **Allocation Bases.** When costs cannot be directly assigned to a final cost objective, the costs are placed in a pool that will be allocated at a later time to the benefiting partner programs. A cost pool contains a group of common costs to be allocated by using an indirect or approximate measure of benefit. The approximate measure of benefit is the allocation base. An allocation base is the method of documentation used to measure the extent of benefits received when allocating joint costs among multiple cost objectives. Many different types of bases can be used in allocating costs. The most appropriate base will vary depending on the circumstances. One-stop partner programs may agree to use several different bases for allocating different types of costs in the one-stop center. A local area may allocate costs differently among one-stop centers in that local area. Acceptable methods for distributing pooled costs may vary by type of organization, functional units, or levels within an organization, types of cost to be allocated, and cost category. The basis used to allocate a particular type of cost must be used consistently over time (2 CFR 200.403(d)).
- **Inputs.** The Departments consider inputs – the most commonly used allocation bases – to be the resources used in a process, activity, or service. Using inputs, the cost is allocated at the same time it is incurred and the usage must be documented. Examples of input bases include: (1) staff time allocated on the basis of time sheets and time distribution records, (2) facilities allocated on the basis of square footage; (3) accounting services allocated on the basis of transactions; and (4) equipment or supplies allocated based on usage.
- **Outputs.** The Departments consider outputs to be the results of an activity or service. Examples of output allocation bases include (1) participants and reportable individuals under a specific program, (2) number of customers who are obtaining employment after self-directed job search; and (3) number of customers receiving a specific career service. One of the issues associated with output-based allocations is that they will vary over time, usually based on client flow. For this reason, output-based allocations may result in large changes in the resources needed to fund the pooled costs when the budgets are adjusted to actual costs and, therefore, should be used with caution.

An allocation base is acceptable if it represents a fair measure of cost benefit and if it results in an equitable and reasonable distribution of the costs of services rendered or goods provided. Each base should be considered on its own merits as to the purpose for using it

and the degree of equity and reasonableness it will achieve in allocating infrastructure or additional costs. The Departments consider the following to be standards for acceptable bases:

- Minimal Distortion.** The base should allocate costs in a fair and equitable manner without distorting the results. This requires that the base be as causally related as possible to the types of costs being allocated, so that benefit can be measured as accurately as possible. For example, building costs may be allocated based on square footage used by a partner program.
- **General Acceptability.** Consistent with 2 CFR 200.403(e), the base should be generally accepted and in conformance with Generally Accepted Accounting Principles (GAAP). For example, the base should be consistently applied over time. The base should also be drawn from the same period during which the costs have been incurred and allocated.
 - **Represents Actual Cost or Effort Expended.** The base should be a measure of actual cost or actual effort expended. It should be based on historical data and not solely on a plan, projection, budget, job description, or other estimates of planned activity. This means that partner contributions determined from allocation methodologies based originally on a budget must be reconciled periodically to actual costs to ensure the contribution is reflective of relative benefits received by the partner over time.
 - **Timely Management Control.** The base should be within management's ability to control on a timely basis. The base should produce reliable and fairly predictable results. If the base is erratic and unpredictable, beyond management's ability to control, or not timely, it is likely to produce unacceptable results. For example, if time studies are used, but do not accurately reflect seasonal or workload fluctuations, such a base may not be suitable in allocating costs.
 - **Consistency with Variations in Funding.** The base must be able to accommodate and withstand changes in funding during the year and from year to year. If the base includes factors that are affected by variations in funding, it could produce distorted results.
 - **Materiality of Costs Involved.** The time and expense spent in developing and implementing the base should not be greater than justified by the materiality of the costs to be allocated. In other words, the grantee should not spend more on obtaining the information needed to allocate pooled costs than the dollars in the pool warrant. The base should be sufficiently detailed to provide the most equitable and accurate allocation possible. At the same time, the base should be simple enough to be efficient while still attaining a fair distribution of costs.
 - **Practicality and Cost of Using the Base.** The base should be as efficient as possible in terms of the cost or effort in developing it. Thus, wherever possible, a database

that already exists in the financial or participant record keeping and reporting systems should be used rather than creating a separate database to be used only for allocating costs.

Additional examples of common cost pools and allocation bases are described in Attachment I: Examples of Cost Pools and Possible Allocation Bases.

- 9. Valuation.** Contributions for infrastructure and additional costs may be made from cash, non-cash, or third-party in-kind contributions. Non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306, and must be in the agreed upon one-stop operating budget that must contain an infrastructure cost budget and an additional costs budget. All partner contributions, regardless of the source, must be reconciled and adjusted accordingly on a regular basis (i.e., monthly or quarterly) to ensure each partner program is contributing no more than its proportionate share based upon relative benefits received in accordance with the Uniform Guidance at 2 CFR part 200. To ensure that non-cash and third-party in-kind contributions are fairly evaluated, one-stop partners should agree on which sources or companies they use to assess or appraise the fair market value or fair rental value of non-cash and third-party in kind contributions.

Cash contributions. Cash contributions are cash funds provided to the Local WDB or its designee by one-stop partners, either directly or by an interagency transfer, or by a third party.

Non-cash contributions. Non-cash contributions are expenditures incurred by one-stop partners on behalf of the one-stop center and goods or services contributed by a partner program and used by the one-stop center. The value of non-cash contributions must be consistent with 2 CFR 200.306 and reconciled on a regular basis (i.e., monthly or quarterly) to ensure they are fairly evaluated and meet the partners' proportionate share.

Example 1: For Program Year (PY) 2017, a partner's proportionate use of the one-stop center results in a contribution of \$15,000. The partner does not have sufficient cash resources to fully fund its share and wishes to donate to the one stop center (not for its own individual use) gently used surplus office furniture. The furniture is needed in the one-stop center. The office furniture was purchased in 2015 for \$18,500 using unrestricted or non-Federal funds. The office furniture has a current fair market value of \$10,000 and a depreciated value of \$11,100. In accordance with the requirements specified in the Uniform Guidance at 2 CFR 200.306(d), the value of the contribution must be the lesser of the current fair market value or the value of the remaining life of the property as recorded in the partner's accounting records at the time of donation, unless approval has been granted in accordance with 2 CFR 200.306(d)(2). The partner would be able to count the \$10,000 value as part of its \$15,000 contribution and would be required to use additional resources for the remaining \$5,000 balance of its share. This one-time contribution is recognized by the partner during the year in which the contribution is made.

Example 2: In the same example as above, the partner does not donate the gently used office furniture, but loans it for general use by partners at the one-stop center. The office furniture is on a 5-year depreciation schedule. The annual depreciation is \$3,700 and the annual fair rental value is \$3,500. In accordance with 2 CFR 200.306(i)(4), the partner may count \$3,500 as part of its contribution for that year. As with any depreciable asset, an assessment of its fair rental value must be done each year in which the equipment is loaned to the one-stop center. The one-stop partners must determine annually whether the one-stop center still requires the use of the office furniture and that this cost is built into the infrastructure funding agreement (IFA).

Third-party in-kind contributions. Third-party in-kind contributions are contributions of space, equipment, technology, non-personnel services, or other like items by a non partner (i.e., a third-party) to support the infrastructure costs associated with one-stop operations. The value of third-party in-kind contributions must also be consistent with the Uniform Guidance at 2 CFR 200.306 and reconciled on a regular basis (i.e., monthly or quarterly) to ensure they are fairly evaluated and, if contributed on behalf of a particular program partner, meet the partner's proportionate share.

There are two types of third-party in-kind contributions: (a) general contributions to one stop operations (i.e., those not connected to any individual one stop partner); and (b) those made specifically to a one-stop partner program (20 CFR 678.715, 34 CFR 361.715, 34 CFR 463.715, and 2 CFR 200.306).

Example 1: For PY 2017, a local county government that is not a one-stop partner has a vacant building and would like to donate the space for use as a one stop center. This in kind contribution would not be associated with one specific partner, but rather would go to support the one-stop center generally and would be factored into the underlying budget and cost pools used to determine proportionate share of the partners, meaning that each partner's proportionate share may be lower. The valuation of donated space by a third party must adhere to the Uniform Guidance at 2 CFR 200.306(i)(3). The annual fair rental value of comparable space in the same locality, as established by an independent appraisal is \$77,000. As with all non-cash and third-party in-kind contributions, the value at which the space has been appraised is the amount accounted for in the infrastructure budget. The partners may use this donation of space as an offset towards the entire budget for infrastructure, thus reducing the partners' individual contributions. The valuation of the donated space must be assessed again each subsequent year.

The second type of in-kind contribution is a third-party contribution to a specific partner to support that partner's proportionate share of one-stop infrastructure costs. If the contribution was in the one-stop center's budget for infrastructure costs, the partner could then use the value of the third-party in-kind contribution to count towards its proportionate share.

Example 2: An employer provides assistive technology equipment to a VR program located in a one-stop center. The acquisition cost at the time of purchase by the employer was \$6,800, and at the time of the donation, the fair market value was assessed as \$4,500. If the assistive technology equipment was in the one-stop center's budget for infrastructure costs, the partner could use the fair market value of the donation towards its

contribution. The Uniform Guidance at 2 CFR 200.306(g) requires that the equipment be valued at no more than the fair market value (\$4,500) at the time of donation.

Example 3: A local literacy foundation wants to donate gently used computer equipment to the local one stop center to support the infrastructure cost contribution of the designated AEFLA partner program in the local community. Computer equipment is part of the one-stop operating budget. The fair market value of the computer equipment is valued at \$9,200 at the time of donation. The AEFLA partner program's proportionate use of the one stop center is determined to be \$12,500. The AEFLA partner program may use the fair market value of this equipment towards its infrastructure cost contribution for that program year. Furthermore, the AEFLA partner program is required to contribute an additional \$3,300 in resources to pay its remaining share.

Infrastructure Funding Agreements (IFA). The IFA contains the infrastructure costs budget, which is an integral component of the overall one-stop operating budget. The other component of the one-stop operating budget consists of additional costs, which include applicable career services, and may include shared operating costs and shared services. While each of these components covers different cost categories, an operating budget would be incomplete if any of these cost categories were omitted, as all components are necessary to maintain a fully functioning and successful local one stop delivery system. Therefore, the Department strongly recommends that the Local WDBs, one stop partners, and CEOs negotiate the IFA, along with additional costs, when developing the operating budget for the local one-stop delivery system. The overall one-stop operating budget must be included in the MOU. IFAs are a mandatory component of the local MOU, described in WIOA sec. 121(c) and 20 CFR 678.500 and 678.755, 34 CFR 361.500 and 361.755, and 34 CFR 463.500 and 463.755. Similar to MOUs, the Local WDB may negotiate an umbrella IFA or individual IFAs for one or more of its one-stop centers.

As provided in section 14 of this guidance document, through DOL's use of the transition authority in section 503(b) of WIOA, a local area's PY 2017 final IFA must be in place no later than January 1, 2018, or by an earlier date specified by the Governor, rather than a part of the MOU that must be in place by July 1, 2017. This extension is provided to allow local areas additional time to negotiate and reach consensus on one-stop partner infrastructure funding contributions in PY 2017. During the extension period, local areas may use the funding agreement they used for PY 2016, with any such modifications as the partners may agree to, to fund infrastructure costs in the local area. All final IFAs must satisfy the requirements of sec. 121(h) of WIOA for funding the one-stop delivery system in PY 2017. For PY 2017 and subsequent program years, the IFA must be completed and signed by all required partners and additional partners that are participating by the date specified by the Governor.

Consistent with 20 CFR 678.755, 34 CFR 361.755, and 34 CFR 463.755, IFAs must include the following elements:

- a) The period of time in which the IFA is effective (which may be a different time

- period than the duration of the MOU);
- b) Identification of the infrastructure costs budget, which is a component of the one-stop operating budget;
- c) Identification of all one-stop partners, CEO(s), and the Local WDB participating in the IFA;
- d) A description of the periodic modification and review process to ensure equitable benefit among one-stop partners;
- e) Information on the steps the Local WDB, CEO(s), and one-stop partners used to reach consensus or the assurance that the local area followed the SFM process, and
- f) A description of the process to be used among partners to resolve issues related to infrastructure funding during the MOU duration period when consensus cannot be reached.

The Departments also consider it essential that the IFA include the signatures of individuals with authority to bind the signatories to the IFA, including all one-stop partners, CEO(s), and Local WDB participating in the IFA.

Items (d) through (f) above are extremely important for two reasons. First, they are designed to ensure that partners negotiate on a level playing field regarding the infrastructure funding of their one-stop centers. Second, they are designed to ensure that partners have established a process to attempt to resolve differences prior to triggering the SFM, as further described below.

The following are the general steps in the allocation of infrastructure costs process:

1. Identify one-stop operating costs, including infrastructure costs and additional costs.
2. Develop the one-stop operating budget that includes an infrastructure costs budget and additional costs budget.
3. Develop the cost allocation methodology, including the identification of cost pools and allocation bases.
4. Determine estimated partner contributions.
5. Prepare and agree to the IFA(s).
6. Allocate actual costs by each partner's proportionate use and relative benefit received.
7. Conduct a periodic reconciliation (i.e., monthly or quarterly)
8. Modify infrastructure costs budget and/or cost allocation methodology, as appropriate.
9. Evaluate the existing process and prepare for the following program year.

Please note the IFAs do not need prior approval from a Federal cognizant agency or a pass-through agency that would have otherwise reviewed and approved proposals for the allocation of indirect costs. However, the infrastructure funding mechanisms are subject to review by Federal administering agencies and one-stop partners to ensure compliance with applicable requirements.

10. Infrastructure Funding Mechanisms. Infrastructure costs are funded either through the LFM or SFM.

The LFM affords Local WDBs and local one-stop partner programs flexibility to design and fund a one-stop delivery system through consensus, to meet the needs of their local or regional area by leveraging the funds and resources available to partners, and the Local WDB to optimally provide program services (20 CFR 678.715 through 678.725, 34 CFR 361.715 through 361.725, and 34 CFR 463.715 through 463.725). If the Local WDB fails to reach consensus with all of the required partners with regard to the amount each partner will contribute to the one-stop delivery system's infrastructure costs pursuant to WIOA sec. 121(h)(1)(A)(i)(I), the SFM is triggered pursuant to WIOA sec. 121(h)(1)(A)(ii) and 20 CFR 678.725 and 678.730, 34 CFR 361.725 and 361.730, and 34 CFR 463.725 and 463.730.

Under the SFM, the Governor is required to calculate the statewide funding caps and the amount available for local areas that have not reached consensus, and to determine the partners' contributions for infrastructure costs using the process outlined below, as well as in 20 CFR 678.730 through 678.738, 34 CFR 361.730 through 361.738, and 34 CFR 463.730 through 463.738. The Governor calculates the statewide caps by considering total funding for a partner program against the statutory caps specified in WIOA for infrastructure costs. Please note that WIOA and its implementing regulations identify caps for specific partner programs. The SFM is only applicable to required one-stop partners, and cannot be triggered by additional one-stop partners not reaching consensus.

The intent of the LFM is to encourage local areas to make a good-faith effort to reach consensus in developing a local IFA. The SFM is intended as a failsafe if local partners cannot come to consensus regarding infrastructure cost funding. However, the application of capped levels of funding under the SFM may restrict the amount one-stop partners have available for infrastructure cost funding in a given local area.

Local Funding Mechanism. In the LFM, the Local WDB, CEO(s), and one-stop partners negotiate and agree to the amounts that each partner will contribute for one-stop infrastructure funding, as well as the methods of calculating these amounts in order to include the infrastructure funding terms in the MOU as an IFA, and to sign the IFA and MOU in accordance with WIOA secs. 121(c)(2)(A)(ii) and 121(h)(1)(A)(i).

- A one-stop partner program's proportionate share of funding must be calculated in accordance with WIOA, its implementing regulations, and the Uniform Guidance. It must be based upon a reasonable cost allocation methodology, whereby infrastructure costs are charged to each partner based on the partner's proportionate use of the one-stop center and the relative benefits received, and must be allowable, reasonable, necessary, and allocable. Partners' contributions must be periodically reviewed (i.e.,

monthly or quarterly) and reconciled against actual costs incurred, and adjusted to ensure that actual costs charged to any one-stop partner are based on proportionate use and relative benefit received by the one-stop partner and its respective program or activities.

- WIOA does not include any caps on the amount or percentage of overall funding a one-stop partner may contribute to fund infrastructure costs under the LFM, except that each partner program's contributions must be consistent with the program's authorizing statute and regulations, as well as with the Uniform Guidance. Detailed guidance about which categories of funds programs can use is found above in section 6. The VR program does not distinguish between program or administrative funds. However, VR agencies must report contributions for infrastructure costs as administrative costs. Contributions from the AEFLA and Perkins IV programs must be from local administrative funds. Contributions made using administrative funds may not exceed the amount available for administrative costs under the authorizing statute or regulations of the partner program. In addition, no partner may contribute more than its proportionate share based on relative benefit and use by the program, consistent with the Uniform Guidance set forth in 2 CFR part 200 (sec 20 CFR 678.720, 34 CFR 361.720, and 34 CFR 463.720).

State Funding Mechanism. Although the local one-stop operating budget contains different cost components, failure by only one of the required partners to reach consensus in a local area with respect to the infrastructure costs in the IFA will trigger implementation of the SFM. A failure by required partners to reach consensus on additional costs does not trigger the SFM. If the Local WDB and required one-stop partners fail to reach consensus on funding infrastructure costs under the LFM, as outlined above, this will trigger the SFM. Even if all required partners *except one* agree on the terms of the IFA, consensus is not reached, and the SFM is triggered.

The SFM does not apply to additional partners and cannot be triggered by an additional partner's disagreement on the terms of the IFA or their refusal to sign the IFA. While additional partners are not subject to the SFM, they still are required to contribute to one-stop infrastructure cost funding in accordance with the program's proportionate use of the one-stop center and relative benefit received, consistent with the requirements for one-stop partner contributions in WIOA, the Joint WIOA Final Rule, and the Uniform Guidance at 2 CFR part 200.

The SFM has eight discrete steps that must be followed by the Governor³ and Local WDB in

³20 CFR 678.730(c) In certain situations, the Governor does not determine the infrastructure cost contributions for some one stop partner programs under the State funding mechanism. (1) The Governor will not determine the contribution amounts for infrastructure funds for Native American program grantees described in 20 part 684 of this chapter. The appropriate portion of funds to be provided by Native American program grantees to pay for one-stop infrastructure must be determined as part of the development of the MOU described in § 678.500 and specified in that MOU. (2) In States in which the policy-making authority is placed in an entity or official that is independent of the authority of the Governor with respect to the funds provided for adult education and literacy activities authorized under title II of WIOA, postsecondary career and technical education activities authorized under the

accordance with the statute and 20 CFR 678.730 through 678.750, 34 CFR 361.730 through 361.750, and 34 CFR 463.730 through 463.750. These steps are addressed in detail below.

Step 1: Notice of failure to reach consensus given to the Governor. If the Local WDB, local one-stop partners, and CEO(s) cannot reach consensus on methods of sufficiently funding a one-stop center's infrastructure costs and the amounts to be contributed by each local partner program, the Local WDB is required to notify the Governor. Notification must be given to the Governor by the specific date established in the Governor's guidance on infrastructure funding. Because the SFM requires the Governor to make complex calculations and determinations and seek the counsel of multiple parties in doing so, it is strongly advised that this date be set at least a few months in advance of the beginning of the next Program Year (i.e., April or May for PY 2018 and those thereafter) in order to allow sufficient time for these calculations and determinations to be completed well before the start of the program year for which infrastructure costs are being negotiated (see section 14 of this guidance for a discussion of the implementation timeline for PY 2017).

Step 2: Local negotiation materials provided to the Governor. In order to assist the Governor in making these calculations and determinations, the Local WDB must provide the appropriate and relevant materials and documents used in the negotiations under the LFM, preferably when notifying the Governor of the failure to reach consensus. At a minimum, the Local WDB must give the Governor: (1) the local WIOA plan; (2) the cost allocation methodology or methodologies proposed by the partners to be used in determining the proportionate share; (3) the proposed amounts or budget to fund infrastructure costs and the amount of partner funds included; (4) the type of funds (cash, non-cash, and third-party in-kind contributions) available; (5) any proposed or agreed upon one-stop center or system budget; and (6) any partially agreed upon, proposed, or draft IFAs. The Local WDBs also may give the Governor additional materials that they or the Governor find to be appropriate.

Step 3: The Governor determines one-stop center infrastructure budget(s). The Governor must determine the infrastructure budget(s). Depending on the local delivery system structure, there may be more than one infrastructure budget, each of which is contained in a one-stop operating budget. While the Governor should take into account the one-stop center's operating budget, the Governor only has the power to determine the infrastructure budget under the SFM. The Governor must determine the infrastructure budget in one of two ways. If, as a result of an agreed upon infrastructure budget, only the individual programmatic contributions to infrastructure funding based upon proportionate use of the one-stop centers and relative benefit received are at issue, the Governor may accept the infrastructure budget, from which the Governor must calculate

Carl D. Perkins Career and Technical Education Act of 2006, or VR services authorized under title I of the Rehabilitation Act of 1973 (other than sec. 112 or part C), as amended by WIOA title IV, the determination of the amount each of the applicable partners must contribute to assist in paying the infrastructure costs of one-stop centers must be made by the official or chief officer of the entity with such authority, in consultation with the Governor (Sections 34 CFR 361.730(c) and 34 CFR 463.730(c)).

each partner's contribution consistent with the cost allocation methodologies contained in the Uniform Guidance. We recommend that the Governor utilize this course of action if it is available.

If, however, an infrastructure budget or budgets were not agreed upon in the local negotiations, or the Governor determines that the agreed upon budget does not adequately meet the needs of the local area or does not reasonably work within the confines of the resources available to that local area in accordance with the Governor's guidance on one-stop infrastructure funding, then the Governor must use a formula determined by the State WDB. This formula must identify the factors, as well as each factor's corresponding weight, that the Governor must use in determining the one-stop center infrastructure budget. At a minimum, these factors must include: (1) the number of one-stop centers in a local area; (2) the total population served by such centers; (3) the services provided by such centers; and (4) any factors relating to the operations of such centers in the local area that the State WDB determines are appropriate (20 CFR 678.745, 34 CFR 361.745, and 34 CFR 463.745).

Step 4: Governor establishes cost allocation methodology.⁵ After an infrastructure budget has been determined, the Governor must establish a cost allocation methodology that determines the distribution of infrastructure funding costs among the local one-stop partners in accordance with the principles of proportionate use of the one-stop center and relative benefit received. This allocation methodology must be consistent with the Federal Cost Principles of the Uniform Guidance in 2 CFR part 200, all relevant Federal regulations and statutes, further regulatory guidance, and the partner programs' authorizing laws and regulations. Beyond these requirements, the determining factor can be a wide range of variables, such as number of customers served, square footage used, or a different basis that is agreed upon for determining each partner's contribution level for infrastructure costs.

Step 5: Partners' proportionate shares are determined. Once a methodology is established, the Governor must use this methodology to determine each required one-stop partner's proportionate share of infrastructure funding costs. The Governor must take into account a number of factors in reaching a proportionate share determination including: (1) the costs of administration of the one-stop delivery system for purposes not specifically related to a one-stop center for each partner (such as costs associated with maintaining the Local WDB or information technology systems); (2) statutory requirements for each partner program; (3) each one stop partner's ability to fulfill such requirements; and (4) all other applicable legal requirements. The Governor may draw upon any proportionate share determinations made during the local negotiations, including any agreements reached at the local level by one or more partners, as well as any other materials or documents from the negotiating process.

⁵ As described in section 8 of this guidance, a local area may use more than one cost allocation methodology to distribute costs.

In some instances, the Governor does not determine each one-stop partner's contribution amounts for infrastructure costs. In States where the policy-making authority is placed in an entity or official that is independent of the authority of the Governor with respect to the funds provided for the AEFLA program, postsecondary career and technical education activities authorized under Perkins IV, or the VR program, the determination of the amount each of the applicable partners must contribute to assist in paying the infrastructure costs of one-stop centers must be made by the official or chief officer of the entity with such authority, in consultation with the Governor.

For other required partner programs in which grant awards are made to entities that are independent of the authority of the Governor, such as Job Corps center contractors or grant recipients of the DOL-administered national programs, the determination of the amount each of the applicable partners must contribute to assist in paying the infrastructure costs of one-stop centers continues to be made by the Governor, through the authority granted to the Governor by WIOA and its implementing regulations.

Step 6: Governor calculates statewide caps. Once the Governor has created a cost allocation methodology, the Governor then must calculate the statewide caps to determine the maximum amounts that required partner programs could be *required* to contribute toward infrastructure funding in that local area. There are no statewide caps for additional partners because the SFM does not apply to them.

The statewide caps are a statutory requirement for purposes of the SFM, even when only one local area is unable to reach consensus on an IFA through the LFM. However, the caps only restrict those infrastructure cost contributions required by one-stop partners within the local area(s) that has (or have) not reached consensus. The caps used in the application of the SFM are referred to as the applicable program caps, which must be calculated by the Governor using the five sub-steps listed below.

In the event that more than one local area in a State does not reach consensus, then the aggregate of the infrastructure funding costs that must be contributed by each required one-stop partner in all of the local areas that did not reach consensus is restricted by the applicable program cap

- For example, if three of seven local areas within a State did not reach consensus, then the required infrastructure funding contributions of each required one-stop partner under a particular program in these three areas would be added together, the sum of which could not exceed the calculated applicable program cap.

The Governor must take five sub-steps to calculate the applicable program cap for any given program.

<u>Sub-Step 1:</u>	The Governor must apply a partner's individual applicable limiting percentage (the statutory percentages listed in WIOA sec 121(h)(2)(d))—which is dependent on the type of program (see chart below)—to the total Federal funding which that program receives for the affected program year to reach the maximum potential cap (MPC). The applicable limiting percentage for a program is listed below and in WIOA sec. 121(h)(2)(d), 20 CFR 678.738(c), 34 CFR 361.738(c), and 34 CFR 463.738(c). <u>Some programs will use previous years' funding to determine the cap due to internal program funding allocation or reallocation methods.</u>
<u>Sub-Step 2:</u>	The Governor must select a determining factor or factors that reasonably indicate the use of one-stop centers in the State. This could be, for example, total population, concentration of wealth, or another factor that is applicable to the State's workforce dynamic.
<u>Sub-Step 3:</u>	The Governor applies the determining factor(s) to <i>all</i> local areas across the State, and then determines the percentage of the factor(s) that is applicable to those areas that reached consensus, or the consensus areas' factor percentage.
<u>Sub-Step 4:</u>	The Governor then applies the consensus areas' factor percentage to the MPC to find the consensus areas' portion of the MPC.
<u>Sub-Step 5:</u>	The Governor subtracts the amount equal to the consensus local areas' portion of the MPC from the MPC. The remaining amount is the applicable program cap for use in the local areas that have not reached consensus and are subject to the SFM.

Limiting Percentages for Programmatic Statewide Caps on Infrastructure Funding Under the State Funding Mechanism:

<u>Program Type</u>	<u>Limiting Percentage</u>
WIOA title I programs (youth, adult, or dislocated worker)	3%
Wagner Peyser Act ES	3%
AEFLA	1.5%
Perkins IV	1.5% of funds made available for postsecondary level programs and activities and funds used to administer postsecondary level programs and activities in the prior year
VR	
PY 2017	0.75% of Fiscal Year 2016 Federal VR funding
PY 2018	1% of Fiscal Year 2017 Federal VR funding
PY 2019	1.25% of Fiscal Year 2018 Federal VR funding
PY 2020 and subsequent years	1.5% of Fiscal Year 2019 (or applicable

<u>Program Type</u>	<u>Limiting Percentage</u>
	previous year) Federal VR funding
TANF	1.5% of funds from the previous year spent on work, education, and training activities, plus any associated administrative costs
CSBG	1.5% of funds from the previous year spent by local CSBG-eligible entities to provide employment and training activities, plus any associated administrative costs
Other required partners including Job Corps; YouthBuild; Native American programs; MSFW (NFJP) programs; SCSEP; TAA; UC; HUD employment and training programs; and programs authorized under sec. 212 of the Second Chance Act of 2007	1.5%
Additional (non-required) partners	SFM does not apply

Step 6 contains five sub-steps of which sub-steps 1, 4, and 5 contain the following formulas:

Sub-Step 1

$$\text{Limiting percentage} \times \text{total Federal program funding} = \text{MPC}$$

Sub Step 4

$$\text{Consensus areas' factor percentage} \times \text{MPC} = \text{consensus areas' portion of the MPC}$$

Sub Step 5

$$\text{MPC} - \text{consensus areas' portion of the MPC} = \text{applicable program cap for non-consensus area(s)}$$

Cap calculation examples:

- **Example 1:** In PY 2017, there are seven local areas within a State, two of which have not reached consensus on infrastructure funding. *Program A* which is a WIOA title I program receives \$30 million in total Federal funding for PY

2017. Applying the appropriate **limiting percentage** of three percent to the program's **total Federal funding** results in a **MPC** of \$900,000 for PY 2017.

$$.03 \times 30,000,000 = 900,000$$

The Governor selects total population as the **determining factor** and finds that 70 percent of the State's population resides in local areas that have reached consensus, which is the **consensus areas' factor percentage**. The Governor then applies the **consensus areas' factor percentage** (70 percent) to the **MPC** (\$900,000), resulting in the **consensus areas' portion of the MPC** being \$630,000.

$$.7 \times \$900,000 = \$630,000$$

Finally, the Governor subtracts the **consensus areas' portion of the MPC** (\$630,000) from the **MPC** (\$900,000), giving an **applicable program cap** of \$270,000 for the non-consensus area(s). This portion of the cap does not have to be divided evenly between local areas, but rather in a manner determined by the Governor.

$$\$900,000 - \$630,000 = \$270,000$$

- **Example 2:** In addition to *Program A* listed above, *Program B* a VR program received a Federal VR allotment of \$10 million for the State in FY 2016. Applying the appropriate PY 2017 **limiting percentage** of 0.75% to the State's **Federal FY 2016 VR allotment** results in a **MPC** of \$75,000 for PY 2017.

$$.0075 \times \$10,000,000 = \$75,000$$

The Governor selects total population as the **determining factor**, and finds that 70 percent of the State's population resides in local areas that have reached consensus, which is the **consensus areas' factor percentage**. The Governor then applies the **consensus areas' factor percentage** (70 percent) to the **MPC** (\$75,000), resulting in the **consensus areas' portion of the MPC** being \$52,500.

$$.7 \times \$75,000 = \$52,500$$

Finally, the Governor subtracts the **consensus areas' portion of the MPC** (\$52,500) from the **MPC** (\$75,000), giving an **applicable program cap** of \$22,500 for the non-consensus area(s).

$$\$75,000 - \$52,500 = \$22,500$$

Step 7: Governor assesses the aggregate total of infrastructure contributions as it relates to the statewide cap. Once the Governor has determined the applicable program cap for each program, as well as the proportionate share of the infrastructure costs that the Governor has determined under Step 5 would be required of each local required one-

stop partner in a non-consensus area without regard to the cap, the Governor must ensure that the funds required to be contributed by each partner program in the non-consensus local area(s), in aggregate, do not exceed the applicable program cap.

If the aggregate total contributions are below the applicable program cap, then the Governor must direct the one-stop partners to contribute what was determined to be their proportionate shares. If the aggregate total contributions exceed the cap, then the Governor may either:

- A. Inquire as to whether those local partner programs that have pushed the aggregate total contributions above the applicable program cap (i.e., those whose contributions would have otherwise exceeded the Statewide cap on contributions) are willing to contribute beyond the applicable program cap in accordance with their proportionate share; or
- B. Allow the Local WDB, one stop partners, and CEO(s) to:
 - Re-enter negotiations to reassess each one-stop partner's proportionate share and make adjustments and identify alternate sources of funding to make up the difference between the capped amount and the proportionate share of infrastructure funding of the one-stop partner; and
 - Reduce infrastructure costs to reflect the amount of funds available without exceeding the applicable program cap level

Step 8: Governor adjusts proportionate shares. The Governor must make adjustments to specific local partners' proportionate share in accordance with the amounts available under the applicable program cap for the associated program, if the Local WDB, CEO(s), and the required one-stop partners fail to reach agreement on how to address the situation in which the proportionate share exceeds the cap using the approaches described in Step 7. The aggregate total contribution of a program's local one-stop partners under the SFM may not exceed the applicable program cap.

II. Appeals Process. The Governor must establish a process, described in the Unified or Combined State Plan, for one-stop partners to appeal the Governor's determination regarding the one-stop partner's portion of funds to be provided for one-stop infrastructure costs under the SFM, as outlined in 20 CFR 678.750, 34 CFR 361.750, and 34 CFR 463.750.

Partner programs not under the control of the Governor. Under the SFM, the Governor has authority to determine the financial contribution of all required one-stop partners towards infrastructure costs in accordance with 20 CFR 678.725 through 678.738, 34 CFR 361.725 through 361.738, and 34 CFR 463.725 through 463.738. For AEFLA programs and activities, the VR program, and postsecondary career and technical education activities under Perkins IV, in States in which the policy-making authority is placed in an entity or official that is independent of the authority of the Governor, the determination of the amount each of these programs must contribute toward infrastructure costs must be made by the official or chief officer of the entity with policy-making authority, in consultation with the Governor (20 CFR 678.730(c)(2), 34 CFR 361.730(c)(2), and 34 CFR 463.730(c)(2)).

- 12. Preference for Implementing the Local Funding Mechanism.** The Departments emphasize the importance of local one-stop partners, Local WDBs, and CEOs reaching consensus on infrastructure funding during local negotiations, thus avoiding the necessity of utilizing the SFM. The underlying reason for this is that local parties involved in the development of the MOU, whether they are one-stop partners, Local WDBs, or CEOs, are more likely to understand the needs of the local area's workforce, how to best meet these needs through the one-stop delivery system, and the resources needed to meet these needs, as well as the best way to obtain these resources to encourage the use of the LFM and input from local entities. There are no specific programmatic caps on the amount or percent of overall funding a one-stop partner may contribute to fund infrastructure costs under the LFM, except that contributions for administrative costs may not exceed the amount available for administrative costs where applicable under the authorizing statute of the partner program, and contributions may not exceed a partner's proportionate use or relative benefit received consistent with the requirements of the Uniform Guidance.

Under the SFM, the Governor may direct the Local WDB, CEO(s), and required one stop partners into renegotiations. In this event, parties may come to agreement, sign a MOU, and proceed under the LFM. Such actions do not require the redetermination of the applicable caps under the SFM.

It is expected that the Governor generally will draw heavily from the local negotiation process throughout the implementation of the SFM. As such, even if consensus cannot ultimately be reached in a local area, it is to the benefit of each local one stop partner to actively participate in local negotiations in a good faith effort to reach agreement. Governors are encouraged to take into account agreed upon budgets, proposed funding commitments, proposed or agreed upon proportionate share allocation methodologies, and other information generated during local negotiations. Parties negotiating in good faith will consequently have much more influence over the outcomes of an eventual implementation of the SFM, if that is necessary.

The SFM's programmatic caps create uncertainty for local one-stop partners regarding how much they will be required to contribute toward infrastructure costs and the level of service they will be able to provide to their participants. For example, if only one local area in a State is unable to reach agreement, then that local area's one-stop partners could be held responsible for the total difference between the MPC and the amount that the consensus area is already considered to have contributed towards the MPC. Since the Governor, not the one stop partners, has the final say under the SFM concerning the proportionate shares of each local one-stop partner and the allocation method under which this is calculated, a one-stop partner could pay far more under the SFM than it would have paid under the LFM.

One-stop operating budget and partner proportionate shares are calculated before the caps are calculated under the SFM, and the caps do not automatically contribute to a restriction of services. This order of calculations permits local one-stop partners that are willing to contribute above their applicable cap amounts within the bounds of the requirements of authorizing statutes, so long as no partner pays more than its proportionate share, based on proportionate use and relative benefit received, consistent with the Uniform Guidance in 2 CFR part 200.

13. Roles and Responsibilities. This section outlines the roles and responsibilities of Governors, State and Local WDBs, CEOs, and one-stop partners.

Governors. After consultation with CEOs and the State and Local WDBs, the Governor must issue guidance, in accordance with 20 CFR 678.705, 34 CFR 361.705, and 34 CFR 463.705, about the funding of one-stop infrastructure costs to:

- State-administered one-stop partner programs, to determine partner contributions to the one-stop delivery system, based on each partner's proportionate use of the one-stop system and relative benefit received, consistent with the Uniform Guidance at 2 CFR part 200; and
- Local WDBs, CEOs, and one stop partners, to assist in determining equitable and stable methods of funding infrastructure costs based on partners' proportionate use and relative benefit received from operating within the one-stop delivery system (WIOA sec 121(h)(1)(B)(i)). The guidance issued by the Governor must cover partner roles in identifying infrastructure costs; approaches to facilitate development of a reasonable cost allocation methodology/methodologies, in which infrastructure costs are charged based upon proportionate use and the relative benefits received by the partner; timelines for the appeal process; and timelines to notify the Governor of failure to reach a local consensus. The Governor also is responsible for performing many of the functions of the SFM, as is detailed above

State WDBs. State WDBs consult with the Governor to assist with the issuance of guidance regarding the funding of infrastructure costs, as outlined above and in 20 CFR 678.705(a), 34 CFR 361.705(a), and 34 CFR 463.705 a). State WDBs also are responsible for the development of the formula used by the Governor under the SFM to determine a one-stop center's budget if either a budget was not agreed upon during initial local negotiations or the Governor rejects a budget for the reasons explained earlier in this guidance (20 CFR 678.745, 34 CFR 361.745, and 34 CFR 463.745)

Local WDBs. Local WDBs and one stop partners must establish, in the MOU, an IFA for how the Local WDB and programs will fund the infrastructure costs of the one-stop centers (WIOA sec. 121(c)(1), 20 CFR 678.500(b)(2) i), 34 CFR 361.500(b)(2)(i), and 34 CFR 463.500(b)(2)(i)). If one-stop partners are unable to reach consensus on funding for infrastructure costs of one-stop centers, the Local WDB must notify the State WDB, Governor, and relevant State agency 20 CFR 678.510(c), 34 CFR 361.510(c), and 34 CFR 463.510(c)).

Chief Elected Officials. CEOs consult with the Governor to assist in issuing guidelines regarding the one-stop service delivery funding mechanism, as outlined above (20 CFR 678.705, 34 CFR 361.705, and 34 CFR 463.705)

One-Stop Partners. One stop partners are to act in good faith and negotiate infrastructure costs and additional costs of operating a local one-stop delivery system in a transparent manner (20 CFR 678.510(a), 34 CFR 361.510(a), and 34 CFR 463.510(a)). Jointly-funded

infrastructure and additional costs are a necessary foundation for a one-stop service delivery system. Through the sharing of infrastructure costs and additional costs, partners are empowered to build a robust one-stop delivery system. By embracing the one-stop opportunities, one-stop partners are able to build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships may reduce administrative burden and costs and increase customer access and performance outcomes.

Required one-stop partner programs have specific governance, operations, and service delivery roles, which are outlined in WIOA sec. 121(b)(1)(A) and 20 CFR 678.420, 34 CFR 361.420, and 34 CFR 463.420. Additional partners provide services and also must contribute towards the infrastructure and additional costs of operating a local one-stop delivery system.

- 14. Implementation Timeline.** DOL is using its transition authority in WIOA sec. 503(b) to provide an extension for the implementation date of the final IFAs for PY 2017. With this extension, final IFAs must be in place no later than January 1, 2018. However, Governors have the discretion to require local areas to enter into final IFAs at any time between July 1, 2017 and January 1, 2018. During the extension period, local areas may use the funding agreement they used for PY 2016, with any such modifications as the partners may agree to, to fund infrastructure costs in the local area. Furthermore, during the extension period, the regulations at 20 CFR 678.510(b) and 678.715(c), 34 CFR 361.510(b) and 361.715(c), and 34 CFR 463.510(b) and 463.715(c) providing for a six-month interim IFA do not apply. This extension does not change the deadline of July 1, 2017 for the rest of the MOU.
- 15. Action Requested.** The Departments encourage Governors, State and Local WDBs, and Federal program partners to begin consultations about the infrastructure LFM and SFM immediately to support the development and issuance of guidance regarding one-stop service delivery system funding as soon as possible.
- 16. Inquiries.** Questions and comments from DOL-funded grantees may be directed to the appropriate ETA Regional Office and Federal Project Officer. Questions and comments from ED-funded grantees may be directed to the appropriate RSA State Liaison or OCTAE Area Coordinator.
- 17. Attachments.**

Attachment I: Examples of Cost Pools and Possible Allocation Bases

Attachment II: Paying for the One-Stop Delivery System

Attachment III: Infrastructure Costs: Funding Sources

Attachment IV: One-Stop Operating Costs

APPENDIX D

WIOA Bulletin No. 12-16

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(SN 12)

WIOA BULLETIN NO. 12-16

DATE: October 3, 2016

TO: WIOA PARTNERS

SUBJECT: One-Stop Infrastructure Funding and Memoranda of Understanding

PURPOSE AND APPLICABILITY

These guidelines fulfill the WIOA requirement that the Workforce Development Council (WDC) issue guidance to State and local partners for negotiating cost sharing, service access, service delivery and other matters essential to the establishment of effective local workforce development services under WIOA §678.705. They apply to:

- All State-level agencies and entities in Hawaii responsible for planning and administration of federally-funded workforce development programs [678.400 and 678.700(c)], and
- Local Workforce Development Boards (LWDBs) and Chief Local Elected Officials (CLEOs), the county Mayors, responsible for planning and administering workforce development services in a local workforce area (LWA)
- All required partners. LWDBs and CLEOs are expected to act in accordance with these guidelines and to otherwise comply with them. As required by WIOA, WDC will monitor local areas to assure compliance with these guidelines.

The public workforce system envisioned by WIOA seeks to provide all participants with access to high quality one-stop centers that connect them with the full range of services available in their communities, whether they are looking to find jobs, build educational or occupational skills, earn a postsecondary certificate or degree, obtain guidance on how to chart careers, or are employers seeking skilled workers. A genuinely seamless, one-stop experience requires strong partnerships across programs that are able to streamline service delivery and align program requirements. (p. 55880 Federal Register, Vol. 81, No. 161, 8/19/16, Rules and Regulations).

GOALS

WIOA establishes ambitious goals for the integration of workforce service programs. These goals are intended to maximize the value and benefits to customers of services available to them under federally-funded workforce development programs. Included are business customers seeking to acquire the talent and skills needed to compete in a global economy. Also included are program participants seeking to acquire skills and recognized credentials to move along pathways that lead to high-paying jobs in growing sectors of the economy that offer long-term opportunities for stable employment.

Carefully planned and coordinated services among all federally-funded workforce development programs are necessary to achieve the level of integrated service delivery WIOA envisions. This means that all federally-funded workforce development programs work collaboratively in partnership to optimize the quality of services provided.

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Recognizing that successful integration is directly related to coordinated and joint use of resources, WIOA also requires each partner to contribute its proportionate share of costs required for operation of local one-stop delivery systems.

Section I: Negotiation of Local Memoranda of Understanding

Negotiating Memoranda of Understanding is a collaborative and good-faith process that LWDBs and partners are expected to use to negotiate MOUs. Good-faith negotiations may include fully and repeatedly engaging partners, transparently sharing information, and maintaining a shared focus on the needs of the customer. Development and negotiation of local memoranda of understandings will follow these basic principles and guidelines.

- a. The local MOU will be used as an essential tool for achieving a key goal of WIOA, establishing integrated and effective local workforce delivery systems that produce the skilled workers businesses in the local and regional economies require.
 - b. Local MOUs will reflect the shared vision and commitment of WDBs and required partners to high quality workforce development systems and centers, and be consistent with the vision articulated by WIOA and State and local priorities.
 - c. Local MOUs will reflect and document how each partner will contribute its proportionate share of infrastructure costs for the comprehensive one-stop center.
 - d. All required partners entering into the MOU development and negotiation process will be empowered to make commitments for the partner organization, including staff or other local representatives of the following State administered programs:
 1. Department of Labor and Industrial Relations (DLIR), Workforce Development Division (WDD); Wagner-Peyser Act Trade Adjustment Act, SCSEP
 2. Department of Labor and Industrial Relations (DLIR), Unemployment Insurance Division
 3. Hawaii Department of Education (HDOE), Adult Education and Family Literacy
 4. University of Hawaii (UH), Career and Technical Education (CTE) under the Carl D. Perkins Act
 5. Department of Human Services (DHS), Division of Vocational Rehabilitation (DVR) and Temporary Assistance for Needy Families (TANF)
 6. Department of Public Safety (PSD), Second Chance Act
- And the representatives of the following federal agency:
7. Department of Housing and Urban Development

Each required partner entering into the MOU development and negotiation process will designate a specific individual with authority to commit financially and programmatically on behalf of the required partner. This individual may be staff from a State agency's state or local office or a local representative providing services for a State-level entity through a contract, grant or similar agreement.

Required Partners (WIOA sec. 171(b)(1)(B) and 20 CFR 678.400):

1. Programs authorized under Title I of WIOA (Adult, Dislocated Worker, and Youth);
2. Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);
3. Adult education and literacy activities authorized under Title II;
4. Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.) (other than section 112 or part C of title I) or such Act (29 U.S.C. 732, 741);
5. Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);
6. Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.);
7. Activities authorized under Chapter 2 of Title IT of the Trade Act of 1974 (19 U.S.C. 2271 et seq.).

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8. Activities authorized under Chapter 41 of Title 38, United States Code;
9. Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);
10. Employment and training activities carried out by the Department of Housing and Urban Development;
11. Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law);
12. Programs authorized under Section 212 of the Second Chance Act of 2007 (42 U.S.C. 17532); and
13. Programs authorized under Part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.).

Additional Partners (WIOA sec. 121 (b)(2)(B) and 20 CFR 678.410):

With approval of the LWDB and CEO, other entities that carry out workforce development programs, in addition to the required entities may be one stop partners for the local area and carry out the same responsibilities as the required partners. Those programs may include:

1. Employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under Section 1148 of the Social Security Act (42 U.S.C. 1320b-19);
2. Employment and training programs carried out by the Small Business Administration;
3. Programs authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4));
4. Work programs authorized under Section 6(c) of the Food and Nutrition Act 2008 (7 U.S.C. 2015(c));
5. Programs carried out under Section 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732);
6. Programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.); and
7. Other appropriate Federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector.

All individuals participating in the development and negotiation of local MOUs will negotiate in good faith to reach agreement and to bring about a unified vision for the local one stop delivery system. Local MOU negotiations will be conducted according to these guidelines:

Each MOU shall contain provisions describing (WIOA Sec. 121 (c)(2) and 20 CFR Part 678, Subpart C, 34 CFR 361.500-361.550, 34 CFR 463.500-463.510):

- a. The services to be provided through the one-stop delivery system consistent with the requirements of WIOA Section 121, including the manner in which the services will be coordinated and delivered through the system;
- b. The location(s) of the comprehensive one-stop center at which these services will be accessible. LWDBs and CEOs may also designate affiliated sites or specialized centers at their discretion, provided they meet the requirements of 20 CFR 678.310, 678.315, and 678.320.
The role of the one-stop operator; the role of the one-stop operator must comply with requirements specified in 20 CFR 678.620, 678.625 and 678.630;
- c. The specific method of delivery for each required partner providing services and how the services will be coordinated;
- d. How the costs of the services and the operating costs of the system will be funded, including:
 - i. funding through cash and fairly evaluated in-kind contributions, which may include funding from philanthropic organizations or other private entities, or through other alternative financing options to provide a stable and equitable funding stream for ongoing one-stop delivery system operations; and
 - ii. funding of the infrastructure costs of the one-stop centers according to these guidelines; and
 - iii. funding of the infrastructure costs which are consistent with Chapter II of Title II, Code of Federal Regulations;
- e. The specific methods of referral of individuals between the one-stop operator and the one-stop partners for appropriate services and activities.

- f. The specific methods and the specific arrangements to ensure the needs of workers and youth and individuals with barriers to employment, including individuals with disabilities, are addressed in the provision of necessary and appropriate access to services, including access to technology and materials, made available through the one-stop delivery system.
- g. How core program partners will share local data and information and otherwise collaborate to assure that all common primary indicators of performance for the local area will be achieved while ensuring confidentiality of Personally Identifiable Information (PII) for program participants.
- h. Identifying the specific infrastructure and local workforce development system costs that will be shared among the required partners.
The duration of the MOU and the procedures for amending the memorandum during the duration of the memorandum, and assurances that the memorandum shall be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services, and
- J. Any other provisions, consistent with the requirements of WIOA, as the parties to the agreement determine to be appropriate.

Each MOU shall also include:

An approved annual budget in a format similar to the table provided in Appendix VIII and negotiated in accordance with these guidelines.

The chair of the LWDB will designate:

- 1. An individual who will take the lead responsibility for negotiation of the MOU; and
- 2. Designate a private sector member of the board, or other impartial individual, as having lead responsibility for negotiation of infrastructure costs.

The individual the LWDB chair designates to lead the MOU negotiation process and local required partners will use as a starting point for their negotiations the "State-level Career Services Summary" and the "State-level Program and Activities Services Summary," Appendices III and IV. Additional partners may be added at the discretion of the LWDB and CLEOs and with agreement of these additional partners.

The MOU will identify the local comprehensive one-stop center(s) in the local area, describe the role of the operator in the local comprehensive one-stop center(s), including the local operator's role and responsibilities for coordinating referrals among required partners. The role of the one-stop operator must comply with requirements specified in 20 CFR 678.620, 678.625 and 678.630. LWDBs and CLEOs may also designate affiliated sites or specialized centers at their discretion, provided they meet the requirements of 20 CFR 678.310, 678.315 and 678.320.

Other MOU requirements:

The proportion of each required partner's shared infrastructure and local workforce development systems costs will be determined according to these guidelines. All cost sharing determinations must be consistent with the "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards."

Upon agreement, the LWDB, required partners and CLEO(s) will be required to sign the MOU, which may either be an umbrella agreement encompassing all required partner programs or separate agreements with each required partner or groups of required partners. LWDBs are encouraged to use umbrella MOUs in the interest of transparency. The LWDB will report to the WDC on the results of MOU negotiations in a format similar to the form provided in Appendix IX of these guidelines.

Signed MOUs must be submitted to the Executive Director of WDC before July 1st of each year in which an MOU is negotiated.

The process and efforts of the LWDB and required partners to negotiate the MOU and the process to be followed when consensus cannot be reached must be described in the MOU. The MOU should also address the process for resolving any disputes that evolve after the agreement is reached.

The duration of local MOUs and the frequency with which MOUs will be reviewed will be determined by LWDBs but may not exceed three years. A budget for infrastructure and shared system costs must be negotiated annually and incorporated into the MOU through the amendment procedures described in the MOU.

Local MOU negotiations will occur during a prescribed 90-day period as described in Section 4, with each local area reporting to the WDC at the end of this negotiation period as described in Section 4.

In addition to the 90-day period of negotiation, a 30-day remediation period will be provided for local areas reporting that they were unable to come to agreement on an MOU during the prescribed period of negotiation. During this remediation period, a State-level team, comprised of representatives of the core programs under WIOA, supplemented as necessary with a representative of other affected program partner(s), will work with the LWDB, CLEOs and required partners in an attempt to facilitate agreement.

Only local areas that fail to reach agreement at the end of the remediation period will be considered to be at impasse. The State funding mechanism will apply to certified comprehensive one-stop centers only in local areas which cannot reach agreement on an MOU at the end of the 30-day remediation period.

The MOU must acknowledge that the agreements made are contingent on the availability of Federal funding for each required program.

SECTION 2- NEGOTIATION OF INFRASTRUCTURE COSTS

Local areas are expected to reach agreement on how infrastructure costs will be shared among required partners. One of two mechanisms for funding the infrastructure costs of comprehensive one-stop centers can be used: a local funding mechanism when all required partners agree on how infrastructure costs will be shared, which is the expectation, and a State-determined funding mechanism that will be used only as a last resort when it is impossible to reach local agreement. Use of either of these methods must conform to the requirement of 20 CFR Subpart I One-Stop Operating Costs (20 CFR 678.710). (A summary comparison of requirements and features associated with each mechanism is included as Appendix V.)

Local comprehensive one-stop center infrastructure costs to be shared among all required partners will be defined on a budget form as described in Section 5 and Appendix VIII. (A list of infrastructure cost line items and definitions is included as Appendix VI. This list is not all-inclusive.)

An infrastructure budget for each comprehensive one-stop center will be prepared annually on a WIOA program year basis.

The chair of each LWDB will designate a private sector member of the board, or other impartial individual, to assume lead responsibility for negotiation of infrastructure costs. Upon designation, the private sector board member or other impartial individual will convene an initial meeting of all required partners and CLEOs, or their representatives, to begin developing the one-stop center infrastructure cost budget.

Prior to the initial meeting, the entity or entities serving as the leaseholder for the designated comprehensive one-stop center(s) will provide the representative of the LWDB, CLEO, and all required partners with the following specific information:

1. Information on the term of the lease;
2. The specific items of cost covered by the lease; and
3. Actual costs in the prior year for all line items included which are not covered by the lease.

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The private sector board member or other impartial individual designated by the LWDB chair to lead the infrastructure cost negotiation process will also see that required partners are provided information on the number of Full-time Equivalents (FTEs) that required partners committed to the operation of the local one-stop delivery system the prior year.

At their initial meeting, the private sector board member or other impartial individual designated by the LWDB chair, and required partners will review and discuss actual costs in the prior year and new needs for the coming budget year.

The private sector member or other impartial individual the LWDB chair designates to lead the infrastructure negotiation process will obtain all assistance needed to prepare a draft budget for future consideration by all required partners. The draft budget must be consistent with these guidelines.

The private sector board member or other impartial individual the LWDB chair designates to lead the infrastructure cost negotiation process will see that a draft budget is presented to all required partners at least two weeks prior to a second meeting of required partners. This draft budget will also be submitted simultaneously to a person(s) to be designated at the State level.

At their second meeting, the required partners will review the draft budget and make all revisions agreed upon.

The private sector board member or other impartial individual the LWDB chair designates to lead the infrastructure cost negotiation process will prepare a final budget that allocates agreed-upon infrastructure costs equitably among required partners. These costs will be allocated among required partners in accordance with the methodology agreed to by the required partners.

Full-time equivalent method

The proportion of each required partner's FTE staffing dedicated to support the operation of comprehensive one-stop centers will be used as the basis for determining each required partner's share of infrastructure costs. FTE staffing is defined to include:

- Required partner or contractor FTE staff onsite at the one-stop center, and
- Required partner or contractor FTE staff offsite but who are dedicated and available on-demand to meet service access requirements via "direct linkage."

Square foot allocation method

The proportion of space each required partner occupies or commits to occupy in the one-stop may be used as the basis for determining each required partner's share of infrastructure costs. This method is also the basis for the State's infrastructure funding mechanism except that the State's mechanism does not allow in-kind contributions. The State infrastructure funding mechanism requires all-cash contributions.

The formula the WDC will use to determine each required partner's proportionate share of comprehensive one-stop center infrastructure costs in the case of an impasse:

A = Total infrastructure cost

B = Total square footage of the one-stop center minus the common areas

C = Cost per square foot = A/B

D = Square footage occupied by each partner (including space for technology, required partners must commit to space)

E = Required partner's proportionate share = (C)(D)

Any cost allocation method the required partners agree upon must be consistent with Uniform Administrative

Requirements, Cost Principles, and Audit Requirements for Federal Awards.”

The private sector board member or other impartial individual designated by the LWDB chair to lead infrastructure cost negotiation will distribute this final budget at least two weeks prior to a third meeting of required partners, at which time all required partners will be asked to approve the infrastructure cost budget.

If, after the 30-day period of remediation, a required partner as identified in Section 1 does not agree to approve the local budget, then the infrastructure costs allocated to that required partner under the local budget will be compared to the amount of infrastructure costs that would be calculated under the State funding formula. If the amount allocated to this required partner under the State funding formula is greater than or equal to the amount allocated in the local budget, then the required partner must accept the local budget.

The final approved budget will be incorporated annually into the approved Memorandum of Understanding (MOU) as an amendment using amendment procedures specified in the MOU. Failure to reach agreement on comprehensive one-stop center infrastructure costs at the end of the established 30-day remediation period will result in the use of the State infrastructure funding method.

Following the end of each State fiscal year, and after all budgeted infrastructure costs have been incurred, the private sector board member the LWDB chair designates to lead the MOU negotiation process will assure budgeted costs by required partners are reconciled to actual costs and that any necessary adjustments are made.

SECTION 3: NEGOTIATION OF LOCAL ONE-STOP DELIVERY SYSTEM COSTS

All required partners under WIOA are required to use a portion of their program funds to pay additional costs relating to operation of the local one-stop delivery system. These costs include the costs of providing shared career services to individuals, costs to support LWDB functions and other costs that promote integration of services. (Appendix VII provides a list of costs that may be considered shared local system costs. This list should not be considered all-inclusive.)

Required partners may meet their cost sharing obligations through any of the following methods:

- Cash contributions as allowed by the statutes and regulations governing each program;
- Locally agreed upon and fairly valued in-kind contributions that provide tangible benefits for the local service delivery system to offset a cash contribution the partner may otherwise be asked to make.

Required partners are encouraged to give priority to those shared costs which bring about integration, streamline service delivery and lead to better outcomes.

The amount each required partner contributes to local one-stop service delivery system costs must be allowable under each required partner's statutory and regulatory requirements. Contribution amounts must also be proportionate to the benefit received and determined in accordance with "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards."

SECTION 4: TIMELINES FOR NEGOTIATION OF MOUS AND INFRASTRUCTURE COSTS

Local boards may begin their negotiations related to services, methods of delivery, infrastructure and other shared costs at any time, but they must be concluded by April 30 of each calendar year.

A final report on the outcomes of these negotiations must be provided by May 15 of each calendar year to the WDC's Executive Director (refer to Appendix IX).

A 30-day period for remediation will begin on or around April 15th of each calendar year and continue through the end of May. Failure to reach agreement on comprehensive one-stop center infrastructure costs at the end of the established 30-day remediation period will trigger infrastructure funding using the State infrastructure funding

mechanism. Each required partner's proportionate share of infrastructure costs using the State infrastructure funding mechanism in these instances will be determined based on square footage occupied by each program at the One Stop center.

Local areas that cannot reach agreement on an MOU at the end of the 30-day remediation period for reasons other than the allocation of infrastructure costs will be reported to the U.S. Secretary of Labor and head of any other relevant Federal agency as required in 20 CFR 678.510.

SECTION 5: REPORTING OF FINAL NEGOTIATION OUTCOMES

Local boards must provide a draft budget to the Executive Director of the WDC by no later than February 28th of each calendar year. This budget is to be provided in a standard format. (A suggested budget is included as Appendix VIII.)

A final report on the outcomes of the MOU negotiations must be provided by March 31st each calendar year to WDC's Executive Director. (Appendix IX is the report required from local areas regarding final outcomes of MOU negotiations.)


SECTION 6: APPEALS PROCESS FOR INFRASTRUCTURE COSTS

The WDC will make the final determination of each required partner's proportionate share of statewide infrastructure costs under the State funding mechanism as described in these guidelines.

A required partner may appeal the determination on the basis of a claim that:

1. The determination is inconsistent with the proportionate share requirements of 20 CFR 678.735(a).
2. The determination is inconsistent with the cost contribution caps described in 20 CFR 678.735(c).

An appeal must be made within 21 days of the WDC's determination and follow the appeal process outlined in the State Unified Plan.


ALLICYN C.H. TASAKA
Executive Director

APPENDIX I
Glossary

TERM	DEFINITION
1. Comprehensive one-stop center	A single physical location in each Local Workforce Development Area (LWDA) where on-demand access to career services, training services, employment services and all required programs is available. Staff must provide Adult, Dislocated Worker, Youth and Wagner-Peyser services physically on-site.
2. Full-time equivalent (FTE)	The ratio of the total number of hours worked (whether part-time, full-time or contracted) divided by an average full-time work week (e.g., 40 hours). Example: Two employees who work 20 hours per week are the equivalent of one full-time employee or one FTE. One employee who works 80 hours per week is expressed as .5 FTE.
3. Infrastructure costs	WIOA §106(h)(4) defines infrastructure costs to mean "... the non-personnel costs that are necessary for the general operation of the one-stop center, including the rental costs of facilities, the costs of utilities and maintenance, equipment (including assessment-related products and assistive technology for individuals with disabilities), and technology to facility access to the one-stop center, including the center's planning and outreach activities."
4. Local one-stop delivery system	The network of workforce-related products, programs, services and service locations established to meet business and jobseeker needs in a LWDA.
5. Local Workforce Development Area (LWDA)	A geographic area designated by WDC to receive and administer WIOA funding at the local level according to WIOA §106.
6. Memorandum of Understanding (MOU)	A document defining the agreement between the local board CEO and required partners relating to the operation of the workforce delivery system in the local area, including operations and infrastructure costs.
7. Proportionate share	An amount determined by the WDC that represents a required partner's portion of comprehensive one-stop infrastructure costs statewide for purposes of the State infrastructure funding mechanism. This amount is determined through a reasonable cost allocation methodology that assigns costs to required partners in proportion to relative benefits received.

TERM	DEFINITION
1. Required partners	<p>WIOA identifies 17 required program partners, four of which are "core program partners," that must provide services in comprehensive one-stop centers and share in the cost of maintaining the one-stop delivery system subject to a Memorandum of Understanding (MOU). The 17 required partners follow:</p> <ul style="list-style-type: none"> a. Workforce Development Activities serving Youth, Adults and Dislocated workers under Title EB of WIOA b. Adult Education and Literacy programs under Title II of WIOA c. Employment Services under the Wagner-Peyser Act and Title III of WIOA d. Vocational rehabilitation services under Title I of the Rehabilitation Act of 1973 and Title IV of WIOA e. Career and technical education programs at the secondary and post-secondary levels under the Carl D. Perkins Career and Technical Education Act f. Programs under the Trade Act of 1974 (TAA) g. Title IV of the Social Security Act (Temporary Assistance for Needy Families (TANF) programs) h. Senior Community Services Employment Program (SCSEP) i. Employment and training activities under the Community Services Block Grant (CSBG) j. Housing and Urban Development employment and training activities k. Unemployment compensation programs l. Activities under the Second Chance Act of 2007 m. Veterans job counseling, training and placement programs under Chapter 41 of Title 38, United States Code n. Migrant and Seasonal Farmworkers o. National Farmworker Jobs Program p. Job Corps career and technical education for youth q. YouthBuild education and job pathways
2. Shared systemic costs	<p>Additional, non-infrastructure costs, required one-stop partners are required to pay. These shared costs may include the cost of shared services authorized for an individual participant, such as intake and assessment costs, as well as shared costs of local board functions.</p>

TERM	DEFINITION
10. State infrastructure funding mechanism	<p>The formula the WDC uses to determine each required partner's proportionate share of comprehensive one-stop center infrastructure costs. This formula is:</p> <ul style="list-style-type: none"> = Total infrastructure cost = Total square footage of the One Stop center minus the common areas Cost per square foot = A/B Square footage occupied by each partner, including space or technology, (required partners must commit to space, = Required partner's proportionate share = (C) (D)

**APPENDIX II
SAMPLE TIMELINE FOR MOU AND INFRASTRUCTURE NEGOTIATIONS**

TIMEFRAME	ACTIVITY
January 1, 2017	Initiation of local negotiations of memoranda of understandings (MOUs) and infrastructure cost sharing agreements
February 28 of each year	Local boards provide draft budgets to the WDC.
March 31, 2017 and by March 31 of each subsequent year in which a local area renegotiates its MOU (MOUs must be renegotiated at a minimum once every 3 years)	<p>Local MOU negotiations end. However, LWDBs may include an interim infrastructure funding agreement in the MOU if all other parts of the MOU have been negotiated (§ 678.715(c)). The interim infrastructure agreement must be finalized within six months of the date the MOU is signed.</p> <p>Local board chairs and chief elected officials report outcomes from local MOU negotiations to the Executive Director of the WDC with a copy sent to each required partner in a format similar to the letter provided in Appendix IX.</p>
APRIL 15 each year	For LWDBs not reaching agreement on infrastructure costs, a 30-day remediation period begins.
May 15, 2016 and by May 15 of each subsequent year in which a local area renegotiates its MOU (minimum of once 3 years)	<p>LWDBs unable to reach agreement on MOUs for reasons other than infrastructure costs are referred to the U.S. Secretary of Labor and head of any other relevant Federal agency.</p> <p>LWDBs at an impasse about infrastructure costs are referred to the Chair of the WDC; the WDC will make the final determination about each required partner's proportionate share of infrastructure costs under the State funding mechanism. LWDBs have 21 days from the date of the determination to appeal.</p>
July 1 on every year an MOU is negotiated	A signed MOU must be submitted to the Executive Director of WDC.

**APPENDIX III
WIOA SERVICE MATRIX - CAREER SERVICES**

*-Onsite staff means staff available at all times during regular business hours
-Technology means technology that meets the "direct linkage" requirements of WIOA
-Career services provided by Wagner-Peyser staff. "All of the Basic Career Services must be made available by WP staff in coordination with either one-stop center partners." Career Services 1 through 11 on the WIOA Service Matrix. Career Services are Basic Career Services (TEGL 3-15; Section 5)*

CAREER SERVICE	STATE REQUIRED PARTNERS AND METHODS OF SERVICE DELIVERY (GED Employment and Training, Job Corps and YouthBuild are required but are not included in this table as they only apply to some local areas.)										
	Community Service Block Grant	SNAP	DVR	Adult Ed and Family Literacy	Private	SCSEP	Title IB	Wagner Peyser, UI, TAA	National Freelance Jobs Program	Second Chance	
1. Eligibility for Title IB participants							Onsite staff		Onsite staff and technology (i.e., Skype and phone)		
2. Outreach, intake and orientation	Technology	Onsite contact service provider	Onsite staff and technology	Onsite adult education service provider staff	Technology	Onsite SCSEP subrecipient staff or contract contractor staff and technology	Onsite staff and technology	Onsite staff and technology (i.e., Skype and phone)	Onsite staff and technology	Onsite staff and technology	
3. Skills and apprentice's service needs assessment		Onsite contact service provider	Onsite staff	Onsite adult education service provider staff	Technology	Onsite SCSEP subrecipient staff or contract contractor staff and technology	Onsite staff and technology	Onsite staff and technology (i.e., Skype and phone)	Onsite staff and technology	Onsite staff and technology	
4. Labor exchange services					Technology		Onsite staff and technology	Onsite staff and technology (i.e., Skype and phone)	Onsite staff and technology	Onsite staff and technology	
5. Program coordination and referral	Technology		Onsite staff and technology	Onsite adult education service provider staff		Onsite SCSEP subrecipient staff or contract contractor staff and technology	Onsite staff and technology	Onsite staff and technology (i.e., Skype and phone)	Onsite staff and technology	Onsite staff and technology	
6. Labor market information			Onsite staff and technology				Onsite staff and technology	Onsite staff and technology (i.e., Skype and phone)			
7. Training provider performance and cost information			Onsite staff and technology	Onsite adult education service provider staff	Technology		Onsite staff and technology	Onsite staff and technology (i.e., Skype and phone)	Onsite staff and technology	Onsite staff and technology	

STATE REQUIRED PARTNERS AND METHODS OF SERVICE DELIVERY										
RSD Employment and Training, Job Corps and Youthbuild are required but are not included in this table as they only apply in some local areas.										
	Community Service Block Grant	SNAP	DIV	Adult Ed and Family Literacy	Perkins	SCSD	Title III	Wagner Pymat, UT, TAA	National Partnership Program	Second Chance
CAREER SERVICE										
1. Performance information for the local area is a priority			Onsite staff and technology	Onsite adult education service provider staff	Technology		Onsite staff and technology	Onsite staff	Onsite staff and technology (i.e., Skype and phone)	Onsite staff and technology
2. Information about the availability of supportive services and referred to these services	Technology	Onsite contact service provider	Onsite staff and technology	Onsite adult education service provider staff	Technology		Onsite staff and technology	Onsite staff and technology	Onsite staff and technology (i.e., Skype and phone)	Onsite staff and technology
3. Information and resources with UI jobs								Onsite staff and technology	Onsite staff and technology (i.e., Skype and phone)	
4. Assurance regarding eligibility for financial aid			Onsite staff and technology		Technology		Onsite staff and technology		Onsite staff and technology (i.e., Skype and phone)	Onsite staff and technology
5. Employment services		Onsite contact service provider	Onsite staff and technology		Technology		Onsite staff and technology	Onsite staff and technology	Onsite staff and technology (i.e., Skype and phone)	Onsite staff and technology
6. Follow-up services for Title III participants							Onsite staff and technology		Onsite staff and technology (i.e., Skype and phone)	Onsite staff and technology

APPENDIX IV

WIOA SERVICES MATRIX OF STATE-LEVEL REQUIRED PARTNER

PROGRAM AND ACTIVITIES (In most cases, services are restricted to individuals eligible for and/or in need of services under each program. The service delivery method may also depend on local agreements or arrangements, other than career services accessed at comprehensive one-stop centers.)

SERVICES ACCESSED THROUGH ONSITE STAFF	SERVICES ACCESSED THROUGH TECHNOLOGY (Meeting the "Direct Linkage" requirement)
<p align="center">Title IB</p> <ul style="list-style-type: none"> • Analysis and use of labor market data to support local economic development • Business services – interaction with business and economic development representatives • Analysis and use of labor market data to support local economic development – interaction with business and economic development representatives • Case management and local delivery of TAA services 	<p align="center">TAA</p> <ul style="list-style-type: none"> • State Ment Staff approval of training, waiver assurance, out of area job search and out of area relocation
<p align="center">Wagner-Peyser</p> <ul style="list-style-type: none"> • Labor exchange – job search and posting • Apprenticeship program • Re-entry employment services 	<p align="center">Wagner-Peyser</p> <ul style="list-style-type: none"> • Labor exchange – job search and posting • Apprenticeship program • Re-entry employment services
<p align="center">Other Programs</p> <ul style="list-style-type: none"> • Veterans' assistance – job preparation, employer outreach • Migrant seasonal farmworkers • Unemployment insurance • Trade Readjustment Assistance determination and benefits 	<p align="center">Other Programs</p> <ul style="list-style-type: none"> • Veterans' assistance – job preparation, employer outreach • Migrant seasonal farmworkers • Trade Readjustment Assistance determinations and benefits • A.R.TAA eligibility determinations and benefits • Unemployment Insurance
<p>DHS – Division of Vocational Rehabilitation</p> <ul style="list-style-type: none"> • Overview and orientation to vocational rehabilitation services • Evaluation and assessment of eligibility for vocational rehabilitation services • Vocational rehabilitation guidance and counseling • Development of individualized plan for employment, including job placement, vocational training or post-secondary education services 	<p>DHS – Division of Vocational Rehabilitation</p> <ul style="list-style-type: none"> • Overview and orientation to vocational rehabilitation services • Evaluation and assessment of eligibility for vocational rehabilitation services • Vocational rehabilitation guidance and counseling • Development of individualized plan for employment, including job placement, vocational training or post-secondary education services
<p align="center">Adult Education and Literacy (Provided by onsite adult education service provider staff where space allows and by any combination of adult education providers in the LWDA.)</p> <ul style="list-style-type: none"> • Assessment • Student support services 	<p align="center">Adult Education and Literacy</p> <p>Online instruction – must meet minimum criteria</p>

SERVICES ACCESSED THROUGH ON-SITE STAFF	SERVICES ACCESSED THROUGH TECHNOLOGY (Meeting the "Direct Linkage" requirement)
<p data-bbox="354 407 748 457">Senior Community Service Employment Program</p> <ul style="list-style-type: none"> <li data-bbox="313 459 553 485">• Outreach activities <li data-bbox="313 487 618 512">• Professional development <li data-bbox="313 514 500 539">• Recruitment <li data-bbox="313 541 565 567">• Financial assistance <li data-bbox="313 569 553 594">• Benefits screening 	<p data-bbox="821 407 1224 432">Community Services Block Grant (CSBG)</p> <ul style="list-style-type: none"> <li data-bbox="789 434 1122 459">• Employment and training services <li data-bbox="789 462 1240 512">• Employment support services (e.g., uniforms, protective gear, tools) <li data-bbox="789 514 1198 539">• Linkages – referrals to other programs
<p data-bbox="435 611 672 636">TANF (20 CFR 678.430)</p> <p data-bbox="313 638 789 842">"The States must provide individuals with the opportunity to initiate an application for assistance and non-assistance benefits and services ..." and agencies must identify employment services and related support being provided by TANF program (within the local area) that qualify as career services and ensure access to them via the local one-stop delivery system."</p>	<p data-bbox="906 611 1143 636">Post-Secondary Perkins</p> <ul style="list-style-type: none"> <li data-bbox="789 638 1230 663">• Academic counseling and career advising <li data-bbox="789 665 1154 690">• Resume writing / interview skills

APPENDIX V
SUMMARY COMPARISON OF INFRASTRUCTURE FUNDING REQUIREMENTS
UNDER THE LOCAL AND STATE FUNDING MECHANISMS

Partner contributions to infrastructure costs	Required	Required
Partner compliance with its own governing laws and regulations	Required	Required
Partner compliance with "Uniform Standards" circular	Required	Required
Partner contributions based on proportionate use	Required	Required
Partner contributions determined by Governor	No	Yes
Cash contributions from required partners	Allowed	Required
in-kind contributions from required partners	Allowed	Not Allowed
Limitation or cap on partners contributions	Only as imposed by the statutory and regulatory requirements of each required program	New WICA defined caps 3% of program and administration funds 2% of administration funds
Title IB		
Vagner-Peyser		
SCSCEP		1.5% of program and administration funds
Perkins Career and Technical Education and Adult Education and Family Literacy		1.5% of funds for State administration
Occupational rehabilitation		1.5% phased in over 5 years
Trade Act of 1974 Title IV of Social Security Act (TANF) Senior Community Services Employment program (SCSEP) Community Services Block Grant		1.5% of funds for administration

<p>1. 10/10/10</p> <p>2. 10/10/10</p> <p>3. 10/10/10</p> <p>4. 10/10/10</p> <p>5. 10/10/10</p> <p>6. 10/10/10</p> <p>7. 10/10/10</p> <p>8. 10/10/10</p> <p>9. 10/10/10</p> <p>10. 10/10/10</p>	<p>1. 10/10/10</p> <p>2. 10/10/10</p> <p>3. 10/10/10</p> <p>4. 10/10/10</p> <p>5. 10/10/10</p> <p>6. 10/10/10</p> <p>7. 10/10/10</p> <p>8. 10/10/10</p> <p>9. 10/10/10</p> <p>10. 10/10/10</p>	<p>1. 10/10/10</p> <p>2. 10/10/10</p> <p>3. 10/10/10</p> <p>4. 10/10/10</p> <p>5. 10/10/10</p> <p>6. 10/10/10</p> <p>7. 10/10/10</p> <p>8. 10/10/10</p> <p>9. 10/10/10</p> <p>10. 10/10/10</p>
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Appendix VI
INFRASTRUCTURE COST LINE ITEMS AND DEFINITIONS

Cost Line Item	Definition
Facilities Costs	
Lease cost	Annual amount due for comprehensive center space costs pursuant to a lease or other contractual arrangement.
Facility maintenance	Annual costs for upkeep and maintenance of leased space, including grounds keeping, trash and shredding, if not already included as part of the lease.
Property and casualty insurance	Annual cost of property and general liability insurance for the space, if not already included in the lease.
Security services	The cost of third party contractors and/or camera-based surveillance, if not already included in the lease.
Cleaning services	Cost of janitorial services, if not already included in the lease.
Utilities	Electricity, water, gas and other utility costs associated with the comprehensive center space, if not included in the lease cost.
Technology Costs	
Telecommunications, including Internet	Cost of phone and internet connectivity in the resource room and other shared spaces in the comprehensive center.
Equipment and technology costs	Costs of shared computers, printers, fax machines, copiers, postage machines utilized for the operation of the comprehensive center and related maintenance and supply costs.
Assistive technology for individual with disabilities	Cost of assistive technology enabling individuals with disabilities to utilize the resource room or other services provided at the comprehensive one-stop center.
Marketing Costs Related to Common Identifier	
Signage	One-time costs associated with new exterior and interior signage displaying the "common identifier".
Other "common identifier" costs	Printed materials, costs of website changes, business cards and similar costs incurred to implement the "common identifier".

Appendix VII
SELECTED LIST OF POSSIBLE LOCAL ONE-STOP SYSTEM SHARED COSTS

COST TYPE	EXAMPLES OF POSSIBLE SHARED SYSTEM COSTS
<p>Mandatory Costs to promote integration and streamlining of services</p>	<p>Joint staff training including staff of comprehensive one-stop centers Customer satisfaction measurement Business services Receptionist at comprehensive one-stop center Resource room materials and staffing costs at comprehensive one stop centers or affiliated site</p>
<p>Optional Shared services costs authorized for one stop partner programs</p>	<p>Any allowable cost item (e.g., initial intake or needs assessments) agreed upon by local required partners</p>

SHARED COST CATEGORY	ANNUAL BUDGET ALLOCATION TO PARTNERS					
	TOTAL FUNDAL BUDGET	W. III	Wagner Trust	Adm. Education Rel. ab	Medical Partners	Other Partner
Local One-Stop Delivery System Costs						
Part 2						
Costs associated with marketing						
Costs of strategic data planning						
Other Costs Description						
Other Costs Description						
Costs to Finance Services Integration and staff training						
Customer satisfaction measurement						
Business services						
One-stop center relocation						
Recovery room, market ads and staffing						
Other Costs Description						
Other Costs Description						
Total One-Stop Delivery System Costs						
Shared Costs Summary						
Shared One-Stop Infrastructure Costs						
Shared One-Stop Delivery System Costs						
Total All Shared Costs						

APPENDIX IX
REPORT OF OUTCOMES FROM LOCAL MOU NEGOTIATIONS

Local Workforce Development Area:

1. The Local Workforce Development Area (LWDA) is defined as the geographic area within the State of Michigan that is designated as a Local Workforce Development Area under the Michigan Workforce Development Act, 2011 PA 100, ICL 2011-0001, as amended.

2. The LWDA is established for the purpose of providing a framework for the development and implementation of a local workforce development plan that is consistent with the Statewide Workforce Development Plan.

3. The LWDA is established for the purpose of providing a framework for the development and implementation of a local workforce development plan that is consistent with the Statewide Workforce Development Plan.

Item	Local Workforce Development Area	Statewide Workforce Development Plan
1. The LWDA is established for the purpose of providing a framework for the development and implementation of a local workforce development plan that is consistent with the Statewide Workforce Development Plan.		
2. The LWDA is established for the purpose of providing a framework for the development and implementation of a local workforce development plan that is consistent with the Statewide Workforce Development Plan.		
3. The LWDA is established for the purpose of providing a framework for the development and implementation of a local workforce development plan that is consistent with the Statewide Workforce Development Plan.		

References

- WIOA §678.400
- WIOA §678.700(c)
- WIOA §678.705
- p. 55880 Federal Register, Vol. 81, No. 161, 8/19/16, Rules and Regulations
- WIOA sec. 121(b)(1)(B)
- 20 CFR 678.400
- Wagner-Peyser Act:
 - 29 U.S.C. 49 et seq.
 - 29 U.S.C. 730 et seq.
 - 29 U.S.C. 732, 741
- Older Americans Act of 1965, 42 U.S.C. 3056 et seq.
- Carl D. Perkins Career and Technical Education Act of 2006, 20 U.S.C. 2301 et seq.
- Title II of the Trade Act of 1974, 19 U.S.C. 2271 et seq.
- Title 38, United States Code
- Community Services Block Grant Act, 42 U.S.C. 9901 et seq.
- Second Chance Act of 2007, 42 U.S.C. 17532
- Social Security Act, 42 U.S.C. 601 et seq.
- WIOA sec. 121(b)(2)(B)
- 20 CFR 678.410
- Social Security Act, 42 U.S.C. 1320b-19
- Section 6(d)(4) of the Food and Nutrition Act of 2008, 7 U.S.C. 2015(d)(4)
- Section 6(o) of the Food and Nutrition Act 2008, 7 U.S.C. 2015(o)
- Rehabilitation Act of 1973, 29 U.S.C. 732
- National and Community Service Act of 1990, 42 U.S.C. 12501 et seq.
- WIOA Sec. 121(c)(2)
- 20 CFR Part 678, Subpart C, 34 CFR 361.500-361.550, 34 CFR 463.500-463.510
- 20 CFR 678.310, 678.315, and 678.320
- 20 CFR 678.620, 678.625 and 678.630
- 20 CFR 678.710
- 20 CFR 678.735(a)
- 20 CFR 678.735(c)

Appendix E: Cost Allocation and Partner Contributions

AMERICAN JOB CENTER SPACES	DWZHSQHS	SQ. FT.	USAGE	SQ. FOOTAGE BREAKDOWN	SQ. FT.	%
Front Reception Area	3115	85	Shared (A/C)	DEDICATED PROGRAM SQ FOOTAGE	170 80	17.88%
Business Action Center (OCCA)	8115	115	OCCA	SHARED BY PARTNERS	1,161.75	82.12%
Program Office	9115	125	Adv/Dev/WRP	TOTAL SQUARE FOOTAGE	1,332.55	100.00%
Workshop & Conference Room	3116	52	Shared (A/C)			
Manager's Office	10112	120	Shared (A/C)	ONE-STOP BUDGET TOTALS	\$ 515,736	
Storage Room	9117	33.75	Shared (A/C)	NON-PERSONNEL COSTS	\$ 77,861	
Break Room	8118	72	Shared (A/C)	PERSONNEL COSTS	\$ 441,395	
Consulting Room	8117	80	Shared (A/C)			

SQUARE FOOTAGE ALLOCATION	Shared Square Footage utilized by multiple programs				Partner Contribution			
	Dedicated Program Square Footage	% of Shared Space Assigned	Total Sq. Feet of Shared Space Assigned	Total Square Feet (Dedicated & Shared)	Non Personnel Costs Assigned	Personnel Costs Assigned	Annual Cost Total	% of Total Cost (Expense)
Contributing Partners								
WVDA Adult	30	11.54%	145,581.25	178,581.25	9,102	-	9,102	1.8510%
WVDA Dev	30	11.54%	145,581.25	178,581.25	9,802	-	9,802	2.0528%
WVDA Youth	0	0.00%	82,273.75	82,273.75	4,173	-	4,173	1.0071%
HRP	0	0.00%	25,315	25,315	1,285	-	1,285	0.4025%
Positive American	0	0.00%	0	0	-	-	-	0.0000%
DeCA*	135	8.00%	101,150	216,250	11,875	-	11,875	1.7500%
WV Dept of Payroll Employment Services	87	11.80%	148,581.25	212,361.25	10,778	-	10,778	3.3751%
SCSEP	0	2.00%	25,315	25,315	1,285	-	1,285	0.4025%
TAA Program	0	2.00%	25,315	25,315	1,285	-	1,285	0.4025%
Unemployment Compensation Inv.	0	2.00%	25,315	25,315	1,285	-	1,285	0.4025%
IVSO programs	0	2.00%	25,315	25,315	1,285	-	1,285	0.4025%
ADFLA WVDA Title II	0	2.00%	25,315	25,315	1,285	-	1,285	0.4025%
CIVIL WDA Title IV	0	1.00%	12,912.5	12,912.5	1,213	-	1,213	0.6017%
CVE 81 postsecondary level (Partners)	0	2.00%	25,315	25,315	1,285	-	1,285	0.4025%
Job Corps	0	2.00%	25,315	25,315	1,285	-	1,285	0.4025%
CSBG - employment & training services	0	2.00%	25,315	25,315	1,285	-	1,285	0.4025%
COM - Business Resource Center	0	28.00%	356,81	356,81	17,860	241,395	259,255	81.2173%
TAAP	0	2.00%	25,315	25,315	1,285	-	1,285	0.4025%
TOTALS	270	100.00%	1,365.75	1,332.55	77,861	241,395	319,256	

* DeCA is not a signatory partner of the AJC BDU. The amount listed is their actual budget which reflects the appropriate amount DeCA contributes to the program. DeCA's contribution is a result of a payment from the County of Adams.

MAUI COUNTY
WORKFORCE DEVELOPMENT BOARD
BY-LAWS

ARTICLE I - DEFINITION

Definition Sec. 1 The term "Board" means Maui County Workforce Development Board.

ARTICLE II - PURPOSE

Goals
Objectives
Duties Sec. 1 The Board shall be in conformity with the goals, objectives, duties, and intent as set forth in the Workforce Innovation and Opportunity Act of 2014, P.L. 113-128, related sections of the Code of Federal Regulations, and its subsequent revisions, if any.

Sec. 2 The foregoing statement of duties shall not be considered as limiting or exclusive of such duties and functions as may be prescribed by the Board or by its Chairperson within prescribed subject laws.

ARTICLE III - MEMBERSHIP, CHAIRPERSON AND VICE-CHAIRPERSON DUTIES, COMMITTEES

Board Membership Sec. 1 Members of the Board are appointed by the Mayor of Maui County in accordance with county appointment requirements, if any, requirements of the State of Hawaii, and P.L. 113-128 (Title I, Subtitle A, Chapter 2, Sec. 107(b)(2) and its subsequent revisions, if any.

Chairperson Sec. 2 A. The Board shall elect the Chairperson of the Board from among the business representatives on the Board.

 B. The Chairperson shall serve as the spokesperson for the Board.

 C. The Chairperson shall preside over meetings and conduct the business of the board.

 D. The Chairperson shall perform such other duties as are requested by the Board.

Vice-Chairperson

Sec. 3

- E. In the event of a vacancy in the office of Chairperson, the Vice-Chairperson shall succeed immediately to the office of Chairperson for the remainder of the Chairperson's unexpired term.
- A. The Vice-Chairperson of the Board shall be elected by the Board members and shall preside over meetings and conduct the business of the Board in the absence of the Chairperson.
- B. In the event of a vacancy in the office of the Vice-Chairperson, the office shall be filled by an election by the majority of board members for the remainder of the Vice-Chairperson's unexpired term.

Committees

Sec. 4

- A. **Standing Committees will be**
(a) **Governance Committee,**
(b) **Program Monitoring and Youth Committee,**
(c) **Sector Strategies & Employer Engagement Committee, and**
(d) **Finance and Operational Oversight Committee**
- B. The Board may create special committees, including ad hoc and liaison committees, as it deems advisable.
- C. The committees created in accordance with Article III, Sec. 5A shall be designated and organized by the Chairperson of the Board who shall appoint from the membership a Chairperson for each Board committee.

Executive Committee

Sec. 5

- A. The Executive Committee shall be composed of not less than five (5) nor more than seven (7) members. It shall consist of the Chairperson, Vice-Chairperson, the Chairpersons of the standing committees of the board, and others up to the maximum size of the Executive Committee who may be appointed by the chairperson.

- B. The Officers of the Board will also be Officers of the Executive Committee.
- C. The Executive Committee may make recommendations and except for actions required by WIOA or its implementing regulations to be taken by the Board, shall have the power to act on behalf of the Board between business meetings.
- D. All transactions of the Executive Committee shall be reported on in full at the next scheduled meeting of the Board.

**ARTICLE IV - MEETINGS, QUORUM,
AND CONFLICT OF INTEREST**

Board Meetings

Sec. 1

- A. The Board shall meet quarterly at sites accessible to the public.
- B. The Chairperson shall call special meetings of the Board whenever meetings are considered necessary, or whenever requested in writing by one-third of the Board members.
- C. The Chairperson is responsible for sending a notice of each meeting (accompanied by an agenda for that meeting) to each voting and nonvoting Board members, giving adequate time for preparation for the meeting.
- D. The Chairperson is responsible for filing a notice of each meeting for public inspection with the Office of the County Clerk at least six (6) calendar days prior to the meeting.

Executive
Committee Meetings

Sec. 2

- A. The Chairperson may call meetings of the Executive Committee as necessary.
- B. The Chairperson is responsible for sending a notice (accompanied by an agenda for that meeting) of each Executive Committee meeting to each Executive Committee member, giving adequate time for preparation for the meeting.

Quorum

Sec. 3

A quorum for the Board and its committees for the transaction of business shall be the majority of Board Voting members. The nonvoting members will not be counted in determining the quorum for Board business. Any action that requires a vote must be in conformance with the State Sunshine Law.

Conflict of Interest

Sec. 4

- A. Board members are prohibited from participating in any discussions or decisions that have the potential to financially benefit that individual, an immediate family member of that individual, or an organization employing that individual. Each board member shall identify when a conflict of interest or a potential conflict of interest is possible in order to refrain from any discussion or decision-making regarding that matter. Such identification shall be voiced prior to any discussion regarding that matter. Should the issue in question require a vote, the Board member shall abstain from voting and participating in the decision-making process.

The Board Chair shall determine whether or not a conflict of interest exists and rule accordingly.

- B. Neither membership on the Board nor receipt of Workforce Innovation and Opportunity Act funds to provide training and/or related services, by themselves, violates conflict of interest.

ARTICLE V - EXPENSES AND COMPENSATION

Expenses Sec. 1 Any authorized expenses incurred by Board members and staff shall be compensated according to guidelines set by current Federal, State, and County statutes and regulations.

ARTICLE VI - RULES OF ORDER

Robert's Rules Sec. 1 Robert's Rules of Order, newly revised, shall apply in situations not covered by these bylaws or applicable statutes.

ARTICLE VII - AMENDMENTS

Amendments Sec. 1 The bylaws of the Board may be amended at any regular or special meeting by a two-thirds vote of the voting members present, provided at least thirty (30) days written notice is given to each voting member.

**Proposed to the Maui County
Workforce Development Board
on February 12, 2020**

MAUI COUNTY WORKFORCE DEVELOPMENT BOARD (MCWDB)
MEETING MINUTES – TUESDAY, JANUARY 8, 2019
Location: American Job Center/Maui County Business Resource Center
70 E Kaahumanu Ave. Unit B-9, Kahului, HI 96732

BOARD MEMBERS

- Present:** Leslie Wilkins, MEDB (Chair of WDB)
Debbie Cabebe, MEO Inc. (Mandated Partner for CDBG)
Deanna Garcia,
Ray Shimabuku,
Kevin Kimizuka, WDD
Karen Hamada, UHMC
Bob Johnston, Hawaii Pacific Solar
Grant Wilson, DVR
Kwanza Woodson, Hawaii Employment
- Absent:** Michelle Bruce, Stephen West, Bill Kamai, Harrilyn Kameenui, Shirley Rawlins,
Kyoko Kimura, Christina Schenk, and Kurt Ginoza
- Quorum Present?** Yes
- Others Present:** Coty Luke (Ku'ina Program), Sonia Spring (WDD), Leilani Kepler (Alu Like),
Lee Ah Yen, (WDB ED), Karen Arakawa (AJC), Linda Puppolo (OED)

A. CALL TO ORDER

- a. Ms. Wilkins called the meeting to order at 9:00am
- b. There was a quorum present
- c. Ms. Wilkins requested the Board re-order the agenda to completed action items and to accommodate members' schedules. There was no objection from the members.

B. INTRODUCTIONS

- a. Ms. Wilkins hoped everyone had a wonderful holiday season
- b. Ms. Wilkins explained that the function of the WDB is to coordinate a state-wide WDD plan from the Governor's office to County Mayors' offices
- c. Ms. Wilkins bid Aloha O'e to Mayor Alan Arakawa, former OED Director, Teena Rasmussen, and Maui County WDD Director, Brian Nagami and thanked them for their years of service recommending a Letter of Commendation for Brian Nagami.
- d. Ms. Wilkins welcomed new OED Director, Kay Fukumoto and WDD Director, Lee Ah Yen.
- e. Member Karen Hanada introduced new Ku'ina Coordinator, Coty Luke, to the group.
- f. All present introduced themselves to the group
- g. Ms. Wilkins announces that all action items would be handled first on the agenda.

C. CALL FOR PUBLIC TESTIMONY

- a. There were no members of the public to testify.

D. REVIEW & APPROVAL OF OCTOBER 9, 2018 MINUTES (action)

- a. Meeting minutes were distributed in members' packets to review.
- b. After review, Ms. Cabebe made a motion to approve the meeting minutes for the October 9th, 2018 meeting.
- c. Mr. Woodson seconded the motion
- d. **Motion passed with no objections**

E. REPORTS OF STANDING COMMITTEES

1. Youth Committee
2. Governance Committee
3. Program Mentoring Committee
4. Sector Strategies & Employer Engagement

***** There were no reports from Standing Committees due to the re-organization of the Committees.**

F. UNFINISHED BUSINESS

1. Appointment of Committee Chairs (action)
 - a. Ms. Wilkins made the following recommendations to serve as Committee Chairs
 - i. Youth Committee- Deanna Garcia
 - ii. Governance Committee- Kyoko Kimura
 - iii. Program Mentoring Committee- Christina Schenk
 - iv. Sector Strategies & Employer Engagement- Bob Johnston
 - b. Mr. Woodson made a motion to ratify these appointments pending acceptance by the members that were nominated but not present and subject to the rules of the Sunshine Law
 - c. Mr. Kimizuka seconded the motion
 - d. **The motion passed with no objections**
2. American Job Center – MOU (action)
 - a. In the process of negotiating an MOU for the American Job Center with core Partner, DHS, Honolulu County accepted an individual MOU. A meeting was scheduled for Friday, January 11, 2019 to negotiate our own agreement with DHS that may have had an exception for Maui County per the Attorney General's Office. There previously had been two meetings held by core partners and the members signed on with the caveat that the MOU with DHS be compliant.
 - b. Mr. Johnston made a motion to continue negotiations and maintain compliance in the agreements.
 - c. Ms. Garcia seconded the motion.
 - d. There were no objections.
 - e. **Motion passed.**
3. Local Plan Revision (action)
 - a. State-wide Annual Plan revisions were submitted and accepted by the State WDD Council.
 - b. The following list of items need to be completed to align the Maui County Local Plan with the State-wide Annual Plan:
 - i. Changes in Strategic Economic Data
 - ii. Corrections to text
 - iii. Formatting
 - iv. Post to Maui County website for public comment

- v. Review & adopt changes to the current Local Plan pursuant to "WIOA Bulletin 22-18"
- c. Local Plan Budget (action)
 - i. A revised budget and budget narrative was distributed in the packets to the members for review.
- d. Motion to accept revisions to Local Plan Narrative and Budget was made by Ms. Cabebe
- e. Motion was seconded by Mr. Woodson
- f. **Motion passed with no objections**
- g. Motion was made to continue the update of the current Local Plan to align with the State-wide Annual Plan by Mr. Woodson
- h. The motion was seconded by Mr. Johnston
- i. **Motion passed with no objections**

G. NEW BUSINESS

1. Budget Modification request- Adult & DW programs (action)
 - a. Mr. Kimizuka explained a retro modification to his budget due to a budgetary error of about \$20,000 to be re-allocated to Personnel and further states that this has no ill effect on the other funding.
 - b. Mr. Johnston made a motion to accept the re-allocation.
 - c. Mr. Shimabuku seconded the motion
 - d. All members approve with the exception of the abstention of Mr. Kimizuka
2. A motion was made by Mr. Johnston to accept the budget modification.
3. The motion was seconded by Mr. Shimabuku
4. **Motion passed with no objections and one abstention by Mr. Kimizuka**
5. Notification of Partners to comply with WIOA requirements related to presence in the American Job Center (action)
 - a. AJC has had prolonged problems with remote access to serve job seekers and employers by lack of network connections and email accessibility
 - b. Members agreed that there needed to be increased pressure to solve the technology problems to avoid jeopardizing compliance in the form of requesting an exact date of completion.
 - c. Members agreed that DLIR Director, Mayor Victorino or Governor Ige would need to be contacted as resources.
 - d. Mr. Woodson made a motion that the Board initiate those contacts to attain an exact date or completion of accessibility.
 - e. Ms. Hanada seconded the motion
 - f. **The motion passed with no objections and one abstention from Mr. Kimizuka**
6. Designation of PY18 service providers is deferred to Mr. Kimizuka's report.
7. Set meeting dates for the year
 - a. Ms. Wilkins suggests a Doodle Poll to find the best day of the month for meetings for members in compliance with any actions that might be affected by the rules of the Sunshine Law
 - b. Ms. Ah Yen agreed to initiate the poll within the Sunshine Law parameters

H. STATUS UPDATES

1. Adult & Dislocated Worker Programs – WDD

- a. Mr. Kimizuka discussed program challenges:
 - i. No show at appointments
 - ii. After attending appointment; getting participant to return
 - iii. DW workers often anxious to jump back into the workforce
 - iv. Low income workers just trying to get life together and financially difficult to even travel to programs
- b. Possible Interventions
 - i. Explore new ways of engagement; possibly online/phone visits
 - ii. More counseling and outreach to resources available
 - iii. Find a public walkable place to meet clients that is easily accessible
 - iv. Treat Employers as customer with more guidance through the process
 - v. Cold call new Employers for higher participation- outreach
 - vi. Create a comprehensive marketing strategies
 - vii. Co-enroll participants in several programs
 - viii. Engage more active participation from QLCC, Alu Like, etc.
 - ix. More entrepreneurship training

2. Ku'Ina Youth Program – UHMC

- a. Ms. Luke, new Ku'ina Program Coordinator, gives a brief presentation of the Ku'ina Program's accomplishments and goals
- b. She states that the program is presently at capacity and is being used successfully at the college

3. Hawaii State Workforce Development Council – WDB Chair

- a. There will be a concentrated look at labor trends with assistance of all partners

4. Maui County Healthcare Partnership – MEDB

- a. Ms. Wilkins will be representing Maui County Health Partnership at the National Convention in February to share concerns, learn more about best practices and more knowledge of trends and talent pools.

5. Fiscal Update – WDB Specialist

- a. Ms. Ah Yen agreed to connect committees and perform a doodle poll for the best time for members to attend next Board meeting.
- b. Ms. Wilkins stated that she would like to see the Board meet at minimum quarterly.

I. ANNOUNCEMENTS

1. Next MCWDB meeting date:

- a. The next meeting date is pending due to the Doodle Poll results and will be sent to members as soon as the information of the poll is processed

J. ADJOURNMENT

- a. Ms. Wilkins stated that she hopes that each Committee meet at least Quarterly
- b. Ms. Wilkins adjourned the meeting at 10:58 am.

MINUTES APPROVED & ADOPTED BY THE MCWDB

Leslie Wilkins, MCWDB Chair

Date

MAUI COUNTY WORKFORCE DEVELOPMENT BOARD (MCWDB)
MEETING MINUTES – TUESDAY, MARCH 12, 2019
Location: American Job Center/Maui County Business Resource Center
70 E Kaahumanu Ave. Unit B-9, Kahului, HI 96732

BOARD MEMBERS

Present: Leslie Wilkins, Chair (MEDB)
Kurt Ginoza- McKinley Community School for Adults
Kay Fukumoto- Office of Economic Development
Karen Hanada-UH Center & Maui Language Institute
Kevin Kimizuka-Department of Labor & Industrial Relations
Kyoko Kimura-Aqua-Aston Hospitality
Shirley Rawlins- Texaco Kaunakakai
Cristina Schenk- Vice-Chair (Merriman’s Restaurant)
Grant Wilson-State of Hawaii Vocational Rehabilitation
Kwanza Woodson- Hawaii Employment Agency

Absent: Deanna Garcia, Michelle Bruce, Debbie Cabebe, Bob Johnston, Bill Kamai, Harrilynn Kameenui, Ray Shimabuku, Stephen West

Quorum Present: Yes

Others Present: Coty Luke (Ku’ina Program), Sonia Spring (WDD), Leilani Kepler (Alu Like)
Staff Present: Lee Ah Yen, (WDB ED), Karen Arakawa (AJC), Linda Puppolo (WDB Fiscal Specialist)

A. CALL TO ORDER

Leslie Wilkins, Chair, (LW) called the meeting to order at 9:04 a.m.

B. INTRODUCTIONS- Chair Wilkins asked the group to introduce themselves.

C. CALL FOR PUBLIC TESTIMONY

No members of the public came forward for testimony.

D. REVIEW & APPROVAL OF January 8, 2019 MCWDB MEETING MINUTES (action)

Motion to accept Minutes from the January 8, 2019 Meeting

K. Woodson made the motion, seconded by K. Kimura.

Motion carried with 10 ayes. The minutes were approved as circulated.

E. Workforce Development Board & Sub-Committee Roles and Responsibilities Review

a. LW stated that this information is in progress

F. REPORTS OF STANDING COMMITTEES

L Wilkins asked K. Kimura if she will Chair the Governance Committee of the Board. She stated that staff will post Agendas and take minutes. K. Kimura accepted the position.

1. Youth Committee –Deanna Garcia, Chair
2. Governance Committee-Kyoko Kimura, Chair
 - LW told the board members that the State hired, Kayla Rosenfeldt to discuss improvements in the rapid response system.
 - The Rapid Response System provides early notification and early response to company shut-downs.
 - When the companies employ fifty (50) or more people, the company is required to inform workforce development system before the lay-off happens to enable a Rapid Response Team to form.
3. Program Monitoring Committee- Cristina Schenk, Chair
 - The Committee has not met this year.
 - L. Ah Yen directed the members to the lists of all Committees in the Board folders.
4. Sector Strategies & Employer Engagement- Bob Johnston.
 - LW connected with Bob Johnston by phone about the possibility of meeting with committee members from the State Board that have experience in this committee work.

G. UNFINISHED BUSINESS

1. PY18 Designation service provider for Adult and Dislocated Worker that resides with Workforce Development Division of the Maui County Branch. (action)
 - LW spoke of concerns about performance measures at the last meeting including a marketing strategy to make sure we are improving service to participants.
 - Board requested a marketing plan to recruit clients in these sectors.
 - K. Kimizuka outlined his plan for the members and a copy of the plan was included in the packet for the members which includes four new participants per month.
 - K. Kimizuka told the members that some Moloka'i client counts were not included in the last numbers presented which under reported the numbers served. K. Kimizuka has access to the reporting now and has worked with Moloka'i to ensure reporting is correct.
 - K. Kimizuka stated that as much as possible he will co-enroll clients with partners to share resources.
 - LW stated that money may be leveraged with dual enrolling through a partnership with DVR because it would reach more people. There are pre-employment dollars that could be shared and young people could be recruited. LW stated she would get K. Kimizuka a contact at DVR on Oahu to learn more about this possibility.

- From October to December of 2018, MCSC (Moloka'i Community Services Council) worked with Youth on Moloka'i and K. Kimizuka stated that this is a new partnership.
- K. Kimizuka implemented the marketing plan with a target of new partners that are non-AJC Partners. One example of a new partner is Ka Hale A Ke Ola Homeless Resource Center and another is Maui Youth and Family Service.
- K. Kimizuka stated that it is important to market not only with the partners but to market the AJC also.
- K. Kimizuka stated that now reverse referrals are allowed in the program. Previously, participants could not be referred by other problems but now the participants are being shared among partners offering a larger variety of services available.
- K. Kimizuka stated that they have become a secure agency for documents and our Counselors are working to gain the trust of the public.
- K. Kimizuka stated that he is trying to recruit more training providers.
- LW asked, "Are all the technology problems solved?" K. Kimizuka stated that the challenge is input into the WDD site. LW said the work order started in September. It is not implemented to date. K. Kimizuka stated that the IT people were planning to come on March 15th and stated that the access will be remote access; IT will complete the work order on March 29th. This will solve remote connectivity problems. LW stated that this technology problem is affecting our performance and she believes that productivity levels would go up if this connectivity was available.
- K. Kimizuka stated that from April 1st, Sonia will be at the AJC full-time with another worker, Stephanie, will be in AJC part-time for Wagner-Peyser partnership.

K. Kimura made a motion to approve the PY18 designation and funding the for Workforce Development Adult and Dislocated Worker Program. K. Woodson seconded the motion. There were 10 Ayes; motion carried.

2. WDD update on network status at the AJC (WDD)
 - i. This item was covered in K. Kimizuka's Action Plan.
3. WDD plan to increase Adult and DW participants (WDD)
 - i. This item was covered in K. Kimizuka's Action Plan
4. Acceptance of Chair to the Governance Committee
 - i. K. Kyoko accepted Chair position on the Governance Committee
5. Local Plan (update)-
 - i. Mayor signed the Local Plan and it was posted on March 5th for public comments for a period that ends on March 22nd. Staff will decide if there are any relevant comments and include them in the Local Plan.

- ii. LW suggested that the Local Plan will be updated again in 2020. She asked members to suggest a local consultant.

6. MCWDB 2019 Meeting Schedule

LW suggested another Doodle Poll to do a yearly calendar. L. Ah Yen was assigned the task.

LW urged all members attend two workshops to provide trainings for board members, partners and MCWDB Staff. Specific information on the dates was provided in the announcements.

H. NEW BUSINESS

1. Eligible Training Provider – Maui

LW stated that the Board needs to get ETPs for Maui. Maui County Training provider needs to be recruited. Fields like Agriculture, CNAs & Phlebotomists, IT
LW met with Mahi Pono about workforce needs of the Agricultural sector.

2. Members were asked to inform L. Ah Yen or L. Puppolo about any new training providers recruited.

I. STATUS UPDATES

1. Adult & Dislocated Worker Programs – WDD

- K. Kimizuka stated for Board's understanding that there were eight Adult and one DW participants on Moloka'i that were not reported and two on Maui that were also not reflected on the report, 7/1/18-12/31/18.
- K. Kimizuka stated that the report needs a footnote that the March report was inaccurate and did not reflect the correct numbers.
- LW stated that the State level is charged with oversight of the County Local Boards. All the reports reflect all the monies drawn and the participant numbers served.
- K. Kimizuka stated that less than twenty (20) DW is not normally enough for rapid response. Normally the program is designed for fifty (50) possible participants and Five (5) or less participants should just come directly to the AJC.
- LW stated that because there is funding, AJC could be more active in meeting employers and participants even for as many as five (5) at this time.
- K. Kimizuka stated that they will draw from the pool of recent claimants that will increase from fifteen to thirty (15 to 30). Every Tuesday have an orientation. Every individual has two follow-up appointments after initial orientation. No shows have to be rescheduled.
- K. Kimizuka stated that the AJC partners are working on improved scheduling.

- K. Kimizuka stated that the AJC Partners will introduce clients to the AJC's new program called the RESEA, (re-employment services and eligibility assessment)
- K. Kimizuka stated that the Orientation sessions are two (2) hours and that the program begins on April 15th.

2. Ku'ina Youth Program – UHMC

- C. Luke stated that there are sixty-nine (69) participants currently
- They cannot take any more because coordinator position is only half-time.
- Some clients will soft exit for nonparticipation or completion or objectives.
- The optimal number for resources and the amount of time allotted is twenty-eight (28)
- C. Luke stated that March 31, 2019 is end of year and will be closed out.
- C. Luke stated that new year begins 4/1/19- 3/31/20
- C. Luke will continue to refer out to partners for other services
- Maria from State strategized optimal program goals with C. Luke.
- LW asked what can the Board do to leverage funding to increase C. Luke's position to make it full-time to continue to accommodate more than (thirty-five) (35) – either bring on another staff member ½ time or make C. Luke full-time.
- C. Luke stated that she did not believe that this is a money issue but maybe re-allocate the ways funding is used and stated that these monies are supplemental. Help does not have to be monetary.
- C. Luke stated that she is working with State liaison, Maria to possibly amend the budget to make the C. Luke position full-time position.
- Board members stated that they support the change and hopefully the budget can be amended before end of fiscal year.
- Ku'ina will be part of the One-Stop Operation also on UHMC campus.
- L. Ah Yen stated that the Youth Committee could be of assistance to this program and urged them to meet quarterly.

3. Hawaii State Workforce Development Council – WDB Chair Report

- LW stated that at the WDC Quarterly meeting Kay was introduced as a new member of the state board representing the Mayor of Maui.
- LW stated that there were two presentations; one was for unemployment insurance (bringing services to user-friendly status) and the other marketing strategy was from a marketing firm recommended by the state. LW stated that the next focus is branding.
- LW reiterates that there have been efforts to increase our numbers and solve technical glitches AJC has been experiencing at the center.
- LW stated that all members have been continuing to try to work with DHS on TANF participation in the MOU and some more support for Veterans' services.
- LW as State Chair asked counterparts on Oahu to share information with our board and staff to enable all to work effectively.

4. National Governor's Association Meeting – MEDB

- LW stated that the end of February meetings always focuses on workforce and she attended with Governor Ige.
- There were a lot of resources and attract a lot of high end speakers.
- The current chair is Governor Bullock. The theme was good jobs for all Americans.
- LW stated that when unemployment is low, it is time employers are willing to work with clients that are more challenging. It is the time to build on best practices in the slow time.
- Speakers from red or blue states have eliminated the box on applications that speak of prior incarceration. Recidivism is down and crime is down. Criminal justice reform and criminal re-entry is a focus of that group. Legislation is moving in both states like Washington and Mississippi.
- LW asked K. Woodson if he would be willing to work on a committee to explore re-entry for incarcerated individuals.
- LW stated that licensures are state-regulated and told members that they are exploring how they can share licensure from state-to-state to have reciprocity. Hawaii is particularly affected because we have military bases and there is great for need of doctors, nurses and other highly skilled fields.
- Strata, (education foundation which funded our next-gen partnerships) commissioned a research based program focused on work based education that is more relevant with industry weighing in on what is needed in the workforce. LW will share that link with the members.
- LW stated that signed Hawaii up for a pilot project for the research of the GIG economy, (casual workers that get paid with W9s not W2s).

5. Maui County Healthcare Partnership at MEDB

- LW stated that interaction is going well with 135 partners (90 are industry members). There is more discussion needed in this sector.
- LW stated that they have created a map to show areas of shortages of services.
- Able to get funding from CTE for \$40,000 software that puts mentors in real-time on Zoom in classrooms that allow students to connect with real professionals; this is helping especially rural areas. MEDB expects about fifteen (150 interns this summer.
- LW stated that HOSA chapters planning to create work-experience opportunities.
- LW stated that she will be meeting with Tasha Kama to see if she is interested in supporting the health care sector partnership.

6. AJC update – AJC Manager

- K. Arakawa expressed thank you to partners staffing AJC and that she is preparing a schedule every week.

- K. Arakawa suggested a schedule that is static. She felt it makes it easier for all involved.
- LW suggested that we are becoming responsive in real time by the use of technology to enable to serve more effectively on the spot.
- LW suggested unemployment do a training in their new technology tools.
- K. Arakawa stated that AJC held a partner presentation to make everyone aware of services each partner provides and also held HireNet Training.
- K. Arakawa stated the center is now ADA compliant with our new ADA desk from K. Kimizuka.
- K. Arakawa stated that the count for AJC participants since October is one hundred forty-five (145) clients served.
- S. Spring told the members an anecdotal story about a AJC participant using all the equipment then was hired from the process.

7. Fiscal Update – WDB Staff

- L. Ah Yen presented the PY17 budget vs. actual to the Board and the actual allocations for PY18.
- LW stated that the allocation is based on population but the AJC could lose funding and autonomy if we don't continue to be a strong American Job Center; a regional structure would be put in place and that autonomy is important to our County.

J. ANNOUNCEMENTS

1. Faustino Dagdag - Business Services Framework Draft Plan Workshop - March 20, 2019 1:00 P.M. – 3:00 p.m., AJC
2. Maher & Maher Board Compliance Workshop - Wednesday, April 10, UHMC, Lualima Room 225, 9:00 am – 4:00 P.M.
3. Hawaii Energy Conference on Maui at the MACC on 3/27 & 3/28
4. Hawaii Stem Conference at the Hawaii Convention Center on Oahu -5/1 & 5/2
5. Hawaii Small Business Conference on Maui 5/2 & 5/3 at the MACC
6. State of County at King Kekaulike High School on 3/12/19 at 5:30 pm.

K. ADJOURNMENT – LW adjourned the Board Meeting at 11:05 a.m.

*****Please note that agenda items may be taken out of order as deemed necessary by the Board. Persons with questions concerning this Maui County Workforce Development Board meeting, or with requests for special accommodations, should contact the Office of Economic Development (OED):***

County of Maui, Office of Economic Development
2200 Main Street, Suite 305
Wailuku, Maui, Hawaii 96793
Telephone: (808) 270-7710
FAX: (808) 270-7995

Respectfully Submitted,

Linda Puppolo
WDB Fiscal Specialist
Office of Economic Development
County of Maui

**PUBLIC NOTICE
MAUI COUNTY WORKFORCE DEVELOPMENT BOARD (MCWDB)
COUNTY OF MAUI
MEETING MINUTES**

The Maui County Workforce Development Board met on Tuesday, September 24, 2019 from 9:00 a.m. at Maui Economic Opportunity, Inc., Classroom 2, 99 Mahalani Street, Wailuku, HI 96793.

PRESENT: *Leslie Wilkins, Cristina Schenk, Kay Fukumoto, Kyoko Kimura, Michelle Bruce, Kurt Ginoza, Karen Hanada, Kevin Kimizuka, Michael Rembis designee (Jim), Ray Shimabuku, Cyrus Kodani, Grant Wilson, and Kwanza Woodson*

ABSENT: *Debbie Cabebe, Deanna Garcia, Kimo Falconer, Bob Johnston, Bill Kamai, and Kimo Falconer*

STAFF PRESENT: *Linda Puppolo, MCWDB Executive Director and Karen Arakawa, American Job Center Manager (AJC)*

STAFF ABSENT: *Lee Ah Yen, Fiscal/Admin Specialist*

OTHERS PRESENT: *Keku Deponte, Ku'ina Program and Jerrie Sheppard, Maui County Corporation Counsel*

1. CALL TO ORDER

a. Chair L. Wilkins called the meeting to order at 9:01 a.m.

2. INTRODUCTIONS

- a. Board Chair L. Wilkins thanked new ED L. Puppolo for stepping into the role of Executive Director due to the necessity of L. Ah Yen to go on family leave.*
- b. Board Chair L. Wilkins welcomed everyone and asked them to introduce themselves.*

3. CALL FOR PUBLIC TESTIMONY

a. No public testimony was offered.

4. REVIEW AND APPROVAL OF MINUTES of June 19, 2019 (action)

- a. K. Ginoza made a motion to adopt the June 19th, 2019 minutes as presented.*
- b. K. Kimura seconded the motion.*
- c. The motion passed unanimously.*

5. REPORTS OF STANDING COMMITTEES

a. Executive Committee

i. **Chair L. Wilkins explained to the group that the Executive Committee had reviewed and approved the Budget re-allocations and Job Descriptions previously.**

ii. **Review & Approval of PY18 Supplemental Budgets (action)**

1. **K. Woodson made a motion to adopt in principle the proposed PY18 Budget re-allocation with latitude to make non-substantive changes to re-align budget to account for changes that are under 10% per the Workforce Development Council procedures.**

2. **K. Kimizuka seconded the motion**

3. **Upon discussion, ED L. Puppolo explained that the budget reflected HireNet expenditures that were paid directly by the Workforce Development Council and would no longer be a MCWDB expense.**

4. **Motion passed unanimously.**

iii. **Review & Approval of PY19 Budgets (action)**

1. **K. Fukumoto made a motion to approve the PY19 Budget and Annual Plan with latitude to have editorial non-substantive corrections by the WDC.**

2. **K. Woodson seconded the motion.**

3. **Upon discussion, ED L. Puppolo explained that there were typos and corrections to the Annual Plan and Budgets submitted but that the WDC had generated contracts because they were non-substantive.**

4. **The motion passed unanimously.**

iv. **Review & Approval of Job Descriptions (action)**

1. **Chair L. Wilkins requested a group vote based on the Executive Committee's recommendation to approve the Job Descriptions for the Executive Director and Fiscal/Admin Specialist positions.**

2. **Upon discussion, K. Kimura questioned the structure of the staff.**

3. **The Job Descriptions were approved unanimously.**

b. Youth Committee

i. **Review of Youth Program Monitoring Report Plan (action)**

1. **In the absence of Committee Chair, D. Garcia, Committee Member K. Fukumoto directed the group to their binders for the details of the Youth Committee Meeting held on August 8th, 2019.**

2. **A motion was made to accept the Committee Report by K. Kimizuka and seconded by K. Ginoza.**

3. ***The group discussed the audit of UH Ku'ina files; the deficiencies and responses to the Monitoring Report for the Youth Program including disallowed costs; missing EEO documents in a few files; and the general disarray in file structure.***
4. ***ED L. Puppolo presented the corrections that were already made in the EEO document compliance and file structure that brought Ku'ina back into compliance.***
5. ***ED L. Puppolo explained the disallowed costs and Chair L. Wilkins spoke to the monitoring response plan to retroactively approve Eligible Training Providers and definitions in the Local Plan that would bring the disallowed costs into compliance to allow petitioning to request these costs be allowed.***
6. ***The group unanimously approved the motion.***

c. **Governance Committee**

- i. **Review of Local Plan revisions and program definitions. (action)**
 1. ***K. Kimura addressed the review of the revisions to the Local Plan and development of the MCWDB Policy & Procedures Manual draft.***
 2. ***K. Kimura made a motion to accept the Local Plan definitions as approved by the Governance Committee and K. Kimizuka seconded the motion.***
 3. ***The group approved the motion unanimously.***
- ii. **Review of MCWDB Policy & Procedures Manual (action)**
 1. ***K. Kimizuka made a motion to approve the draft of the MCWDB Policy and Procedures Manual with the understanding that it is a working document that will have continued development and K. Ginoza seconded the motion.***
 2. ***The motion is approved unanimously.***

d. **Program Monitoring**

- i. **Review of Adult & Dislocated Worker Monitoring Report Plan (action)**
 1. ***In the absence of Program Committee Chair, D. Cabebe, K. Hanada made a motion to approve the Adult & Dislocated Worker programs' monitoring plan response plans and C. Schenk seconded the motion.***
 2. ***ED L. Puppolo explained that there was an adoption of an Inter-agency form to allow one collection of essential documents to facilitate a more seamless co-enrollment process which will lower the cost per participant for the Adult Program as a correction to the monitoring deficiencies. She also stated that the response plan was***

already making a difference in enrollment numbers.

3. *The motion to approve the Monitoring Report Plan was approved unanimously.*

e. Sector Strategies & Employer Engagement Committee

i. Eligible Training Provider & Career Advancement Provider Lists
(action)

1. *In the absence of B. Johnston, Sector Strategies & Employer Engagement Committee Chair, K. Ginoza made a motion to accept the monitoring report response plan to address ETP List deficiencies and K. Woodson seconded the motion.*
2. *ED L. Puppolo stated that the applications for over thirty additions to the Eligible Training Provider List were being processed and should be complete in October to address the deficiencies in the monitoring report.*
3. *The motion to support the monitoring report response plan passed unanimously.*

6. UNFINISHED BUSINESS

a. Business Frame Work- Final Report Update – Chair Leslie Wilkins

- i. *Chair Wilkins announced that the Hawaii State Workforce Development Council Final Business Frame Work Plan is available for review on the link in (6.a.ii).*
- ii. <https://labor.hawaii.gov/wdc/files/2019/06/Final-Combined-Hawaiis-Statewide-Business-Services-Framework-Plan-06.13.19.pdf>

b. American Job Center Certification Planning- AJC Manager, Karen Arakawa

- i. *AJC Manager K. Arakawa stated that the Certification of the American Job Center is under way with the target for completion of the AJC Certification being June 30, 2020.*

c. Vista Volunteer- ED, Linda Puppolo

- i. *ED L. Puppolo told the group that a Vista Volunteer had been selected and was due to begin on November 12th, 2019.*

7. NEW BUSINESS

a. Rapid Response Plan

- i. *ED L. Puppolo explained that the contract for Rapid Response was on hold because there were problems with the Rapid Response MOA and that it was in the State Attorney General's Office for revisions.*

- b. Request for Proposals
 - i. ***ED L. Puppolo told the group that the RFP for the Adult & Dislocated Programs was issued on September 18th, 2019 and that the proposals are due on October 18th, 2019.***
- c. Status Updates
 - i. Hawaii State Workforce Development Council (WDC) Update
 - 1. ***Chair Wilkins gave an update on the Workforce Development Council meeting on 9/12/19 as follows:***
 - a. ***Martha Ross has been contracted by the WDC to write the State-wide Strategic Plan for years 2020-2024 and will be holding a Stakeholder meeting soliciting input in every county in the State of Hawaii.***
 - b. ***ED L. Puppolo stated that the WDC has asked the MCWDB to re-write the beginning of the present Maui County Local Plan (2017-2020) and Ms. Ross will be making a proposal in the near future to assist with that re-write.***
 - c. ***Chair Wilkins asked L. Puppolo to do a “Doodle Poll” of dates in January for the MCWDB Members to review the new State-Wide Strategic Plan.***
 - ii. AJC Update- AJC Manager, Karen Arakawa
 - 1. ***AJC Manager, K. Arakawa updated the MCWDB Members on some of the activities at the AJC as follows:***
 - a. ***Maui Brewing Company is planning Job Fairs on some Fridays***
 - b. ***UniSEA will be conducting a Job Fair at the AJC on October 4th, 2019.***
 - c. ***Alu Like Partner is temporarily only available by phone from Oahu until recruitment of a new Maui person in December.***
 - d. ***K. Arakawa attended Language Access Training on 9/13/19 to make a more seamless process for English Language Learners.***
 - e. ***The AJC Partner meetings are held on the first Thursday of every month from 9-11 am at the American Job Center and every month there is a partner services presentation to educate all the partners on the program services of all the partner participants.***

iii. Adult & Dislocated Worker Programs Update- Kevin Kimizuka, WDD

1. *WDD Maui Division Manager, K. Kimizuka gave an update on the increased participant numbers of the Adult and Dislocated programs due to the new Inter-Agency form and co-enrollment with the UH Ku'ina Program.*
2. *K. Kimizuka also gave a report on the monitoring deficiencies that have already been corrected and the plan that has been developed by the monitoring response team of ED L. Puppolo, UH Ku'ina Program, K. Deponte, and WDD's K. Kimizuka.*
3. *K. Kimizuka spoke in unison with K. Ginoza and ED L. Puppolo in addressing the suggestion of the Sector Strategies & Employer Engagement Committee that a Basic Employment in the Workplace type of class and an Intro to Management class be created to assist employers in new employee orientation and identifying possible advancement of their existing employee base to management positions.*

iv. Ku'ina Youth Program Update- Manager, Keku Deponte

1. *UH Ku'ina Program Manager, K. Deponte, gave an update as to his personal development in his position with the assistance of other MCWDB Members, ED L. Puppolo and other AJC Partners.*
2. *K. Deponte spoke to the importance of the monitoring report response planning and the co-enrollment process with WDD's Adult Program.*
3. *K. Deponte reported 62 Youth were enrolled in the Ku'ina Program and several had been waiting for new providers to be added to the ETP list.*
4. *He also reported that the case load was very difficult for a half-time position.*

d. Fiscal Update – MCWDB Staff

i. Close out for PY17

1. *In the absence of Fiscal/Admin Support Specialist, L. Ah Yen, ED L. Puppolo asked the members to review the report sent to the Board by Specialist Ah Yen that shows that \$73,239 was returned back to the State in Program Year 17 (July 1, 2017 to June 30, 2019).*

ii. Update for PY18

1. ***The Fiscal Specialist's report also included Program Year (July 1, 2018 to June 30, 2020) which showed unspent funding of \$483,730 (as of July 31, 2019).***
2. ***ED L. Puppolo stated that is why a PY18 Budget re-allocation that was approved by the Executive Committee and the MCWDB was necessary and that would be completed and sent back to the Executive Committee as soon as fiscal documents became available.***

8. ANNOUNCEMENTS

- a. Board Meeting Schedule meetings were announced as follows:
 - i. Wednesday, December 11th, 2019
 - ii. Wednesday, March 11th, 2020
 1. ***Corrected by Board Chair, L. Wilkins***
 - iii. Wednesday, June 10th, 2019
- b. **A list of WIOA related meetings and workshops was announced by ED L. Puppolo (attached)**

9. ADJOURNMENT

- a. ***Chair L. Wilkins adjourned the meeting at 11:40 a.m.***

County of Maui, Office of Economic Development
2200 Main Street, Suite 305
Wailuku, Maui, Hawaii 96793
Telephone: (808) 270-7709
FAX: (808) 270-7995

PUBLIC NOTICE
MAUI COUNTY WORKFORCE DEVELOPMENT BOARD (MCWDB)
COUNTY OF MAUI
MEETING MINUTES
Wednesday, December 11, 2019

PUBLIC NOTICE was given to persons interested in the program activities related to the Workforce Innovation and Opportunity Act (WIOA) that the Maui County Workforce Development Board would be meeting on Wednesday, December 11, 2019 from 9:00 a.m. to 11:00 a.m. at the American Job Center, Maui Mall, 70 E. Kaahumanu Avenue, Kahului. The purpose of the meeting of the Maui County Workforce Development Board included, but was not be limited to, the following issues:

BOARD MEMBERS IN ATTENDANCE: Leslie Wilkins (Chair), Cristina Schenk (Vice-Chair), Deanna Garcia, Debbie Cabebe, Kevin Kimizuka, Kurt Ginoza, Bill Kamai, Michael Rembis, Cyrus Kodani, Karen Hanada, Kay Fukumoto, Grant Wilson

BOARD MEMBERS ABSENT: Shirley Rawlins, Kyoko Kimura, Kwanza Woodson, Kimo Falconer, Ray Shimabuku, Bob Johnston, Michelle Bruce

OTHERS PRESENT: Jerrie Sheppard, Maui County Deputy Corporation Counsel, James Diegel, Maui Health System-Kaiser Permanente, Keku Deponte, UH Ku'ina Program Manager, Karen Arakawa, American Job Center Manager, Scarlett Munoz-Perez, MCWDB Vista Volunteer, and Linda Puppolo, MCWDB Executive Director

OTHER ABSENT: Lee Ah Yen, MCWDB Fiscal Specialist (excused)

1. CALL TO ORDER
 - a. *The meeting was called to order at 9:05 am*
2. INTRODUCTIONS
 - a. *Chair L. Wilkins asked the group to introduce themselves to the group.*
3. CALL FOR PUBLIC TESTIMONY
 - a. *No members of the public came forward*
4. REVIEW AND APPROVAL OF MINUTES of September 24, 2019 (*action*)
 - a. *A motion was made to adopt the minutes from the September 24, 2019 MCWDB Meeting and the motion was passed unanimously by the Board.*
5. REPORTS OF STANDING COMMITTEES
 - a. Executive Committee - **No meeting this quarter**

b. Youth Committee & Program Committees Joint Meeting on Monitoring Report response remedies (*action*)

1. *K. Hanada asked the Board to consider providing some assistance on disallowed costs for the Ku'ina Program due to disarray of the Eligible Training Provider List.*
2. *Chair Wilkins explains the importance of the ETP list to the members and the process of how providers are added to the list; including that the provider suggestions must come from the AJC Partners and WIOA Providers themselves.*
3. *ED, L. Puppolo tells the Board that from August to December the training provider list went from three providers to thirty-three providers.*
4. *The Youth Committee Chair D. Garcia spoke in reference to the joint meeting of the Program and Youth Committees that was held on Wednesday, December 4, 2019 and the group informed the Board that they were suggestion that the County and University of Hawaii share the disallowed costs of approximately \$6,000, if possible.*
5. *OED Director, K. Fukumoto said she can only make the suggestion but it needs to go through the process.*
6. *Corporation Counsel, J. Sheppard took a minute to provide the Board with information as follows:*
 - a. *the reason the Board does not have a Corporation Counsel representative assigned to MCWDB is because it is not recognized under Chapter 2 of the Maui County Code and she explained the process to become a Board recognized by Chapter 2 of the Maui County Code;*
 - b. *J. Sheppard also explained the structure of the Sunshine Law requirements of Committee meetings to the members. Committee reports must be reported at the Board meetings following the Committee meeting but findings cannot be acted upon until the next subsequent meeting of the MCWDB;*
 - c. *J. Sheppard also advised to ensure with any revisions to the By-Laws regarding Committee structure that all the mandates in the TEGs are addressed in the descriptions of the Committees;*
 - d. *J. Sheppard explained to the MCWDB that the fiscal liability of disallowed costs for the University of Hawaii is the responsibility of the University of Hawaii as per the contract;*

- e. *Chair Wilkins requested all Committee postings follow the Sunshine Law also until an opinion is rendered by Corporation Counsel as per request of ED L. Puppolo;*
 - f. *Chair Wilkins asked for a recommendation from the Committee to be acted on at the next Board meeting regarding the By-Law Revision to the Program and Youth Committee;*
 - g. *Program Committee Chair D. Cabebe recommended that Board Members not do the Monitoring going forward and Chair Wilkins agreed that possibly contracting the monitoring would be something that the Board should explore;*
 - h. *Chair Wilkins stated that the intent would be to setup a Finance Committee to give the Board fiscal transparency. The By-Law Revisions will be an action item at the next Board Meeting;*
 - i. *Chair Wilkins asked for a volunteers for both the State-wide Employer Engagement and Performance Measures and Accountability Committee with all expenses paid for meetings on Oahu.*
- c. *Governance Committee – No meeting this quarter*
- d. *Sector Strategies & Employer Engagement Committee – No meeting this quarter*

6. UNFINISHED BUSINESS

- a. Rapid Response Planning, Linda Puppolo
 - i. *L. Puppolo informed the group that the Rapid Response program that began on July 1, 2019 is still awaiting a contract from the Hawaii Workforce Development Council and the Attorney General's office to be able to begin the program and to secure the funding of \$64,806 which will expire on 6/30/20.*
 - ii. *Chair Wilkins asked L. Puppolo if this program was a one-year funding award and L. Puppolo informed the group that it is a two-year program with the first year being 7/1/19-6/30/20 and the second year for another \$64,172 from 7/1/20-6/30/21.*
- b. Request for Proposal Award, Leslie Wilkins
 - i. *Chair Wilkins informed the Board the Adult & Dislocated Worker Program services did go out to RFP. Members of the Executive Committee and this body did score and award the contract and award the contract to Goodwill Industries Hawaii, Inc.*

- ii. ***Chair Wilkins stated that Workforce Development Division has agreed to a no-cost extension to February 28, 2020 and is committed to a smooth transition.***
 - iii. ***Chair Wilkins thanked WDD for their service and commitment to a smooth transition and continued working relationship as the Wagner-Peyser Program at the American Job Center.***
- c. EEO Audit, Kevin Kimizuka & Keku Deponte
- i. ***K. Kimizuka and K. Deponte informed the Board that both programs passed the EEO Audit on November 15, 2019 and the program EEO files and systems are in good order.***
- d. Maui Nonprofit Director Association Presentation, The Team
- i. ***Chair Wilkins and D. Cabebe (members of the Maui Nonprofit Directors Association) congratulated the Team of Karen Arakawa, Keku Deponte, Kevin Kimizuka, Sonjia Spring, Scarlett Munoz-Perez and Linda Puppolo that presented the Workforce Development System Powerpoint and Referral Project to the sixty members of the Maui Nonprofit Directors Association.***
- e. Website Update, Linda Puppolo
- i. ***ED, L. Puppolo announced that her work on the website update was near completion and urged members to go on mauicounty.gov –Office of the Mayor- Office of Economic Development- Workforce Development System to view the update.***

7. NEW BUSINESS

a. Status Updates

- i. Hawaii State Workforce Development Council Update, Leslie Wilkins
 - 1. ***Maui is represented by Chair Wilkins, representing the MCWDB and K. Fukumoto, representing the Mayor.***
 - 2. ***Chair Wilkins spoke about the Board Engagement Strategic Planning session at the last meeting. Chair Wilkins was impressed with the public relations planning company, Olomana Lewis.***
 - 3. ***Chair Wilkins expressed that she is hopeful that the MCWDB will have a strategic planning session in the near future to keep us in alignment with the state plan and allowing it to be personalized to reflect the needs of Maui County.***
 - 4. ***Allicyn Tasaka has been retained as Executive Director of the Workforce Development Council.***
 - 5. ***Chair Wilkins will attend the National Governors Convention as a representative of the WDC in February.***

6. ***Chair Wilkins thanked all those he attended the Maui Stakeholders meeting in November.***
- ii. **AJC Update- AJC Manager, Karen Arakawa**
 1. ***Representatives from the Census Bureau is still recruiting through the AJC.***
 2. ***MedCerts did a presentation about all their classes on the ETP List and they are looking for clinical practice sites in the company.***
 3. ***Scarlett is working on the website for the AJC.***
 4. ***The team is working on the AJC Certification***
 5. ***In 2021, the AJC will move to the second floor of the new County building on Ho'okele Street in Kahului.***
 - iii. **Adult & Dislocated Worker Programs Update- Kevin Kimizuka, WDD**
 1. ***Chair Wilkins thanks the Workforce Development Program for the improvements in the numbers of the Adult and Dislocated Worker Programs.***
 2. ***K. Kimizuka told the group that the program has 15 Adult and 41 Dislocated Worker participants at the end of November.***
 3. ***K. Kimizuka stated that the recruitment now is difficult in the transition but he is committed to a smooth transition.***
 4. ***K. Kimizuka stated that there is a waiver for the AJC to allow it to be an affiliate site for the Molokai Center and wondered how that would work going forward. Chair Wilkins committed to working with WDD to ensure this waiver is in effect going forward.***
 - iv. **Ku'ina Youth Program Update- Manager, Keku Deponte**
 1. ***K. Deponte thanked Kevin for all the assistance in coaching him with the concepts of the WIOA Program.***
 2. ***K. Deponte stated that he is currently at sixty-one participants and that he is boosting the OSY numbers due to co-enrollment with the Adult Program.***
 3. ***K. Deponte stated that the process of updating his EEO process and forms in preparation of the EEO Audit. He is working on it to be electronic and can be digitally signed.***
 4. ***K. Deponte stated the ED L. Puppolo has been assisting in upgrading and managing the fiscal reporting.***
 5. ***K. Deponte stated that he is increasing outreach Child and Adolescent Mental Health Division and will be networking to work with children with disabilities. Also, the Hawaii Technology Academy which has a diverse group which may qualify for the Work Experience***

Program.

6. ***K. Deonte has been asked to represent the Veteran's on the Hawaii Veteran's Council.***
 7. ***K. Deonte has moved from an FTE .50 to FTE .75 to allow him more time to work in the program.***
- v. **Vista Volunteer Update, Linda Puppolo and Scarlett Munoz-Perez**
1. ***Vista Volunteer, Scarlett Munoz-Perez reported to the Board her progress in her position citing the following accomplishments:***
 - a. ***assistance in the completion of a Powerpoint Presentation of the Maui County Workforce Development System;***
 - b. ***work on the new American Job Center website is close to completion;***
 - c. ***distribution of three brochures, (one for the American Job Center, one for Job Seekers, and one for Businesses), for review and comment by the members.***
 - d. ***distribution of a customer satisfaction survey for review and comment by the members.***
- vi. **Stakeholders Workshop Report, Linda Puppolo**
1. ***L. Puppolo distributed the notes and the final report of the Stakeholders Meeting for the Strategic Planning of the new State-wide Plan for the members and relayed that the meeting held on November 12th, 2019 was well attended and with a great diversity of participants.***
- vii. **Language in the Workforce Workshop, Linda Puppolo**
1. ***L. Puppolo reviewed her attendance at the Language in the Workforce Workshop citing the new Federal Certificates of Bi-Literacy opportunities that will be forthcoming in the next months.***
- b. **Opportunities for the Board and AJC Partners**
- i. **SMART 3.0 Hawaii Financial and Grant Management Training, January 28, 29 and 30 from 9am – 4:30pm, DLIR's Conf. Rm 310**
 1. ***L. Puppolo invited members to a three day all expenses paid workshop on Oahu about Financial & Grant Management Training and asked that any member interested please contact her directly.***
 - ii. **NEEDED: MCWDB Member to serve on the Workforce Development Council Performance Measures & Accountability Committee – quarterly Oahu meetings with all expenses paid**

1. Chair Wilkins requested that if any member would like to be on the state-wide Performance Measure & Accountability Committee to please let her know directly.

c. Fiscal Update – MCWDB Staff

i. Update for PY18

1. L. Puppolo reviewed the PY18 budget vs. actual variances for each program.

ii. Update for PY19

1. L. Puppolo informed the members that the Local Administration account was almost depleted for PY18 and PY19 would probably begin to be used in January.

iii. Basic Budget & Program Grant Management Workshop

1. L. Puppolo included the Budget & Program Grant Management Workshop notes for the members' review.

****NOTE: At this time, Chair Wilkins stated to the Board of Directors that the Agenda Item, Announcements, would be taken out of order and addressed before the Executive Session and that the Board would adjourn immediately after the Executive Session.**

d. EXECUTIVE SESSION (only Board Members)

i. Chair Wilkins and the members agreed to go into Executive Session at 10:35 am.

8. ANNOUNCEMENTS

a. Board Meeting Schedule as follows:

i. Wednesday, March 11th, 2020

1. Chair Wilkins cancelled the meeting on March 11, 2020 and requested that ED, L. Puppolo, conduct a Doodle Poll to request the best accelerated date in February for the Board Members to attend.

ii. Wednesday, June 10th, 2020

1. Chair Wilkins stated that this meeting may also may have an accelerated date.

9. ADJOURNMENT

a. Chair Wilkins adjourned the meeting directly after the Executive Session at 11:00 am.

**** NOTE: Please note that agenda items may be taken out of order as deemed necessary by the Board. Persons with questions concerning this Maui County Workforce Development Board meeting, or with requests for special accommodations, may contact the Office of Economic Development (OED):**

County of Maui, Office of Economic Development
2200 Main Street, Suite 305
Wailuku, Maui, Hawaii 96793
Telephone: (808) 270-7709
FAX: (808) 270-7995

PUBLIC NOTICE
MAUI COUNTY WORKFORCE DEVELOPMENT BOARD (MCWDB)
COUNTY OF MAUI
MINUTES

PUBLIC NOTICE was given to persons interested in the program activities related to the Workforce Innovation and Opportunity Act (WIOA) that the Maui County Workforce Development Board met on Wednesday, February 12, 2020 from 9:00 a.m. to 11:00 a.m. at Maui Economic Opportunity, Classroom 2. The purpose of the meeting of the Maui County Workforce Development Board included, but not be limited to, the following issues:

BOARD MEMBERS IN ATTENDANCE: Leslie Wilkins, Chair (LW), Cristina Schenk, Vice-Chair (CS), Debbie Cabebe, Chair Program Committee (DC), Deanna Garcia, Chair Youth Committee (DG), Michelle Bruce, Member (MB), Kimo Falconer, Member (by phone) (KF), Kay Fukumoto, Mayoral Liaison & Member, (KF), T. Karen Hanada, Member (TKH), Kevin Kimizuka, Member (KK-WDD), Kyoko Kimura, Chair Governance Committee (KK-Aston), Michael Rembis, Member (MR), Cyrus Kodani, Member (CK), Grant Wilson, Member (GW), Kwanza Woodson, Member (KW)

BOARD MEMBERS ABSENT: Bob Johnston, Chair Sector Strategy & Employer Engagement Committee (BJ), Shirley Rawlins, Member (SR), Ray Shimabuku, Member (RS), Kurt Ginoza, Member (KG), Bill Kamai, Member (BK)

STAFF IN ATTENDANCE: Linda Puppolo, MCWD Executive Director (LP), Lee Ah Yen, Fiscal Specialist (LAY), Karen Arakawa, American Job Center Manager, (KA)

OTHER GUESTS: AJC PARTNERS: Keku Deponte, UH Ku'ina Youth Program (KD), Chentelle Rowland, Goodwill Adult & Dislocated Worker Programs (CR), Marshall Norman, Maui Job Corps (MN), Corporation Counsel Stephanie Chen (SC), James Diegel, Maui Health Center, (JD)

1. CALL TO ORDER

- a. *LW called the meeting to order at 9:02 a.m.*
- b. *Quorum was attained with fourteen members in attendance.*

2. INTRODUCTIONS

- a. *LW requested the members and guests introduce themselves to the group*
- b. *LW thanked Corporation Counsel Stephanie Chen for her attendance and assistance.*

3. CALL FOR PUBLIC TESTIMONY

- a. *No members of the public came forward.*

4. REVIEW AND APPROVAL OF MINUTES of December 11, 2019 **(action)**

- a. Members approved minutes without corrections.

5. REPORTS OF STANDING COMMITTEES

- a. Committee Restructuring Process **(action)**- **deferred to next Board Meeting to allow 30 day commentary period from members of th public to allow posting of the agenda for this Board Meeting per Corporation Counsel guidance.**

- i. Proposed changes in the Maui County Workforce Development Board By-Laws (draft sent to MCWDB and attached for comment)

1. **Combine Youth & Program Committees**
2. **Create new Finance Committee**
3. **Proposed changes were sent to the MCWDB 30 days before this meeting**
4. **Corporation Counsel, S. Chen, advised the group to defer the decision and post it again for the next MCWDB Meeting and post for comment on maucounty.gov**
5. **MCWDB deferred the vote to the next MCWDB Meeting unanimously**

- b. **No Committee Meetings held during restructuring**

- i. Proposed New Committee Chart

1. Executive Committee
2. Program Committee & Youth Committees
3. Governance Committee
4. Sector Strategies & Employer Engagement Committee
5. Finance Committee – deferred with ad-hoc committee to be formed until approval of by-law changes
 - a. **CS, MB and JD agreed to work together on the committee.**

6. UNFINISHED BUSINESS

- a. Rapid Response Contract, Linda Puppolo
 - i. **Approval of Budget & Program Plan**
 - ii. **Due to be complete by March 15, 2020**
- b. Adult & Dislocated Worker Contracts, Linda Puppolo
 - i. **Due to be complete by February 29, 2020**
- c. Proposed Ordinance to the Maui County Council for Board designation, Stephanie Chen, Deputy Corporation Council
 - i. **No action on this proposed ordinance at this time**
- d. No-Cost Extension approval for the Youth Provider UH Contract to 6/30/2020, Linda Puppolo **(action)**
 - i. **KW made a motion to offer a no-cost extension for the Youth**

Provider contract for the term April 1, 2020 to June 30, 2020.

- ii. KK seconded the motion**
- iii. Motion carried unanimously.**

7. NEW BUSINESS

a. Status Updates

- i. Hawaii State Workforce Development Council Update, Leslie Wilkins**
 - 1. Annual Report – Building Hawaii’s Workforce State of Hawaii**
- ii. AJC Update- AJC Manager, Karen Arakawa**
 - 1. AJC Certification Planning**
 - a. Overall AJC Certification Plan**
 - i. K. Arakawa and L. Puppolo present the process of the development of the AJC Certification Plan which included the following:**
 - 1. Forming the Business Engagement Team to review the plan made up of a diverse sector of community stakeholders including T. Kama, Maui County Council; A. Alvarado from HFUU; Nicole Fisher, Skywriting by Nico; Goodwill Industries; University of Hawaii Ku’ina Program; McKinley Community School for Adults; DLIR Workforce Development Division; DLIR Unemployment Division; Hawaii Federal Credit Union; Maui United Way; and Maui Food Bank**
 - 2. Meetings with MCWDB Executive Director to develop the format and go through the entire document step-by-step as a team**
 - 3. Meetings with the Director of the Office of Economic Development**
 - b. Review of the Self-Assessment Tool**
 - i. K. Arakawa opened discussion about the AJC Self-Assessment Tool to the group**
 - ii. L. Wilkins, MCWDB Chair, gave recognition to the good work to develop a comprehensive plan heading toward AJC Certification**
 - c. Approval of Customer Satisfaction and AJC Partner Survey forms (action)**
 - i. Customer satisfaction surveys were approved unanimously by the Board.**

- iii. Adult & Dislocated Worker Programs Update- Kevin Kimizuka, WDD
 - 1. ***K. Kimizuka ensured that the Workforce Development Division will collaborate with Goodwill Industries, the new Adult and Dislocated Worker Provider, and work with them to have a smooth transition with no disruption in services.***
- iv. Ku'ina Youth Program Update- Manager, Keku Deponte
 - 1. ***K. Deponte gave the MCWDB an overview of his program successes including successful co-enrollment with the Adult and Dislocated Worker Programs***
 - 2. ***K. Deponte also announced that he had gained permanent status in his position as the Ku'ina Program Manager***
 - 3. ***K. Deponte was appreciative that the Youth Program Grant was extended to June 30, 2020 and would be applying for the Request for Proposal (RFP) for the Youth Program with a term of July 1, 2020 to June 30, 2021 and an option for another term year (July 1, 2021 – June 30, 2022) based on performance.***
- v. Vista Volunteer Update, Linda Puppolo
 - 1. ***L. Puppolo announces that sadly the Vista Volunteer was unhappy on Maui and returned home at the end of January 2020.***
- vi. Report on SMART 3.0 Hawaii Financial and Grant Management Training held on January 28, 29 and 30, 2020 Report, Linda Puppolo
 - 1. ***L. Puppolo acknowledged and thanked Workforce Development Council Executive Director, A. Tasaka, for responding to her request for Grant Management Training. The training was both informative and crucial to the development of a Policy and Procedures Manual.***
- b. Opportunities for the Board and AJC Partners
 - i. NEED REPRESENTATIVE FROM MAUI-
Workforce Development Council Performance Measures & Accountability Committee – quarterly Oahu meetings with all expenses paid
K. Woodson volunteered to fill this position.
- c. Fiscal Update – MCWDB Staff
 - i. Update for PY18
 - 1. Approval of Re-allocation
 - a. ***Budget re-allocation was presented by L. Puppolo and MCWDB was informed. No vote was required as the changes were below the threshold (10%)***
 - ii. Update for PY19
 - 1. Approval of Re-allocation
 - a. ***Budget re-allocation was presented by L. Puppolo and MCWEB was informed. No vote was required as the***

changes were below the threshold (10%)

b. L. Wilkins agreed that the Finance Committee (upon approval of the By-Law change) would review these changes at their first meeting.

iii. Approval of Contractor assistance (**action**)

1. Local Plan

a. L. Puppolo presented pertinent procurement documents and asked for approval of Shay Chan-Hodges to assist in the mandatory revisions needed for the Maui County Workforce Development Plan.

2. Monitoring of Adult, Dislocated Worker & Youth Program

a. L. Puppolo presented pertinent procurement documents and asked for approval for J. Sakane to perform a mandatory independent monitoring review of the fiscal and programmatic performance for 7/1/19 to 5/31/2020 of the following programs:

- i. UH Ku'ina Program – WIOA Youth Program*
- ii. Goodwill Industries, Hawaii – Adult & Dislocated Worker Programs*

3. EMSI Software

a. L. Puppolo asked for approval of the purchase of Sole Source Software (EMSI) to provide the staff and AJC Partners an in-depth and current labor market analysis tool.

4. The MCWDB voted unanimously to approve all three contracted expenditures.

8. ANNOUNCEMENTS

a. Board Meeting Schedule as follows:

i. Discussion on Board Meeting dates

1. April meeting needed to approve revised Local Plan, revised IFA/MOU, and proposed AJC Certification Plan

ii. Wednesday, June 10th, 2019 (may be changed)

iii. *L. Wilkins directed L. Puppolo to send out a Doodle Poll to the members*

9. ADJOURNMENT

a. L. Wilkins adjourned the meeting at 11:25 a.m.

*****Please note that agenda items were taken out of order to ensure quorum. All items were discussed. All votes were taken with quorum present. No disable members of the public requested assistance.***

PUBLIC NOTICE
MAUI COUNTY WORKFORCE DEVELOPMENT BOARD (MCWDB)
COUNTY OF MAUI
MINUTES

PUBLIC NOTICE was hereby given to persons interested in the program activities related to the Workforce Innovation and Opportunity Act (WIOA) that the Maui County Workforce Development Board held a meeting on Wednesday, May 27, 2020 from 9:00 a.m. to 11:00 a.m. online via BlueJeans link <https://mauibluejeans.com/777138304>. Meeting ID 777138304

Public Testimony may also be emailed to: linda.puppolo@mauicounty.gov or left in outside box at 2200 Main Street, Suite 305, Wailuku, Hawaii (one day in advance).

****There was no Public Testimony submitted.**

BOARD MEMBERS IN ATTENDANCE: *Leslie Wilkins, Chair (LW), Cristina Schenk, Vice-Chair (CS), Debbie Cabebe, Chair Program Committee (DC), , Michelle Bruce, Member (MB), Kimo Falconer, Member (by phone) (KF), JoAnn Inamasu, Mayoral Liaison & Member, (KF), T. Karen Hanada, Member (TKH), Kyoko Kimura, Chair Governance Committee (KK-Aston), Michael Rembis, Member (MR), Cyrus Kodani, Member (CK), Grant Wilson, Member (GW), , Bob Johnston, Chair Sector Strategy & Employer Engagement Committee (BJ), Deanna Garcia, Chair Youth Committee (DG), Kurt Ginoza, Member (KG), Bill Kamai, Member (BK)*

BOARD MEMBERS ABSENT: *Shirley Rawlins, Member (SR), Ray Shimabuku, Member (RS), Kwanza Woodson, Member (KW), Kevin Kimizuka, Member (KK-WDD)*

STAFF IN ATTENDANCE: *Linda Puppolo, MCWD Executive Director (LP), Lee Ah Yen, Fiscal Specialist (LAY), Karen Arakawa, American Job Center Manager, (KA), Maureen Harvey, Rapid Response Coordinator (MH), Claudine San Nicholas (CSN)*

OTHER GUESTS: AJC PARTNERS: *Keku Deponte, UH Ku'ina Youth Program (KD), Chentelle Rowland, Goodwill Adult & Dislocated Worker Programs (CR), Marshall Norman, Maui Job Corps (MN), Sonjia Spring, WDD (SS)*

1. CALL TO ORDER

- a. LW called the meeting to order at 9:06 am*
- b. LP announced that quorum was attained with fifteen members in attendance through roll call vote*

2. INTRODUCTION

- a. LW requested the members and guests introduce themselves to the group*
- b. LW welcomed new staff, MH, and new provider CR from Goodwill*

(CR)

3. CALL FOR PUBLIC TESTIMONY

- a. No Members of the Public came forward for testimony.*

4. REVIEW AND APPROVAL OF MINUTES of February 12, 2020 (**action**)

- a. L. Wilkins deferred the minutes until the next meeting.*

5. REPORTS OF STANDING COMMITTEES

a. Committee Restructuring Process (**action**)

- i. Proposed changes in the Maui County Workforce Development Board By-Laws (draft sent to MCWDB and attached for comment)

1. Combine Youth & Program Committees
2. Create new Finance Committee
3. Proposed changes were sent to the MCWDB 30 days in advance of the February 12, 2020 meeting

- ii. MR made a motion to approve the By-Law changes and restructuring of the Board Committees*

- iii. BJ seconded the motion*

- iv. Motion carries after roll call votes and LW asks if anyone would like to abstain or has a nay vote*

b. No Committee Meetings held during restructuring

- i. Proposed New Committee Chart

1. Executive Committee
2. Program Committee & Youth Committees
3. Governance Committee
4. Sector Strategies & Employer Engagement Committee
5. Finance Committee

- ii. L. Puppolo requested members to message her on desired Committee assignments.*

6. UNFINISHED BUSINESS

a. Rapid Response Contract, Linda Puppolo

- i. New contract began on March 12, 2020*

- ii. Maureen Harvey was hired as the Rapid Response Coordinator and began work on March 29th, 2020*

- iii. LP informs the Board about the creation of our new website: mauiamericanjobcenter.com*

- iv. LP informed the Board that using funding from Rapid Response that the program rented an annex at the Maui Mall*

- v. LP informed the Board that using the funding from Rapid Response that we hired an emergency hire at the American Job Center to help defray the volume of Unemployment Insurance calls post Pandemic.*

- b. Adult & Dislocated Worker Contracts, Linda Puppolo
 - i. *New contract began March 1, 2020*
 - ii. *Goodwill Industries, Hawaii was awarded the contract for the Adult & Dislocated Worker Programs*
 - 1. *LW commends C. Rowland, Goodwill Program Manager and K. Kimizuka, WDD for the accomplishment of a smooth transition in the program.*
- c. Proposed Ordinance to the Maui County Council for Board designation, Stephanie Chen, Deputy Corporation Council
 - i. *Deferred by MCWDB*
- d. No-Cost Extension approval for the Youth Provider UH Contract to 6/30/2020, Linda Puppolo
 - i. *L. Puppolo informed the MCWDB that the contract extension was complete on 5/5/2020.*

7. NEW BUSINESS

- a. Status Updates
 - i. Hawaii State Workforce Development Council Update, Leslie Wilkins
 - 1. *LW announces that she was appointed by the Governor to be the Chairperson of the Hawaii State Workforce Development Council and soon they will be meeting on a virtual platform.*
 - 2. *More updates of the Unified State Plan at the next meeting.*
 - ii. AJC Update- AJC Manager, Karen Arakawa
 - 1. AJC Certification Planning
 - a. Approval of AJC Certification Plan (**action**)
 - i. *LW commends K. Arakawa and L. Puppolo about the AJC Certification Plan completion*
 - ii. *LP reviews the AJC Certification process with the members and the creation of the revised Maui County Workforce Development Local Plan and the MCWDB Policies and Procedures Manual*
 - iii. *LW asks for approval of the AJC Certification Plan and to give permission to LP to make adjustment in the plan as needed*
 - iv. *LW entertains a motion to approve the AJC Certification Plan for approval*
 - v. *DC made a motion to approve the AJC*

Certification Plan with suggested caveats and GW seconded the motion

vi. After a roll call vote was taken, the motion carried unanimously.

2. AJC Status during the Covid-19 Crisis

a. Approval of Re-opening Plan (action**)**

i. LP reviews the re-opening plan in the absence of K. Arakawa due to technical difficulties at the AJC

ii. LW entertains a motion to approve the re-opening plan.

iii. DC made the motion to approve the re-opening plan and KG seconds the motion

iv. The motion carries unanimously after a roll call vote of the members with BJ and MR stepping away and quorum still maintained at twelve members. BJ returned and voted aye as well.

3. Update of AJC re-location to the new Ho'okele Street Service Center

a. KA provided members with an update on the Maui County Service Center with schedule to move in January of 2021.

iii. Adult & Dislocated Worker Programs Update- Chentelle Rowland, Goodwill Industries of Hawaii

- 1. LW welcomes new Provider CR from Goodwill Industries**
- 2. CR gives a report to the Board noting the timing of joining the workforce during the COVID-19 Pandemic**

iv. Wagner-Peyser Program, RESEA, & HireNet Update, Kevin Kimizuka

- 1. SS reports in the absence of KK who had a meeting conflict**
- 2. SS speaks to the HIRENET and UI assistance**
- 3. SS reported on how the Wagner-Peyser performs as the welcome team at the AJC with light to heavy assistance of participants entering the AJC and provides specific examples relating to the program.**

v. Ku'ina Youth Program Update- Manager, Keku Deponte

- 1. KD thanked CW for all the support with guidance on SNAP, TANF, and Medicaid assistance in the wake of the Pandemic and thanked GW and MN for their collaboration on the program outreach for those**

programs

2. ***KD also thanked Tannis from Alu Like and Cassi from MEO for the ready collaborations to help the Youth Program to thrive***
3. ***Program has 70 participants with carryovers. 10 were exited. 60 active cases.***
4. ***KD reported that participants have overall had a very positive response to Pandemic limitations***
5. ***KD reported that he was working on increased co-enrollment with the Adult Program***
6. ***KD also reported that CR, LP, and he has been working on more classes on the ETP List***

vi. Update on Contractor Assistance

1. Local Plan Re-Write
 - a. ***LP reported that the Local Plan re-write was completed close to budget***
2. Monitoring of Adult, Dislocated Worker & Youth Program
 - a. ***LP reported that the monitoring provider was contracted and the monitoring was performed virtually due to the Pandemic.***
3. EMSI Software
 - a. ***LP reported that the software was purchased for the amount requested and purchase is complete***

vii. Update on creation of AJC Website, Karen & Linda

1. ***LW notes that the americanjobcenter.com website is the first of its kind statewide and a useful tool as we move to a virtual environment.***

viii. Update on Rapid Response & AJC Annex, Maureen Harvey, Rapid Response Coordinator

1. ***LW welcomes MH to her first Board meeting***
2. ***MH reported about the training she has experienced***
3. ***MH reported about the Annex facility, her work with the ILWU, WARN letter employers, and working with the farmers and the ranches by preparing packets for the farmers to assist them in their applications with the USDA Coronavirus Farmers Assistance Program (CFAP)***
4. ***CK thanked LP and MH for the assistance in the training and use of computers for their members applying for Unemployment Insurance and HIRENET***

ix. Approval of Local Plan Draft including the Policies and Procedures Manual (**action**), Linda Puppolo

1. ***LW entertains a motion to approve the Local Plan draft including the Policies and Procedures Manual***
 2. ***CK made a motion to approve the Local Plan draft including the Policies and Procedures Manual and GW seconded the motion***
 3. ***After a roll call vote was taken, the motion carried unanimously with the exception of MR stepping away.***
- x. Status on the Federal Monitoring Report Responses and Remedies (except fiscal), Linda Puppolo
1. ***LP reported that all monitoring deficiencies were cured and submitted to the Workforce Development Council***
- xi. Update on CARES ACT Emergency Funding, Linda Puppolo
1. ***LP informed the members that Hawaii was offered two grant awards for Disaster and Employment Grant Funding with more details to follow***
- xii. Update of extension of MOU/IFA until December 31, 2020
1. ***The Mayor and LW approved the extension of the MOU/IFA to 12/31/20***
- b. Fiscal Update – Lee Ah Yen, Fiscal Specialist
- i. Update for PY18
 1. Budget vs. Actual
 - a. ***LAH reported the amounts leftover for the PY18 Grants and clarified that the PY18 funding had to be used by 6/30/20.***
 - b. ***LW urged the staff and providers to spend the monies needed quickly***
 - ii. Update for PY19
 1. Budget vs. Actual (Local Admin Only)
 - a. ***LAH reported that only LAC funding was being used for PY19***
 - iii. Status on Fiscal Monitoring of the Adult, Dislocated Worker, and Youth Providers
 1. ***LAH reported the details of the independent monitoring review to the members***
 - iv. Update for Rapid Response (PY18), Linda Puppolo
 1. Budget vs. Actual
 - a. ***LP announces the integration to Quickbooks accounting for all the programs beginning with the Rapid Response Program***

8. ANNOUNCEMENTS

- a. Board Meeting Schedule as follows:
 - i. Discussion on Board Meeting dates
- b. Board Members Announcements
 - i. *LW reported that meetings will probably be meeting virtually for a while.*
 - ii. *LW requested LP to do a Doodle Poll for future Board Meetings*
 - iii. *LP thanked the Workforce Development Team for all the good collaboration, asked the Board members for suggestions about new job creation, and also requested the Board let her know their preferred Board Committee for assignment.*

9. ADJOURNMENT

- a. *LW adjourned the Board at 11:05 am*

*****Please note that agenda items were taken out of order to ensure quorum. All items were discussed. All votes were taken with quorum present. No disabled members of the public requested assistance.***