

Department of Labor and Industrial Relations

OFFICE OF COMMUNITY SERVICES



ANNUAL REPORT 2007

*strengthening communities
improving lives*



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Executive Director's Message

"Strengthening Communities . . . Improving Lives" is the motto of the Office of Community Services and the spirit by which we work and live. Strengthening Communities takes many people working together. OCS currently administers **76** contracts and every single one of those contracts has a story to tell about the way in which a community is strengthened by State and Federal funds awarded to a non-profit organization or service provider. The many service providers we work with all have one thing in common - They all have the heart, compassion and desire to improve the lives of those who need it.



Whether it's an employment training program for an ex-offender, a yurt for a family to sleep in, an orchid tissue laboratory for a single mom to work at, a bus to take a dialysis patient for treatment or a Head Start program to teach our children, the future, and set them on the right path in life, we are making a difference every day and people's lives are improving as a result of the hard work of the non-profit agencies.

Strengthening communities and improving lives does take money and with money comes the responsibility and accountability of funds. OCS is proud of the work we've accomplished with our partners and as stewards of taxpayers funds, we are humbled by the responsibility of making sure funds are being spent wisely. The past year OCS has refined a program we call the Milestone Payment System. This System was designed whereby a service provider would get paid AFTER accomplishing a milestone, a break from traditional standards where service providers would get paid quarterly regardless of accomplishments or lack thereof. This Milestone Payment System, which you can read about in this Annual Report is a different way of thinking but one that could save us millions of dollars in the future.

Also highlighted in this Annual report are the many grant in aids administered by OCS. Working with service providers, the state funded grant-in-aids is simply that, a grant by the State to assist a non profit organization. In the future, OCS will work towards consolidating the many grants throughout the State and help in the process of awarding these grants.

We are also working to help the estimated 12,000 migrants from the region commonly known as Micronesia. The Compact of Free Association signed by the United States in 1986 allowed our friends from the Federated States of Micronesia, Palau and the Marshall Islands to come here freely with no VISA. As with many other ethnic groups that came before them, there is an issue of acculturation and servicing newly arrived migrants. OCS is committed to helping this community and improving their lives.

The Office of Community Services also works with faith-based organizations, other State and Federal agencies and the community at large to assist low income, immigrant and refugee populations in many different ways: food distribution, transportation services, youth services, weatherization assistance, legal advocacy and homeless assistance to name a few.

We hope this Annual Report gives you a better understanding of the work we do and the people we serve. Together we can and will make a difference in people's lives and, as a state agency, we are committed to delivering resources to help the service providers in your community. Because, only by working together, will we be able to live up to "strengthen communities . . . improving lives".

Who We Are

The State Office of Community Services (OCS), administratively attached to the Department of Labor and Industrial Relations, is mandated to provide human service programs for Hawaii's economically disadvantaged, immigrants and refugees. Created by the Hawaii State Legislature through Act 305, and signed into law by the Governor on June 25, 1985, OCS was codified in Chapter 371K, Hawaii Revised Statutes.

PRIMARY FUNCTIONS INCLUDE:

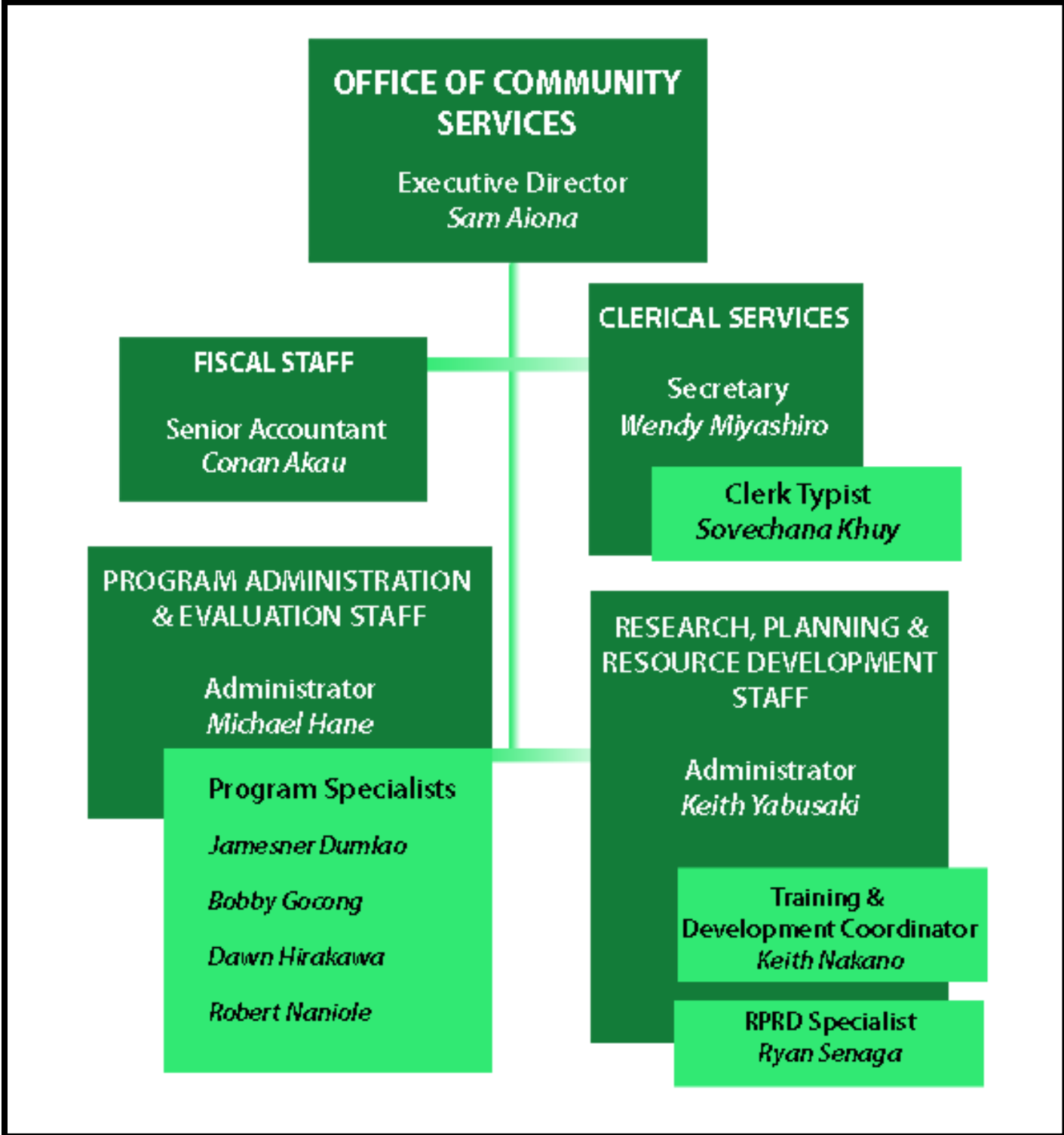
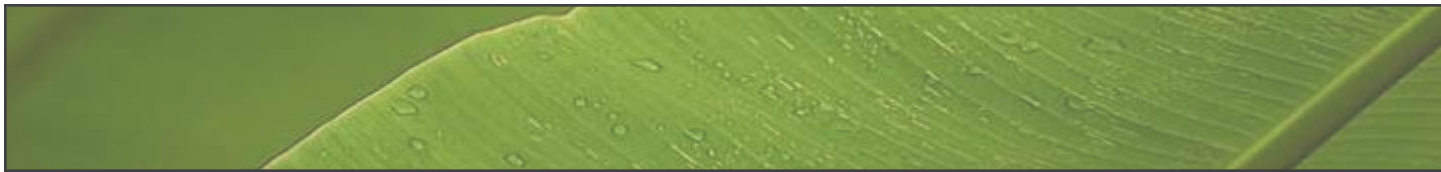
- ◆ Facilitate and enhance the development, coordination, administration and delivery of effective programs to those in need and
- ◆ Provide advice and guidance to the executive branch, non-profit and private sector human service agencies, and the legislature.

OCS EVOLVED IN 1985 FROM THE MERGER OF FOUR PROGRAMS:

- ◆ Hawaii Office of Economic Opportunity established by the Governor's Office in the mid '60s to manage Federal funds;
- ◆ Progressive Neighborhood Program established in the early '70s to operate demonstration projects for the economically disadvantaged;
- ◆ Refugee Resettlement Program which provided services to the refugees as part of the State Program Development Services Section, Public Welfare Division of the Department of Social Services and Housing; and
- ◆ State Immigration Services Center which provided planning, coordination, and funding for immigrant services.

OCS primarily contracts and administers program services on behalf of the State and Federal governments. It is responsible for allocating funds via a competitive purchase of services process unless the funding source authority directs award(s) to a specific organization(s).

Contracts are primarily awarded to private, 501(c)3, non-profit agencies.



What We Do

OUR VISION

- ◆ To eliminate the causes and conditions of poverty for economically disadvantaged persons, immigrants, and refugees in the State of Hawaii.

OUR MISSION

- ◆ To facilitate and enhance the development, delivery, and coordination of effective programs for economically disadvantaged persons, immigrants and refugees that allows this target population to achieve and maintain economic independence;
- ◆ To improve the efficiency and effectiveness of executive branch operations on behalf of those in need; and
- ◆ To improve the responsiveness to the needs of our target population through partnerships in the private and public sectors.

OUR PURPOSE

- ◆ To unite various public and private agencies and human service programs “to facilitate and enhance the development, coordination, administration and delivery of effective programs to those in need and to provide advice and guidance to the executive branch, non-profit and private sector human service agencies, and the legislature.”

OUR GOALS AND OBJECTIVES

- ◆ Conduct research studies via the state and county government departments or agencies responsible for providing employment, social welfare, education, health, and related services concerning the needs of economically disadvantaged persons, immigrants, and refugees throughout the State;
- ◆ Review legislation pertaining to programs within the purview of OCS and appropriations made for services to the economically disadvantaged persons, immigrants, and refugees, recommend revisions and additions, and report to the Governor regarding such legislation;
- ◆ Evaluate the availability, adequacy, and accessibility of all services for target clientele within the State;
- ◆ Assist and coordinate the efforts of all public and private agencies providing services that affect the economically disadvantaged persons, immigrants, and refugees, and report such facts and OCS’ recommendations to the governor and to the state legislature;
- ◆ Maintain contacts with local, state, and federal officials and public/private agencies concerned with the planning for the economically disadvantaged persons, immigrants, and refugees; and
- ◆ Encourage and foster local action on behalf of the economically disadvantaged persons, immigrants, and refugees.

Who We Serve

LOW-INCOME FAMILIES AND INDIVIDUALS

According to the National Center for Children in Poverty, research suggests that, on average, families in Hawaii need an income double that of the federal poverty level for basic needs.

According to the 2006 U.S. Census Bureau estimate, 9.3% of Hawaii's total population of 1,252,117 falls below poverty level. These 116,147 individuals are broken down and counted by three major counties: Hawaii County - 23,723, Honolulu County - 74,150, and Maui County - 13,559. According to the 2006 U.S. Census, 13.3% of the total U.S. population of 298,754,819 were living below the Federal Poverty Guideline (FPG). The FPG for Hawaii in 2006 was \$20,000 for a family of four. The three-year average from years 2004-2006 percentage of people without health insurance coverage in Hawaii was 8.6%, compared to the national average of 15.3%.

The National Center for Children in Poverty also states that children living in families with incomes below \$42,400 for a family of four in 2008 are referred to as low-income, with income defined as below 200% of the FPG. In 2006, there were 167,712 families with 293,197 children. Twenty-nine percent or about 84,722 of all children in Hawaii, live in low-income families compared to the national average of 39%.

As for parental employment, the National Center for Children in Poverty finds that of low-income families in Hawaii, most have at least one employed parent. Fifty-five percent (46,815) of children in low-income families have at least one full-time, year-round employed parent. Another 30% (25,078) of children in low-income families have at least one parent who is either employed part-year or part-time. The remaining 15% (12,829) of children in low-income families did not have an employed parent.

Overall, the 2006 U.S. Census shows that the percentage of people in Hawaii below the poverty line has decreased steadily every year from 10.1% in 2003 down to 9.3%. Conversely, the national percent of people below the poverty line has steadily increased over the past five years.

IMMIGRANTS AND REFUGEES

The 2004 U.S. Census estimated that the Hawaii foreign-born population of approximately 227,347, a 7.1% increase from the year 2000 tally of 212,229 immigrants or 18.5% of the state's overall population. Of these 227,347 foreign-born, 132,930 are now naturalized citizens.

The number of refugees arriving annually in Hawaii is relatively small. See table below.

U.S. Dept. of Health and Human Services - Administration for Children and Families								
Hawaii Refugees Arrivals by County of Origin 2000 - 2006								
Year	Burma	China	Iran	USSR	Vietnam	Amerisian		Total
2000	13	0	0	0	15	0		28
2001	4	3	5	0	6	1		19
2002	0	1	0	0	3	0		4
2003	2	0	0	0	13	0		15
2004	6	0	0	1	17	0		24
2005	9	0	1	0	15	0		25
2006	0	0	0	0	5	0		5

What We Accomplished in FY 2007

ADMINISTERED STATE PURCHASE OF SERVICES FUNDS IN EIGHT CATEGORIES

21,595 UNDUPLICATED LOW-INCOME PERSONS SERVED (33 CONTRACTS)

Together with our partners, OCS provided:

- 1) **Employment Core Services for Low-Income Persons:** 1,753 low-income persons served, 813 job placements, and 329 maintained employment for 12 months; Improved monitoring of all contracts. Completed transition phase and have now implemented Performance-based contracts for these services.
- 2) **Employment Core Services for Immigrants:** 716 immigrants served, 441 job placements, and 258 maintained employment for 12 months; Improved monitoring of all contracts. Completed transition phase and have now implemented Performance-based contracts for these services.
- 3) **Employment Creation Services:** 251 low-income persons, immigrants, and refugees served resulting in 97 persons employed.
- 4) **Child Care Services for Head Start Parents:** 300 children enrolled and 285 low-income parents; 98 low-income adults were employed.
- 5) **Transportation Services:** 2,782 low-income, disabled, elderly and youth individuals (1,223 in Hawaii and 1,559 in Maui Counties).
- 6) **Youth Services:** Support services to 102 at-risk youth in the Honolulu school district leading to 26 youth attaining employment.
- 7) **Food Distribution Services:** 8,784,362 pounds of food collected with 7,600,000 pounds distributed statewide to the poor.
- 8) **Hawaii Disability Rights Center (HDRC):** provided advocacy and services to persons with disabilities through outreach, education and casework.



Strengthening Communities...Improving Lives

ADMINISTERED NINE FEDERALLY-FUNDED PROGRAMS (20 CONTRACTS)

Together with our partners, OCS provided:

- 1) **Employment Core Services for Refugees:** Assisted 70 refugees with 16 maintaining employment for 12 months.
 - 2) **Weatherization Assistance Program (WAP) Services:** Cost saving energy assistance to 281 low-income persons; implemented compact fluorescent lamps (CFLs) into WAP.
 - 3) **The Emergency Food Assistance Program:** 1,013,695 pounds of food from the U.S. Department of Agriculture distributed to Hawaii's local food banks and partners, which fed an estimated 79,835 needy persons.
 - 4) **Senior Farmer's Market Nutrition Program:** Purchased \$119,240 of locally grown produce in Hawaii County from 21 growers and enhanced the nutrition of 1,466 seniors by distributing 90,001 pounds.
 - 5) **University of Hawaii Center on Disability Studies:** Continued to administer pilot project to design and operate a virtual online Navigational One-Stop Center in Hawaii for transitioning youth with developmental disabilities and their families.
 - 6) **Legal Advocacy for Children and their Families:** Legal Aid Society served an additional 62 cases.
 - 7) **Refugee and Cash and Medical Assistance:** Helped 30 refugees.
 - 8) **National Farmworkers Jobs Program:** In the interim period, prepared and assisted unemployed, or under-employed low-income migrant and seasonal farmworkers in obtaining and maintaining gainful employment; Ensured continuity of services in State of Hawaii with Federal government returning award of grant to Maui Economic Opportunity in FY 2008.
 - 9) **Community Services Block Grant Program:** 12,487 unduplicated low-income persons served. Continued second year of standardized uniform reporting using CSBG-IS software. Initiated discretionary funded projects.
- ◆ **OCS** in collaboration with islanders from Chuuk, Kosrae, Palau, the Marshall Islands, Pohnpei, Yap, and the Commonwealth of the Northern Marianas held a very successful **Micronesian Cultural Exchange Festival**, "Many Islands-One People," at the Hawai'i Convention Center in Honolulu. The event, was designed to bring Micronesians together, provide access to government and non-profit service providers, and showcase the island cultures and arts. The Festival, which was attended by over 1,500 people, included cultural and educational performances, 80 resource and cultural exhibits, and guest speakers from the Micronesian as well as academic communities. Father Fran Hezel from Pohnpei was the keynote speaker. Among the special guests were Republic of the Marshall Islands President Kessai Note,



What We Accomplished in FY 2007

Federated States of Micronesia President Joseph Ursemal, and Republic of Palau President Tommy Remengesau, Jr.

- ◆ **Hawaii Literacy - Bookmobile Program:** Renovated and restored the traveling bookmobile. Provided a library and free accessible literacy services, internet and computer access, age appropriate toys, and games and activities to children and their caregivers.
- ◆ **Honolulu Community Action Program:** Partnered to provide emergency cleaning supplies to the Next Step Homeless Shelter to avoid a health crisis.
- ◆ **Honolulu Community Action Program** partnered with Micronesian educators to conduct 9 training sessions to train 300-400 Department of Education elementary school teachers in the City & County of Honolulu on how to better work with Micronesian students and their families.
- ◆ **CSBG National Association for State Community Services Programs (NASCSPP) Conference** held in Honolulu trained 50 Community Action Agencies (CAA) staff and 5 OCS staff.

ADMINISTERED STATE GRANT-IN-AID AND CAPITAL IMPROVEMENT PROJECT FUNDS (35 CONTRACTS)

- ◆ Aloha United Way: Earned Income Tax Credit and Tax Assistance Campaign (Family Self-Sufficiency Program): Produced and distributed thousands of multi-lingual fliers to disabled clients; Filed 7002 tax returns; Total refunds was \$5.7 million of which \$1.98 million was in earned income tax credits.
- ◆ Catholic Charities of Hawaii: Acquired the former First Presbyterian Church properties/buildings in Makiki for its Social Service Community Center.
- ◆ Community Work Day: Combined education with hands on stewardship to make America's communities cleaner, greener, safer and more livable by reducing litter and waste. Sent eight staff members to the national Keep America Beautiful Convention and CWD conducted a national workshop in Spring 2008.
- ◆ Easter Seals Hawaii: Construction of new 20,000-square-foot facility that will offer early intervention programs for children with special needs, services for youth and adults with developmental and physical disabilities, and family and community support programs; and over 500 children, youth and adults served annually; Create 100 new jobs at the service center and throughout the community.
- ◆ Filipino Centennial Celebration: Commemorated the centennial anniversary of the arrival of Filipino people in Hawaii; Promoted



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the Filipino culture and heritage throughout Hawaii as well as globally .

- ◆ Filipino Community Center: Produced a World War II Filipino Veterans of Hawaii book, expanded the Filipino World War II veteran collection, received recognition for its Smart Senior Program, presented cultural performances, and digitized Filipino records, photographs, oral history, and other items relating to Filipino's roles and their contributions to Hawaii.
- ◆ Goodwill Industries of Hawaii: Construction of the `Ohana Career and Learning Center located in the Kapolei Business Park. The Center will feature multi-media training rooms, a computer lab, and retail store and donation center.
- ◆ Hawaii County Economic Opportunity Council: Purchased commercial/industrial kitchen equipment and increased production capacity of the Rainbow Falls Connection Kitchen project. This increase in capacity created 10 new jobs. Recruited and hired five Temporary Assistance to Needy Family clients and/or low-income individuals as additional staff to the improved kitchen.
- ◆ Hawaii County Economic Opportunity Council: Purchased and installed a new telecommunications system that replaced an old outdated phone network.
- ◆ Hawaii County Economic Opportunity Council: Milolii fishing village renovated its current water system which is essential for bathing, flushing toilets and fire protection. Without this renovation the community will be hard pressed to meet its non-potable water needs.
- ◆ Hawaii County Economic Opportunity Council: Orchid Tissue Laboratory Project: Extended laboratory facility usable space to 8,733 square feet, increased in-house development of orchids by 120,000 plants, increased orchid contract orders by 30% to 719,720 total plants, and placed 15 new clients into employment.
- ◆ Honolulu Community Action Program: Youth Services Program: Served 21 youth ages 14-21 years old of which 13 earned their High School Diploma. Served 16 youth ages 19-21 years old;
- ◆ Honolulu Community Action Program: Homeless Outreach Program: Delivered services to 219 homeless individuals on the Leeward Coast, Oahu, of which 61 were placed in emergency shelters, 26 into apartments, and 19 obtained family integrity services.
- ◆ Honolulu Community Action Program: Initiated the renovation,



What We Accomplished in FY 2007

- construction, and rehabilitation of the Waianae District Office;
- ◆ Kauai Economic Opportunity: Meal on Wheels Program: Purchased three cargo vans.
 - ◆ Kokua Legal Services: Provided 140 low-income clients with 334 hours of direct legal and 512 hours of consultation and referral services; Completed a feasibility study for developing affordable rental housing for seniors and families.
 - ◆ Leeward YMCA opened. Features a new fitness facility - six-lane, 25-yard pool, two large fitness classrooms and lockers, cardiovascular fitness area, basketball court and parking lot. Serves at-risk youth by offering after-school mentoring and tutoring programs, substance abuse counseling and youth empowerment and leadership opportunities. Creates 49 new job opportunities.
 - ◆ Maui Economic Opportunity: Purchased ten acres of land for permanent relocation of Transit Facility; Purchased four multifunction activity buses and a 15 passenger van.
 - ◆ Ohana Family of the Living God (OFLG) Initial Contact Shelter: Erected six yurt structures at its Hauula facility. 49 individuals and 8 families have enrolled in the program. Plans to expand include erecting 11 more yurts at two other North Shore locations.
 - ◆ ORI Anuenue Hale: Construction of complex that will include a new elder daycare/health and wellness center, a state-of-the-art Americans with Disabilities Act recreational camping facility, a vocational training center, learning center, diversified agriculture facility, new administrative offices, Ohana Country Market, miniature golf commercial enterprise, and residential quarters for clients.
 - ◆ ORI Elder Care Program: Provided recreational, social, health and wellness, and personal care activities for 533 seniors, enrolled 71 individuals in elder care training with 53 individuals completing training and 27 individuals obtaining employment.
 - ◆ Pacific Gateway Center Culinary Incubator Kitchen Program: Purchased and installed commercial walk-in refrigerator; Six persons gained employment.
 - ◆ Seagull Schools at Ocean Pointe opened and serves more than 200 children.
 - ◆ Seagull Schools, at Kailua: Design and construction of two pre-school classrooms. Child care/early education for 40 children, aged 2-5 years. Create employment in Windward, Oahu for four to five residents;.
 - ◆ YMCA of Kauai: Construction of community service facility that includes a 50-meter swimming pool complex and locker room. Will create 30 new jobs



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- ◆ YMCA Waianae Branch: Completed rock mitigation work.
- ◆ YWCA: Planned improvements, restoring architectural features, and adding air conditioning, banquet amenities and modern audio-visual capabilities to Fuller Hall and the cafeteria at the historic Laniakea, YWCA in downtown Honolulu.



OTHER PROGRAMS:

- ◆ **Annual State Employees Food Drive** was coordinated with Hawaii Food Bank that raised a total of \$138,740 and collected 95,587 pounds of food for the needy on Oahu and neighbor islands. This represents 25% of the monies and pounds of food collected during the annual state food drive;
- ◆ **Early Head Start and Head Start Pilot Program:** Issued special Request for Proposal. An additional 263 low-income children and 240 families received childcare services;
- ◆ **Hawaii Helping the Hungry Have Hope:** Provided technical assistance to develop its Initial Contact Bus Shelter Pilot Program that received \$600,000 State funding.
- ◆ **Leeward Coast Initiative Policy:** Participated in working groups; To strengthen rural community human resources, improve effectiveness of the State programs, and generate community-based economic development.

Services Provided State General Funds

EMPLOYMENT CORE SERVICES FOR LOW-INCOME PERSONS

Low-Income Persons Served by Agency and Milestone													
	BISAC	CFS	GIH (Hilo)	GIH (HNL)	HCEOC	KALIMA	KEO	MEO	ORI	PGC	PACT	WAW	Total
Outreach, Intake, Assessment, & ISP	111	49	171	204	76	110	126	156	80	273	250	147	1753
Employment Preparation and Job Development	102	39	135	203	33	69	41	123	74	73	72	88	1052
Job Placement	49	21	107	151	56	42	41	89	38	84	108	74	860
Job Support (3 months)	35	24	54	126	35	23	40	78	34	57	90	71	667
Job Maintenance (5 months)	27	19	39	103	26	19	30	52	32	47	75	63	532
Job Retention (12 months)	17	15	24	71	14	9	15	25	21	18	57	43	329
Appropriated Amount	\$179,200	\$207,350	\$227,170	\$410,826	\$150,150	\$205,956	\$184,450	\$202,100	\$201,146	\$200,200	\$221,650	\$196,920	\$2,587,118
State Expenditure	\$159,375	\$161,627	\$227,170	\$410,826	\$129,924	\$135,376	\$129,888	\$204,790	\$180,048	\$130,707	\$221,649	\$187,925	\$2,279,305

These services prepare and assist unemployed or under-employed low-income persons in obtaining and maintaining gainful employment that increases their self-sufficiency. Required service activities or milestones include: Outreach, Intake, Assessment and Individualized Service Plan; 2) Employment Preparation/Job Development; 3) Job Placement; 4) Job Support; 5) Job Maintenance; and 6) Job Retention.

Under welfare reform initiatives, statutory limits have been placed on public assistance. Most of the poor can no longer rely on public assistance indefinitely, and need to obtain employment and earn their own living. Yet, many long-term welfare recipients and low-income persons have multiple barriers to employment, lack the experience and skills to find and maintain a job, and are unable to achieve self-sufficiency. Thus, there is a need for comprehensive services and training to prepare low-income persons for employment and to help them maintain their jobs.

The target population for these services is unemployed or underemployed low-income persons whose household is at or below 150 percent of the applicable Federal Poverty Guidelines for Hawaii.

To ensure fiscal responsibility, OCS completed in fiscal biennium 2006-2007 implementation of the milestone payment system (MPS), a type of performance based contract. In MPS, service providers are paid fixed unit rates for services completed at each milestone. Refer to appendix for complete explanation of MPS.

Funded Agencies

- ◆ Big Island Substance Abuse Council (BISAC)
- ◆ Child and Family Service (CFS)
- ◆ Goodwill Industries of Hawaii, Inc. (GWI)
- ◆ ORI Anuenue Hale, Inc. (ORI)
- ◆ Hawaii County Economic Opportunity Council (HCEOC)
- ◆ Winners at Work, Inc. (dba Abilities Unlimited) (WAW)
- ◆ Ka Lima O Maui
- ◆ Kauai Economic Opportunity, Inc (KEO)
- ◆ Parents and Children Together (PACT)
- ◆ Pacific Gateway Center (PGC)
- ◆ Maui Economic Opportunity, Inc.(MEO)

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EMPLOYMENT CORE SERVICES FOR IMMIGRANTS

Immigrants Served by Agency and Milestone									
	CFS	CCH (Hilo)	CCH (HNL)	HCEOC	KEO	MEO	PGC	SWCC	Total
Outreach, Intake, Assessment, & ISP	117	122	124	50	45	16	128	87	710
Employment Preparation and Job Development	79	119	123	14	20	12	40	32	459
Job Placement	68	85	96	28	17	15	69	45	441
Job Support (3 months)	61	81	96	28	16	15	42	23	382
Job Maintenance (6 months)	54	76	68	23	15	7	27	14	327
Job Retention (12 months)	43	64	45	15	7	5	8	5	192
Appropriated Amount	\$175,400	\$232,960	\$231,150	\$71,500	\$71,500	\$100,100	\$143,000	\$160,060	\$1,185,670
State Expenditure	\$144,443	\$232,960	\$231,150	\$71,500	\$61,523	\$100,100	\$142,675	\$107,965	\$1,092,316

Faced with language and cultural barriers, and denied access to substantial public assistance programs, many low-income immigrants and their families in Hawaii struggle to maintain financial and social stability. In particular, newly-arrived immigrants are unfamiliar with the local employment situation and lack a basic understanding of workplace requirements and expectations. As a result, this vulnerable population often experiences significant difficulties in obtaining and maintaining gainful employment.

The purpose of these services is to contract for specialized employment services that address the particular needs of low-income immigrants to obtain and maintain gainful employment, and to provide family support including acculturation services, for wage-earners.

The goal of these services is for low-income immigrants and their families to achieve greater self-sufficiency and to improve their ability to function effectively in their communities. Required service activities or milestones include: 1) Outreach, Intake, Assessment and Individualized Service Plan; 2) Employment Preparation/Job Development; 3) Job Placement; 4) Job Support; 5) Job Maintenance; and 6) Job Retention.

The target population for these services is unemployed or underemployed low-income immigrants whose household is at or below 150 percent of the applicable Federal Poverty Guidelines for Hawaii.

Employment core services for immigrants also utilize the Milestone Payment System (MPS) with the same milestones to ensure fiscal responsibility and much better oversight by OCS.

Funded Agencies

- ◆ Catholic Charities Hawaii (Hilo) (CCH)
- ◆ Catholic Charities Hawaii (Honolulu) (CCH)
- ◆ Child and Family Service (CFS)
- ◆ Hawaii County Economic Opportunity Council (HCEOC)
- ◆ Kauai Economic Opportunity, Inc. (KEO)
- ◆ Pacific Gateway Center (PGC)
- ◆ Susannah Wesley Community Center (SWCC)
- ◆ Maui Economic Opportunity, Inc. (MEO)

Services Provided State General Funds

EMPLOYMENT CREATION FOR LOW-INCOME PERSONS, IMMIGRANTS AND REFUGEES

Employment Creation					
	HCEOC	MEOBDC	PACT	PGC	Total
Intake / Assessment in Program	0	168	27	4635	4830
Completed Business Training	0	125	17	32	174
Completed Business Plan	0	45	11	19	75
Started a Business or Created Jobs	11	21	8	14	54
Appropriated Amount	\$150,000	\$162,000	\$162,000	\$170,000	\$644,000
State Expenditures	\$75,000	\$81,000	\$81,000	\$78,573	\$315,573

Many unemployed or low-income persons, immigrants, and refugees have the desire and talent to become self-employed in their own businesses but require specialized training, resources, and other assistance to realize this full potential. There are those in the target population who have unique skills and capabilities and who can benefit from new and innovative enterprises that create employment opportunities in and around their communities.

The purpose is to procure services that (1) assist low-income persons, immigrants, and refugees to become self-employed in their own businesses or (2) create employment opportunities for the target population through new and innovative community-based enterprises that will be financially self-sustaining.

The goal of these services is to increase the self-sufficiency of low-income persons, immigrants, and refugees through the creation of their own businesses or in new employment opportunities created by innovative community-based enterprises.

The target population for these services is low-income persons, immigrants, and refugees, who are at or below 150 percent of the Federal Poverty Guidelines for Hawaii.

Preference shall be given to geographic areas that exhibit high unemployment, low-income, and economic depression.

Funded Agencies

- ◆ Hawaii County Economic Opportunity Council (HCEOC)
- ◆ Maui Economic Opportunity, Inc. Business Development Corporation (MEOBDC)
- ◆ Pacific Gateway Center (PGC)
- ◆ Parents and Children Together (PACT)

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CHILD CARE SERVICES FOR HEAD START PARENTS

Head Start Programs						
	CFS	HCAP	HCEOC	MEO	PACT	Total
Number of children that participated	42	15	43	34	46	134
Number of parents that participated	35	5	78	72	46	190
Number of parents enrolled in education, training, or employment assistance programs	5	5	27	50	7	87
Appropriated Funds	\$110,000	\$60,000	\$166,000	\$110,000	\$180,000	\$446,000
State Expenditures	\$53,698	\$42,612	\$83,000	\$55,000	\$90,000	\$234,309

The federal government provides funding for Head Start child care programs in Hawaii. However, these programs are not able to sufficiently provide full-day child care services through federal funding alone. Currently, the number of available full-day programs does not meet the needs for full-day child care that would allow these parents to work full-time or actively seek employment, training, or education opportunities.

Intended primarily for preschoolers from low-income families, Head Start promotes school readiness through the provision of educational, health, nutritional, and social services to enrolled children and families. Head Start programs engage parents in their children's learning and help them in making progress toward their educational, literacy and employment goals.

Head Start also requires that a minimum of 10 percent of the enrollment opportunities be made available to children with disabilities. Such children are expected to be enrolled in a full range of Head Start services and activities in an inclusive or natural setting with their non-disabled peers, and to receive needed special education and related services.

In 2004, only 37.8 percent of Head Start participants were enrolled in a full-day, full-week program. Despite a proven track record in helping children and families succeed, Head Start only serves about half of all eligible pre-school aged children. Even though some assistance is available to help low-income families afford child care, only 1 in 7 eligible children receive federal child care assistance.

According to the U.S. Census, approximately 114,000 of Hawaii's children or 35 percent of the population under the age of 19, were living below 200 percent of the Federal Poverty Level.



Services Provided State General Funds

In Hawaii, the maximum annual income eligibility for child care assistance for a family of three in 2004 was \$44,136. Thus, quality child care is unaffordable for many Hawaii working families. The average annual cost in Hawaii in 2000 was \$5,505 for center-based child care for a four-year-old in urban Hawaii.

The goal of these services is to provide low-income (1) children with quality care that improves their health, safety, learning, development, and family stability; and (2) parents with quality child care to allow them to work full-time towards economic self-sufficiency and to better support and assist their children's education.

Funded Agencies

- ◆ Child and Family Service (CFS)
- ◆ Hawaii County Economic Opportunity Council (HCEOC)
- ◆ Honolulu Community Action Program, Inc. (HCAP)
- ◆ Maui Economic Opportunity, Inc. on Molokai (MEO)
- ◆ Parents and Children Together (PACT)

Strengthening Communities...Improving Lives

TRANSPORTATION SERVICES FOR LOW-INCOME PERSONS

The goal of these services is to provide low-income persons in rural areas with transportation to service agencies and resource centers to access basic services, including but not limited to education, health care, legal assistance, banks, post offices, markets, social and employment opportunities.

The target population for these services is low-income persons, particularly the working poor and persons in welfare-to-work programs, the elderly, mentally and physically disabled, and children and youth, who are at or below 150 percent of the Federal Poverty Guidelines for Hawaii, and who live in rural or isolated areas.

Service areas include the counties of Hawaii and Maui with emphasis on rural and isolated areas of low-income population, high unemployment or economic depression.

These services fill a crucial void in the ability of the needy residents of Hawaii to access the services that they need. However, transportation services in Hawaii are critically underfunded as users, fuel and maintenance costs continue to escalate each year.

Transportation to basic services was provided for 2,782 individuals in Counties of Hawaii and Maui with limited or no public mass transportation (1,223 in Hawaii and 1,559 in Maui).



Funded Agencies

- ◆ Hawaii County Economic Opportunity Council (HCEOC) **\$92,000**
- ◆ Maui Economic Opportunity, Inc. on Molokai (MEO) **\$183,000**

FOOD COLLECTION AND DISTRIBUTION SERVICES FOR LOW-INCOME PERSONS

Due to the growing number of people unable to provide sufficient food for themselves, a statewide need exists to increase efforts to collect, store and distribute food to the hungry individuals and families.

The purpose is to increase the collection, storage and distribution of food and grocery items to charities and other organizations providing these commodities to the hungry.

The goal of this service is to alleviate hunger suffered by the poor.

The target population for these services is the homeless and other low-income individuals and families who lack an adequate supply of food.

Over 7.6 million pounds of food was received this past year, which continues to help feed 131,862 persons annually.

Funded Agency:

- ◆ Hawaii Foodbank, Inc. **\$60,370**

Services Provided State General Funds

YOUTH SERVICES FOR IMMIGRANTS

Language and cultural barriers place many low-income immigrant youth at-risk for failure in school and juvenile delinquency. Adolescent immigrant youth are especially vulnerable to development and social issues that arise during teen years, in addition to the particular stresses and problems confronted by newly-arrived immigrant families.

The purpose of this program is to contract for bilingual services for at-risk immigrant youth to assist them with (1) overcoming cultural and language barriers in school, at home, and in their communities; (2) improving their understanding of an adaptation to American life and culture; and (3) preparing older youth (adolescents) to enter the workforce.

The primary goal of this service is for newly-arrived immigrant youth, who are at-risk for failing or dropping out of school and/or juvenile delinquency, to remain in school, improve their academic performance, participate and acculturate positively within the school community settings and to avoid the juvenile justice system.

A secondary goal is to assist high school junior and senior immigrant youth, who choose to work after school, to enter the workforce through employment preparation services.

The target population is mainly comprised of newly-arrived (less than two-years from time of entry into the United States) limited or non-English speaking immigrant youth, up to age 18, who are students in public schools, grades 7-12, and who are at-risk for failure, drop-out, or juvenile delinquency, as determined by public education and/or law enforcement officials.

Eligible youth must be from families or households whose combined income is at or below 150 percent of the Federal Poverty Guidelines for Hawaii.

The service area is the City and County of Honolulu. Preference shall be given to areas with a demonstrated high concentration of low-income youth immigrant population and problematic immigrant juvenile delinquency rates.

One-hundred and fifty-six youth were enrolled in the youth services programs, of which one-hundred and thirteen improved their academic performance and twenty-six who were placed in employment or vocational training.

Funded Agency

◆ Pacific Gateway Center (PGC)

\$50,000

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GRANT-IN-AIDS

Service Providers	Programs	Appropriated Amount FY '05	State Expenditures FY '05	Appropriated Amount FY '06	State Expenditures FY '06	Appropriated Amount FY '07	State Expenditures FY '07
Aloha United Way	Earned Income Tax Credit			100,000.00	46,992.00	200,000.00	\$ 107,035.67
Assistive Tech.Resource Center	Accessible Empl.Services for LIP	20,000.00	5,000.00			20,000.00	20,000.00
Community Workday Program	Litter Control and Beautification					400,000.00	0.00
Filipino Centennial Commission	Centennial Celebration			150,000.00			111,421.00
Filipino Community Center	Cultural and Community Programs					150,000.00	25,586.67
Hawaii County Economic Opportunity Council	Orchid Tissue Lab	100,000.00	63,696.97	200,000.00	337,186.67	300,000.00	304,177.00
Hawaii County Economic Opportunity Council	Purchase Water Tanks Fence and Gates					62,000.00	-
Hawaii County Economic Opportunity Council	Rainbow Falls Connection					315,000.00	21,047.00
Hawaii County Economic Opportunity Council	Phone System					35,000.00	16,090.65
Hawaii Human Development Corporation	Employment Training Program					197,000.00	Not Released
Honolulu Community Action Program	Youth Services			50,000.00	2,500.00	200,000.00	33,571.00
Kauai Economic Opportunity	Horticulture Training Program	117,901.00			65,974.33		31,458.95
Kauai Economic Opportunity	Papaya Production Training Program					139,631.00	Not Released
Kauai Economic Opportunity	Equipment Purchase/Replc-Food Svc.Prog.					85,000.00	0.00
Kauai Economic Opportunity	Vehicle Replacement-Meals on Wheels					90,000.00	0.00
Kauai Economic Opportunity	Case Mgmt./Barrier Removal for Employ.					46,327.00	0.00
KoKua Legal Service -Special Funds	Legal and Housing Assistance			100,000.00			100,000.00
Maui Economic Opportunity	Acquisition of New Buses	50,000.00	50,000.00	150,000.00			150,000.00
Maui Economic Opportunity	Night Dialysis			170,000.00	34,618.00		135,382.00
ORI Annuene Hale	Elder Care and Vocational Training	300,000.00	63,696.97	200,000.00	280,074.16		156,222.87
Pacific Gateway Center	Culinary Incubator			50,000.00			50,000.00
Parents and Children Together	N/A					100,000.00	Not Released
Ohana Family of the Living God	Puu-Honua Shelter					599,161.00	251,136.00
Volunteer Legal Services Hawaii	Project Visitation			120,000.00	63,261.96		
Total Expenditure		\$ 587,901.00	\$ 182,393.94	\$1,290,000.00	\$ 830,607.12	\$ 2,939,119.00	\$1,513,128.81

Grant-In-Aid Contracts

- ◆ **Aloha United Way** Contracted for the Earned Income Tax Credit and Tax Assistance Campaign (Family Self-Sufficiency Program). Produced thousands of multi-lingual fliers and distributing notices to disabled clients, this project helped file tax returns. The total refunds obtained was \$5.7 million, which included \$1.98 million in earned income tax credits,
- ◆ **Filipino Centennial Committee** Commemorated the centennial anniversary of the arrival of Filipino people in Hawaii. Promoted the Filipino culture and heritage throughout Hawaii as well as globally .
- ◆ **Filipino Community Center** Produced a World War II Filipino Veterans of Hawaii book, expanded the Filipino World War II veteran collection, received recognition for their Smart Senior Program, presented cultural performances, and digitized Filipino records, photographs, oral history, and other items relating to Filipino's roles and their contributions to Hawaii.
- ◆ **Hawaii County Economic Opportunity Council** Supported the expansions of the Orchid Tissue Laboratory project. Extended laboratory facility usable space by 70% from 5,110 square feet to 8,733 square feet, increased in-house development of orchids by 120,000 plants, increased orchid contract orders by 30% from 585,274 plants to 719,720 plants, and have placed 15 new clients into employment and;

Services Provided State General Funds

- ◆ **Hawaii County Economic Opportunity Council** Researched and purchased commercial/industrial kitchen equipment to replace obsolete government surplus equipment, as well as increase production capacity of the **Rainbow Falls Connection Kitchen project**. The increased capacity led to the creation of 10 new jobs. A secondary outcome is to recruit and hire five Temporary Assistance to Needy Family clients and/or low-income individuals as additional staff to the improved kitchen.
- ◆ **Hawaii County Economic Opportunity Council** Purchased and installed a new telecommunications system that replaced an old outdated phone network. The new telecommunication system eliminated communication problems related to telephone static, line failures, disconnections and other equipment failure.
- ◆ **Hawaii County Economic Opportunity Council** Assisted the isolated Milolii fishing village to renovate its current water system. This water system is essential for bathing, flushing toilets and fire protection. Without this renovation the community will be hard pressed to meet its non-potable water needs.
- ◆ **Honolulu Community Action Program Youth Services Program** Served 21 youth ages 14-21 years old. 13 earned their High School Diploma. Program also served 16 youth ages 19-21 years old.
- ◆ **Honolulu Community Action Program Homeless Outreach Program** Coordinated and delivered health and human services to homeless individuals and families on the Leeward Coast of Oahu. Provided intake services to 219 individuals of which 61 were placed in emergency shelters, 26 into apartments, and 19 obtained family integrity services.
- ◆ **Kauai Economic Opportunity** Purchased three cargo vans for the Meal on Wheels program;
- ◆ **Kokua Legal Services** Provided 140 low-income clients with 334 hours of direct legal and 512 hours of consultation and referral services. Completed a feasibility study for the developing affordable rental housing for seniors and families.
- ◆ **Maui Economic Opportunity, Inc.:** Purchased four multifunction activity buses and a 15 passenger van for transportation program.

◆ **Ohana Family of the Living God**

Members from the Ohana Family of the Living God (OFLG) attended the DLIR-OCS sponsored Faith-Based and Community Initiative Conference held at the Neil Blaisdell Center on October 28, 2005. From this meeting, DLIR-OCS partnered with OFLG offering technical assistance to access grant funding opportunities and introduce OFLG to program best practices. This collaborative effort is largely responsible and has led to OFLG's success in developing its Initial Contact Shelter program. As a result, even amidst public controversy surrounding the State's homeless funding plan (Honolulu Advertiser 5/12/06; Associated cPress 5/2/07), OFLG was awarded a \$599,000 Grant-In-Aid subsidy in May 2006 by the State Legislature.

With these State funds, the organization has purchased and built a total of six "yurts" -- large portable tents made of collapsible wood -- behind their church on Hauula Homestead Road (Star Bulletin 6/21/07). Families have the highest priority to stay in the circular, weatherproof yurts. The yurts serve primarily as sleeping

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facilities at night for Puu Honua Initial Contact Shelter participants. But during the day, the yurts can alternatively be used for offices, training rooms or food service tents.

Under the 40-day program, Director Brother Sadrian Chee and Program Manager Winona Dean check that participants do their required four hours of community service a day or 24 hours a week per family. They also set them up with programs if needed, such as alcohol or substance abuse as well as community service, like cooking meals at Aala Park. This way, participants can also gain new skills that will hopefully help land them a job to support themselves. Pua Honua places a strong emphasis on building their client's ability to

develop individual capacity to achieving economic self-sufficiency. All program participants are required to conduct job searches and/or develop individual career plans. There are plans to obtain land and build additional yurts as part of the second and third phases on the North Shore of Oahu, especially with the city's on-going plans to sweep and clean parks between Mokuleia and Velzyland that will definitely displace the homeless.

Community leaders, as well as the media, have highlighted efforts of this organization in dealing directly with homeless issues in innovative ways. In particular, The North Shore Neighborhood Board has endorsed the project in its expansion plan to provide 40-day transitional shelter services to the homeless community. OFLG continues to pursue other funding opportunities from both the private and public sectors. Preliminary indication reveals a strong likelihood of receiving additional financial support. As an advocate for positive community action, DLIR-OCS has been successful in guiding and facilitating change via work with organizations like OFLG who have the passion to make a difference in people's lives.



- ◆ **ORI Elder Care Program:** Provided recreational, social, health and wellness, and personal care activities for individuals 55 and over. Provided services for 533 seniors, enrolled 71 individuals in elder care training with 53 individuals completing that training and 27 individuals obtaining employment.
- ◆ **Pacific Gateway Center: Culinary Incubator Kitchen Program:** Purchased and installed commercial walk-in refrigerator. Six persons gained employment.



Hawaii County Economic Opportunity Council's orchid tissue laboratory project facility

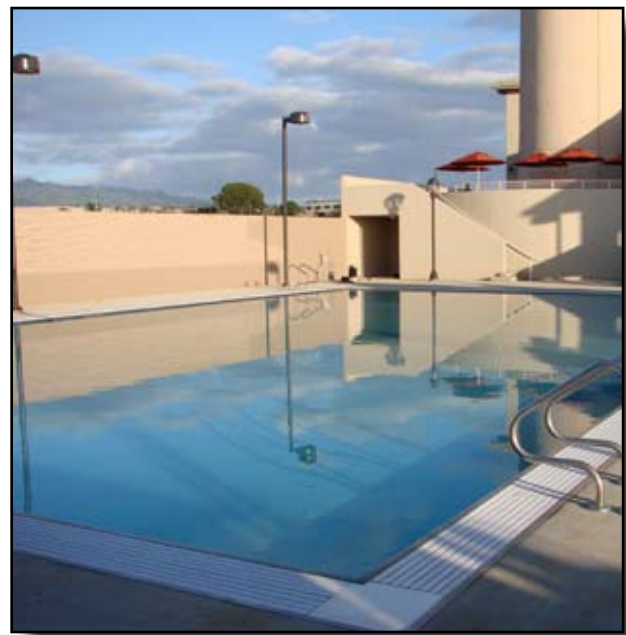
Services Provided State General Funds

CAPITAL IMPROVEMENT PROJECTS

Service Providers	Programs	Appropriated Amount FY '05	State Expenditures FY '05	Appropriated Amount FY '06	State Expenditures FY '06	Appropriated Amount FY '07	State Expenditures FY '07
Catholic Charities Hawaii	Land Acquisition					1,000,000.00	1,000,000.00
Goodwill Industries of Hawaii	Ohana Learning Center in Kapolei					2,000,000.00	0.00
Hawaii County Econ. Oppor. Council	Acquisition of New Buses			598,000.00	488,643.00	598,000.00	109,357.00
Hawaii Labor Heritage Council	Renovate Jack Hall Memorial Bldg.					286,000.00	Not Released
Honolulu Community Action Program	Renovate/Repair Waianae Dist Office					500,000.00	0.00
Lanikai Association Oahu	Restore George Ferry Building					75,000.00	Not Released
Maui Economic Opportunity	Land Acquisition					1,200,000.00	300,000.00
ORI Anuenue Hale	Design, Construction & Equipping	500,000.00	231,078.74			2,500,000.00	2,500,000.00
ORI Anuenue Hale	Construction and Equipping	2,500,000.00			919,821.16	-	1,580,178.84
Seagull Schools	Construction of 2 Schools	1,000,000.00	2,000.00	-	998,000.00	1,000,000.00	1,000,000.00
Seagull Schools	Construction - Kailua Area			1,000,000.00	-	300,000.00	35,602.00
YMCA - Kalihi Facility	Reconstruction / Expansion	1,000,000.00	1,000,000.00	-	-	-	-
YMCA - Leeward Facility	Phase II Expansion & Construction	1,000,000.00	532,859.50	500,000.00	500,000.00	2,000,000.00	2,000,000.00
YMCA - Kauai Facility	Phase II Construction					3,297,000.00	850,386.00
YMCA - Oahu Facility	Construction - Lanikaia Facility					3,000,000.00	0.00
YMCA - Waianae Facility	Design & Construction	1,000,000.00	1,000.00			1,000,000.00	383,211.50
Total Expenditure		\$ 7,000,000.00	\$ 1,766,938.24	\$ 2,098,000.00	\$ 2,906,464.16	\$ 18,756,000.00	\$9,758,735.34

Capital Improvement Contracts

- ◆ **Catholic Charities of Hawaii** Acquired the former First Presbyterian Church properties/buildings in Makiki to be used for its Social Service Community Center.
- ◆ **Easter Seals Hawaii** Construction of a new 20,000-square-foot facility on 3.3 acres of recently acquired land that will offer a wide range of programs and services, including early intervention programs for children with special needs, services for youth and adults with developmental and physical disabilities, and family and community support programs. It is expected to serve over 500 children, youth and adults annually, and is anticipated to create approximately 100 new jobs at the service center and throughout the community.
- ◆ **Goodwill Industries of Hawaii** Construction of the `Ohana Career and Learning Center that will be located on 2.2 acres in the Kapolei Business Park. The Center will feature multi-media training rooms and a computer lab for job training, career development, advancement and job counseling. A retail store and donation center will generate operative revenue to enable the Center to be financially self-sustaining. The Center will also provide child care services and resources to encourage adults to pursue higher education opportunities.



Leeward YMCA's new 6-lane olympic sized swimming pool

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- ◆ **Honolulu Community Action Program, Inc** Initiated the renovation, construction, and rehabilitation of the Waianae District Office.
- ◆ **Laniakea YWCA** Renovation of Fuller Hall and the cafeteria at the historic Downtown building. Planned improvements to Fuller Hall include restoring it to its original size of 3,600 square-feet, restoring architectural feature, adding air conditioning, banquet amenities and modern audio-visual capabilities. The additional meeting space will allow the YWCA to conduct large-scale educational workshops, conferences, leadership training, mentoring programs, and special events to expand its outreach to the community. The renovated restaurant facility will also function as a business and culinary training school for high school and college students.
- ◆ **Leeward YMCA** Opened expanded center that features a new \$13.5M fitness facility including a six-lane, 25-yard pool, two large fitness classrooms and lockers, cardiovascular fitness area, basketball court and parking lot. The 42,000 square foot expansion will help serve at-risk youth by offering after-school mentoring and tutoring programs, substance abuse counseling and youth empowerment and leadership opportunities and create 49 new job opportunities.
- ◆ **Maui Economic Opportunity** Purchased ten acres of land in Maui County for the permanent relocation of the transit facility. The purchase of land for a new facility will insure the continuation and improved delivery of all specialized transportation program services to elderly, low-income persons with disabilities, medically needy residents, as well as preschool and disadvantaged youth.
- ◆ **ORI Anuenue Hale, Inc.** Supported the construction of a complex that will include a new elder daycare/health and wellness center, a state-of-the-art ADA recreational camping facility, a vocational training center, learning center, diversified agriculture facility, new administrative offices, Ohana Country Market, miniature golf commercial enterprise, and residential quarters for clients.
- ◆ **Seagull Schools, Inc.**, Opened its Ocean Pointe campus off Fort Weaver Road which can serve more than 200 children. The school, built on 1.25 acres at 91-203 Kaimele Place, provides extended hours from 6 a.m. to 6 p.m.
- ◆ **Seagull Schools, Inc.** On-going design and construction of two pre-school classrooms in the Kailua area that enables child care and early education for 40 children, aged 2-5 years. The program will also create employment opportunities in Windward, Oahu for four to five residents.
- ◆ **YMCA Waianae Branch** Completed rock mitigation work on its future site.
- ◆ **YMCA of Kauai** On-going construction of community service facility that includes a 50-meter swimming pool complex and locker room for the Kauai community and will create 30 new jobs.



Services Provided State General Funds

OTHER STATE PROJECTS

CHILD CARE SERVICES FOR EARLY HEAD START PARENTS

Early Head Start (EHS) is a federally funded community-based program for low-income families with infants and toddlers and pregnant women. Its mission is to promote healthy prenatal outcomes for pregnant women, enhance the development of very young children, and promote healthy family functioning.

The goal of these services is to provide low-income (1) infants and toddlers with quality care that improves their health, safety, learning, development, and family stability; and (2) parents with quality child care to allow them to work full-time towards economic self-sufficiency and to better support and assist their children's education.

In 2007, OCS issued a special Request for Proposal for Early Head Start and Head Start pilot program. This has allowed an additional 263 low-income children and 240 families to receive childcare services.

Early Head Start Programs								
	FSSWH	MFSS	PACT	HCAP	MEO	CFS	HCEOC	Total
Enrolled Children	11	82	20	40	60	120	199	532
Enrolled Families	10	68	19	18	56	115	188	474
Families who participated in a goal setting process leading to individualized family partnership agreement	10	61	20	59	19	247	189	605
Parents/Guardians who recieved job training/school services	2	15	9	7	0	24	20	77
Total Parents / Guardians Employed	5	41	28	39	19	270	227	629
Appropriated Funds	\$71,429	\$71,429	\$71,429	\$71,429	\$71,429	\$71,429	\$71,429	\$71,429
State Expenditures	\$71,429	\$71,429	\$71,429	\$71,429	\$71,429	\$71,429	\$71,429	\$71,429

Funded Agencies

- ◆ Child and Family Service (CFS)
- ◆ Family Support Services of West Hawaii (FSSWH)
- ◆ Maui Family Support Services, Inc. (MFSS)
- ◆ Parents and Children Together (PACT)
- ◆ Hawaii County Economic Opportunity Council (HCEOC)
- ◆ Honolulu Community Action Program, Inc. (HCAP)
- ◆ Maui Economic Opportunity, Inc. (MEO)

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- ◆ Coordinated the **Annual State Employee Food Drive** on behalf of the Hawaii Foodbank. The State coalition raised a total of \$138,740 and collected 95,587 pounds of food for the needy on Oahu and the neighbor islands. This represents 25% of the monies and pounds of food collected during the Foodbank's annual statewide food drive;
- ◆ **Hawaii Disability Rights Center (HDRC)** provided aid and services to persons with disabilities through outreach, education and casework. HDRC provides these services through its programs including the Clients Assistance Program, Protection and Advocacy for assistive technology, beneficiaries of social security, individuals with developmental disabilities, mental illness, individual rights, individuals with traumatic brain injury, and voter access.
- ◆ Participated in **Leeward Coast Initiative Policy and Working Groups**. The purpose is to strengthen rural community human resources and improve effectiveness of the State programs which serve them, to generate and support community-based economic development, and ability of rural residents to meaningfully participate in the rural economy; and
- ◆ Provided technical assistance to **Hawaii Helping the Hungry Have Hope** to develop its Initial Contact Bus Shelter Pilot Program which led to the non-profit receiving \$600,000 in State funding.

Services Provided Federal Funds

EMPLOYMENT CORE AND SUPPORT SERVICES FOR REFUGEES

The goal of these services is to help refugees achieve economic self-sufficiency and social adjustment within the shortest time possible following their arrival to the United States.

The target population for these services is refugees with less than five years United States (U.S.) residency since their date of entry, in the following priority: (1) newly arriving refugees during their first year in the U.S.; (2) refugees who are receiving cash assistance; (3) unemployed refugees who are not receiving cash assistance; and (4) employed refugees in need of services to retain employment or to attain economic independence.

Also eligible to receive services are asylees (eligibility for asylee starts from the date asylum is granted), Cuban and Haitian entrants, certain Amerasians from Vietnam who are admitted to the U.S. as immigrants, certain Amerasians from Vietnam who are U.S. citizens, and victims of severe forms of trafficking, and certain of their family members who receive certification or eligibility letters from the federal Office of Refugee Resettlement.

The service area includes the City and County of Honolulu.

Employment core services to 70 refugees with 16 maintaining employment for 12 months.

Funded Agency

◆ Child and Family Service (CFS) \$75,000

COMMUNITY SERVICE BLOCK GRANTS

Community Service Block Grants					
	HCEOC	KEO	MEO	HCAP	Total
Number Enrolled	134	177	231	845	1387
Number Placed in a Job	94	61	196	289	640
Appropriated Amount	\$552,670	\$288,250	\$385,804	\$1,996,308	\$3,223,032

The Community Services Block Grant (CSBG) is a federal, anti-poverty block grant which funds the operations of a state-administered network of local agencies. This CSBG network consists of more than 1,100 agencies that create, coordinate and deliver programs and services to low-income Americans in 96 percent of the nation's counties.

The CSBG network are Community Action Agencies (CAAs), created through the Economic Opportunity Act, a predecessor of the CSBG. Community representation and accountability are hallmarks of the CSBG network,

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where agencies are governed by a tri-partite board. This board structure consists of elected public officials, representatives of the low-income community, and appointed leaders from the private sector.

Beginning in Program year 2007, the Office of Community Services began requiring the submission of timely, relevant, and complete Quarterly CSBG Reports. The CSBG Report is a data management tool for agencies and provides information to support its efforts to identify technical assistance needs, agencies that may require additional support and strength in the network. In addition, the CSBG Report provides critical insight into efficiency and performance across the network thereby supporting the mission of accountability that each agency is required to maintain.

The most important outcome of the new reporting system is that for the first time we have unduplicated counts of CSBG client numbers. The unduplicated number served in total from the four Hawaii Community Action Agencies is 16,960 persons.

Funded Agencies: Highlights

◆ Kauai Economic Opportunity, Inc.

Kauai Economic Opportunity, Incorporated (KEO) contracted Kauai Builders, Ltd. for the renovation work on the homeless emergency shelter and transitional housing project. The design plans for an aerobic wastewater system was approved by the Department of Health, and installation work was completed by September 2007. Design plans were also reviewed and approved by the Disability and Communication Access Board (DCAB). The bathrooms and rooms are ADA accessible in the emergency shelter, and there is one transitional housing unit that is ADA accessible. All exterior walkways and ramps meet compliance with ADA regulations. By the end of September 2007, 90% of renovation work at the homeless emergency shelter was completed and 80% of the renovation work was completed for the 8 transitional housing units. Upon completion of the renovation work and receipt of the occupancy permit from the County, KEO became capable of providing housing to 20 homeless people in the transitional housing units and 19 homeless people in the homeless emergency shelter.

KEO was also selected by the County of Kauai to operate a transitional housing program for 20 homeless working families. The site selected is the former Lihue Courthouse, and clean-up and renovation work was done by staff from the Department of Accounting and General Services. This is a bridge project that will transition homeless families into permanent housing within 24 months. The program will provide services, including case management, budgeting and financial counseling, financial literacy, renter education classes. Selected eligible families will be placed in December 2007.

◆ Maui Economic Opportunity, Inc.

Maui Economic Opportunity, Inc (MEO) Business Development Corporation (BDC) offers loans up to \$10,000 for individuals and small businesses that cannot get a loan through a lending institution. They also offer classes, Core Four training, for those who want to start a business and for those who want to increase their business. These classes offer business training, marketing and promotion, laws and regulations associated with operating a business,

Services Provided Federal Funds

etc. At the end of the class, bankers from every institution come and review the business plans that the individuals have prepared. This is a great asset for the individuals and the bankers really like to see the plans. It also gives the individuals introduction to someone in the lending institution.

A client living at the homeless shelter took the Core Four classes. He had the Computerized Aided Design program but did not know how to go about marketing his product and services. He finished the classes, developed a business plan. One year later, he reported that within six months, he had moved out of the homeless shelter. Within one year, he NETTED \$85,000, bought a car paying cash so he wouldn't fall back into debt and has his own apartment.

The BEST program allows inmates to return to the community in a supported way so that they will become self-sufficient. An example of MEO working together to strengthen families is a client that was incarcerated. Her children were in the Head Start program. The mother received parenting through the Free to Grow program administered by Head Start. The children and mother were supported and supervised in parent-child interaction sessions. At two times in the year- Christmas and Mother's Day, a special event is held so that mothers and their children can get together to spend quality time.

This client was released on work furlough and came to MEO. She assisted at MEO during the day. At MEO, she was accepted as a Being Empowered and Safe Together (BEST) client. Her family strengthening continued in both programs. When she was released, she applied and was hired as a Chore Service provider. She decided she wanted to get her Commercial Drivers License and work at transportation. She worked at Chore until she passed her CDL. She was hired as a bus driver. She continues her family strengthening through the lessons she has learned and the family friendly policies at MEO.

◆ **Hawaii County Economic Opportunity Council**

The Hawaii Biotech Tissue culture center (HBTCC) has expanded its scope of services to include plant starts beyond orchids. New offerings include vireya (tropical rhododendrums), camellia sinensis (green tea), bamboo (for timber and potentially biomass), and vanilla. Presently, the HBTCC has 24 employees including 18 full-time technicians specializing in micro-propagation. Perhaps the most significant achievement of the project is the substantiation that TANF individuals can be trained as laboratory technicians contrary to the belief of professional orchid growers including University faculty members.

The Rainbow Falls Connection Project (RFC) includes the day-to-day operations of four incubator kitchens, a gift shop and sales and marketing activities. The goal of the project is to provide full-time permanent employment for referred TANF and low-income individuals. A Confidential Project Participant Survey reveals that since working at the RFC Project, 66% of the individuals purchased a vehicle, 22% purchased a home, and 100% of the

Strengthening Communities...Improving Lives

individuals are satisfied with the job that they are performing. To promote RFC products, all the employees have the opportunity to participate in local craft fairs and exhibitions such as the Annual Merrie Monarch Hula Competition and Festival and Made in Hawaii Festival.

◆ Honolulu Community Action Program

HCAP provides low-income clients with services that prepare them to find a job. Individuals seeking employment enters our case management system, through which they are tracked from intake to placement. Job-readiness skills include writing a resume, preparing for an interview, learning appropriate dress code attire, finding a job and retention of employment.

Oahu Work Links, a city funded job placement service, had an office located at HCAP's Central District through June 2007. The program provided a wide range of services including resume writing, internet searches, personal career planning services and access to telephones, faxes and e-mail. HCAP continues to work closely with Oahu Work Links in the placement of clients in need of jobs. HCAP utilizes other community resources to provide additional support to clients seeking a employment. Helping Hands Hawaii gives free bus passes to clients seeking employment to assist in their travel. To further help people with job placement, HCAP provides Competency-Based training in conjunction with Moanalua and Aiea High School. This program, through the adult education division at Moanalua and Aiea, assist students with core area knowledge such as government and law, occupational issues, health and consumer economics.

HCAP has several programs for people to obtain food assistance. All the district offices keep emergency food pantries to support families and individuals who need food assistance. Once a quarter the districts take advantage of the federal food surplus program, distributing products throughout the community to organizations also assisting people in need. HCAP partners with the Hawaii Food Bank to ensure that needs are met. HCAP has worked in collaboration with the Hawaii Asset Building Coalition (HABC) to assist low-income with the Earned Income Tax Credit (EITC) program. \$210,171 in tax credits were obtained through such efforts.

CSBG DISCRETIONARY FUNDING PROGRAMS

Five percent of the total Community Services Block Grant is set aside for discretionary use. By law, uses include special projects, training, technical assistance, and special support.

Next Step Homeless Shelter

Honolulu Community Action Program, Inc., provided emergency cleaning supplies to the Next Step Homeless Shelter to avoid a health crisis. The homeless shelter houses 300 persons of which a third are children at any given time.

Funded Agency:

◆ Honolulu Community Action Programs **\$25,000**

Services Provided Federal Funds

Micronesian Cultural Exchange Festival

OCS in collaboration with islanders from Chuuk, Kosrae, Palau, the Marshall Islands, Pohnpei, Yap, and the Commonwealth of the Northern Marianas held a very successful Micronesian Cultural Exchange Festival, "Many Islands-One People," at the Hawai'i Convention Center in Honolulu. The event was designed to bring Micronesians together, provide access to government and non-profit service providers, and showcase the island cultures and arts. The festival, which was attended by over 1,500 people, included cultural and educational performances, resource and cultural exhibits, and guest speakers from Micronesia as



well as academic communities. Fran Hezel from Pohnpei was the keynote speaker. Among the special guests were Republic of the Marshall Islands President Kessai Note, Federated States of Micronesia President Joseph Ursemal, and Republic of Palau President Tommy Remengesau, Jr.

Funded Agency:

- ◆ Hawaii Convention Center \$65,000

Hawaii Literacy - Bookmobile Program

Helped renovate and restore the traveling bookmobile for the Bookmobile Program, which provides a library and free accessible literacy services, internet and computer access, age appropriate toys, and games and activities to children and their caregivers. The bookmobile serves 25 communities and reaches nearly 1000 people.



Funded Agency:

- ◆ Hawaii Literacy, Inc. \$30,000

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Local National Association for State Community Services Programs (NASCSPP) Training

Successfully conducted a two-day NASCSPP conference for all Community Action Agencies (CAA) and their staff. Fifty CAA staff and seven OCS staff are now better aware as to what they are responsible for to OCS as the lead administrative agency in regards to monitoring visits by OCS. CAAs were also schooled on the annual CSBG-IS data report. NASCSPP trainers went over each CSBG-IS data section to make sure CAAs are entering the information accurately and correctly as each state's outcomes ultimately affects the CSBG program.

Funded Agency:

- ◆ National Association for State Community Services Programs **\$11,775**

Micronesian Cultural Awareness Program Training

OCS partnered with Micronesian educators and Honolulu Community Action Program to train primarily Department of Education elementary school teachers how to identify and implement strategies to establish successful working relationships with Micronesian students and families. It is estimated that 300 - 400 teachers in the City & County of Honolulu attended 9 training sessions.

Funded Agency:

- ◆ Honolulu Community Action Program, Inc. (HCAP) **\$17,000**

WEATHERIZATION ASSISTANCE PROGRAM

Weatherization Assistance Programs					
	HCEOC	MEO	HCAP	KEO	Total
CFLs	87	27	201	45	360
Hot Water Heater Timers	22	34	13	8	77
Solar Water Heater Systems	11	9	8	4	32
Appropriated Amount	\$70,350	\$84,550	\$74,620	\$33,155	\$262,675

The Weatherization Assistance Program (WAP) enables low-income households to reduce their energy by making their homes more energy efficient. Since 1976, the U.S. Department of Energy's (DOE) WAP has provided weatherization services to more than 5.5 million low-income families.

The purpose is to use DOE funds to contract for the installation of energy saving devices (i.e., water heater jackets, timers, and solar water heater systems) in the dwelling units of low-income individuals, elderly or handicapped persons, and families; and to provide energy conservation education.

One of the new elements this year was the inclusion of CFLs or Compact Fluorescent Lights in the WAP program. Program participants were provided CFLs to replace the incandescent bulb in their homes. Compact fluorescent

Services Provided Federal Funds

bulbs use 1/4th the energy of incandescent bulbs, give off more light, last 10 times longer, and are more cost effective. If every Hawaii home changed four lights to CFLs that home could save \$60 annually and would reduce their overall energy consumption by 2%.

In Hawaii the CFL program consisted of a kit that included a factsheet with tips about saving energy, a survey to assess energy usage, instructions on which locations were best to install the CFLs. Follow up included an assessment to see if the energy saving tips have been implemented properly. To date, 190 qualified homes in Hawaii have been outfitted with energy saving CFLs.

Combined savings for energy and non-energy benefits in 2006 show weatherization returns at \$2.69 for every \$1 invested.

Service areas include the counties of Honolulu, Maui, Hawaii and Kauai.

Cost-saving energy assistance to 281 low-income persons.



Funded Agencies:

- ◆ Kauai Economic Opportunity, Inc. (KEO)
- ◆ Honolulu Community Action Program, Inc. (HCAP)
- ◆ Maui Economic Opportunity, Inc. (MEO)
- ◆ Hawaii Community Economic Opportunity Council (HCEOC)

CASH AND MEDICAL ASSISTANCE FOR REFUGEES

The Cash and Medical Assistance (CMA) Program is part of the Division of Refugee Assistance and provides reimbursement to States and alternative refugee assistance programs for 100 percent of Refugee Cash Assistance (RCA), Refugee Medical Assistance (RMA), as well as associated administrative costs.

The Office of Refugee Resettlement (ORR) clients determined ineligible for Temporary Assistance for Needy Families (TANF) and Medicaid are eligible for RCA and RMA for up to eight (8) months from the date of arrival in the U.S., date of final grant of asylum for asylees, and date of certification for trafficking victims. CMA also reimburses States for medical screening costs through local public health clinics or physicians so that contagious diseases and medical conditions that may be a public health concern or a barrier to refugees' economic self-sufficiency are identified and treated.

The program served 31 refugees.

Strengthening Communities...Improving Lives

THE EMERGENCY FOOD ASSISTANCE PROGRAM (TEFAP)

The USDA buys the food, including processing and packaging, and ships it to Hawaii. The amount received by Hawaii depends on the low-income and unemployed population. State agencies work out details of administration and distribution. They select local organizations that either directly distribute to households or serve meals, or distribute to other local organizations that perform these functions.

This year TEFAP through the urging of OCS has now implemented "split shipping". In the past, food from the mainland was shipped to Oahu, off loaded and reloaded onto another ship and sent to the neighbor islands. OCS found this method to be cost ineffective and began asking that the food be shipped directly to the neighbor islands. The cost savings to the State is about 45-50% or approximately \$50,000.

Commodity Distribution:

Under TEFAP, commodity foods are made available by the U.S. Department of Agriculture to States. States provide the food to local agencies that they have selected, usually food banks, which in turn, distribute the food to soup kitchens and food pantries that directly serve the public.

Households that Meet State Eligibility Criteria:

Each State sets criteria for determining what households are eligible to receive food for home consumption. Income standards may, at the State's discretion, be met through participation in other existing Federal, State, or local food, health, or welfare programs.

This year, 1,013,695 pounds of emergency food from the U.S. Department of Agriculture were distributed to Hawaii's community action agencies and local food banks. This food fed an estimated 79,835 needy persons.



Funded Agency:

◆ U.S.D.A. Grant Award

\$571,000

Services Provided Federal Funds

NATIONAL FARMWORKERS JOBS PROGRAM

In the interim period, continued to contract for National Farm workers Jobs Program to prepare and assist unemployed, or under-employed low-income migrant and seasonal farm workers in obtaining and maintaining gainful employment. Ensured continuity of services in State of Hawaii with Federal government returning award of grant to Maui Economic Opportunity, Inc.

Total participants served was 140, participants exiting program was 91, completed training services was 50, and placed in unsubsidized employment was 55.

Funded Agency

◆ Maui Economic Opportunity, Inc. **\$313,000**

LEGAL ADVOCACY, OUTREACH, AND REFERRAL SERVICES TO PROTECT THE RIGHTS OF CHILDREN AND THEIR FAMILIES

The Legal Aid Society of Hawaii opened an additional 62 cases, which were developed into full cases. The purpose of this program is to provide legal services to protect the needs of low-income children and their families who would otherwise not be able to afford legal services. The services are designed to divert children and families from the child abuse system through guardianships, adoptions, temporary restraining orders and representation in custody cases aimed at ensuring the safety of the child at risk.

The target population served are children less than 18 years of age and their families living in Hawaii who qualify for the Department of Human Services' Temporary Assistance for Needy Families (TANF) and TAONF programs.

Funded Agency

◆ Legal Aid Society of Hawaii (LASH) **\$300,000**

SENIOR FARMERS MARKET NUTRITION PROGRAM

The Senior Farmers' Market Nutrition Program (SFMNP) provides low-income seniors with coupons that can be exchanged for fresh produce at farmers' markets, roadside stands, and community supported agriculture programs. The program purchased \$119,240 of locally grown produce in Hawaii County from 21 growers and enhanced the nutrition of 1,466 seniors by distributing 90,001 pounds.

The goals of the Senior Farmers' Market Nutrition Program are to:

(1) Provide resources in the form of fresh, nutritious, unprepared, locally grown fruits, vegetables, and herbs

Strengthening Communities...Improving Lives

from farmers' markets, roadside stands and community supported agriculture programs to low-income seniors.

(2) Increase the domestic consumption of agricultural commodities by expanding or aiding in the expansion of domestic farmers' markets, roadside stands, and community support agriculture programs.

(3) Develop or aid in the development of new and additional farmers' markets, roadside stands, and community support agriculture programs.

The target population are low-income seniors, generally defined as individuals who are at least 60 years old and who have household incomes of not more than 185% of the federal poverty income guidelines.

Funded Agency

◆ Hawaii Island Food Bank

\$547,877

What We Are Doing in FY 2008

◆ Contract Tracking Software

The Office of Community Services now handles close to a hundred contracts every fiscal year. Tracking these contracts in real time and checking all accompanying documentation requirements proves a formidable task. To prevent lapses in fiscal requests and payments, periodic program/fiscal reports, desktop contacts and on-site monitoring visits, and contracts, OCS is planning to implement a new contract tracking software. The software will facilitate OCS to be more efficient and effective in its administration of contracts. It is also hoped that since DLIR is in the process of purchasing Minute Man Plus, that this software will simultaneously be used to develop OCS' first contract tracking program.

◆ Employment Creation Program for Low-Income Persons, Immigrants and Refugees

This program represents an innovative program that encourages job creation through economic development models. The program's goal is to inspire, assist, train, and motivate this diverse population to move towards and gain self-sufficiency via their own entrepreneurial drive and desires. Amazing successes include Cake Lava in Kailua and various child care provider business start-ups in public housing areas.

While a beneficial program, there is plenty of room for improvement. The new and energetic OCS staff looks to boost Employment Creation by clarifying the program goals and outcomes while making the program more relevant and beneficial to the target population. In addition, there needs to be structural changes that take full advantage of all the economic opportunities out there. This may mean partnerships with other agencies like DBEDT Community-Based Economic Development to combine funding and minimize duplication of services. This should be an exciting time to see what new heights the Employment Creations Program can reach.

◆ Continued CSBG Discretionary Fund Projects

Just recently, during the last two federal fiscal years, the CSBG administrator, with the support of the OCS Executive Director, made the decision as allowable to selectively expend CSBG discretionary funds. To date, OCS has funded a total of 17 very successful projects, a number of which are reported herein this annual report. In the future, OCS looks forward to continuing discretionary funding and partnering with a variety of Hawaii's non-profit agencies on important issues that make a difference.

◆ COFA (Compact of Free Association) Migrants

In FY 2007, OCS held a follow-up event at the Hawaii Convention Center, the Micronesian Cultural Exchange Festival. This event has served as a catalyst for increased interest and support for three Micronesian advocate groups here in Honolulu - Nations of Micronesia, Micronesians United, and Micronesia Community Network as well as formation of the Compacts of Free Association Task Force (COFA). The COFA taskforce investigates and coordinates the provision of medical and social services to migrants from the Freely Associate States, consults with the Department of the Interior's Office of Insular Affairs in Hawaii regarding available federal funds to assist Freely Associated States citizens here in Hawaii, consult with the United State Census Bureau on obtaining census information, and investigate and make recommendations on the medical, educational, housing and social service needs for this target population.

Strengthening Communities...Improving Lives

- ◆ OCS will continue to:

1) promote communication, harmony, and unity among Micronesians with the local culture; 2) facilitate access to services like health care, affordable housing, and social services; 3) develop and improve education, leadership, and entrepreneurial skills; 4) enhance and foster positive images of Micronesians as productive members of the society; 5) advocate for a Micronesian Resource Center; 6) support a comprehensive Micronesian census; and 7) be a contributing member and integral part of the COFA Taskforce.

- ◆ Leeward Coast Initiative:

For over forty years, funds and programs have been directed towards assisting the Waianae region, but many of these efforts proved futile or met only limited success. In response, the Lingle-Aiona Administration launched the Leeward Coast Initiative, a multi-agency endeavor to develop a State-community partnership model that would generate community-based economic development which in turn would raise the standard of living and empower community residents to meaningfully participate in the regional economy. In addition to homeless solutions, the Administration is also focusing on what is needed to address long-standing problems that are major contributing factors to the area's disproportionately high poverty and unemployment rates, lack of workforce training, and minimal business diversification opportunities.

- ◆ An interdisciplinary team of which OCS was a partner conducted surveys and outreach to obtain the community's recommendations for improving the effectiveness and accessibility of state programs, and how to integrate them with existing services offered by the private and non-profit sectors.

- ◆ DLIR-OCS and the Workforce Development Division will continue working on Leeward Coast Initiative by partnering with the Iron Workers and the Building Industry Trade Unions to combine and make available resources to train local apprentices to obtain gainful employment; research and compile a data repository of educational resources available in Leeward, Oahu which leads to enhanced distance learning opportunities; and champion a transitional housing pilot program or a family self-sufficiency program. DLIR-OCS is partnering with the Hawai'i Coalition of Christian Churches (HCCC) on a new emergency, transitional and affordable rental project in Wai'anae called Kahikolu 'Ohana Hale 'O Wai'anae. The first phase of the project, which broke ground in December 2007 features 64 units and 40 dorm beds. The State is providing \$10.9 million in funding for the project, including a \$5 million grant-in-aid, \$5.5 million under the emergency proclamation declared in July 2006; and \$400,000 from Dwelling Unit Revolving Fund. The Hawai'i Housing Finance and Development Corporation is leasing the property to HCCC for \$1.00 per year for 30 years.

- ◆ Capital Improvement Projects/Grants-In-Aids

In this current year 2008 Legislative session, grant requests in the Executive Biennium Budget totaled \$156,457,762, of which \$30,915,755 was deferred to OCS for review and recommendation. At this time, it is still speculative and unknown how many of these projects will finally end up being administered by OCS.

- ◆ OCS just recently hired a full-time staff member primarily responsible for Grants-in-Aids and Capital Improvement Projects. This program staff member provides a central point-of-contact regarding contracts relating to GIA

What We Are Doing in FY 2008

operating funds or CIP construction projects. This centralized position allows for the development of a comprehensive overview of the grant process. With one person overseeing and administering each and every grant, OCS can eliminate duplicative services, encourage collaboration between granting agencies with similar missions, streamline the release of funds and contracting process, and develop specific procedures to allow for differences between the CIP/GIA and RFP processes.

- ◆ The CIP/GIA selection process has recently received a great deal of public scrutiny. This scrutiny has caused the public to become very wary of the process. Standardizing and making the review and selection process fairer, being responsible to timely report to public and private sectors on the viable outcomes of these contracted services and programs will go a long way in re-instilling public trust.

- ◆ Senior Farmers' Market Nutrition Program

For Fiscal Years 2006 and 2007, the SFMNP program has been administered on the Island of Kauai and the Island of Hawaii. For FY 2008, OCS will be expanding the program to include the County of Maui.

- ◆ Case Management Software for ECS-LIP and ECS-IMM

OCS successfully completed its transition phase and implemented performance-based contracts for Employment Core Services for Low-Income Persons and Immigrants. So what's the next step?

For State Fiscal Biennium 2010-2011, OCS will adopt and implement a cost-effective web-based case management system for its regional network of multiple service agencies that provide clients an array of employment training activities. OCS recognizes the benefit of having all of its ECS-LIP and ECS-IMM service providers use the same software to uniformly register, track and report identical program progress and outcomes. We see the value of maintaining data collection and reporting uniformity and consistency amongst service providers. This allows OCS to effectively monitor, evaluate and compare program results from its contracted service providers.

The customized software will document services provided to and track progress of program clients. Software encompasses: a centralized client intake center; maintains demographic information; determines client income eligibility; defines client goals; incorporates a telephone contact module; and uses query builders to retrieve records from any database table meeting the Office of Community Services (OCS) service providers' specified conditions. It monitors client progress and program services received to eliminate work barriers; tracks client milestone achievements; compiles milestone payment requests and expenditure reports; records telephone contacts, walk-in/general contacts, and group services; maintains client confidentiality; and generates real-time monthly, quarterly and annual Milestone Payment System Performance-Based and Service Activity Reports with vendor performance report card.

In combination, the performance-based contract with its milestone payments coupled with the case management software will hopefully evolve into a best practice or new model.

Strengthening Communities...Improving Lives

◆ The Emergency Food Assistance Program

We are looking to receive more “bonus” deliveries from the United States Department of Agriculture commodities purchase in program year 2008. Hawaii will once again maintain an efficient cost operation that may allow us to convert more administrative funds to commodities purchase funds. Last year, our state was the only state in the Western Region to exercise this allowable practice to purchase more goods. This year we want to double the conversion possibility regardless of the expected cost of fuel inflation for 2008, although there is a point in the equation where the efficient operations savings may not off-set the inflation rate. We remain optimistic to this real possibility.

◆ Weatherization Assistance Program

OCS will introduce another innovative method for qualified low-income families to significantly reduce their electric bill by replacing the hot water timer program with a modest but new efficient refrigerator replacement program. Weatherization managers nationwide agree that the next significant electricity offender in the home is the refrigerator. Many families with refrigerators still in their household pre-1996 are significantly less cost conscience than their contemporaries. The introduction of refrigerators will not affect the number of recipients who received hot water timers in the past. In the effort to be globally conscience of our fragile environment, the requirement built into the program is to assure proper disposal of the offending refrigerator in an environmentally acceptable method and standard. We are also determined to be proactive in the peer-exchange program for each of our county WAP program managers. We want to have inter-county visits to educate our managers on counter-part methods and exchange of ideas and energy.

◆ OCS Annual Report

This is OCS' first annual report since FY 2003. Though an annual report is not mandatory, OCS will continue to issue an annual report for FY 2008.

◆ In the coming year, we will focus on improving our program monitoring, data collection, and evaluation. We will conduct our biannual competitive Request for Proposals process using the State Procurement Office's Chapter 103F, Hawaii Revised Statutes, process. This competitive process is accountable, responsible and very transparent. With a full staff, OCS will now be able to be up-to-date in its data collection and posting of results.

◆ OCS remains and will continue to be a steward of taxpayer monies. Though we are responsible for administering funds and making sure that programs deliver outputs and outcomes, OCS does not want to be viewed as a purely regulatory agency. We acknowledge and understand that projects and expenditures are subject to federal, state, and county laws and must follow allowable cost principles. However, OCS staff members would like to be respected as partners willing to go the extra mile to lend technical assistance to its service providers, thus enabling our partners to deliver the best social services possible to their target population...

Our mission remains - Strengthening Communities.....Improving Lives!

Excerpts from Transitioning to and Implementing Performance-Based Contracts

Full text available on the Department of Labor and Industrial Relations' Office of Community Services website - <http://hawaii.gov/labor/ocs/pdf/pbc.pdf>

Transitioning to and Implementing Performance-Based Contracts for Employment Core Services for Low-Income Persons and Immigrants

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Research, Planning and Resource Development Administrator

April 1, 2008

Abstract

People demand responsible and accountable government. Government, at all levels, is answering the challenge by being more open and transparent in its procurement of goods and services. Attention is now focused upon Congress to see if it will actually utilize the Program Assessment Rating Tool (PART) information to decide real funding levels or if PART will just be a one time initiative of the current administration. PART is important because it represents the only program that assesses performance across the entire Federal budget. Fiscal accountability and responsibility requires sound stewardship of taxpayer dollars. It's only a matter of time before this Federal performance-based culture trickles down and is adopted at the State and agency level.

Ten years ago, the State of Hawaii was a leader and one of the first states nationwide to pass legislation mandating the use of performance measures to create its budget. Presently, it is dead last when compared to the rest of the states concerning managing for performance, budgeting for performance and program evaluation. The Department of Labor and Industrial Relations – Office of Community Services (DLIR-OCS) staff, frustrated by declining performance and rising costs, wanted to improve program performance by making the shift from payment for activities to payment for results. To continue to do even more with much less and justify future funding, DLIR-OCS is leading organizational and cultural change to manage for results that focus upon its customers by implementing Performance-Based Contracts (PBCs) for its Employment Core Service programs. This paper basically depicts DLIR-OCS' experience of implementing PBCs for its Employment Core Service programs.

DLIR-OCS demonstrates that PBCs based on a Milestone Payment System (MPS) provide a viable contracting option that works and saves money. For Fiscal Biennium 2006-2007, the actual amount of savings for the Employment Core Services for Low-Income Persons and Immigrants was \$292,163. This does not account for one-time monies advanced to service providers during first quarter of the pilot transition phase that service providers were allowed to keep regardless if earned or not. During the transition phase, a built-in harmless clause was incorporated. Service providers needed to know it was somewhat okay to fail as they transitioned their program design to better fit MPS. If OCS strictly followed and made payments solely based on MPS, this would have resulted in a greater combined savings of \$522,768.

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Summary

DLIR-OCS made the decision to move from outcome-based reimbursement contracts to PBCs. After considering various types of PBCs, DLIR-OCS decided to select a modified version of the Oklahoma Department of Rehabilitation Services - Milestone Payment System (MPS) due to its proven track record and continuous cash flow since many service providers cannot wait a year before receiving payments.

It is difficult, at best, to develop good measures and determine just the right number of key performance measures for health and human services. Few, if any, road maps exist on how to best implement PBCs. DLIR-OCS learned via trial and error that getting staff to develop and implement PBCs proved a major obstacle. It requires and is essential to get buy-in and support from (1) program staff, (2) service providers, (3) top management, and (4) funders. In DLIR-OCS' experience greatest resistance came from within its own staff. Probably the most important thing DLIR-OCS has learned to increase chances for successfully implementing PBCs is that the agency needs first to adopt a performance organizational and cultural changes that focus upon customers. For PBC to be successful, you need to develop the right measures/outcomes for making payments and getting all office staff to adopt a philosophy of working for achieving client outcomes. This is then followed by performance-based contract implementation. And remember foremost, PBC is a tool, not a cure all.

An interdisciplinary team, consisting of program specialists, accountant, Executive Director, contracting officer, deputy attorney general and service provider staff members was used to develop the RFP and PBCs. The PBC implementation timeline did not match the RFP procurement timeline. DLIR-OCS unfortunately did not have sufficient time to provide trainings for performance-based management and contracts to its own staff or service providers. To maximize chances for successful implementation of PBCs, you need to provide adequate training.

To prevent cycling of clients and report unduplicated counts, DLIR-OCS extended tracking of client employment after job placement to one-year. MPS also allows manual tracking of each client. Performance-based contracting allows government to receive services it paid for and shares the risk more evenly between government agencies and the service providers. The service providers now need to deliver services before receiving payment at each milestone. To determine unit rates or total amount to be paid per client, DLIR-OCS looked at its own historical cost data as well as costs for 10 similar programs situated throughout the mainland USA.

Possible creaming remains the Achilles heel of outcome-based payment systems. Incentives for creaming are reduced by offering higher payments to service providers for serving difficult-to-place clients. Generally, the larger payment may not be substantial enough to make it worthwhile to risk working with the more challenged clients. Under the old system, no one or very few persons were screened out. The old reimbursement system encouraged non-profits to accept clients who could not work and then extend the service delivery process so they could get their budgets padded. MPS is designed to encourage people to work and the programs need to admit people who are capable of work. Private non-profits are now paid for performance, based on job placement and several levels of job

Excerpts from **Transitioning to and Implementing Performance-Based Contracts**

retention, with detailed program design left to the non-profit. PBCs made both service provider as well as DLIR-OCS staff take a hard look at their programs with new eyes and a renewed interest.

Thirteen service providers with 20 contracts who were part of the pilot transition to PBCs. This past biennium saw unrequested amounts of \$229,766 or about 9% for ECS-LIP and \$62,397 or 5.3% for ECS-IMM. Combined, the actual amount of savings was \$292,163 or 7.8%. (Note: If OCS strictly followed and made payments following the MPS then this past biennium saw unrequested amounts of \$442,153 or 17.22% for ECS-LIP and \$80,615 or 7.2% for ECS-IMM. This would have been a combined savings of \$522,768 or 14.2%).

For FB 2008-2009, the previous biennium's data was used to evaluate the performance of service providers. Those performing well received new contracts, some with increased contract amounts. Those performing poorly received lesser contract amounts or no contracts. Not every program that made the transition to MPS has survived. Service providers with strong management and effective job coaches made the transition with more ease.

DLIR-OCS developed a client-tracking case management, reporting template based on DLIR-OCS' service providers input. Customized client tracking/case management software will be used to document services provided to, track progress of program clients and generate real-time program reports with vendor performance report card. This is not an effort to micro-manage service providers, but an attempt to have service providers collect data similarly, push a "single-button", and submit a uniform report. A simple survey along with the data collection will allow comparisons between vendors. By developing the right outcome measures, making milestone payments, implementing performance-based contracts, conducting desktop and on-site program monitoring, analyzing and evaluating data, and sourcing for customized case management software – DLIR-OCS foresees Employment Core Service programs evolving into a "best practice", serving as a model for other State programs, and leading to increased program funding.

A horizontal banner with a green leaf background, showing veins and water droplets. The text is centered in white.

Strengthening Communities...Improving Lives

Employment Core Services Low-Income Persons

2002-2003

Employment Core Services for Low-Income Persons

Summary FB 2002-2003	BISAC	CFS	GH(HIo)	GH(HL)	HCEOC	HCAP	KALIMA	KEO	MEO	ORI	PGC	WAW	HAWAII	MAUI	HNL	KAUAI	STATE
Contracted Amount	\$235,000	\$200,000	\$176,000	\$250,000	\$266,000	\$240,000	\$183,000	\$274,150	\$260,000	\$400,000	\$200,000	\$240,000	\$677,000	\$443,000	\$1,530,000	\$274,150	\$2,924,150
Amount State Paid	\$227,056	\$193,077	\$145,023	\$209,703	\$259,508	\$181,826	\$178,534	\$244,201	\$253,655	\$390,238	\$195,119	\$234,143	\$631,587	\$432,189	\$1,404,106	\$244,201	\$2,712,083
No. Persons Enrolled	192	208	112	244	607	377	229	356	222	207	344	102	911	451	1482	356	3200
Needs Assessment	160	192	106	262	589	377	229	171	213	167	339	102	855	442	1439	171	2907
Enrolled Employment Preparation	157	156	81	234	476	153	108	102	87	174	210	103	714	195	1030	102	2041
Complete Employment Preparation	116	134	61	200	280	143	63	42	71	134	124	8	457	134	743	42	1376
Job Placement and Maintenance																	
Part-time	31	74	45	49	98	73	45	37	17	48	48	44	174	62	336	37	609
Full-time	47	63	14	106	97	106	89	29	99	55	52	18	158	188	400	29	775
Total Placements	78	137	59	155	195	179	134	66	116	103	100	62	332	250	736	66	1384
Six Months	30	106	22	154	154	71	50	13	60	51	56	30	206	110	468	13	797
Twelve Months	7	41	8	72	50	15	22	16	47	29	55	26	65	69	238	16	388
Unit Cost (\$)/Placement	\$2,911	\$1,409	\$2,458	\$1,353	\$1,331	\$1,016	\$1,332	\$3,700	\$2,187	\$3,789	\$1,951	\$3,777	\$1,902	\$1,729	\$1,908	\$3,700	\$1,960
Unit Cost (\$)/Six Months	\$7,569	\$1,821	\$6,592	\$1,362	\$1,685	\$2,561	\$3,571	\$18,785	\$4,228	\$7,652	\$3,484	\$7,805	\$3,066	\$3,929	\$3,000	\$18,785	\$3,403
Unit Cost (\$)/Twelve Months	\$32,437	\$4,709	\$18,128	\$2,913	\$5,190	\$12,122	\$8,115	\$15,263	\$5,397	\$13,456	\$3,548	\$9,006	\$9,717	\$6,264	\$5,900	\$15,263	\$6,990
% placed in jobs to those assessed	48.75	71.35	55.66	59.16	33.11	47.48	58.52	38.60	54.46	61.68	29.50	60.78	38.83	56.56	51.15	38.60	47.61
% employed 6 months to those assessed	18.75	55.21	20.75	58.78	26.15	18.83	21.83	7.60	28.17	30.54	16.52	29.41	24.09	24.89	32.52	7.60	27.42
% employed 12 months to those assessed	4.38	21.35	7.55	27.48	8.49	3.98	9.61	9.36	22.07	17.37	16.22	25.49	7.60	15.61	16.54	9.36	13.35
% employed 6 months after placement	38.46	77.37	37.29	99.35	78.97	39.66	37.31	19.70	51.72	49.51	56.00	48.39	62.05	44.00	63.59	19.70	57.59
% employed 12 months after placement	8.97	29.93	13.56	46.45	25.64	8.38	16.42	24.24	40.52	28.16	55.00	41.94	19.58	27.60	32.34	24.24	28.03
% enrolled that complete class	73.89	85.90	75.31	85.47	58.82	93.46	58.33	41.18	81.61	77.01	59.05	7.77	64.01	68.72	72.14	41.18	67.42

Employment Core Services Low-Income Persons

2004-2005

Employment Core Services for Low-Income Persons		BSAC	CFS	GH(Hilo)	GH(HNL)	HCEOC	HCAP	KALIMA	KEO	JIEO	ORI	OVCA	PACT	PGC	WAW	HAWAII	MAUI	HIL	KAUAI	STATE
Summary FB 2004-2005																				
Contracted Amount	\$160,000	\$190,000	\$170,000	\$210,000	\$160,000	\$210,000	\$146,560	\$162,000	\$248,000	\$150,000	\$162,000	\$219,622	\$190,000	\$190,000	\$662,000	\$394,560	\$1,359,622	\$162,000	\$2,568,162	
Amount State Paid	\$159,998	\$183,637	\$142,343	\$192,477	\$160,000	\$210,000	\$146,560	\$148,404	\$248,000	\$150,000	\$146,770	\$218,526	\$190,000	\$190,000	\$609,111	\$394,560	\$1,334,640	\$148,404	\$2,486,715	
No. Persons Enrolled	187	185	134	181	192	195	103	370	215	25	160	289	288	152	673	318	1315	370	2676	
Needs Assessment	135	168	134	181	267	173	103	170	212	25	109	124	220	97	645	315	988	170	2118	
Enrolled Employment Preparation	155	157	81	181	190	39	127	n/a	104	34	90	120	154	77	516	231	762	n/a	1509	
Complete Employment Preparation	123	104	53	154	135	61	97	192	101	11	53	48	52	74	364	198	504	192	1258	
Job Placement and Maintenance																				
Part-time	17	57	25	23	76	53	45	32	46	10	16	26	56	58	134	91	283	32	540	
Full-time	34	54	24	124	34	43	37	44	92	0	14	15	53	17	106	129	306	44	585	
Total Placements	51	111	49	147	110	96	82	76	138	10	30	41	109	75	240	220	589	76	1125	
Six Months	47	76	23	130	52	30	29	45	167	5	13	16	89	72	135	196	418	45	794	
Twelve Months	10	39	20	126	25	39	20	23	121	5	2	5	88	39	57	141	341	23	562	
Unit Cost (\$)/Placement	\$3,137	\$1,654	\$2,905	\$1,309	\$1,455	\$2,188	\$1,787	\$1,953	\$1,797	\$15,000	\$4,892	\$5,330	\$1,743	\$2,533	\$2,538	\$1,793	\$2,268	\$1,953	\$2,210	
Unit Cost (\$)/Six Months	\$3,404	\$2,416	\$6,189	\$1,481	\$3,077	\$7,000	\$5,054	\$3,298	\$1,465	\$30,000	\$11,290	\$13,658	\$2,135	\$2,639	\$4,512	\$2,013	\$3,193	\$3,298	\$3,132	
Unit Cost (\$)/Twelve Months	\$16,000	\$4,709	\$7,117	\$1,528	\$6,400	\$5,385	\$7,328	\$6,452	\$2,050	\$30,000	\$73,365	\$43,705	\$2,159	\$4,872	\$10,686	\$2,798	\$3,914	\$6,452	\$4,425	
% placed in jobs to those assessed	37.78	66.07	36.57	81.22	41.20	55.49	79.61	44.71	65.09	40.00	27.52	33.06	49.55	77.32	37.21	69.94	59.62	44.71	53.12	
% employed 6 months to those assessed	34.81	45.24	17.16	71.82	19.48	17.34	28.16	26.47	78.77	20.00	11.93	12.90	40.45	74.23	20.93	62.22	42.31	26.47	37.49	
% employed 12 months to those assessed	7.41	23.21	14.93	69.61	9.36	22.54	19.42	13.53	57.08	20.00	1.63	4.03	40.00	40.21	8.84	44.76	34.51	13.53	26.53	
% employed 6 months after placement	92.16	68.47	46.94	88.44	47.27	31.25	35.37	59.21	121.01	50.00	43.33	39.02	81.65	96.00	56.25	89.09	70.97	59.21	70.58	
% employed 12 months after placement	19.61	35.14	40.82	85.71	22.73	40.63	24.39	30.26	87.68	50.00	6.67	12.20	80.73	52.00	23.75	64.09	57.89	30.26	49.96	
% enrolled that complete class	79.35	66.24	65.43	85.08	71.05	156.41	76.38	n/a	97.12	32.35	58.89	40.00	33.77	96.10	70.54	85.71	66.14	n/a	83.37	

Employment Core Services Immigrant Persons

2004-2005

Employment Core Services for Immigrants													
Summary FB 2004-2005	CCH (Hilo)	CCH (HNL)	CFS	HCEOC	KEO	MEO	PGC	SWCC	HAWAII	MAUI	HNL	KAUAI	STATE
Contracted Amount	\$220,000	\$180,000	\$180,000	\$80,000	\$80,000	\$100,000	\$139,692	\$140,000	\$300,000	\$100,000	\$459,692	\$80,000	\$939,692
Amount State Paid	\$220,000	\$180,000	\$175,220	\$80,000	\$72,994	\$100,000	\$139,686	\$138,298	\$300,000	\$100,000	\$453,204	\$72,994	\$926,198
No. Persons Enrolled	226	221	268	204	38	132	165	168	430	132	822	38	1422
Needs Assessment	151	165	445	314	46	120	161	252	465	120	1023	46	1654
Enrolled Employment Preparation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Complete Employment Preparation	164	106	231	53	43	89	65	43	217	89	445	43	794
Job Placement and Maintenance													
Part-time	58	66	85	46	28	27	22	55	104	27	228	28	387
Full-time	104	80	83	53	12	86	64	40	157	86	267	12	522
Total Placements	162	146	168	99	40	113	86	95	261	113	495	40	909
Six Months	116	75	125	63	31	47	77	61	179	47	338	31	595
Twelve Months	90	53	118	45	26	44	41	28	135	44	240	26	445
Unit Cost (\$)/Placement	\$1,358	\$1,233	\$1,043	\$808	\$1,825	\$885	\$1,624	\$1,456	\$1,149	\$885	\$916	\$1,825	\$1,019
Unit Cost (\$)/Six Months	\$1,897	\$2,400	\$1,402	\$1,270	\$2,355	\$2,128	\$1,814	\$2,267	\$1,676	\$2,128	\$1,341	\$2,355	\$1,557
Unit Cost (\$)/Twelve Months	\$2,444	\$3,396	\$1,485	\$1,778	\$2,807	\$2,273	\$3,407	\$4,939	\$2,222	\$2,273	\$1,888	\$2,807	\$2,081
% placed in jobs to those assessed	107.28	88.48	37.75	31.53	86.96	94.17	53.42	37.70	56.13	94.17	48.39	86.96	54.96
% employed 6 months to those assessed	76.82	45.45	28.09	20.06	67.39	39.17	47.83	24.21	38.49	39.17	33.04	67.39	35.97
% employed 12 months to those assessed	59.60	32.12	26.52	14.33	56.52	36.67	25.47	11.11	29.03	36.67	23.46	56.52	26.90
% employed 6 months after placement	71.60	51.37	74.40	63.64	77.50	41.59	89.53	64.21	68.58	41.59	68.28	77.50	65.46
% employed 12 months after placement	55.56	36.30	70.24	45.45	65.00	38.94	47.67	29.47	51.72	38.94	48.48	65.00	48.95

Employment Core Services Low-Income Persons

2006-2007

Employment Core Services for Low-Income Persons																	
Summary FB 2006-2007	BISAC	CFS	GH(Hilo)	GH(HNL)	HCEOC	KALAMA	KEO	MEO	ORI	PACT	PGC	WAW	HAWAI	MAUI	HNL	KAUAI	STATE
Contracted Amount	\$179,200	\$207,350	\$227,170	\$410,826	\$150,150	\$205,956	\$164,450	\$202,100	\$201,146	\$221,650	\$200,200	\$196,920	\$556,520	\$408,056	\$1,438,092	\$164,450	\$2,567,118
Amount State Paid	\$159,375	\$124,104	\$227,170	\$410,826	\$129,059	\$151,324	\$140,176	\$202,100	\$180,588	\$221,650	\$200,085	\$190,895	\$515,604	\$353,424	\$1,328,148	\$140,176	\$2,337,352
Needs Assessment	111	49	171	204	76	110	126	156	80	250	273	147	358	266	1003	126	1753
Complete Employment Preparation	102	39	135	203	33	69	41	123	74	72	73	88	270	192	549	41	1052
Total Placements	49	21	107	151	56	42	41	89	38	108	84	74	212	131	476	41	860
Six Months	27	19	39	103	26	19	30	52	32	75	47	63	92	71	339	30	532
Twelve Months	17	15	24	71	14	9	15	25	21	57	18	43	55	34	225	15	329
Unit Cost (\$)/Placement	\$3,253	\$5,910	\$2,123	\$2,721	\$2,305	\$3,603	\$3,419	\$2,271	\$4,752	\$2,052	\$2,382	\$2,580	\$2,432	\$2,698	\$2,790	\$3,419	\$2,718
Unit Cost (\$)/Six Months	\$5,903	\$6,532	\$5,825	\$3,989	\$4,964	\$7,964	\$4,673	\$3,887	\$5,643	\$2,955	\$4,257	\$3,030	\$5,604	\$4,978	\$3,918	\$4,673	\$4,394
Unit Cost (\$)/Twelve Months	\$9,375	\$8,274	\$9,465	\$5,786	\$9,219	\$16,814	\$9,345	\$8,084	\$8,599	\$3,889	\$11,116	\$4,439	\$9,375	\$10,395	\$5,903	\$9,345	\$7,104
% placed in jobs to those assessed	44.14	42.86	62.57	74.02	73.68	38.18	32.54	57.05	47.50	43.20	30.77	50.34	59.22	49.25	47.46	32.54	49.06
% employed 6 months to those assessed	24.32	38.78	22.81	50.49	34.21	17.27	23.81	33.33	40.00	30.00	17.22	42.86	25.70	26.69	33.80	23.81	30.35
% employed 12 months to those assessed	15.32	30.61	14.04	34.80	18.42	8.18	11.90	16.03	26.25	22.80	6.59	29.25	15.36	12.78	22.43	11.90	18.77
% employed 6 months after placement	55.10	90.48	36.45	68.21	46.43	45.24	73.17	58.43	84.21	69.44	55.95	86.14	43.40	54.20	71.22	73.17	61.86
% employed 12 months after placement	34.69	71.43	22.43	47.02	25.00	21.43	36.59	28.09	55.26	52.78	21.43	58.11	25.94	25.95	47.27	36.59	38.26

Employment Core Services Immigrant Persons

2006-2007

Employment Core Services for Immigrants													
Summary FB 2006-2007	CCH (Hilo)	CCH (HNL)	CFS	HCEOC	KEO	MEO	PGC	SWCC	HAWAII	MAUI	HNL	KAUAI	STATE
Contracted Amount	\$232,960	\$231,150	\$175,400	\$71,500	\$71,500	\$100,100	\$143,000	\$160,060	\$304,460	\$100,100	\$709,610	\$71,500	\$1,186,670
Amount State Paid	\$232,960	\$231,150	\$175,400	\$71,500	\$61,523	\$100,100	\$142,675	\$107,965	\$304,460	\$100,100	\$657,190	\$61,523	\$1,123,273
Needs Assessment	122	124	117	50	45	37	128	87	172	37	456	45	710
Complete Employment Preparation	119	123	79	14	20	32	40	32	133	32	274	20	459
Total Placements	85	96	68	28	17	33	69	45	113	33	278	17	441
Six Months	76	92	54	23	15	26	27	14	99	26	187	15	327
Twelve Months	64	95	43	15	7	21	8	5	79	21	151	7	258
Unit Cost (\$)/Placement	\$2,741	\$2,408	\$2,579	\$2,554	\$3,619	\$3,033	\$2,068	\$2,399	\$2,694	\$3,033	\$2,364	\$3,619	\$2,547
Unit Cost (\$)/Six Months	\$3,065	\$2,513	\$3,248	\$3,109	\$4,102	\$3,850	\$5,284	\$7,712	\$3,075	\$3,850	\$3,514	\$4,102	\$3,435
Unit Cost (\$)/Twelve Months	\$3,640	\$2,433	\$4,079	\$4,767	\$8,789	\$4,767	\$17,834	\$21,593	\$3,854	\$4,767	\$4,352	\$8,789	\$4,354
% placed in jobs to those assessed	69.67	77.42	58.12	56.00	37.78	89.19	53.91	51.72	65.70	89.19	60.96	37.78	62.11
% employed 6 months to those assessed	62.30	74.19	46.15	46.00	33.33	70.27	21.09	16.09	57.56	70.27	41.01	33.33	46.06
% employed 12 months to those assessed	52.46	76.61	36.75	30.00	15.56	56.76	6.25	5.75	45.93	56.76	33.11	15.56	36.34
% employed 6 months after placement	89.41	95.83	79.41	82.14	88.24	78.79	39.13	31.11	87.61	78.79	67.27	88.24	74.15
% employed 12 months after placement	75.29	98.96	63.24	53.57	41.18	63.64	11.59	11.11	69.91	63.64	54.32	41.18	58.50

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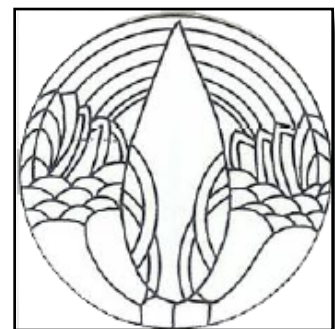


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