FEBRUARY 1, 2008 – JUNE 30, 2009
KAUA`I LOCAL AREA PLAN

For

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

Submitted to:

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

By:

Kaua`i Workforce Investment Board

Irving Soto, Chair and Randall Francisco, Chair-Elect

The Honorable Bryan J. Baptiste

Mayor, County of Kaua`i

Cover and Signature Page

Name of Grant Recipient **County of Kaua'i**

Contact Person/Title **Beth Tokioka, Director, Office of Economic Development**

Phone 808-241-6390 **Fax 808-241-6399** **E-mail btokioka@kauai.gov**

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

Chair of Kaua'i Workforce Investment Board	Mayor of Kaua'i
Irving Soto	Bryan J. Baptiste
Name (printed or typed)	Name (printed or typed)
1/11/08	1/14/08
Date	Date

Contact(s)

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

Beth Tokioka, Director
Office of Economic Development, County of Kaua`i

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

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

Electronic Mailing Address
btokioka@kauai.gov

Jan Miyamoto, Workforce Investment Act Administrator
Office of Economic Development, County of Kaua`i

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

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

Electronic Mailing Address
jmiyamoto@kauai.gov

HAWAII INSTRUCTIONS
For February 1, 2008 – June 30, 2009 For
Title I – Workforce Investment Act and the Wagner-Peyser Act

Purpose

The purpose of these planning instructions is to provide guidance to Local Areas and Local Workforce Investment Boards ("LWIB"s) on the development of the remaining 17 months of the 2007-2009 local strategic plans for Title I of the Workforce Investment Act ("WIA") and the Wagner-Peyser Act. The Local Area Plan should establish practices and a course of action for the LWIB and its One-Stop Job Centers, and must identify and describe certain county policies, procedures and local activities that are consistent with the Hawaii State Plan, July 1, 2007-June 30, 2009. [Ref: WIA Reg. 661.345(a)]

Background

Section 118 of WIA requires each local board, in partnership with its Mayor, to submit a five-year local plan consistent with the State plan to the Governor. Required Wagner-Peyser plans are incorporated with the WIA plans in the State plan. Since WIA has not been reauthorized, the U.S. Department of Labor ("USDOL") required states to prepare two-year, rather than five-year, plans. Similarly, states are requiring Local Areas to prepare plans with shorter time periods. On May 31, 2007, the Director of the Hawaii Department of Labor & Industrial Relations issued Bulletin No. 4-07, which extended the existing Local Area Plans to January 31, 2008. Therefore, these instructions cover Local Area Plans for the period of February 1, 2008 through June 30, 2009.

Status of WIA Reauthorization

WIA expired on September 30, 2003. WIA programs continue to operate under the expired law and can do so indefinitely so long as Congress continues to appropriate funding for WIA programs each year. The House passed H.R. 27 (Job Training Improvement Act of 2005) on March 2, 2005. The Senate passed, S. 1021 (The Workforce Investment Act Amendments of 2005) on June 29, 2006. As of July 2007, Congressional deliberation of WIA reauthorization is continuing.

References

1. Workforce Investment Act of 1998 (WIA), P.L. 105-220

2. 20 CFR Part 652, et al. Workforce Investment Act; Interim Final Rule (Regulations), 4/15/99 - WIA Reg. 661.350 describes the federal requirements for the contents of the local workforce investment plans.

3. Training and Employment Guidance Letter ("TEGL") No. 13-06: *Instructions for Workforce Investment Act and the Wagner-Peyser Act State Planning and Waiver Requests for Years Three and Four of the Strategic Five-Year State Plan (Program Years 2007 and 2008),* USDOL-ETA, January 24, 2007.

4. Training and Employment Guidance Letters ("TEGL") and Training and Employment Notices ("TEIN"), issued periodically by USDOL-ETA, provide ideas or requirements. Find them at http://wdr.doleta.gov/directives/.

5. Hawaii State Plan for Title I-B of the Workforce Investment Act and the Wagner-Peyser Act, for July 1, 2007 to June 30, 2009. May 1, 2007. Located on the Department of Labor and Industrial Relations website at: http://hawaii.gov/labor/wdc/

6. DLIR Bulletin No. 4-07, dated May 31, 2007, extends the existing Local Area Plans to January 31, 2008.

7. http://www.hiwi.org/ – web page of DLIR's Research & Statistics Office

8. www.sixstrategies.org presents self-sufficiency wages based on size of the family and where the family lives, 2003.

9. "Kaua`i Economic Development Plan 2005 – 2015; Kaua'i's Comprehensive Economic Development Strategy (CEDS) Report," County of Kaua`i, Office of Economic Development, Kaua`i Economic Development Board, October 2004

10. "Kaua`i Slowing to Moderate Growth Path," University of Hawaii, Economic Research Organization, June 27, 2007

11. "Kaua'i County Profile," HIWI March 2006

12. "Employment Outlook for Industries and Occupations 2002- 2012, Kaua'i," HIWI, February 1, 2006

13. *Guideposts for Success*: Quality Youth Transition Services, National Collaborative on Workforce and Disability, 2005

14. New Strategic Vision for the Delivery of Youth Services under the Workforce Investment Act, Training and Employment Guidance Letter (TEGL) 3-04, released July 2004

I. LOCAL VISION AND GOALS

1. ***Describe your vision and strategic goals, providing rationale, for: economic development, worker supply, education and training, One-Stop Job Center services, youth development, communication and coordination, use of resources, performance accountability, and other local priorities.***

The Kaua`i Workforce Investment Board (KWIB) has developed a two-year local strategic plan which is consistent with the Hawai`i State Plan for Title I-B, Workforce Investment Act and Wagner-Peyser Act, and which aligns with Kaua'i's Economic Plan for 2005-2015, as articulated in the "Comprehensive Economic Development Strategy (CEDS) report.

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

KWIB Mission:
To advance a demand-driven workforce development system.

System-wide Strategic Goals:

- Continue to improve the island's workforce development system
- Promote workplace values and attitudes for success
- Expand the labor supply by identifying individuals within *underrepresented populations and then preparing them for entry into the workforce
- Improve workplace skill levels and earnings for Kaua'i's workforce by giving incumbent workers opportunities to upgrade their positions resulting in challenging, meaningful and rewarding employment
- Enable employers to enjoy a competitive advantage provided by a highly skilled workforce
- Enable Kaua`ians to enjoy a high quality of life provided by a diverse and growing economy
- Enable taxpayers to benefit from a maximum return on their investment in workforce education and training

Guiding Principles:

1) Strengthen the leadership role of the Kaua`i Workforce Investment Board
2) Implement a systems approach for a competitive workforce advantage
3) Systematically develop and revise the strategic plan utilizing a sustainable, innovative, socially responsible, environmentally sound and economically viable philosophy in response to community workforce changes and needs.

* underrepresented populations - people with disabilities, immigrants, out-of-school youth, older workers and retirees, veterans, TANF recipients, rehabilitated substance abusers, ex-offenders, individuals with limited English proficiency, discouraged workers, new residents, spouses of military personnel, mothers re-entering the workforce, etc.

Strategic Direction: *Alignment, Awareness, Access and Accountability*[1]

Alignment

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

Awareness

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

Access

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

Accountability

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

Economic Development

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

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

- *The implementation of our economic development plan* which is an important step that places renewed focus on County efforts. It conveys to the business community that Kaua`i values the contributions businesses make to the quality of life for County residents and that County government is continually striving to address the business community's needs to prosper.

- *The guiding principles* of our plan recognize that to improve Kaua'i's economy over the next ten years, we must be guided by:

  Economic Self-Sufficiency and Innovation: minimize imports and promote local substitutions

[1] Kaua'i Economic Development Plan 2005-2015, Comprehensive Economic Development Strategy Report

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

Economic Opportunity: offer an appropriate K-12 education and adequate post-secondary education and training opportunities to give workers choices and to promote living wages.

A two-pronged approach supports this effort:

1. Address critical, structural issues impacting economic development
2. Proactively promote six emerging industry clusters identified in the CEDS Report[2]

    a) Food & Agriculture
    b) Health & Wellness
    c) Sports & Recreation
    d) Arts & Culture
    e) High Technology
    f) Renewable Energy

The five goals established in the CEDS to respond to the critical issues impacting Kaua`i's economic development are:

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

Worker Supply

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

For employers to enjoy a competitive advantage provided by a highly skilled workforce, it will require having an adequate ***worker supply*** which includes providing opportunities for incumbent workers to develop their skills and advance, enable expatriates and "local born and raised" workers to return to Hawaii, and outreach to include currently underrepresented workers, such as people with disabilities, immigrants, out-of-school youth, older workers and retirees, veterans, TANF recipients, rehabilitated substance abusers, ex-offenders, individuals

[2] Kaua'i Economic Development Plan 2005-2015, Comprehensive Economic Development Strategy Report

with limited English proficiency, discouraged workers, new residents, spouses of military personnel, mothers re-entering the workforce, etc.

Education and Training

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

Our plan places emphasis on:

- Assisting incumbent workers to train for "high wage" opportunities
- Promulgating the established career pathways and career advising services that span secondary and postsecondary systems
- Improving integration of existing program, such as the "Learn-to-Work" training format which provides work readiness, hands-on and classroom training and work experience, resulting in a work readiness certificate.
- Expanding access for adult education and training with eligible training providers, as well as employer sponsored "customized" and on-the-job training.

One-Stop Job Center Services

The Kaua`i WorkWise! One-Stop Job Center will relocate to the County's Lihu`e Civic Center where an efficient floor plan will facilitate optimal service to participants. Operating from this location is critical for effective business development, job placement, and to provide optimal opportunity for participants to raise their standard of living. The new location will provide the One-Stop with access to training rooms and business assistance services such as permitting and licensing, which are located within the same complex.

Workforce development partners may be able to operate from this location as well, enabling us to combine and maximize resources, increase outreach, improve and expand training, and create additional worker and employer services such as:

- Succession Planning workshops to focus on how to prepare the next generation to take over business operations
- Partnerships with the local schools to have students work part-time in family-run businesses
- Recruitment programs to meet specific human resource needs of small businesses
- Incumbent worker training opportunities for "high wage" opportunities, thereby allowing them to raise their standard of living, while opening current jobs for less-prepared job seekers,
- Improved integration of existing programs, such as the "Learn-to-Work" training format which provides work readiness, hands-on and classroom training and work experience, resulting in a work readiness certificate.

Youth Development

The future is in our youth and their development is an integral component of our economic and workforce development. The vision and strategies for serving youth require state and local workforce investment system leaders to serve as catalysts to bring together education, employment and economic development. Our goals include providing our youth with:

- An opportunity to develop and achieve career goals through education and workforce trainings, including youth most in need of assistance, such as out-of-school youth, homeless youth, youth aging out of foster care, youth offenders, children of incarcerated parents and migrant and seasonal farm workers; youth needing remedial education and/or help to stay in school, and other youth at risk;

- Access to a high quality, standards-based education regardless of the setting with full participation through self-determination, informed choices, and participation in decision-making;

- Access to information about career options and exposure to the world of work, including structured work experiences and internships;

- Opportunities to develop social, civic and leadership skills through strong connections to caring adults, support services and special accommodations to allow them to become independent adults;

- And equal opportunity for everyone, including non-discrimination, individualization, inclusion and integration, to find and succeed in self-satisfying careers that will provide an adequate standard of living, and economic self-sufficiency.

Communication and Coordination

Effective and regular dialogue with the participant, between service provider staff and with other partner staff is essential to effective identification and coordination of needed services. Delivering appropriate and timely services supports our mission and goals.

Use of Resources

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

Building strategic partnerships among business, education, economic development and workforce agencies is essential. We will identify and continually improve services and strategies to better meet workforce expectations and needs by hosting employer forums, conducting community/business surveys, making job developer contacts, and combining the expertise and resources of KWIB, Kaua`i Economic Development Board, Kaua'i Visitors' Bureau, Department of Education, Kaua`i Community College, Kaua'i Rural Development Project, Small Business Development Corporation and Kaua`i Chamber of Commerce.

Efforts to secure additional resources via grants and developing a fee-for-service program will continue to be explored, while we maintain our commitment to meet and exceed Workforce Investment Act performance objectives to qualify for federal incentive grants.

Performance Accountability and Other Local Priorities

KWIB will monitor performance to ensure activities continue to move the island's workforce development system forward, that the skill levels of the island's labor supply are improving and consistent with employer needs, and that workplace values and attitudes for success are promoted.

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

KWIB's vision and goals are consistent with the State's vision and goals. Due to Kaua'i's extremely low unemployment and the high demand for workers, KWIB is concentrating its efforts on expanding the island's labor supply by identifying key agencies that serve underrepresented populations to collaborate on successfully preparing, then transitioning, their clients into the workforce; out-of-state recruitment activities targeting expatriates and a variety of programs focusing on preparing youth through career awareness and exploration activities.

The Kaua`i Comprehensive Economic Development Plan identifies six emerging clusters through 2015: (a) Agriculture and Food, (b) Healthcare and Wellness (c) Sports and Recreation (d) Arts and Culture (e) High Technology (f) Renewable Energy. The Tourism/Hospitality industry will remain a target area as well since it is anticipated to continue to be strong.

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

To ensure a system that is flexible and relevant, the following continue to be our key priorities:

1) Close the gaps in worker supply and worker preparation

- Increase the number of entrants into the workforce by identifying those capable but not currently working, such as individuals with multiple barriers to employment, older individuals, the limited English-speaking, and people with disabilities; and identifying and addressing barriers to their employment.

- Provide workshops to educate employers about these targeted populations and how to effectively work with them, resulting in successful labor exchange activities and job/worker retention.

2) Promote a demand-driven workforce investment system

- Our goal, as we expand outreach efforts, is for both employer and participant customers to view the One-Stop Job Center as the place to access more than just entry-level job services and training programs.
- Conduct industry forums to gather LMI data, elicit discussion, and develop working relationships, ultimately establishing industry work teams.

3) Provide a collaborative delivery of youth services

- A collaborative and coordinated delivery of youth services will enhance programs, filling gaps in needed services and reducing duplication.
- Promote career awareness and exploration opportunities in the schools and in the community.

4) Meet and exceed the negotiated performance measures

- Continually evaluate performance to identify opportunities for program changes to enhance outcomes.
- In conjunction with diminishing funding, prioritize services to maximize use of resources and optimize performance outcomes.

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

Effective communication feedback, and coordination between staff, partners, and service providers is critical to ensure alignment with the KWIB vision and goals for Kaua`i, the successful implementation of our plan, and delivery of quality services to businesses and job seekers. The following process is utilized to foster our partnerships and commitment:

- During KWIB bi-monthly meetings, status reports for one-stop operations, Adult and Dislocated Worker programs, and youth services are presented and performance discussed. Employers and Consortium partners also provide updates on what is new and happening in their respective business and industry;
- Partner staff cross-training incorporates business services and enhanced customer service "triage" through topics such as: intake, assessment, case management, job development and placement and follow-up services;
- Workforce Development staff at the One-Stop Job Center meet weekly during which issues are discussed and training conducted;

- During bi-monthly Consortium meetings, partners exchange information, receive feedback and make necessary alterations;

- Partner agencies conduct multi-agency workshops when new policies or programs are introduced in their respective areas. The objective is to enhance coordination of services and avoid duplication of effort;
- The Kaua`i One-Stop Job Center "WorkWise!" website "Forum" (bulletin board) enhances communication between partners by automatically notifies partner agencies when another has posted an announcement or information of interest.

II. ASSESSMENT OF LABOR MARKET NEEDS
[Ref. WIA Reg. 661.350(a) (2)]

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

Industry Outlook

Kaua`i County's economic growth began cooling considerably in 2005, and it will continue to slow, diminishing to 1.7% by 2008. [3] Its unemployment rate has also continued to steadily decline from 4.6% in 2001 to 2% as of December 2006. [4] Since the island's demand for workers continues to exceed the number of workers entering the workforce, the unemployment rate will likely continue to hover just above 2%. The overall state economy is expected to similarly continue to slow.

Between 2002 and 2012, an average of 483 jobs will be created annually on Kaua`i, most requiring little preparation - generally less than 1 month of training and usually on-the-job. [5] The largest number of new jobs will be in the island's largest industries: Leisure & Hospitality (1), Trade Transportation, & Utilities (2), Professional & Business Services (4), and Education and Health Services (3), while Professional & Business Services will lead all sectors in percentage increase, as well.

In conjunction with the island's rapid growth in recent years, challenges have emerged, such as the lack of affordable housing, high capacity utilization in tourism, overburdened infrastructure and a tight labor market with high turnover and an insufficient number of workers with the skill sets needed to meet our workforce needs.

The KWIB plan considers:

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

Total, All Industries [6]

- Employment in Kaua'i County will total 31,560 by the year 2012, an increase of 4,830 jobs. This will account for 6 percent of the employment gains throughout the state during the projection period.
- Average annual growth in Kaua'i County is projected to expand by 1.8 percent annually, 0.4 percentage point above the statewide rate of 1.4 percent.

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[3] "Kaua`i Slowing to Moderate Growth Path," University of Hawai'i Research Organization, June 27, 2007
[4] "Kaua'i County Profile," HIWI March 2006
[5] Research & Statistics Office, Hawaii Department of Labor & Industrial Relations, August 2005
[6] "Employment Outlook for Industries and Occupations 2002- 2012, Kaua'i," HIWI, February 1, 2006

Service-Providing Industries

- The service-providing industries (trade, transportation, and utilities; information; financial activities; professional and business services; education and health services; leisure and hospitality; other services; and government) will provide 95 percent of the new jobs created between 2002 and 2012.

- Gains in the two largest industries, leisure and hospitality, and trade, transportation, and utilities will represent over half of the total positions added in Kaua'i County.

- Leisure and hospitality, which employs 28 percent of the workforce, will generate 30 percent of the total projected openings. The bulk of the job opportunities will arise from a pickup in accommodation and food services.

- Trade, transportation, and utilities the second largest industry, will create 23 percent of the increase in service-providing jobs. Within this industry, gains in the retail trade sector, will contribute to 61 percent of that amount.

- Education and health services, led by demand for health care and social assistance workers, will rank third largest in size and will post the fourth largest gain.

- The professional and business service industry will advance by the fastest rate of all industries, increasing its share of the workforce from 10 to 11 percent. Most of the growth will stem from advances in administrative and support and waste management and remediation services.

- Government is projected to register modest growth of 1.1 percent annually. Although all sectors will increase, total employment gains will be small.

- The remaining service-providing industries (information; financial activities; and other services) will continue to maintain a much smaller workforce. Among the service-providing industries, other services and financial activities will add the least number of positions and the information industry will post the only job losses.

Goods-Producing Industries

- Employment in the goods-producing industries (natural resources and mining; construction; and manufacturing) will remain at approximately 9 percent from 2002 to 2012.

- Growth in construction will stand out as the principal contributor for the goods-producing sector of the county.

- Manufacturing, the second smallest industry, will rise at a slower pace than the average rate of increase for the county.

- Natural resources and mining, which mainly consists of agriculture, forestry, and fishing workers, will edge downward.

Industry Employment and Growth Rates, 2002 - 2012
Kaua'i County

	Employment		Change in Employment	
		2012	Number	Annual %
TOTAL, ALL INDUSTRIES	**26,730**	**31,560**	**4,830**	**1.8%**
GOODS-PRODUCING INDUSTRIES	**2,430**	**2,670**	**240**	**1.0%**
NATURAL RESOURCES AND MINING	780	730	-50	-0.6%
Agriculture, Forestry, & Fishing & Mining	780	730	-50	-0.6%
CONSTRUCTION	1,240	1,490	250	2.0%
Specialty Trade Contractors	610	770	160	2.6%
MANUFACTURING	410	450	40	1.0%
Durable Goods Manufacturing	110	160	50	0.0%
Nondurable Goods Manufacturing	320	310	-10	0.0%
SERVICE-PROVIDING INDUSTRIES	**24,310**	**28,890**	**4,580**	**1.9%**
TRADE, TRANSPORTATION, & UTILITIES	5,570	6,610	1,040	1.9%
Wholesale Trade	390	460	70	1.8%
Merchant Wholesalers, Durable Goods	60	80	20	3.3%
Merchant Wholesalers, Nondurable Goods	330	370	40	1.2%
Retail Trade	3,730	4,370	640	1.7%
Motor Vehicle & Parts Dealers	290	340	50	1.7%
Electronics & Appliance Stores	40	50	10	2.5%
Bldng Mtrl & Garden Equip. & Suppl Dealers	300	440	140	4.7%
Food & Beverage Stores	850	940	90	1.1%
Health & Personal Care Stores	230	260	30	1.3%
Gasoline Stations	170	170	0	0.0%
Sporting Goods, Hobby, Bk, & Music Stores	90	140	50	5.6%
Miscellaneous Store & Nonstore Retailers	390	500	110	2.8%
Transportation & Warehousing	1,250	1,590	340	2.7%
Scenic and Sightseeing Transportation	530	660	130	2.5%
Utilities	200	190	-10	-0.5%
INFORMATION	440	370	-70	-1.6%
FINANCIAL ACTIVITIES	1,190	1,250	60	0.5%
Finance & Insurance	390	430	40	1.0%
Real Estate, Rental, Leasing	800	820	20	0.3%
PROFESSIONAL & BUSINESS SERVICES	2,500	3,480	980	3.9%
Professional, Scientific, & Technical Services	660	770	110	1.7%
Management of Companies & Enterprises	140	160	20	1.4%
Adm. & Suppt & Waste Mgt. & Remed Svcs.	1,700	2,560	860	5.1%
EDUCATION & HEALTH SERVICES	4,030	4,790	760	1.9%
Educ Svcs, Inc Govt. Educ. Svcs	1,670	1,870	200	1.2%
Health Care & Social Assistance	2,360	2,920	560	2.4%
Ambulatory Health Care Svcs	790	920	130	1.6%
Hospitals, Inc govt. Hospitals	960	1,050	90	0.9%
Social Assistance	400	590	190	4.8%

LEISURE & HOSPITALITY	7,510	8,900	1,390	1.9%
Arts, Entertainment, & Recreation	860	1,110	250	2.9%
Accommodation & Food Services	6,650	7,800	1,150	1.7%
Accommodation	3,620	4,230	610	1.7%
Food Svcs & Drinking Places	3,030	3,560	530	1.7%
OTHER SERVICES	720	870	150	2.1%
GOVERNMENT	2,360	2,610	250	1.1%
Federal Government	410	490	80	2.0%
Postal Service	100	100	0	0.0%
State Govt, exc Educ & Hospitals	650	890	40	0.5%
Local Government	1,110	1,230	120	1.1%

NOTE: FIGURES MAY NOT ADD TO TOTALS DUE TO ROUNDING TO THE NEAREST TEN.

Source: State of Hawai'i DLIR Research and Statistics Office October 2005

Total, All Occupations

- From 2002 to 2012, over half of the job gains will originate from two occupational groups - service and professional and related occupations.
- Leading all occupational groups, service occupations, which provide jobs to one-third of the county's workforce, will post the largest numerical increase in jobs. Within this division, food preparation and serving related occupations will gain the most positions. The fastest growth will originate from healthcare support occupations followed by protective service occupations.
- Professional and related occupations will rank second in terms of job creation and will be among the fastest growing occupational groups within the county. Two sectors will fuel the boost in employment - education, training, and library occupations, and healthcare practitioners and technical occupations.
- Construction projects scheduled throughout the upcoming years will expand construction and extraction occupations by 24 percent, the fastest growth rate among all occupational groups.
- The total number of job openings generated by replacement needs will outnumber openings created by growth, representing 58 percent of the total openings.
- Openings created by service occupations, the largest occupational group, will account for 40 percent of the vacancies due to separations.

Occupational Employment, 2002 - 2012
Kaua'i County

Occupation Group	Employment 2002	Employment 2012	Change in Employment Number	Change in Employment Percent
TOTAL, ALL GROUPS	**26,730**	**31,560**	**4,830**	**18.1%**
Mgt, Business & Financial Occup	**2,030**	**2,410**	**380**	**18.7%**
Management Occupations	1,420	1,660	240	16.9%
Business and Financial Operations Occupations	610	750	140	23.0%
Professional & Related Occupations	**3,630**	**4,400**	**770**	**21.2%**
Computer and Mathematical Occupations	110	160	50	45.5%
Architecture and Engineering Occupations	220	260	40	18.2%
Life, Physical, and Social Science Occupations	140	170	30	21.4%
Community and Social Services Occupations	300	390	90	30.0%
Legal Occupations	90	110	20	22.2%
Education, Training, and Library Occupations	1,230	1,490	260	21.1%
Arts, Design, Entertainment, Sports, & Media Occupations	510	600	90	17.6%
Healthcare Practitioners & Technical Occupations	1,030	1,220	190	18.4%
Service Occupations	**8,830**	**10,640**	**1,810**	**20.5%**
Healthcare Support Occupations	580	760	180	31.0%
Protective Service Occupations	860	1,120	260	30.2%
Food Preparation and Serving Related Occupations	4,320	5,020	700	16.2%
Building & Grounds Cleaning & Maintenance Occupations	2,260	2,750	490	21.7%
Personal Care and Service Occupations	810	990	180	22.2%
Sales and Related Occupations	**2,890**	**3,440**	**550**	**19.0%**
Office and Administrative Support Occupations	**4,040**	**4,410**	**370**	**9.2%**
Farming, Fishing, and Forestry Occupations	**490**	**490**	**0**	**0.0%**
Construction and Extraction Occupations	**1,120**	**1,390**	**270**	**24.1%**
Installation, Maintenance, and Repair Occupations	**1,190**	**1,440**	**250**	**21.0%**
Production Occupations	**690**	**800**	**110**	**15.9%**
Transportation and Material Moving Occupations	**1,820**	**2,150**	**330**	**18.1%**

Note: Figures may not add to totals due to rounding to the nearest ten.

Fastest Growing Occupations

- Approximately 41 percent of the growth posted by the fastest growing occupations listed in the table will fall under service occupations.

- Jobs related to tourism will be the prominent impetus for growth. These include: reservation & transportation ticket agents & travel clerks, first-line supervisors/managers of retail sales workers, hotel, motel & resort desk clerks, and various food preparation & serving workers.

By Number of Openings & Preparation Needed

Occupation ***Little Preparation*** *Less than 1 month of training, usually on the job*	**2002-2012 Total Job Openings**	**Annual Growth Rate**	**Mean Annual Wages**
Waiters & Waitresses	700	0.7%	$26,910
Retail Salespersons	610	1.7%	$20,600
Cashiers	580	1.7%	$19,300
Maids & Housekeeping Cleaners	490	2.5%	$23,640
Office Clerks, General	230	2.0%	$24,920
Janitors & Cleaners, Except Maid & Hskng Clnr	190	1.4%	$22,250
Landscaping & Groundskeeping Workers	180	2.8%	$24,140
Combined Food Preparation & Serving Workers	180	2.5%	$17,280
Reserv & Transp. Ticket Agents & Travel Clerks	140	3.6%	$32,130
Security Guards	70	3.2%	$22,120
Food Preparation Workers	60	2.1%	$20,900
Receptionists & Information Clerks	60	2.7%	$23,690

Occupation *Short Term Preparation* *1 – 12 months of training or education*	**2002-2012 Total Job Openings**	**Annual Growth Rate**	**Mean Annual Wages**
Bookkeeping, Accounting, & Auditing Clerks	100	0.5%	$28,610
Customer Service Representative	70	3.8%	$27,640
Truck Drivers, Heavy & Tractor-Trailer	70	3.2%	$34,010
Construction Laborers	50	2.7%	$31,880
Secretaries, Except Legal, Medical & Executive	50	0.0%	$31,200
Truck Drivers, Light or Delivery Services	50	2.1%	24,860
Sales Reps, Wholesale & Manufacturing, Except Technical & Scientific Products	40	2.8%	$39,520*
Exec Secretaries & Administrative Assistants	40	1.7%	$38,790
Medical Assistants	40	4.0%	$29,530
Hotel, Motel, & Resort Desk Clerks	40	2.7%	$30,060

Occupation ***Middle Level Preparation*** *More than 1 year to < 4 years of training or education)*	**2002-2012 Total Job Openings**	**Annual Growth Rate**	**Mean Annual Wages**
Registered Nurses	180	2.6%	$59,430
Cooks, Restaurant	160	1.4%	$25,150
First-Line Supv/Mgrs of Retail Sales Wkrs	90	2.7%	$33,040
First-Line Supv/Mgrs of Food Prep & Serv Wkrs	100	1.2%	$32,080
First-Line Supv/Mgrs of Office & Admin Supp	90	1.0%	$38,270
Musicians & Singers	80	2.1%	$40,090*
Maintenance & Repair Workers, General	70	2.1%	$34,120
Carpenters	60	2.1%	$52,430
Automotive Service Technicians & Mechanics	60	2.1%	$33,290
First-Line Supv/Mgrs of Mechanics, Installers & Repairers	50	3.0%	$56,680*
Licensed Practical / Licensed Vocational Nurses	50	2.7%	$31,560
Fire Fighters	30	2.3%	$40,630*

Occupation ***Long Term Preparation*** *Bachelor's degree or higher;* *may need work experience*	**2002-2012 Total Job Openings**	**Annual Growth Rate**	**Mean Annual Wages**
Elementary School Teachers, Except Special Education	100	1.5%	$40,670
General & Operations Managers	80	2.2%	$72,490
Secondary School Teachers, Except Special & Vocational Education	70	2.1%	$45,810*
Sales Managers	60	3.6%	74,650
Accountants & Auditors	40	2.3%	$48,740
Vocational Educ Teachers, Postsecondary	30	3.0%	$42,140
Child, Family, & School Social Workers	30	2.5%	$42,560

Occupations with the Largest Number of Openings

- The occupations with the most number of openings represent 36 percent of the total average annual openings projected for Kaua'i County.

- Service occupations will account for 65 percent of the total openings for all occupations listed.

- As tourism's role in Kaua'i's economy strengthens, many of the jobs listed will either directly or indirectly relate to the tourist industry. Numerous openings will be found in the following occupations: waiters and waitresses, retail salespersons, various food preparation and service workers, cashiers, maids and housekeeping cleaners, restaurant cooks, reservation and transportation ticket agents and travel clerks, and dining room and cafeteria attendants and bartender helpers.

Occupations with the Most Openings*
Kaua'i County, 2002 - 2012

Occupation	Annual Job 2002	2012	Openings
Waiters & Waitresses	1,150	1,340	80
Retail Salespersons	1,120	1,340	60
Combined Food Prep. & Serving, Including Fast Food	720	900	50
Cashiers	740	870	50
Maids & Housekeeping Cleaners	950	1,130	40
Landscaping & Groundskeeers	640	820	30
Office Clerks, General	600	650	20
Cooks, Restaurant	530	610	20
Janitors & Cleaners, Exc. Maids & Housekeeping Cleaners	460	540	20
Reservation & Transportation Ticket Agents & Travel Clerks	390	530	20
Dining Room & Cafeteria Attend. & Bartender Helpers	360	420	20
Food Preparation	290	350	20

*Includes only occupations with 100 or more employment in 2002 and 2012.

Occupations with the Largest Numerical Decline

- Office and administrative support together with the professional and related occupational group, will represent 69 percent of the decline in jobs for Kaua'i County. However, jobs will still exist for many of these occupations due to replacement needs.

** Attachment #1: Industry Employment and Growth Rates, 2002-2012 Kaua'i County*

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

Kaua'i's labor market characteristics imply an emphasis to address incumbent and future worker training needs. Job skills training and re-training will be necessary to ensure that our adults and youth are adequately prepared to meet the employment opportunities of the present and future.

An example of the type of "general" skills, knowledge, and competencies required in the labor force include:

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

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

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

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

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

Entrepreneurial Skills and Knowledge: To ensure the success of a personal business or the employing organization, one should be equipped with a variety of skills and knowledge including, but not limited to, a thorough understanding of the elements of a business plan, organization, finances, time management, problem-solving, and interpersonal skills.

Occupational, Post-Secondary and College Training: Some occupations identified above will require specific training and receipt of credentials to obtain employment.

3. ***Describe the current and projected labor pool, including demographics (e.g. age, gender, number of special groups listed at IV.13 of these instructions) of the youth and working age populations.***

With the annual job growth projection for the next 10 years remaining at 1.8%, our limited skilled workforce will constrain Kaua'i's further job growth.

Civilian Labor Force – Kaua`i County (2006)*[7]

Year	Total	Employed	Unemployed	Percent of Labor Force	Unemployment Rate
2006	32,550	31,800	750	2.9	2.3

*The State of Hawaii Data Book, 2006. 2002 to 2006 have been benchmarked and 2002 and 2003 are preliminary subject to BLS approval. 2006 is provisional.

Kaua`i County

Population, 2006 estimated	63,004	Change
Population Net Change, 4/2000-7/2006	4,541	7.8%
Age (median 39.6) (2006)		+ 1.2 yrs
Under 5 yrs	4,029	6.4%
5 – 14 yrs	8,075	12.8%
15 – 19 yrs	4,305	6.8%
20 – 24 yrs	3,706	5.9%
25 – 44 yrs	16,045	25.5%
45 – 64 yrs	17,887	28.4%
65 - 79 yrs	6,005	9.5%
80 yrs or more	2,952	4.7%
Race and Ethnicity (2005)		
White	33.9%	
Black or African American	0.4%	
American Indian and Alaska Native	0.4%	
Asian	35.3%	
Native Hawaiian and other Pacific Islanders	8.5%	
Hispanic or Latino	9.0%	
Some other race	0.9%	
Two or more races	21.4%	
Educational Attainment		
High School Graduates (includes GED)	83.3%	
Bachelor's Degree or Higher	19.4%	
Median Household Income	$45,020	
Average Annual Wage, 2005	$27,963	
Persons below poverty, 1999	10.5%	

[7] Hawaii State Department of Labor & Industrial Relations; Hawaii State Department of Taxation; Hawaii State Department of Business, Economic Development, & Tourism and Hospitality Advisors, LLC

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

Kaua`i County continues to experience a shortage of workers to meet our current workforce needs. It is anticipated this shortage will continue at least for the duration of our two-year plan; however, strategic plans and goals will be updated by PY 08 to address immediate and long term labor force issues and skills gaps as reported in the "Local Vision and Goals" section.

Skill Gaps

Basic Skills. We can no longer assume all high school graduates possess competencies in basic skills previously associated with receipt of a high school diploma or equivalent. A growing proportion of the "residual" population of high school graduates on Kaua`i (i.e., those who remain on Kaua'i after graduation) are deficient in basic written and oral communication skills, math and computational skills, scientific reasoning and problem-solving ability.

Basic Professional Competence. A substantial gap continues to exist between employers' expectations for basic economic, business, and professional competence and actual availability in the emergent labor pool. In addition, the emergent workforce generally lacks fundamental professional skills such as interpersonal competence and familiarity with common professional courtesies, as well as a working understanding of the operating principles of business.

Workplace Ethics and Attitude. The dichotomy between worker expectations and self-responsibility are more apparent in the emergent labor force, with job applicants and employees unable to pass drug tests, chronically tardy or not showing up for work, and dressing inappropriately in casual attire, and displaying visible tattoos and body piercing.

*** Note: Technical skills and post-secondary training are needed for many occupations but are not listed specifically in this plan.**

III. LOCAL ORGANIZATION AND ADMINISTRATION

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

Successful governance of the workforce investment system is achieved through the cooperation and coordination of Federal, State and local governments. Under Title I of the Workforce Investment Act (WIA), the framework for delivery of workforce investment activities is at the State and local level. The Department of Labor provides leadership and guidance to support a system that meets the objectives of Title I of WIA, and in which State and local partners have flexibility to design systems and deliver services in a manner that best allows them to achieve the goals of WIA based on their particular local needs.

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

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

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

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

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

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

Mayor

- The chief elected County of Kaua'i official appoints KWIB members in accordance with State criteria established under WIA.

KWIB

- In partnership with the chief elected official, the KWIB sets policy for the local workforce investment system.
- Develops the local workforce investment plan (Local Plan) and conducts oversight of the One-Stop system, youth activities and employment and training activities under title I of WIA;
- Selects the One-Stop operator in agreement with the chief elected official;
- In cooperation with the chief elected official, appoints a Youth Council as a subgroup of KWIB and coordinates workforce and youth plans and activities with the Youth Council in accordance with WIA section 117(h) and Sec. 661.33;
- Selects eligible youth service providers based on the recommendations of the Youth Council, identifies eligible providers of adult and dislocated worker intensive services and training services, and maintains a list of eligible provider with performance and cost information;
- Develops a budget for the purpose of carrying out the duties of the Local Board;
- Negotiates and reaches agreement on local performance measures with the State Workforce Development Council;
- Coordinates workforce investment activities with economic development strategies and the development of employer linkages;
- Promotes private sector involvement in the Statewide workforce investment system;
- Develops mechanisms to enhance and sustain incumbent worker training, and opportunities for internships and on-the-job training;
- Defines and creates support for standards of quality, performance, and outcomes
- Monitors on-going system improvement;
- Adheres to the "Sunshine" provision whereby the local board shall make available to the public, on a regular basis through open meetings, information regarding the activities of the local board, including information on the local plan prior to submission of the plan; regarding membership, the designation of the One-Stop operator and the award of grants or contracts to eligible providers of youth activities; and on request, minutes of formal meetings of the local board;
- Adheres to the "Conflict of Interest" provision: a member of the local board may not vote on a matter under consideration by the local board regarding the provision of services by such member or by an entity that such member represents or that would provide direct financial benefit to the immediate family[8] of such a member; or engage in any other activity determined by the CEO to constitute a conflict of interest as specified in the plan.

[8] Immediate family defined as: spouse, mother, father, grandmother, grandfather, aunt, uncle, domestic partner, children, son-in-law, daughter-in-law, brother or sister, or any relative living in the immediate household of the board member

County of Kaua`i/ One-Stop Operator

- Responsible for administering workforce investment, educational and other human resource programs and funding streams;
- Collaborate to create a seamless system of service delivery that enhances access to the program's services and improves long-term employment outcomes for individuals receiving assistance;
- Facilitates Board and subcommittee operations through primary staffing (one full-time WIA Administrator and one part-time Accountant);
- Provides an efficient communication channel between the Board, local organizations, and system partners;
- Facilitates the collection, compilation, and analysis of information appropriate to Board needs;
- Fosters operational collaboration amongst partnering agencies through trust and open communication, etc.;
- Oversees financial and administrative operations under WIA funding.

Program Operator

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

Partnering Agencies

- Provide participants, through the One-Stop delivery system, core services applicable to the partners' programs and which are in addition to the basic labor exchange services traditionally provided in the local area under the Wagner-Peyser program;
- Enter into a memorandum of understanding (MOU) with the Local Board relating to the operation of the One-Stop system, including description of services, how the operating costs will be funded, and methods for referrals;
- Provide representation on the Local Workforce Investment Board;
- Focus on quality service delivery and participant outcomes;
- Commit to inter-organizational collaboration to enhance efficiency, improve accountability and reduce duplication;
- Support the efforts of the program operator with respect to WIA funding, participant tracking, and gathering and compiling information appropriate to the overall workforce development system.

Fiscal Agent

- Centralizes financial services for all WIA programs; applies policies-procedural guides including WIA Financial Management Manual- Bulletins, State of Hawai`i Accounting Manual, OMB Circulars;
- Ensures that accounting processes are in compliance with all required and mandated statutes;
- Establishes necessary accounting codes to ensure proper WIA programs are charged;
- Processes requisitions using appropriate accounting codes;
- Generates and distributes purchase orders, invoices, and disbursements to respective vendors for the purchase of goods and services;
- Processes and distributes payments/reimbursements to program participants;
- Processes payroll (including W-2) for designated WIA program service provider staff and Work Experience participants;
- Processes and distributes travel payments;
- Performs financial monitoring of On-the-Job contracts as well as other service contracts;
- Provides technical assistance and support to program service provider staff to ensure efficiency in the fiscal system;
- Develops and implements a Cost Accounting System for generating monthly time distribution and financial reports;
- Prepares financial reports for county review to ensure programs are in compliance with specific program requirements;
- Prepares audit schedules for annual single audits.

** Attachment #2 Organizational Chart*

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

a) Improved procedures for data flow and entry

The State of Hawai'i Department of Labor and Industrial Relations contracted with GeoSol in 2006 to have their HireNet Hawaii (HNH) system replace the previously utilized America's One-Stop Operating System (AOSOS). Like AOSOS, HNH is an internet-based system for data collection, reporting and case management for WIA and Wagner-Peyser programs with enhanced capabilities that went live in July 2006.